



Township of North Stormont

Economic Development
Strategy and Action
Plan

December 2016





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Section 1

A Better Future For Tomorrow





1 A Better Future For Tomorrow

The New Economy is Presenting Challenges and Opportunities

Eastern Ontario is known for possessing a wealth of natural resources, great access to domestic and international markets, and a dozen postsecondary education institutions. Perhaps its most dominant characteristic is its culture of community and entrepreneurship that is highlighted across the region. While this should provide Eastern Ontario with enormous opportunity, the reality remains that the region is experiencing low population growth, a steady out-migration of rural youth, all while the economy is changing from one dominated by agriculture and manufacturing to one dominated by a service based economy.

The 2016 Economic Update provided by the Ontario Chamber of Commerce, identified the Ottawa Economic Region as one of Ontario's less improved areas.¹ The outlook goes on to note that while there is some diversity in the economic base, growth trends typically reflect the performance of government services, with region's rural areas reflecting manufacturing and agriculture as the underlying drivers of the economy. Fiscal restraint on the part of the federal government has also been a drag on the regional economy and has offset an increasingly active technology scene. Meanwhile, challenges have mounted in agriculture and food-processing sectors, in particular the forces that are impacting food demand such as updated legislation to a lack of skilled labourers/succession planning.² As such, the area has faced a series of setbacks over the past year stemming from struggles in the manufacturing sector. Companies that have shuttered or announced closure of local operations included Sensient Flavors, American Standard, and Philips Canlyte, costing Stormont, Dundas and Glengarry hundreds of jobs.

However, with that being said, the slow regional growth that occurred in 2015 is likely at an end as improved conditions are expected in 2016 and 2017. Growth in public-sector activity is expected to lift the broader economy through multiple channels, including greater demand for professional services and retail spending, more housing, and increased business and public-sector investment.³ Meanwhile, the economic outlook highlights that a low Canadian dollar will help the short-term competitiveness of firms in the region. Beneficiaries include high-tech manufacturing and the growing software industry, which will be further bolstered by improving U.S. demand and capital renewal.⁴ As well, the regional manufacturing base is anticipated to stabilize with favourable export conditions from the low Canadian dollar and improved U.S. economy. A re-emergence of historic manufacturing growth is not expected, but the region is adapting to changing manufacturing dynamics.

A positive outlook for the regions outside of Ottawa is expected as local economies continue to develop as a transportation and logistics hub for large retailers. Key entrants that have opened distribution centres in the region over the past year include Walmart, Giant Tiger, and Hercules SLR. This improved regional growth outlook will support employment growth and housing activity in 2016.

¹ Ontario Chamber of Commerce, Ottawa Economic Region Economic Outlook 2016

² Ibid

³ Ibid

⁴ Ibid



Embracing Small Businesses and Supporting Innovation

The transition to a knowledge economy has been upon Canada for several decades. As communities, investors, and entrepreneurs grapple with this transformation there is a growing recognition of the forces which shape it. The owners of companies that are driving today's economy – and will increasingly drive it tomorrow – are globally oriented, clustered together with peers, looking for creative people to bring ideas to life, value a non-traditional business structure and workforce, and know their businesses operate on a much shorter life-cycle than tradition would boast.

The nature of work is changing and the skills and infrastructure needed to support this shift are also changing. The traditional form of inward investment is declining in favour of small and medium-sized enterprises and entrepreneurs.

Economic development agencies commonly internalize these ideas, but economic developers have been challenged to keep up with the increasing pace and radical nature of innovation. Successfully capitalizing on the vast potential of the knowledge economy will require a different approach than has been advocated for over the last 20 years.

If small business and entrepreneurial development are consistently encouraged, in good and bad economic times, all businesses are motivated to work continuously to improve and adapt. It is the nimbleness of these ventures that often create new technologies, develop new products or process innovations, and open up new markets.

Innovation is often the catalyst that leads to economic growth. Entrepreneurs and their talented employees who bring innovations to the market offer a key contribution to economic progress. In an ever competitive environment, regions that have introduced and incubated an innovative ecosystem are significantly ahead of its competitors. A strong ecosystem means placing considerable emphasis on providing regulatory frameworks that support new ideas, in particular providing for flexible zoning that accept new ideas. These regions are also investigating in the use of industrial business improvement areas as a tool to incentivize users to create spaces that match the demands and requirements of small businesses that are evolving from a self-employed operation. The regions are also providing infrastructure investment, in particular supporting broadband initiatives, and tapping into postsecondary presence and connecting industry to research.

In recognizing these trends, the Eastern Ontario Wardens' Caucus has begun to move forward on supporting the development of the innovation ecosystem. The Eastern Ontario Regional Network (EORN) initiative has brought broadband infrastructure into rural communities and it is continually looking to improve it. The Caucus is also planning to map and profile Eastern Ontario's Innovation Ecosystem to better understand the breadth of innovation services (at the local, provincial and federal level), collaborative supports and local assets that can contribute to establishing a competitive advantage for the attraction of businesses and investors, contribute to the retention and expansion of existing businesses and assist with stimulating start-ups and entrepreneurs.

Ultimately, this new approach will improve the regional growth prospects which in turn will support not only employment growth but housing activity, population growth and social wellness for the region.



North Stormont Can Plan For A Better Future Tomorrow by Investing in this Approach to Economic Development

For the Township of North Stormont, economic development needs to go beyond its boundaries. As a community of approximately 6,775 people, North Stormont is the county's smallest municipality. Though the municipality has many advantages inherent in its agricultural sector, the competition for business investment with larger and better-served and resourced neighbours will rarely result in its favour. As such, the Township needs to embrace the merits of a small business economy and, in order to have its resources spread further, capitalize on the opportunities for cooperation and regional collaboration.

As described in this strategy, the Township's primary role is to provide the "boots on the ground" **capacity building** activities that support or nurture economic growth in the community. This involves ensuring that local businesses are engaged and have a positive relationship with township and county economic development staff, so that challenges can be identified and solutions sought. It also involves ensuring local knowledge is enhanced about small business start-up opportunities and resources that may be available. Finally, it involves ensuring infrastructure, recreational amenities, the cores of its small urban areas and hamlets, and its beautiful countryside all come together to make an inviting place to live, work, and visit. For these various activities, which can be defined more simply as **business retention and expansion (BR&E)**, **small business start-up and entrepreneur support**, and **readiness**, the Township of North Stormont will be the primary deliverer. Sectors of critical focus should include creative professionals, manufacturing (including value added agriculture), and tourism (including destination retail). These sectors represent North Stormont's existing strengths and opportunities for growth. They also represent industries that are crucial to retaining as key components of North Stormont's economy.

North Stormont is not alone in these efforts. The United Counties of Stormont, Dundas & Glengarry (the County) will support North Stormont in helping to make connections, consolidate or coordinate resources related to North Stormont and the other townships, and become a champion for external promotion of investment opportunities in critical sectors such as warehousing and transportation, manufacturing, creative professionals, and tourism. As such, as opposed to focusing primarily on capacity building directly (though it will support in some ways), the County will instead prioritize **Investment Attraction** to draw attention to and bring new investment into North Stormont and the other townships.

These distinctions in roles and priority areas of activity between North Stormont and the County will ensure support is given where needed in a reciprocal manner, while minimizing duplication. The goal is to coordinate and collaborate where appropriate, but not mirror or mimic.

The creation of this action plan is designed to assist the Township in setting a course for a better tomorrow. The action plan is a document that reflects the current needs and aspirations of the community, as well as the changing economic fortunes of the region and the province.



1.1 Setting a Course for Economic Development

The primary purpose of the Economic Development Strategy and Action Plan is to foster a business environment that supports the growth of the economy and enhances the lives of local residents. The Township of North Stormont is determined to focus and diversify its economic development initiatives to better position the community to meet emerging economic development opportunities, while at the same time tackling the larger issues that are impacting its economic growth. A critical consideration to the economic development strategy and action plan is an understanding of the community's recent performance against a range of local and regional socio-economic indicators. This analysis, together with input from select stakeholders, elected officials and senior staff and an updated SOAR assessment (strengths, opportunities, aspirations and results) were then reviewed to determine the Township's critical path to the attraction of business, investment, and residents to the community.

That being said, it is important to recognize that the Plan should not be treated as a static document. The findings in this report should continually be re-assessed as changes in the economy, demographics, and provincial and regional developments shape North Stormont and its economy. By treating the Plan as a living document, the Township of North Stormont and its partners in economic development can ensure that the findings remain relevant and contribute towards the overall objectives of supporting the continued economic prosperity of the town.

1.2 Project Process and Report Structure

The project process undertaken to develop this Plan combined research and analysis of the current context in North Stormont, and the region, with a comprehensive consultation and engagement process with business and community leaders and regional organizations. These efforts provided a foundation for informed strategic directions for North Stormont, and actions to implement those directions. Figure 1 illustrates the process for the Economic Development Strategy and Action Plan.

FIGURE 1: STRATEGIC PLANNING PROCESS





Beyond this introduction, the Economic Development Strategy and Action Plan will be organized into four sections.

Section 2 provides an overview of the local economy of North Stormont and its competitive position within the larger Eastern Ontario economy. The section concludes with a SOAR analysis for North Stormont and identification of competitive advantages and disadvantages.

Section 3 outlines the economic priorities that are emerging in North Stormont.

Section 4 introduces the critical path required to advance a progressive economic development agenda. Supporting action and implementation plans for each critical path are then outlined.

Section 2

Our Competitive Position





2 Our Competitive Position

2.1 Key Economic Indicators

A detailed overview of the economic indicators is provided in the Economic Base & Agriculture Sector Analysis Technical Report.

Demographic Performance

Population growth

Population decline in North Stormont had been fairly moderate since 2001, declining at a pace of just over 1%. During this same time, the median age of the North Stormont population had exceeded the median age by the province, making the community (on average) older than the province, but younger than the overall SDG region.

Incomes

Between 2006 and 2011, North Stormont had experienced significant median household income growth, where in 2011 the median income of households was roughly \$66,000. As well, roughly 28% of the population in North Stormont had a household median income of \$100,000 or more.

Education

Based on 2011 data, North Stormont has a relatively semi-skilled labour force as roughly 40% of its residents had a college or university certificate or diploma. North Stormont had one of the highest post-secondary educational attainment rates among the communities within the SDG; higher than Cornwall but lower than Ontario.

Language

North Stormont has a bilingual population of about 41%, highlighting that close to half of its labour force is fluent in both English and French; this is higher than both the SDG region and Ontario. 40.9% of residents are bilingual (English and French) in North Stormont. This is higher than both Ontario (11%) and the total United Counties of SDG (35.6%).

Industry Performance⁵

Employment

The industry employment in North Stormont can be characterized as being dependent on primary industries, retail trade and skilled labour industries such as manufacturing and transportation and logistics. In 2015, North Stormont saw the highest percentage of its labour force working in the following industries: Agriculture, forestry, fishing and hunting (20.7%); Retail trade (11.3%); Transportation and warehousing (9.2%); Manufacturing (7.7%).

⁵ Data for this section was source from EMSI Analyst, 2016.



Employment Concentration

Employment in North Stormont is concentrated in primary industries, as well as transportation and logistics. In 2015, North Stormont had a high employment location quotient (LQ) in the following industries: Agriculture, forestry, fishing and hunting (LQ 9.95); and Transportation and warehousing (LQ 1.93).

Employment Growth and Decline

Industry employment growth in North Stormont indicates increasing opportunities in North Stormont for retail, manufacturing and professional services, while opportunities in construction and wholesale trade have taken a hit as employment has declined.

Between 2001 and 2015, North Stormont has seen the most job growth in the following industries: Retail trade (+153); Public administration (+96); Manufacturing (+60); and Professional, scientific and technical services (+55). While on the other hand, between 2001 and 2015, North Stormont has seen the most job decline in the following industries: Construction (-105); Wholesale trade (-68); Other services (-47); and Health care and social assistance (-12).

Occupation⁶

Employment

The occupational employment in North Stormont can be characterized as being dependent on sales and services occupations, as well as management and trade and transport occupations. In 2015, North Stormont saw the highest percentage of its labour force working in the following occupations: Sales and service (20.4%); Management (15.4%); Trades, transport and equipment operators and related occupations (15.2%); Occupations in education, law and social, community and government services (13.9%); Business, finance and administration (11.9%).

Occupational Growth and Decline

Occupational growth in North Stormont indicates increasing opportunities in North Stormont for occupations in sales and services, as well as occupations in business, finance and administration. While declines in management and trades and transport occupations have limited the opportunities for employment in those occupations.

Between 2001 and 2015, North Stormont has seen the most job growth in the following occupations: Sales and service occupations (+93); Business, finance and administration occupations (+88); Health occupations (+80); and Occupations in manufacturing and utilities (+73). While on the other hand, between 2001 and 2015, North Stormont has seen the most job decline in the following occupations: Management occupations (-142); and Trades, transport and equipment operators and related occupations (-142).

⁶ Data for this section was source from EMSI Analyst, 2016.



Business Patterns⁷

Business Establishments

The local economy of North Stormont is dominated by businesses that operate in primary industries, the housing market (construction and real estate) and retail trade. In 2015, North Stormont had the highest percentage of its businesses in the following industries: Agriculture, forestry, fishing and hunting (34.0%); Construction (16.2%); Real estate and rental and leasing (11.1%); and Retail trade (6.0%).

Business Concentration

Businesses in North Stormont are concentrated in primary industries, as well as construction and public administration. In 2015, North Stormont had a high location quotient (LQ) in the following industries: Agriculture, forestry, fishing and hunting (LQ 8.87); Utilities (LQ 5.30); Construction (LQ 1.60); and Public administration (LQ 2.59).

Business Growth and Decline

Primary industries and housing related industries have seen the greatest growth in terms of businesses in North Stormont, while business declines were experienced in the retail trade and manufacturing industries.

Between 2008 and 2013, North Stormont had seen business growth in the following industries: Agriculture, forestry, fishing and hunting (+33); Real estate and rental and leasing (+33); Construction (+19); and Finance and insurance (+9).

Between 2008 and 2013, North Stormont had seen business decline in the following industries: Retail trade (-13); Other services (-5); and Manufacturing (-4).

2.2 Key Industrial and Commercial Nodes

North Stormont contains a couple key dimensions that bring value to commercial and industrial activity. The following aspects stand out as highlights:

- The northeast corner of the township sees Route 138 link up with Highway 417. This corner of the township contains North Stormont's main available employment lands; however, as of 2014, these only amounted to 0.45 hectares.

⁷ Data for this section was sourced from the December, 2015 edition of Statistics Canada's Canadian Business Patterns (CBP). CBP provides a record of business establishments by industry and size and includes all local businesses that meet at least one of the three following criteria: (1) Have an employee workforce for which they submit payroll remittances to CRA; (2) Have a minimum of \$30,000 in annual sales revenue; and (3) Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.



- The township has several hamlets where populations are clustered; primarily, Avonmore, Crysler, Finch, and Moose Creek. Crysler and Moose Creek are close to Highway 417 and both have approved subdivisions for new housing.
- CP Rail has a main trunk that goes through the township with multiple spurs close to Monkland.

2.3 Key Considerations from Stakeholder Input

Three forms of stakeholder engagement were used to supplement the background review and economic base analysis components of the strategy. These included a workshop with local municipal, business and community leaders, a series of interviews with local business owners, and an online survey to which local residents and business owners shared their perspectives. This section presents emerging considerations and themes for the Action Plan.

Residents and business owners within North Stormont who responded to this survey indicated an overall mixed satisfaction of the programs and services provided within the community, where they are mostly unsatisfied with the small business supports and availability of retail shopping. Residents and business owners also generally agree that their municipality is a welcoming and clean place for residents and visitors and should maintain its rural pace of life atmosphere. With that being said, both a substantial portion of both residents and business owners believe that the economy in North Stormont has gotten worse over the past five years; with only 12% of both residents and business owners believing it has gotten better. Respondents believe that the existing base of local and small businesses in North Stormont is the local economy's greatest strength; followed by the sense of community. On the other hand, respondents indicated that the greatest challenge of the local economy is the lack of diverse businesses within the community and the rising cost of hydro-electricity. Additional insight from the survey revealed:

- 71% of business owner respondents have been operating in North Stormont for more than 10 years; with 58% of business owners respondents being self-employed or have hired less than four employees.
- Business owners indicated that the availability of housing is the aspect of highest quality in North Stormont. While the cost of hydro-electricity was indicated as being the lowest of quality for economic development in their community.
- Availability and quality of high-speed internet and telecom and access to services are the highest priority to improving the economy according to business owners, followed by support for entrepreneurs and new business start-ups. The availability of general or unskilled workers was indicated as being the lowest of priority to improving the local economy; followed by availability of land or buildings.
- 43% of business owners in North Stormont expect to expand their business in either location space or employees in the next three years; while only 14% expect to either close or relocate their business outside of North Stormont.



In addition to the survey, four key themes emerged from stakeholder input.

Small Business Support

Overwhelming, stakeholders from the interviews and focus groups identified that there needs to be greater support and information for small business in North Stormont. Stakeholders highlighted those small businesses maybe unaware of the resources available to them, who the right point of contact is and what programs/services are offered. Stakeholders also believe the Township can assist in increasing communication and awareness amongst local business through networking events and increasing the promotion of local businesses. As well, increased communication between the County and the CFDC is needed to ensure that small business are aware of the resources available to them and to promote the community as a place for new small business owners. Stakeholder indicated that there is also a need to assist local businesses in succession planning options to ensure that there are individuals willing and able to take over business operations as business owners retire.

Some of the comments provided by stakeholders include:

- More information from County about resources, programs and services available, as well as who leads them (e.g. County, CFDC, Chambers)/ Challenge of communication between government and small businesses
- CFDC needed to run capacity building workshops and regular tours of municipalities
- There needs to be a better dialogue between local businesses
- Lack of succession planning options for current aging business owners

Community Planning

Stakeholders from the interviews and focus groups indicated that there is a need for the Township of North Stormont to develop strategic planning in regards to the community and its future direction. Stakeholders identified that there is currently no corporate strategic plan and it has been sometime since the official plan has been updated. As well, stakeholders pointed to the Community Improvement Plans developed by North Dundas and North Glengarry as being something that should be pursued in North Stormont. Stakeholders believe that through developing strategic planning, they can build the ground work for the future direction of the community. Some of the comments provided by stakeholders include:

- Other neighbouring communities have implemented CIPs with great success (e.g. North Dundas and North Glengarry)
- No up to date Official Plan and currently no Corporate Strategic Plan
- Develop a corporate strategic plan, so that roles and responsibilities for municipal operations can be delegated
- Ensure proper planning for the growth in Crylser and Moose Creek



Value-Add Agriculture

Some stakeholders indicated that like other communities within the County, agricultural is a vital strength of the community and a sector that provides opportunities for future development. Unlike other communities in the County who see opportunity in agri-tourism; stakeholders in North Stormont believe agricultural opportunities should be focused on value-add and processing. As well, stakeholder indicated that there is the risk of losing the local slaughterhouse due to a lack of succession planning and that there may be an opportunity to examine a Co-op slaughterhouse or some kind of collaboration around food processing. Stakeholder also identified a need to assist the agricultural industry in succession planning to ensure that the current scenario of the slaughterhouse closing is not a reoccurring issue. Some of the comments provided by stakeholders include:

- Risk of losing slaughter house
- Agriculture is strong/ Local slaughter house is a good asset
- Expansion of agriculture into value-added components
- BR&E activities for slaughter house

2.4 SOAR Assessment

Undertaking a SOAR (strengths, opportunities, aspirations and results) analysis provides for a positive approach to strategic thinking and planning. An alternative to a SWOT analysis, the SOAR assessment builds a framework for creating a plan based on strengths and what is working well, as opposed to focusing on problems and issues. Figure 2 presents the characteristics of a SOAR analysis and outlines the key questions that comprise the assessment.

FIGURE 2: CHARACTERISTICS OF A SOAR ANALYSIS





Strengths

- Strategic location between Ottawa and Montreal provides it quick access to markets
- Strong support for local businesses
- Unique Franco-Ontarian mix and bilingual population
- Township has invested in updated broadband
- Strong agricultural presence

Opportunities

- Review and update Official Plan and Corporate Strategic Plan so the Township is moving forward with a community built vision
- Develop a strong network of public and private sector partners, supporting efforts to foster entrepreneurship and small business, including Chambers of Commerce, CFDC, and EOTB
- Support local business visitation and incentive development through the Township's investment in an economic development capacity building position

Aspirations

- Successful partnerships and effective regional collaboration around economic development issues and programs (hydro rates, environmental legislations, agricultural development)
- Support for succession planning programming for existing businesses
- Creation of incentives and support programs for businesses
- Improved permitting and approval processes

Results

- Higher quality jobs and increases in income levels
- Selection of incentives and support programs available for businesses
- Retention of existing businesses
- Expedited development review processes and open-for business attitude perceived
- Business visitation program in place
- New business investment taking place



2.5 Competitive Uniqueness

Building on the results of the SOAR analysis, a set of key competitive advantages and disadvantages emerge that must be taken into consideration as the strategy develops. The following table highlights North Stormont’s competitive advantages and disadvantages as they relate to these growing economic drivers. The Township’s competitive advantages form the basis of the unique value proposition the community offers to new businesses and potential investors, while competitive disadvantages are the factors that need to be addressed to minimize the effects of barriers, particularly when attracting specific types of investment.

FIGURE 3: NORTH STORMONT’S COMPETITIVE ADVANTAGES AND DISADVANTAGES

Competitive Advantages	Competitive Disadvantages
<ul style="list-style-type: none"> ▪ Proximity to Ottawa and Highway 417 strongly increases accessibility for investors. The township is also not far from Montreal’s west island ▪ Pastoral and rural quality of life. Quality of life attributes are often what are sought by people looking to escape the city for a calmer pace of life ▪ Strong spirit of local volunteerism. Stakeholder consultations pointed toward much volunteerism, which helps to keep local assets in good shape and allows opportunities for newcomers to get involved in the community ▪ New housing developments in Moose Creek and Crysler are increasing marketability of the area to potential people in Ottawa and Montreal ▪ High proportion of residents with college or university educations (38%), which indicates a strong local skilled labour force which may be supportive of investment attraction and entrepreneurship ▪ Large bilingual population which can be welcoming to new residents or businesses targeted in nearby Quebec or eastern Ottawa ▪ Strongest farming sector in all of SDG, which is rich for spin-off activities in manufacturing and agri-tourism 	<ul style="list-style-type: none"> ▪ Low density of population and slight declines since 2001 may result in reduced overall labour force ▪ Lack of industrial land. The Township has very little developable land, which limits ability to compete for large investment attraction projects ▪ Lack of local hospital diminishes the marketability and does not allow for spin-off services or businesses that can cluster around such an asset ▪ No corporate strategy in place, which results in ambiguity of a message to share with investors and visitors, and makes it difficult to assign responsibility and accountability for actions ▪ Lack of succession planning was a key theme in consultations, with many local business owners nearing retirement age; the threat of small business closures could diminish marketability of quality of life ▪ Declines in small local retail options which relates to the succession planning component, but signals a deeper challenge in regard to business retention and expansion tools within the township to understand local business needs and challenges

Section 3

Prioritizing Economic Opportunities





3 Prioritizing Economic Opportunities

3.1 North Stormont's Economic Drivers

A sound Economic Development Strategy and Action Plan builds upon the unique assets and resources of a community, communicating those characteristics to potential investment and development partners in a way that demonstrates an inherent value proposition that is unique. A growing number of entrepreneurial 21st century communities are using their local advantages to spur innovation, investment and job creation, while retaining the cultural and environmental assets of their communities.

While combining these trends in local economic development, the selection of economic development opportunities is rooted in the philosophy that initiatives must ultimately increase the total wealth within a community. There are two main ways to do this:

1. Export Development – any initiative that brings new money into the community:

- Starting/attracting a business that sells products/services outside the community
- Attracting visitors who then buy local products/services
- Encouraging existing business to sell their product/service outside the community

2. Import Substitution – any initiative that keeps money in the community:

- Encourage people and businesses to buy their goods/services locally rather than importing them from another community
- Starting or attracting new businesses that recognize the leakage and provide a product/service to stop it

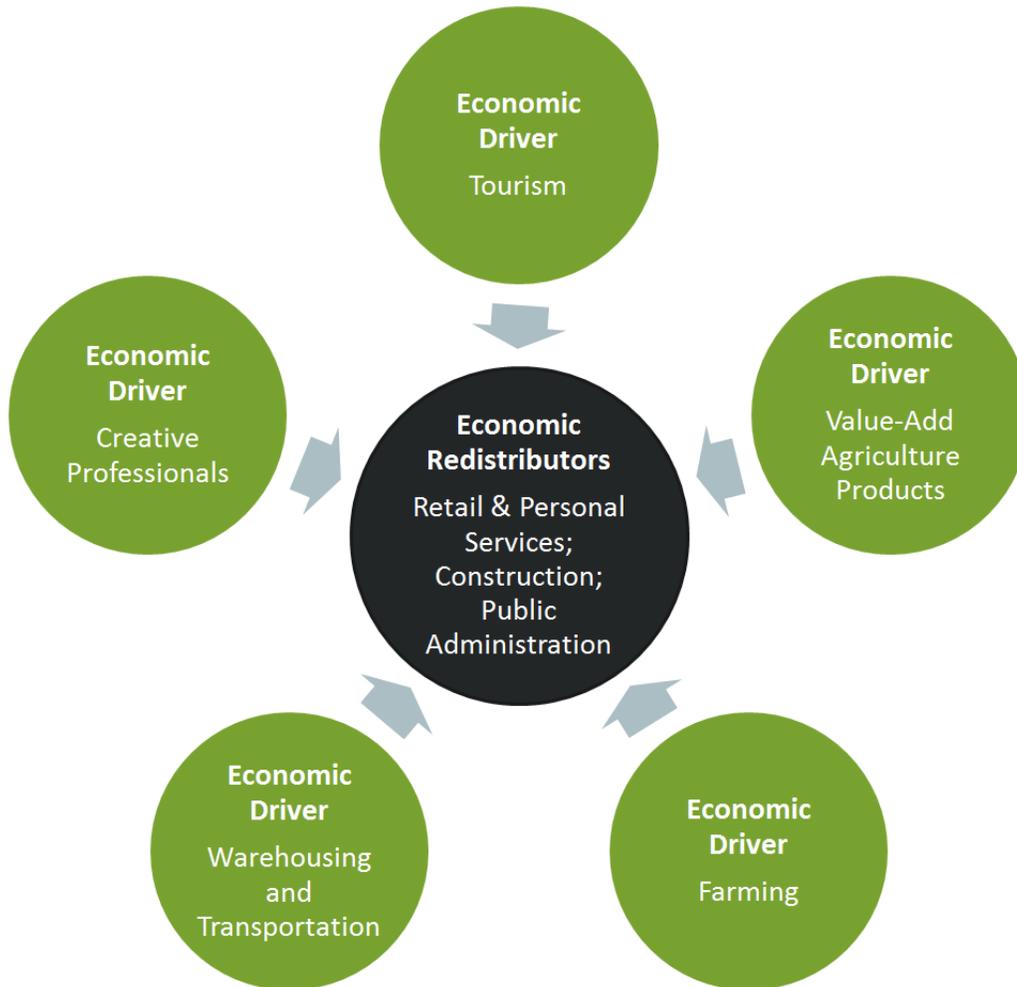
Activities in these two categories are economic drivers – they bring in the wealth. Other activities are redistributors – they circulate the money within a community. Strong economies bring in new money and then keep it in the community as it moves from business to business.

This concept is profiled on the following page (Figure 4). As the figure demonstrates, there are several sectors that drive North Stormont's local economy. They bring investment into the community, and that money circulates to support local retail, government, and personal services. This influx also leads to a strong construction whose clients are inside and outside of the township.

Creative professionals represent knowledge-based business. The sector is an amalgamation of traditionally separate industries that are unified by the fact they rely predominantly on creative talent in areas such as science, engineering, architecture, law, consulting, computer programming, digital design, media production, creative writing, and performing arts. Most of these businesses are small-scale and often operate out of a home or small office. They are also characterized by the fact that they likely do not rely on the local population for revenue – they export. When they conduct business outside North Stormont, the money they earn is spent largely in the community where they live.



FIGURE 4: CURRENT ECONOMIC DRIVERS AND REDISTRIBUTORS FOR NORTH STORMONT



Tourism is also an economic driver because it involves people coming from outside the community that spend money locally at various tourism amenities and local retail. Tourism also holds strong convergence with the farming sector, as agri-tourism continues to draw visitors from urban areas for an escape from city life (see Figure 5).

The Venn diagram in Figure 5 represents two areas of crucial convergence with the farming sector. Where farming is a key staple in the area, it is a challenge for economic development efforts to affect change or influence the sector directly. The two areas of convergence offer opportunities for growth in other sectors which share close overlap with farming.

- On the one side, tourism has begun to grow momentum in farm related activities. This area is typically referred to as “agri-tourism.” The kinds of activities associated with this are community events such as farmers’ markets and annual festivals, or formal or informal farm-gate or farm-product tours. Many tourists



look for escape in the rural country-side and the benefit of stopping-in on something interesting, and possibly buy something fresh from the farm. Most of these businesses will remain small but could evolve into off-site agrifood businesses as described in the next bullet.

- On the other side, there is also an overlap between farming and manufacturing. This is typically referred to as “agri-food” processing. In addition to creating edible food products, manufacturing may also be associated with creating farming products or inputs used in farming, or chemical production such as agri-fuels. These can start small but grow into significant businesses (e.g. Beau’s Brewery in nearby Vankleek Hill).

These two areas of convergence each constitute a proverbial “sweet spot” in regard to opportunities for growth.

FIGURE 5: CONVERGENCE AREAS FOR FARMING WITH MANUFACTURING AND TOURISM



Transportation and warehousing is also strong in the area. Proximity of the north east boundary of the township is a good explanatory factor for the sector’s resilience.

3.2 Prioritizing Economic Development Activities

By its very nature, economic development is a broad discipline. It means different things to different people and within that the most important priorities also vary from community to community. Complicating factors is that most communities have several organizations that operate with an economic development mandate both directly and indirectly. An economic development officer, no matter how well equipped or connected cannot drive growth in all industries. Given the economic drivers outlined above, it becomes prescient to prioritize which ones make strategic sense to focus attention most attention on.



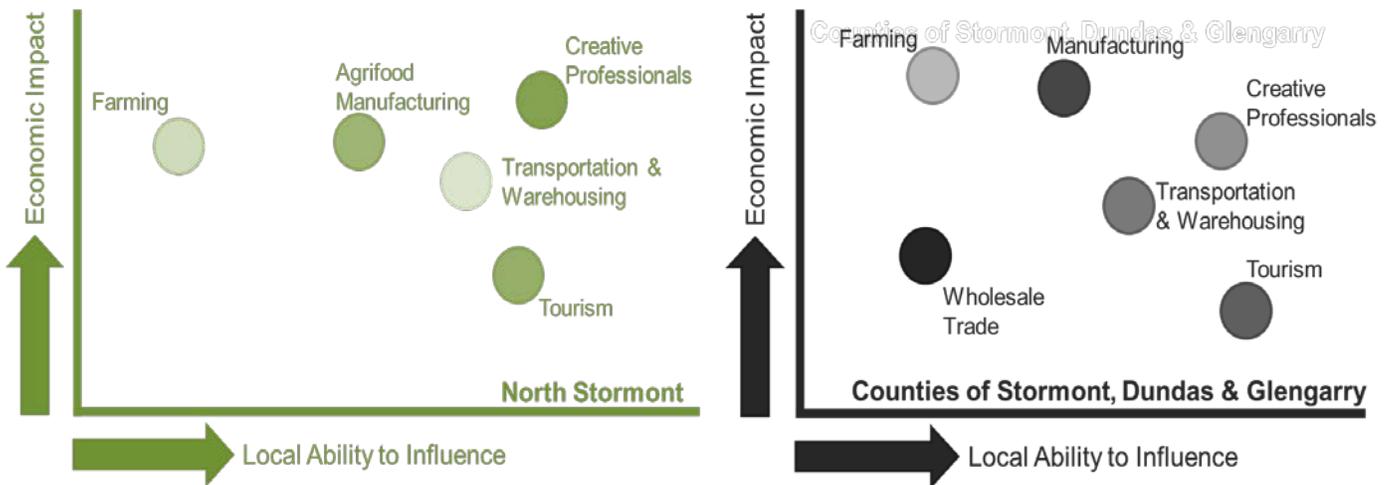
The Importance of Economic Impact and Influence

These economic drivers can be prioritized by examining two important criteria:

1. The economic impact on North Stormont
2. The ability for the Township of North Stormont to influence economic change

These are demonstrated visually for North Stormont and for the County more-broadly in the figure below.

FIGURE 6: LONG TERM “ECONOMIC IMPACT OF” AND “LOCAL INFLUENCE ON” INVESTMENT AND JOB CREATION OPPORTUNITIES (NORTH STORMONT AND UNITED COUNTIES OF STORMONT, DUNDAS & GLENGARRY)



There are several areas of similarity in focus at the County level as in North Stormont. These areas include:

- *Creative Professionals*
- *Tourism (including agri-tourism)*
- *Manufacturing (through agri-food)*
- *Transportation & Warehousing*
- *Farming*



Traits of Prioritized Sectors

The following table provides a summary of the qualities of the sectors that are driving North Stormont's economy or are preferred areas of focus to improve quality of life and place, so as to build an inviting community for investment and talent attraction.

FIGURE 7: TRAITS OF HIGHLIGHTED ECONOMIC DRIVERS

	Creative Professionals	Manufacturing (incl. Agri-food)	Tourism (incl. Agri-tourism)	Warehousing & Transportation
Estimated long-term sector growth	Strong	Strong	Moderate-Strong	Strong
Complement to existing local base	Strong	Very Strong	Moderate-Strong	Strong
Potential to significantly impact local economy	Strong	Moderate	Moderate	Moderate-Strong
Local potential to influence sector	Very Strong	Moderate	Strong	Moderate-Strong
Current state of the sector	Positive <i>The community has seen modest growth in the sector</i>	Positive <i>Good advancements, with sector showing growth potential</i>	Positive <i>A growing sector with positive results visible within the last few years</i>	Neutral <i>A strong sector that is experiencing slight declines</i>
Capitalize on these competitive advantages	<ul style="list-style-type: none"> Positive momentum exists Proximity to Ottawa professionals looking to escape Rural quality of life Strong broadband infrastructure in development 	<ul style="list-style-type: none"> Complemented by strong warehousing and transport sector 	<ul style="list-style-type: none"> Higher average of amenities (retail, restaurants, indicate some inflow) Proximity to Ottawa, and Montreal Agri-food network between SDG and Prescott-Russell 	<ul style="list-style-type: none"> Rail line access Competitive tax rates compared to Quebec Proximity to numerous large centres
Beware of these competitive disadvantages	<ul style="list-style-type: none"> Availability of small offices or co-working spaces for scale-up transitions Possible closure of secondary schools could disrupt quality of life assets 	<ul style="list-style-type: none"> Land availability is generally low Skilled labour 	<ul style="list-style-type: none"> Summer season is primary season Lack of CIP to encourage beautification 	<ul style="list-style-type: none"> Lack of large serviced land parcels



	Creative Professionals	Manufacturing (incl. Agri-food)	Tourism (incl. Agri-tourism)	Warehousing & Transportation
North Stormont's current ability to capitalize on the sector	<p>Excellent</p> <p><i>There is a large potential source of attraction in the Ottawa area</i></p>	<p>Moderate</p> <p><i>Land availability is the greatest challenge</i></p>	<p>Positive</p> <p><i>In a good position to extend marketing to Ottawa, Montreal and New York in coordination with the County. Good amenities with potential for complimentary development</i></p>	<p>Moderate</p> <p><i>Available land will be the greatest obstacle. Private real land opportunities may exist</i></p>
Desired future situation by 2020	<p><i>Targeted marketing in Ottawa has resulted in a large creative professional population working from the comfort of their homes. Residential declines are reversed and families are drawn by local quality of life.</i></p>	<p><i>Retention program has helped companies expand and increased sector employment. Exploration of private sector land matching options is increased.</i></p>	<p><i>Inroads created for summer and winter tourism. Visitor spending has increased and Bed and Breakfast accommodations contribute more overnight stays.</i></p>	<p><i>Retention program has stopped slippage trend and new investment is occurring in unserved land.</i></p>

3.3 Alignment with Regional Priorities

In examining local and regional documents, the above criteria for prioritization match identified opportunities that are currently guiding the economic development efforts of North Stormont. The *2012 United Counties of Stormont, Dundas and Glengarry Economic Development Strategic Action Plan*, and the *2014 Eastern Ontario's Economic Development Strategy* each provide recommendations that are consistent with the above priorities.

United Counties of Stormont, Dundas and Glengarry Economic Development Action Plan

The Economic Development Action Plan for the United Counties of Stormont, Dundas, and Glengarry identifies areas that must be addressed in order for the County to be successful in its economic development initiatives. The Action Plan identifies a variety of industry sectors that are the top opportunities for growth in the County. Specifically, these sectors which find themselves in North Stormont were identified:

- *Tourism*
- *Logistics*
- *Agri-food processing and agri-tourism (as referenced in the 2015 Building on Agri-Food in Stormont, Dundas and Glengarry compiled by Doyletech*



While the plan indicates several action items, it specifically highlights the following actions in regards to the targeted sectors above. Some of the actions identified within the Action plan align with the priority sectors of North Stormont. These include:

- In partnership with the SDG Municipal partners, Cornwall and the County's Tourism and regional tourism providers verify the data, gaps and opportunities identified in the 2007 Cornwall & Seaway Valley Tourism Premier Ranked Tourist Destination Project.
- Undertake an industrial land analysis in order to determine if SDG has the required quantity and quality of serviced industrial land to accommodate growth in the logistics sector.
- Continue to facilitate and expand upon the business-to-business and group-to-group networking within the County. Work with the Cornwall Business Enterprise Centre and the SD&G CFDC to more effectively market the existing networking forums (i.e. Breakfast Connections) and make them more accessible to internal partners.

Eastern Ontario Wardens' Caucus Economic Development Strategy

The Eastern Ontario Economic Development Strategy is underpinned by three strategic priorities centred on cross cutting regional economic development opportunities that have implications for all sectors of Eastern Ontario's economy. The three strategic priorities include: Workforce Development and Deployment; Technology Integration and Innovation; and Enhanced Transportation Systems each reflect the realities in which Eastern Ontario is faced with. In Workforce Development and Deployment the focus lies on building the region's competitive advantage by investing in the development of a skilled and talented labour force pool. In Technology Integration and Innovation the focus lies on preparing, adapting and pioneering 'disruptive technologies' that are transforming the way businesses are operating daily. Lastly, in Enhanced Transportation Systems the focus lies on the quality of Eastern Ontario's infrastructure in transporting goods and services in a cost-effective approach.

While these priorities have implications for all sectors of the economy, the strategy identified a variety of sectors as the top opportunities for growth in Eastern Ontario. Specifically, these sectors, which find themselves in North Stormont, were identified:

- Tourism and Hospitality
- Value-added Agri-food Manufacturing and Transportation and Logistics

Section 4 Action Plan





4 Action Plan

4.1 Critical Path

The objective of this project was to take the sector findings and use them to formulate an Action Plan. This plan will provide the Township of North Stormont and its partners with initiatives to pursue a progressive growth agenda as well as measures to evaluate the community's ongoing performance.

The Action Plan is intended as a high level plan focused on the growth and diversification of the local economy over a 3-5 year period. It does not include specific financial cost estimates for individual projects or actions. Costing will be done through the development of an overarching Implementation Plan and annual business plans that articulates the resources required to move the plan forward.

It must be noted that while direct investments in economic development may create fiscal pressures for the Township in the short term, it will be the foundation to the long term sustainability and resilience in the local economy. More importantly, this Action Plan is being developed in conjunction with the updated County Economic Development Strategy and Action Plan. The benefit to this relationship is illustrated in Figure 8.

Prioritizing Resources

Figure 8 illustrates the resource priority flow emerging from two strategic concepts; **Capacity Building** and **Investment Attraction**. The capacity building bubble is larger than the promotion bubble because it is expected that North Stormont will mainly play a supportive role in promotion initiatives, while the County plays a more assertive one in that area. Conversely, the capacity building concept requires more “boots on the ground” to engage with local businesses and remain approachable.

Business retention and expansion (BR&E) constitutes a key activity area flowing from the capacity building bubble. This area is characterized by providing direct (i.e. lead the local effort), support (i.e. support the County or other organizations), referral, or broker services to existing local businesses so that they will remain in the area and are encouraged to grow. Broker services are similar to referral services; however, they require a deeper level of stewardship from the Township through mechanisms such as advice and document reviewing, guidance and preparation for specific external programs and services, and follow-up activities with clients engaging in those external resources.

BR&E involves mechanisms such as business visitations, business planning or succession planning, workshops and other capacity building group events, and business directory population.

Small Business Start-up / Entrepreneurship pertains to activities designed to help businesses get up and running. This includes providing start-up information about local and regional resources and programs, as well as incubator or accelerator services, which would be a task more fitting for the County and/or the CFDC. The role of the local economy is to facilitate access to these different resources as they are made available by the respective lead organizations.

Investment Readiness ensures the township is inviting to investment. This includes considerations such as researching and understanding local opportunities, ensuring infrastructure capacity is sufficient to

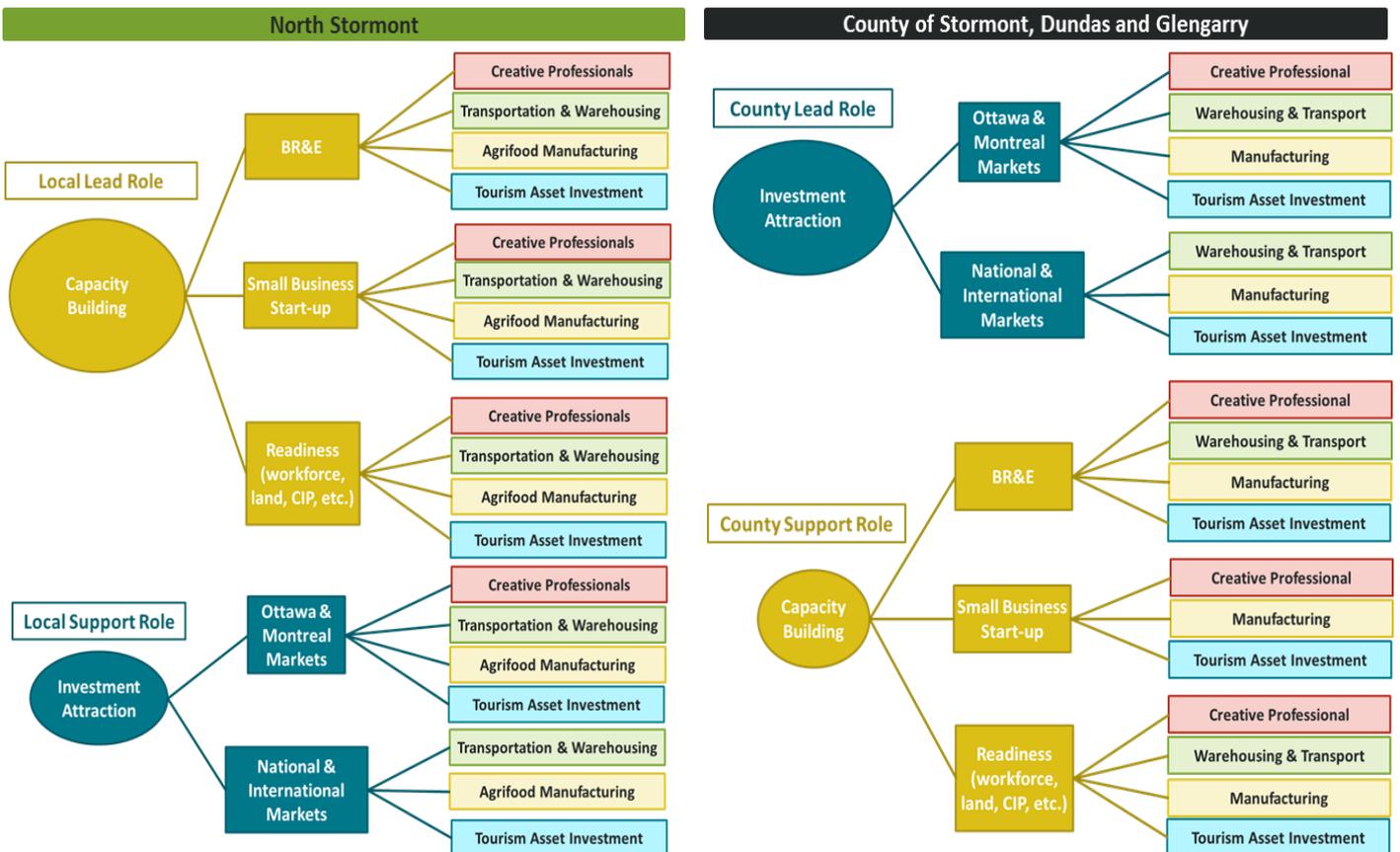


accommodate growth, and workforce needs are being conveyed to the respective organizations dealing in such affairs (e.g. workforce planning board and regional education institutions).

Investment attraction activities are concentrated in two main areas of activity: Ottawa & Montreal Markets and National & International Markets. **Ottawa & Montreal Markets** involve sending a message to external audiences in the surrounding areas about key local industries (mainly creative professionals and tourism related businesses). The idea is to generate interest in SDG, and more specifically North Stormont for visiting, investment or starting a small business. It is suggested the County leads the regional promotion to areas like Ottawa and Montreal, while locally the township supports the County's activities via quality of life enhancements and the continued implementation of the community improvement plan. There is also a connection to business start-up help and BR&E, which also play into marketing the area to new investment or visitors.

National & International Markets involve outreach and marketing toward corporate headquarters. Things considered in this approach include marketing, public relations planning/outreach, supply-chain referrals, and up-to-date site selection tools and resources. The County will lead these efforts with North Stormont supporting them as needed locally by providing the County with required information and working actively via the existing lead handling protocol.

FIGURE 8: RESOURCE PRIORITY FLOW CHART



Note: Manufacturing includes Agri-food and Tourism includes Agri-tourism



The figure below illustrates how activity areas emerge and subsequently how those particular activities that have commonalities between the local municipalities can be connected with key target sectors that are most likely to require those resources.

FIGURE 9: RESOURCE PRIORITY DIVISION OF LEADERSHIP ROLES.

Objective	Strategic Focus	Activities	Sectors	Local Role	County Role	Others	
Capacity Building	BR&E	Business Visitations	Warehousing & Transport; Agrifood Manufacturing	Shared	Shared	Minimal	
			Creative Professionals; Tourism Asset Development	Lead	Support	Minimal	
		Business/Succession Planning	Creative Professionals; Warehousing & Transport; Agrifood Manufacturing; Tourism	Broker	Referral	Lead	
		Workshops, seminars, etc.	Creative Professionals; Tourism Asset Development	Support	Referral	Lead	
	Small Business Start-up / Entrepreneurship	Small Business Start-up / Entrepreneurship	Start-up information	Creative Professionals; Agrifood Manufacturing; Creative Professionals; Tourism Asset Development	Broker	Referral	Lead
				Creative Professionals; Agrifood Manufacturing	Referral	Lead (food hub); referral for others	Lead in areas other than food hub
			Incubator / Accelerator	Creative Professionals; Agrifood Manufacturing	Referral	Lead (food hub); referral for others	Lead in areas other than food hub
				Agri-food Manufacturing (agrifood); Creative Professionals; Tourism Asset Development	Support	Minimal	Lead
Youth Employment	Youth Employment	Agri-food Manufacturing (agrifood); Creative Professionals; Tourism Asset Development	Support	Minimal	Lead		
		Agri-food Manufacturing (agrifood); Creative Professionals; Tourism Asset Development	Support	Minimal	Lead		



Objective	Strategic Focus	Activities	Sectors	Local Role	County Role	Others
	Readiness	Opportunity research / understanding	Creative Professionals; Warehousing & Transport; Agrifood Manufacturing; Tourism Asset Development	Support	Lead	Support
		Infrastructure readiness	Warehousing & Transport; Agrifood Manufacturing	Lead	Support	Minimal
		Workforce development / Skilled labour attraction	Warehousing & Transport; Agrifood Manufacturing; Tourism Asset Development	Support	Support	Lead
		Community Improvement Plans	Creative Professionals; Tourism Asset Development	Lead	Support	Minimal
Investment Attraction	Ottawa & Montreal Markets	Focusing on Ottawa and Montreal; marketing and large event attraction; Quality of life	Creative Professionals Warehousing & Transport; Agrifood Manufacturing; Tourism Asset Development	Support	Lead	Support
	National & International Markets	Marketing, PR, Focus on Montreal head-quarters, supply-chain referrals, up-to-date site selection tools	Warehousing & Transport; Agrifood Manufacturing; Tourism	Support	Lead	Minimal

Note: A broker is similar to a referral except it involves providing preparatory information and advice, matching with appropriate resource, and follow up activities.

4.2 Interpreting the Action Plan

The Township of North Stormont Economic Development Strategy and Action Plan is underpinned by high level goals, intended to anchor and qualify all strategic initiatives or ensuing actions on the part of the Township over the next three-five years. The goals support the Township’s overarching vision for the community as well as the desired outcomes of the economic development planning process.

It should be noted that the list of actions is a prioritized starting point based on community input and research at a point in time. It is by no means an exhaustive or comprehensive list of all the potential actions for the Township of North Stormont. New actions will emerge and will need to be assessed against the goals and objectives for the plan.



For the purposes of the Action Plan the **GOALS, OBJECTIVES** and **ACTIONS** contained in the Plan are presented in the following structure:

Strategic Goals (Focus): The vision and desired outcomes that emerged from the strategic planning process and a view of the aspirations of the Township’s citizens and community stakeholders.

Objectives: How these goals are to be achieved and what must be accomplished in the next three to five years.

Actions: The direction the Township and its stakeholders will undertake to combat the essential issues or opportunities that must be addressed over the length of the plan.

Priority Timing: The timeframe for implementing the Action. Priority timings are either Immediate (next year), Short-term (2018-2019), or Long-term (2020+) over the timeframe of the Strategy.

4.3 Capacity Building Actions

Strategic Goal 1: Business Retention & Expansion

Objective #1	<i>Invest in Business Visitation Programs</i>	Priority Timing		
		IM	ST	LT
Action #1.1	Undertake a local Business Visitation Program focused on supporting agricultural businesses in growing their existing operations in North Stormont. Information gathered at the local level would feed into the County’s BR&E program.			
Action #1.2	Support the County’s BR&E program focused on growing warehousing & transportation and manufacturing businesses in growing their existing operations in North Stormont and SDG.			
Objective #2	<i>Invest in Business Development and Support Programs and Activities</i>	Priority Timing		
		IM	ST	LT
Action #2.1	Promote and broker the existing resources available to support business retention as it relates to training, employee recruitment, business counselling, market research, business planning, marketing, event planning, and legal and financial resources.			
Action #2.2	Work with the County to examine and catalog existing programs and opportunities that currently support business development and investment in the region. This should include available funding from senior levels of government.			



Strategic Goal 2: Small Business and Entrepreneurship

Objective #3	<i>Prepare and Guide Small Business Development in North Stormont</i>	Priority Timing		
		IM	ST	LT
Action #3.1	Broker opportunities with the CFDC, BEC, EOTB and Regional Innovation Centre in promoting and delivering small business seminars geared to e-marketing, website development, business networking, workforce planning and marketing and succession planning in North Stormont.			
Action #3.2	Connect small businesses in the municipality with senior business leaders in the region who can act as mentors and coaches.			
Action #3.3	Investigate the potential of introducing an entrepreneur hub with shared workspace. Work with the CFDC and Small Business Enterprise Centre in programming the space.			
Objective #4	<i>Invest in the development of a local entrepreneurship ecosystem</i>	Priority Timing		
		IM	ST	LT
Action #4.1	Develop a Business Guide that outlines all of the services and processes of the municipality that assist with new investment and business opportunities.			
Action #4.2	Create a review team of Senior Administration and representatives from the local development community to brainstorm improvements to the commercial, industrial, and residential development review process to encourage more start-ups, succession planning exercises and expansions.			
Action #4.3	Engage with local and regional partners to identify gaps in local entrepreneurial programs and services. Broker and refer potential start-ups to local and regional partners who are assisting businesses during their incubation phase.			



Strategic Goal 3: Readiness

Objective #5	<i>Invest in an integrated approach to providing the infrastructure, services, and policy framework to support investment readiness</i>	Priority Timing		
		IM	ST	LT
Action #5.1	Participate in regional growth plan discussions surrounding the Ottawa region's employment lands and expected capacity required to meet local and regional demands.			
Action #5.2	Establish stronger linkages with key business leaders in the drivers of the economy to establish a stronger pipeline for lead identification and generation based on local business relationships (combined with BR&E).			
Action #5.3	Continue to address infrastructure constraints. Examine the potential opportunities associated with shared service agreements.			
Action #5.4	Undertake the development of an employment land strategy to understand the capacity and locational attributes to accommodate future employment growth near Highway 417. ⁸			
Action #5.5	Review official plan and zoning policies to ensure flexibility in businesses that can be allowed in employment designated lands and commercial areas.			
Objective #6	<i>Develop a Community Improvement Plan</i>	Priority Timing		
		IM	ST	LT
Action #6.1	Invest in a CIP and introduce local improvement levies and grant and loan programs to encourage current and future development to invest in their current buildings to encourage expansions in footprints. ⁹			
Action #6.2	Advocate for a county-wide CIP program that compliments local CIP programs.			
Action #6.3	Advocate for the development of a county-wide community toolkit that encourages businesses and organizations to participate in local and regional CIP programs.			
Objective #7	<i>Continue to encourage the development of existing and new Agricultural opportunities</i>	Priority Timing		
		IM	ST	LT
Action #7.1	Support any agriculture/agribusiness sector strategy emerging from the County that provides clear direction on matters related to the growth and sustainability of the agricultural economy in SDG and North Stormont.			
Action #7.2	Continue to play a role in supporting and advocating for the agri-food network. Continue discussions with Prescott-Russell around the potential build out of a food hub.			

⁸ There are examples all around Ontario of successful 'dry' industrial parks that cater to businesses that do not need water and sewer services. In fact, with prices lower than serviced land it leads to a competitive advantage in many instances.

⁹ Examples include: Façade Improvement Grant; Planning Application Fee and Building Permit Fee Grant; Environmental Site Assessment Grant; Agricultural Buildings and Facilities Improvement Program; Structural Improvement Grant; Residential Conversion/Rehabilitation Grant; Landscaping, Signage and Property Improvement Grant; Property Tax Increment Grant



4.4 Investment Attraction Actions

Strategic Goal 4: Local and Regional Promotion

Objective #8	<i>Promote local market investment attraction and economic development activities</i>	Priority Timing		
		IM	ST	LT
Action #8.1	Create and maintain a comprehensive community profile that can be shared with the County and used in conjunction with marketing and promotion			
Action #8.2	Make improvements to the Township's website and its ability to convey economic development activities and availability of resources/investment opportunities			
Objective #9	<i>Support regional market investment attraction and economic development activities</i>	Priority Timing		
		IM	ST	LT
Action #9.1	Produce, and share with the County, industrial and commercial profiles on a bi-annual/tri-annual timeline. Ensure that testimonials and success stories are incorporated into all promotional and marketing efforts.			
Action #9.2	Actively work with County in developing joint business and promotional marketing initiatives. Work to develop integrated communication technologies that resonate with the current business audience.			
Action #9.3	Support regional (Ottawa and Montreal area) promotional and marketing activities that deliver SDG and North Stormont's brand and key messages to a larger national and international audience.			



4.5 Performance Measures

This section takes the actions outlined above and provides guidance for monitoring progress and performance toward the various strategic goals and their objectives.

Each action has one or more performance measures, and while it is important to monitor them over time, it is also a possibility that new measures are identified, or some are altered. That is, these performance measures are not written in stone, but instead are designed to be flexible and adaptable as project needs and priorities shift or as new information or best practices are identified.

Strategic Goal 1: Business Retention & Expansion

Objective #1	<i>Invest in Business Visitation Programs</i>
Action Item	Performance Measures
Action #1.1: Undertake a local Business Visitation Program focused on supporting agricultural businesses in growing their existing operations in North Stormont. Information gathered at the local level would feed into the County's BR&E program.	<ul style="list-style-type: none"> ■ List of outreach activities conducted in target sectors ■ Number of businesses contacted from target sector ■ Information shared with County
Action #1.2: Support the County's BR&E program focused on growing warehousing & transportation and manufacturing businesses in growing their existing operations in North Stormont and SDG.	<ul style="list-style-type: none"> ■ List of outreach activities conducted for target sectors ■ Number of target sector businesses contacted
Objective #2	<i>Invest in Business Development and Support Programs and Activities</i>
Action Item	Performance Measures
Action #2.1: Promote and broker the existing resources available to support business retention as it relates to training, employee recruitment, business counselling, market research, business planning, marketing, event planning, and legal and financial resources.	<ul style="list-style-type: none"> ■ Number of relationships brokered or referrals made ■ List of resources provided ■ Number of events (by sector or type) ■ Number of attendees at events (by sector or type)
Action #2.2: Work with the County to examine and catalog existing programs and opportunities that currently support business development and investment in the region. This should include available funding from senior levels of government.	<ul style="list-style-type: none"> ■ Catalog completed ■ Catalog updated annually



Strategic Goal 2: Small Business and Entrepreneurship

Objective #3	<i>Prepare and Guide Small Business Development in North Stormont</i>
Action Item	Performance Measures
Action #3.1: Broker opportunities with the CFDC, BEC, EOTB and Regional Innovation Centre in promoting and delivering small business seminars geared to e-marketing, website development, business networking, workforce planning and marketing and succession planning in North Stormont.	<ul style="list-style-type: none"> ▪ List of partnership organizations ▪ Number of events (by sector or type) ▪ Number of attendees at events (by sector or type)
Action #3.2: Connect small businesses in the municipality with senior business leaders in the region who can act as mentors and coaches.	<ul style="list-style-type: none"> ▪ Number of mentorship relationships brokered
Action #3.3: Investigate the potential of introducing an entrepreneur hub with shared workspace. Work with the CFDC and Small Business Enterprise Centre in programming the space.	<ul style="list-style-type: none"> ▪ Feasibility investigation complete, including partnership opportunities
Objective #4	<i>Invest in the development of a local entrepreneurship ecosystem</i>
Action Item	Performance Measures
Action #4.1: Develop a Business Guide that outlines all of the services and processes of the municipality that assist with new investment and business opportunities.	<ul style="list-style-type: none"> ▪ Guide completed
Action #4.2: Create a review team of Senior Administration and representatives from the local development community to brainstorm improvements to the commercial, industrial, and residential development review process to encourage more start-ups, succession planning exercises and expansions.	<ul style="list-style-type: none"> ▪ Working group formed
Action #4.3: Engage with local and regional partners to identify gaps in local entrepreneurial programs and services. Broker and refer potential start-ups to local and regional partners who are assisting businesses during their incubation phase.	<ul style="list-style-type: none"> ▪ Partners identified ▪ Number of referrals made



Strategic Goal 3: Readiness

Objective #5	<i>Invest in an integrated approach to providing the infrastructure, services, and policy framework to support investment readiness</i>
Action Item	Performance Measures
Action #5.1: Participate in regional growth plan discussions surrounding the Ottawa region's employment lands and expected capacity required to meet local and regional demands.	<ul style="list-style-type: none"> ■ Employment land availability tracked
Action #5.2: Establish stronger linkages with key business leaders in the drivers of the economy to establish a stronger pipeline for lead identification and generation based on local business relationships (combined with BR&E).	<ul style="list-style-type: none"> ■ Number of leads generated ■ Number of lead conversions
Action #5.3: Continue to address infrastructure constraints. Examine the potential opportunities associated with shared service agreements.	No performance measure required
Action #5.4: Undertake the development of an employment land strategy to understand the capacity and locational attributes to accommodate future employment growth near Highway 417.	<ul style="list-style-type: none"> ■ Strategy completed
Action #5.5: Review official plan and zoning policies to ensure flexibility in businesses that can be allowed in employment designated lands and commercial areas.	<ul style="list-style-type: none"> ■ Review completed
Objective #6	<i>Develop a Community Improvement Plan</i>
Action Item	Performance Measures
Action #6.1: Invest in a CIP and introduce local improvement levies and grant and loan programs to encourage current and future development to invest in their current buildings to encourage expansions in footprints.	<ul style="list-style-type: none"> ■ Number of participants in CIP program ■ Private investment dollars made ■ Dollar value of grants leveraged
Action #6.2: Advocate for a county-wide CIP program that compliments local CIP programs.	No performance measure required
Action #6.3: Advocate for the development of a county-wide community toolkit that encourages businesses and organizations to participate in local and regional CIP programs.	<ul style="list-style-type: none"> ■ Number of participants from North Stormont in regional CIP program ■ Private investment dollars made ■ Dollar value of grants leveraged



Objective #7	<i>Continue to encourage the development of existing and new Agricultural opportunities</i>
Action Item	Performance Measures
Action #7.1: Support any agriculture/agribusiness sector strategy emerging from the County that provides clear direction on matters related to the growth and sustainability of the agricultural economy in SDG and North Stormont.	No performance measure required
Action #7.2: Continue to play a role in supporting and advocating for the agri-food network. Continue discussions with Prescott-Russell around potential build for a food hub.	No performance measure required

Strategic Goal 4: Local and Regional Promotion

Objective #8	<i>Promote local market investment attraction and economic development activities</i>
Action Item	Performance Measures
Action #8.1: Create and maintain a comprehensive community profile that can be shared with the County and used in conjunction with marketing and promotion.	<ul style="list-style-type: none"> ▪ Community profile updated
Action #8.2: Make improvements to the Township's website and its ability to convey economic development activities and availability of resources/investment opportunities.	<ul style="list-style-type: none"> ▪ Website updated ▪ Web analytics performed
Objective #9	<i>Support regional market investment attraction and economic development activities</i>
Action Item	Performance Measures
Action #9.1: Produce, and share with the County, industrial and commercial profiles on a bi-annual/tri-annual timeline. Ensure that testimonials and success stories are incorporated into all promotional and marketing efforts.	<ul style="list-style-type: none"> ▪ Profiles generated
Action #9.2: Actively work with County in developing joint business and promotional marketing initiatives. Work to develop integrated communication technologies that resonate with the current business audience.	<ul style="list-style-type: none"> ▪ Collaborative opportunities identified ▪ Technologies implemented
Action #9.3: Support regional (Ottawa and Montreal area) promotional and marketing activities that deliver SDG and North Stormont's brand and key messages to a larger national and international audience.	<ul style="list-style-type: none"> ▪ Leads generated through promotional and marketing activities ▪ Number of lead conversions