

## 2014 Economic Development Action Plan

Committee of the Whole – April 8, 2014



Athens | Augusta | Edwardsburgh/Cardinal | Elizabethtown-Kitley | Front of Yonge  
Leeds and the Thousand Islands | Merrickville-Wolford | North Grenville | Rideau Lakes | Westport



## 1.0 Leeds Grenville Regional Economic Development

The United Counties of Leeds and Grenville works as a Regional Economic Development entity on behalf of its 10 member municipalities that include:

Township of Athens	Township of Leeds and the Thousand Islands
Township of Augusta	Village of Merrickville-Wolford
Township of Edwardsburgh / Cardinal	Municipality of North Grenville
Township of Elizabethtown-Kitley	Township of Rideau Lakes
Township of Front of Yonge	Village of Westport

The Counties Economic Development Office, through its strategic directions and annual plan focuses on:

- Leadership
- Community Capacity Building
- Investment Readiness
- Business Attraction
- Facilitation
- Marketing
- Business Retention and Expansion

### **Mission Statement**

*The United Counties of Leeds and Grenville Economic Development Office will be the engine of growth for three economic corridors of strength through a collaborative regional approach that focuses on growing its business presence in specific targeted clusters, while maintaining economic diversification. We will focus on "green" inspired development, iconic tourism experiences, knowledge-based manufacturing and new agri-bio opportunities that result in economic benefits for the Counties and its citizens.*

### **Partner Municipalities**

As part of regional leadership, Counties Economic Development works with its three partner municipalities of Brockville, Gananoque and Prescott when mutual interest by both parties is expressed on individual economic initiatives.

Initiatives have included Investor FAM tours, the Integrated Community Sustainability Plan, the Online Business Directory and the Economic Development Summit.

## 2.0 Year In Review

In 2013, an updated Economic Development Action Plan & Strategic Alignment was prepared and an Executive Summary was presented to Counties Council. The plan featured seven strategic goals and associated actions. The following are some of the highlights that were accomplishment over the past year.

### **Goal 1 - Maintain and Build Economic Readiness**

- Re-engaged with ten member municipalities. Conducted presentations to all member Councils and hosted individual Economic Development meetings with municipal representatives resulting in a stronger understanding of local economic priorities and opportunities for collaboration.
- Merged the Economic Development Summit & Leadership Forum into one event. On November 22, 2013, over 180 participants engaged in networking and professional development. The Bill Thake Memorial Leadership Award was presented to Don Ross and Don Munz with four additional nominees recognized from the region.
- Completed municipally owned property listings on website. Submitted inventory of business nodes / clusters for broadband consideration by Eastern Ontario Regional Network (EORN)

### **Goal 2 - Implement Strategy for Retention and Expansion of Existing Businesses**

- Completed business visitations and identified business retention concerns. Supported meetings with Hydro One for businesses from Edwardsburgh/Cardinal Industrial Park. Met with some businesses from Maitland Industrial Park to address retention challenges.
- Provided supply and value chain connections for local business opportunities.
- Participated in meetings with parties interested in a Brockville business incubator and then further meetings with Launch Lab from Kingston.
- Facilitated meetings with Eco Perth and the Frontenac Arch Biosphere to explore the possibility of collaboration on a Cold Storage Assessment.
- Continued liaising and participating in Angel Network, Business Success Program, iMin.

### **Goal 3 - Take a Leadership Role in the Development of Tourism**

- Integrated the business directory into the Visit section of the Counties website for automation of business listings associated with visitor activities.
- Negotiated Mallorytown ONroute Travel Centre contract with the various Ministries. Secured funding for staff and implemented visitor services.
- Active member of the Rideau Heritage Route Tourism Association and The Great Waterway Regional Tourism Organization.

#### **ADDED**

- Drafted Garden Tourism strategy for the region, final release to occur in 2014.
- Represented Counties in a highly active Steering Committee directing the Rideau Canal Visitor Experience Opportunity Concept process, including Reach Sessions, Media Conferences, Report Release and Post-report Conference.

#### **Goal 4 - Create Entrepreneurial Development Strategy**

- Continued working with the Leeds & Grenville Small Business Enterprise Centre, the Small Business Advisory Centre – Smiths Falls / Lanark and the CFDC Self Employment Benefit Program.

#### **Goal 5 - Develop and support Business Attraction Opportunities**

- Increased activation with Ontario East Economic Development Commission – quarterly meetings, trade show – Excellence in Manufacturing, updated Transportation & Logistics Directory, tourism investment inventory review and website presence.
- Immigration Partnership – 11 additional languages translated for a total of 18 languages available for 13 municipal profiles on the website.
- Business Attraction Support – Kouri Kopters, Tomlinson, Royal Ottawa Mental Health Centre, plus six additional confidential prospects.
- Hosted two Investor Familiarization Tours – May, September

#### **Goal 6 - Support Area Redevelopment, Community & Quality of Life**

- Completed all associated documentation for the Leeds Grenville Integrated Community Sustainability Plan and attended FCM session on Green Municipal Fund.
- Worked with St. Lawrence Parks Commission on the 1000 Islands Recreation Trail.
- Supported the development of several community economic development plans and initiatives.

#### **Goal 7 - Implement a Strategic Marketing Approach**

- Branding – guide updated, staff outreach and set-up of merchandise display completed.
- Website content review guidelines completed for scheduled monthly updates. Daily updates completed to maintain search engine optimization.
- Municipal Online Business Directory completed – Athens, Elizabethtown-Kitley and Rideau Lakes. Currently 10 of 13 municipalities are now participating.
- Advertising – Island Life Magazine, 1000 Islands International Guide, Society of Industrial and Office Realty.
- Partnered with RiverQuest on raw footage for aerial video shoot - 142 video clips.
- Completed 4 videos – promotional, tourism, creative economy investment attraction, workforce recruitment (RFP process – 13 submissions, managed full production process).

### 3.0 2014 Action Plan Summary

The 2014 Action Plan will be guided by the seven strategic areas of focus. The Economic Development Office will review current activities and adjust according to funding programs while continuing to advance the overall economic development program through new initiatives. We will continue to build upon corridor / cluster opportunities, support a stronger focus on business retention and nurture business attraction opportunities as they appear.

#### Goal 1 – Maintain and Build Economic Readiness

Activities	Short-term Outcomes	Long-term Outcomes
Community Relations – regional meetings with Eco Dev staff / MP/ MPPs /CFDCs	<ul style="list-style-type: none"> <li>• Awareness</li> <li>• Knowledge</li> <li>• Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Gain efficiencies</li> <li>• Support team members</li> <li>• Eco Dev Team</li> </ul>
Economic Development Summit	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Professional Development</li> <li>• Recognition of Eco Dev Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Increased community capacity</li> <li>• Increased business knowledge of funding opportunities, local supply and value chains</li> </ul>
Investment Readiness Toolkit <ul style="list-style-type: none"> <li>• Repository of taxation rates, building permits, etc.</li> <li>• Expansion of MLS directory data</li> </ul>	<ul style="list-style-type: none"> <li>• Accessible investment ready data</li> <li>• More extensive property listing</li> </ul>	<ul style="list-style-type: none"> <li>• Increased data and service for investment inquiries.</li> </ul>
Strategic Analysis / Regional Profile	<ul style="list-style-type: none"> <li>• Investment / Opportunities Analysis</li> <li>• Preferred Location Analysis</li> <li>• Cluster Identification</li> <li>• Promotional material</li> </ul>	<ul style="list-style-type: none"> <li>• Focused investment attraction data with supported analysis</li> <li>• Investment ready data in professionally presented format for site selectors</li> </ul>

## Goal 2 – Implement Strategy for Retention and Expansion of Existing Businesses

Activities	Short-term Outcomes	Long-term Outcomes
Business Visitations	<ul style="list-style-type: none"> <li>Identify challenges and address them</li> <li>Inventory supply and value chain</li> <li>Communicate funding</li> </ul>	<ul style="list-style-type: none"> <li>Retention of current jobs and businesses</li> <li>Expansion of businesses in the region</li> </ul>
Kemptville College Renewal Task Force	<ul style="list-style-type: none"> <li>Regain 2014 intake</li> <li>Sustain trades programs</li> <li>Review and revise agriculture programs</li> <li>Introduce new programs</li> </ul>	<ul style="list-style-type: none"> <li>Kemptville College celebrates 100<sup>th</sup> anniversary with strong student body</li> </ul>
Chemical / Bio-Products – BR&E	<ul style="list-style-type: none"> <li>Identification of property and buildings available</li> <li>Inventory of supply and value chain</li> <li>Best practices explored, provincial resources engaged</li> </ul>	<ul style="list-style-type: none"> <li>Retention of current businesses</li> <li>Investment attraction of complementary businesses</li> </ul>
Industry Focus Group Manufacturing / Transportation & Logistics	<ul style="list-style-type: none"> <li>Build industry relations</li> <li>Senior level management networking</li> <li>PD for industry</li> </ul>	<ul style="list-style-type: none"> <li>Increase local supply and value chains</li> <li>Connect logistics with manufacturing</li> <li>Identification of industry gaps</li> </ul>
Agriculture Cold Storage Inventory (Defer)	<ul style="list-style-type: none"> <li>Sustain communication with Eco Perth and Frontenac Arch Biosphere</li> </ul>	<ul style="list-style-type: none"> <li>Support opportunities that advance agri-food.</li> </ul>
Launch Lab Partnership	<ul style="list-style-type: none"> <li>Access to business advisors</li> </ul>	<ul style="list-style-type: none"> <li>Increased innovation in local business and support of business attraction</li> </ul>
Partnerships: <ul style="list-style-type: none"> <li>Angel Network</li> <li>Excellence in Manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>Connect local businesses and agencies to resources</li> </ul>	<ul style="list-style-type: none"> <li>Access to capital</li> <li>Increase manufacturing efficiencies</li> </ul>

### Goal 3 – Take a Leadership Role in the Development of Tourism

Activities	Short-term Outcomes	Long-term Outcomes
<p>Tourism Strategy:</p> <ul style="list-style-type: none"> <li>Rideau Canal Visitor Experience Opportunity Concept (VEOC) / Rideau Heritage Tourism Assoc. (RHRTA)</li> </ul>	<ul style="list-style-type: none"> <li>Support implementation of short-term VEOC recommendations</li> <li>Inventory of tourism related entities and mandates</li> <li>Support creation of new Rideau Canal organizational structure</li> <li>Support transition RHRTA as part of VEOC structure</li> <li>Define regional strategy approach to maximize world-class potential of 1000 Islands &amp; Rideau Canal</li> </ul>	<ul style="list-style-type: none"> <li>Increased tourism products and experiences</li> <li>Increased visitor spending</li> <li>Increased quality and quantity of accommodation</li> <li>Increased investment attraction</li> <li>Increased efficiencies by tourism related organizations</li> </ul>
<p>Mallorytown ONroute Centre</p>	<ul style="list-style-type: none"> <li>Provide visitor services</li> <li>Increase visitor revenues at local attractors and support services</li> </ul>	<ul style="list-style-type: none"> <li>Increased investment attraction due to increased visitation</li> </ul>
<p>Website Calendar</p>	<ul style="list-style-type: none"> <li>Customized multi-functioning framework, content management system for integrated calendar</li> <li>Develop self-serve event submissions</li> </ul>	<ul style="list-style-type: none"> <li>Integrated multi-municipality calendar system as per business directory</li> </ul>
<p>Great Waterway Board – RTO 9 (Fall 2014 - conclusion)</p>	<ul style="list-style-type: none"> <li>Increase local products and events with regional agency</li> </ul>	<ul style="list-style-type: none"> <li>Increased visitor revenues</li> </ul>

#### Goal 4: Create Entrepreneurial Development Strategy

Activities	Short-term Outcomes	Long-term Outcomes
Partnerships: <ul style="list-style-type: none"> <li>Sm. Business Enterprise Ctres</li> </ul>	<ul style="list-style-type: none"> <li>Maintain activity in Business Success Program</li> </ul>	<ul style="list-style-type: none"> <li>Increase small business retention</li> </ul>
Strategy Development (2015)		

#### Goal 5: Develop and Support Business Attraction Opportunities

Activities	Short-term Outcomes	Long-term Outcomes
Ontario East Economic Development Commission	<ul style="list-style-type: none"> <li>Increase presence and activity</li> </ul>	<ul style="list-style-type: none"> <li>Increased lead generation resulting in attraction</li> </ul>
Port of Johnstown	<ul style="list-style-type: none"> <li>Support development of enhanced business plan</li> </ul>	<ul style="list-style-type: none"> <li>Increased port usage and through regional investment attraction</li> </ul>
Invest Ontario / Invest Canada	<ul style="list-style-type: none"> <li>Increased marketing presence to promote investment</li> </ul>	<ul style="list-style-type: none"> <li>Increased lead generation resulting in attraction</li> </ul>
Ministry of Tourism & Culture	<ul style="list-style-type: none"> <li>Market opportunities for investment</li> </ul>	<ul style="list-style-type: none"> <li>Increased business investment</li> </ul>
Entrepreneurship & the Creative Economy	<ul style="list-style-type: none"> <li>Develop and launch Ottawa focused marketing campaign</li> </ul>	<ul style="list-style-type: none"> <li>Create awareness of Leeds Grenville</li> <li>Increased investment in the region from Ottawa</li> </ul>
Lead tracking	<ul style="list-style-type: none"> <li>Review of software</li> <li>Development of platform</li> </ul>	<ul style="list-style-type: none"> <li>Electronic system for all lead contacts and follow-up indicators</li> </ul>

#### Goal 6: Support Area Redevelopment, Community Development & Quality of Life

Activities	Short-term Outcomes	Long-term Outcomes
Facilitate Municipal Economic Development Support	<ul style="list-style-type: none"> <li>Finalize multi-partner and funding agreements</li> <li>Secure physical resources and finalize work plan</li> </ul>	<ul style="list-style-type: none"> <li>Increased community development for partners resulting in positive economic impact.</li> </ul>
1000 Islands Recreational Trail	<ul style="list-style-type: none"> <li>Celebrate trail renewal and support increase of trail marketing</li> </ul>	<ul style="list-style-type: none"> <li>Increased active lifestyle by residents</li> <li>Increased visitor spending</li> </ul>



## Goal 7: Implement a Strategic Marketing Approach

Activities	Short-term Outcomes	Long-term Outcomes
Website (Central Repository of Information)	<ul style="list-style-type: none"> <li>• Updated Business Directory</li> <li>• Content renewal</li> <li>• Search Engine Optimization</li> <li>• Addition of Real Estate Board listings</li> <li>• Tourism categorization</li> </ul>	<ul style="list-style-type: none"> <li>• Investment ready</li> <li>• Increased response time to investor requests</li> <li>• Increased website traffic to Invest and Visit pages</li> <li>• Increased business directory self-served updates</li> </ul>
Video	<ul style="list-style-type: none"> <li>• Launch of videos</li> <li>• Creation of raw footage library</li> <li>• Creation of YouTube channel</li> <li>• Additional seasonal footage captured</li> </ul>	<ul style="list-style-type: none"> <li>• Increase visual imagery of the region</li> <li>• Promotional tools for investment attraction, labour force recruitment and tourism</li> </ul>
E-Newsletter	<ul style="list-style-type: none"> <li>• Template development</li> <li>• Launch of E-Newsletter</li> <li>• Monthly updates</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness of Counties Economic Development</li> <li>• Increased awareness of funding programs, businesses in the region, business events, resources, etc.</li> </ul>
Online Business Directory - 10 of 13 municipalities	<ul style="list-style-type: none"> <li>• 2 municipalities connect with centralized business directory</li> </ul>	<ul style="list-style-type: none"> <li>• One-source data for business directories in the region</li> <li>• Centralized resource that supports promotion of businesses</li> </ul>
Regional Guide	<ul style="list-style-type: none"> <li>• Multi-purpose promotional guide to showcase people and investments in the region</li> </ul>	<ul style="list-style-type: none"> <li>• Promotional tool for the region that can be utilized for investment attraction, foreign investment, community awareness</li> </ul>

Advertising	<ul style="list-style-type: none"> <li>• Intra-regional awareness, education and engagement</li> <li>• Domestic awareness and education</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness of Counties Eco Dev Office that leads to business and investor inquiries</li> <li>• Increased awareness on what Leeds Grenville has to offer</li> </ul>
Social Media	<ul style="list-style-type: none"> <li>• Launch of Eco Dev Facebook page</li> <li>• Increased content on LinkedIn page</li> <li>• Launch of Twitter Account</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of interactive social media presence</li> <li>• Increased awareness of Counties Eco Dev and its activities.</li> </ul>

It is recognized that the plan provides an outline of the direction while being flexible enough to respond to new opportunities and address issues and challenges communicated in the region.