

where *lifestyle*  
*grows good business*



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In 2014, the Counties undertook a comprehensive review of its Economic Development Department. This Economic Development Implementation Plan is prepared based on this review and the recommendations made by the Chief Administrative Officer(CAO) with the guidance and assistance of the Economic Development Review Steering Committee.

**Strategic Areas of Focus:**

The Counties has identified five (5) strategic areas of focus for its economic development activities. They are:

1. Leadership and Capacity Building
2. Business Investment and Attraction
3. Business Retention and Expansion
4. Tourism
5. Marketing and Communications

This Implementation Plan is organized based on these strategic areas. It is also important to ensure the Department is flexible and able to quickly react and address decisions and phenomena that impact the local and regional economy. Therefore, at times the Department may vary in its Implementation Plan in order to address current important issues. Regardless, at all times it will respond promptly to new investment and funding opportunities that supports our strategic areas of focus.

The following tables outlines the Department’s 2015-16 Implementation Plan.

## Goal 1 – Leadership and Capacity Building

Item	Activities
Economic Development Summit	<ul style="list-style-type: none"><li>• Host annual event that profiles local businesses, increases regional networking, recognizes leadership in economic development and provides professional development opportunities<ul style="list-style-type: none"><li>○ November 20, 2015</li><li>○ November 18, 2016</li></ul></li></ul>
Community Capacity	<ul style="list-style-type: none"><li>• Conduct communication outreach on economic development services and support to municipalities and the broader business community</li><li>• Provide support and assistance as requested to member municipalities based on available resources</li></ul>
Partnerships	<ul style="list-style-type: none"><li>• Continue quarterly meetings with partner municipalities, CFDCs, MP and MPP</li><li>• Partner with federal and provincial agencies to offer professional development opportunities</li></ul>

## Goal 2 –Business Investment and Attraction

Item	Activities
Investment Properties	<ul style="list-style-type: none"> <li>• Maintain online municipal industrial and business park listings.</li> <li>• Continue online commercial lands and buildings inventory for Leeds Grenville.               <ul style="list-style-type: none"> <li>○ Maintain Rideau-St. Lawrence Real Estate Board agreement</li> </ul> </li> <li>• Negotiate and extend additional agreements for Leeds Grenville properties with:               <ul style="list-style-type: none"> <li>○ Ottawa Real Estate Board</li> <li>○ Kingston Real Estate Association</li> </ul> </li> </ul>
Lead Generation & Tracking	<ul style="list-style-type: none"> <li>• Respond to any regional information requests that is issued by site selectors, investors, Economic Development Council of Ontario and Ontario East Economic Development Commission</li> <li>• Facilitate site selector familiarization tours and any follow-up required</li> <li>• Review and maintain membership with Ontario East Economic Development Commission Sector Teams – Tourism, Food Processing, Transportation &amp; Logistics, Advanced Manufacturing and Rural Economy</li> <li>• Partner in Foreign Direct Investment Lead Generation Campaign</li> <li>• Build provincial and federal ministerial and agency relations</li> <li>• Secure lead generation tracking system</li> </ul>
Investment Start-up	<ul style="list-style-type: none"> <li>• Assist local company start-ups with business plan review, site identification and funding opportunities</li> </ul>

### Goal 3 – Business Retention and Expansion

Item	Activities
Business Visitation Program	<ul style="list-style-type: none"> <li>• Provide investment attraction aftercare to new businesses established</li> <li>• Maintain communication and support to businesses of previous visitations</li> <li>• Identify new businesses for visitation</li> </ul>
Kemptville College	<ul style="list-style-type: none"> <li>• Support the renewal and revitalization of the campus in coordination with the Municipality of North Grenville.</li> </ul>
Chemical / Bio-Products BR&E – 2015-16	<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>
Industry Focus Group Manufacturing / Transportation & Logistics	<ul style="list-style-type: none"> <li>• Build industry relations</li> <li>• Facilitate senior level management networking</li> <li>• Partner on professional development for industry</li> <li>• Increase local supply and value chains</li> <li>• Connect logistics with manufacturing</li> <li>• Identification of industry gaps</li> </ul>
Launch Lab Partnership with CFDCs	<ul style="list-style-type: none"> <li>• Support CFDC partnership and utilize business advisors in business retention, expansion and start-ups</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>• Support and market Brockville / Leeds Grenville Angel Network as a resource that provides access to capital</li> <li>• Maintain connection with Excellence in Manufacturing and explore opportunities to support local industry</li> <li>• Support Small Business Enterprise Centres – entrepreneurship</li> <li>• Support Two Rivers Food Hub</li> <li>• Explore relevant partnership opportunities for the region. These could include activities related to the Eastern Ontario Economic Development Strategy</li> </ul>

#### Goal 4: Tourism

Item	Activities
Tourism Strategy Development	<ul style="list-style-type: none"> <li>Facilitate a strategy that would bring together tourism entities and industry members to explore a more coordinated and sustainable approach to maximize our world-class potential of the St. Lawrence Seaway, the 1000 Islands, the Rideau Canal and our many lakes</li> <li>Collaborate in the undertaking of a Visitor Experience Opportunity Concept process for the 1000 Islands region</li> </ul>
Rideau Heritage Tourism Assoc. (RHRTA) / Rideau Canal Visitor Experience Opportunity Concept (VEOC)	<ul style="list-style-type: none"> <li>Support the implementation of short-term VEOC recommendations</li> <li>Support RHRTA transition as part of the VEOC structure</li> </ul>
Tourism Product Development	<ul style="list-style-type: none"> <li>Support new product development that encourages visitation and visitor spending.</li> <li>Launch and support the 1000 Islands and Rideau Canal Garden Trail</li> </ul>
Mallorytown ONroute Centre	<ul style="list-style-type: none"> <li>Renegotiate a contract with the Ministry of Transportation and HK Travel Centre L.P. to provide visitor services onsite</li> </ul>
Website Calendar	<ul style="list-style-type: none"> <li>Develop a customized, integrated, multi-functioning calendar framework and content management system</li> </ul>
Great Waterway Board – RTO 9	<ul style="list-style-type: none"> <li>Collaborate with RTO 9 on the implementation of its business plan that would support business development and marketing</li> </ul>
Trail Strategy – 2016	<ul style="list-style-type: none"> <li>Consider and define the scope of a regional trails strategy</li> <li>Collaborate with GIS and all Leeds Grenville municipalities and their existing trails</li> </ul>

## Goal 5: Marketing and Communications

Item	Activities
Website (Central Repository)	<ul style="list-style-type: none"> <li>• Maintain and update content and photography</li> <li>• Further develop URLs for search engine optimization</li> </ul>
Electronic Imagery Video / Commercial (s)	<ul style="list-style-type: none"> <li>• Continue to build and maintain electronic photography and video along with YouTube Channel</li> <li>• Partner on new opportunities that support the strategy</li> </ul>
E-Newsletter	<ul style="list-style-type: none"> <li>• Continue regular eNews communication</li> </ul>
Online Business Directory	<ul style="list-style-type: none"> <li>• Support the connection of remaining municipalities to the directory (10 of 13 municipalities)</li> <li>• Maintain directory and continue tourism data entry</li> </ul>
Regional Profile	<ul style="list-style-type: none"> <li>• Complete and distribute the profile to promote investment attraction – print / electronic</li> </ul>
Community Guide	<ul style="list-style-type: none"> <li>• Complete and distribute the guide to promote regional awareness, tourism and relocation – print / electronic</li> </ul>
Advertising	<ul style="list-style-type: none"> <li>• Continue intra-regional awareness, education and engagement ads (EMC – Progress)</li> <li>• Initiate domestic (Ontario / Quebec) awareness and education through Ontario East and Ministry</li> </ul>
Social Media	<ul style="list-style-type: none"> <li>• Launch of Eco Dev Facebook page</li> <li>• Increase content on LinkedIn page</li> <li>• Launch of Twitter Account</li> </ul>
Trade Meetings / Shows / Missions - Investment Attraction	<ul style="list-style-type: none"> <li>• Consider opportunities presented by Ontario East Economic Development Commission, various ministerial offices and private sector members to attend and/or showcase the region based on resources</li> </ul>
Anti-spam	<ul style="list-style-type: none"> <li>• Fulfill legislative requirements</li> </ul>

**Review and Evaluation:**

This Implementation Plan covers the years 2015 and 2016. At the end of each calendar year, staff will update the plan with the next year, removing any activities that have been completed or no longer applicable and adding new activities. The Plan will be based on the five strategic areas of focus and available resources allocated annually through the budget process.