



**UNITED COUNTIES OF LEEDS & GRENVILLE**

**ECONOMIC DEVELOPMENT  
ACTION PLAN**

**COMPLETED BY**

**UCLG ECONOMIC DEVELOPMENT  
&  
ECDEV ASSOCIATES INC.  
Community Development Consultants**

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## 1.0 Executive Summary

The newly established United Counties of Leeds & Grenville (UCLG) Economic Development Team was mandated to undertake a collaborative consultation approach across the Counties and develop a “Strategic Action Plan” with recommendations on key short-term priorities for the delivery of economic development services at Counties level.

The undertaking resulted in a clear indication that the Counties service would provide significant value-added to taxpayers, local municipalities and other community organizations involved in the economic development process. The Counties Economic Development Team can add value in the following ways:

- Filling gaps by taking responsibility for the core economic development services that are not being provided effectively or at all.
- Providing professional support and experience to local municipalities to retain and attract businesses in an effort to grow their employment and tax base.
- Support the efforts of local organizations that are involved in visitor marketing and tourism product development.
- Being a catalyst for initiating development projects and priorities for municipalities throughout the Counties with a principle focus on the three economic corridors of strength.
- Creating an Economic Development Office where investors can receive professional advice and assistance in establishing their businesses anywhere in Leeds & Grenville.
- Ensuring the long-term sustainability of economic development initiatives through a process that incorporates sustainability into the planning process.
- Deliver a strong support program that concentrates on the similar needs of communities in the north, south and central areas of the UCLG, despite their geographic separation.
- Looking outside of Leeds & Grenville to partner with other Counties and regional development organizations to attract inward investment.
- Pooling resources with local organizations to leverage dollars and show committed partnerships in an effort to secure funding from senior levels of government.

Based on the analysis outlined by other economic development practices in a number of Ontario Counties, recommendations are made regarding the most effective ways to establish the Economic Development Office and measure its performance. (see Appendix C)

It is recommended that the Governance and Finance Committee approve in principal the proposed action plan for 2009 pending completion of the 2009 budget planning process. Specific project priorities may enhance staffing complement through program intern funding post April 2009. Performance measures include goals that will ensure exemplary services as well as indicators for return on investment.



## 2.0 The Collaborative Strategic Planning Process

The United Counties of Leeds & Grenville initiated a Collaborative Strategic Planning Process to develop an Economic Development Action Plan to specifically:

1. Analyze existing entities, organizations or groups involved in economic development activities within the geographic boundaries of UCLG including the separated cities of Brockville, Prescott and Gananoque.
2. Identify the specific role, function and activities of each entity, organization or group involved above;
3. Identify and analyze any gaps, either in coverage or focus, of economic development organizations throughout the UCLG;
4. Provide a summary of the structure of economic development within the ten (10) villages, townships, and municipality that make up the UCLG; and
5. Provide specific recommendations relative to the most appropriate roles, core functions and priorities for the United Counties of Leeds & Grenville to undertake in the pursuit of economic development that is principally focused on the ten (10) member communities of UCLG.

The following analysis identifies opportunities and creates a core document that will be the basis for future deliberation and implementation (if approved by Counties Council) regarding Leeds & Grenville economic development services. EcDev Associates Inc. and UCLG Economic Development staff has developed an approach that we believe will result in an action-oriented, clear direction for moving forward. The following steps were taken to gain a broad community input into the formation of ideas for the Action Plan.

### *Literature Review*

The analysis of all existing strategic plans and economic impact analysis document, as well as other strategic municipal documentation across the UCLG provided insight towards economic and community development goals, the community's capacity to implement development projects and growth opportunities and threats. These documents also generated questions that were asked during the collaborative consultation phases of the undertaking.

### **Interviews with Leaders and Stakeholders – Within the UCLG**

One-on-one interviews and group interviews were conducted with ten municipalities and community leaders. Interviews included:

- All municipal leaders and members of most Councils and Economic Development Committees, the Federal MP and Provincial MPP;
- Representatives of the City of Brockville, Town of Prescott and Town of Gananoque's Economic Development Departments;
- Representatives of other key local economic development organizations that are located throughout the UCLG (e.g. CFDC's (3), Small Business Enterprise Centre); and
- Representatives of the Ontario Ministry of Agriculture, Food & Rural Affairs (OMAFRA) as well as St. Lawrence College of Applied Arts & Technology.



### *Interviews with Leaders and Experts – Outside the UCLG*

Additional interviews were conducted with a variety of stakeholder groups outside the geographic boundaries of the UCLG to obtain a broader and more in-depth view of County-level practices in economic development (County of Frontenac, Ministry of Economic Development, County of Lanark Economic Development, St. Lawrence Parks Commission and Parks Canada). (see Appendix A)

## **3.0 Economic Development in the UCLG**

### **3.1 Historical: 2002 to 2008**

The UCLG established a Counties economic development role in 2003 with establishment of an economic development desk under a Joint Services Agreement between the UCLG and the three separated communities of Brockville, Prescott and Gananoque. The Joint Services Agreement provided for the hiring of a full-time Economic Development Coordinator housed at the UCLG and responsible for undertaking a variety of socio-economic development support and information sharing roles.

In 2002, the Counties and separated communities co-funded and spearheaded a strategic planning process, in partnership with the 1000 Islands Community Development Corporation, Grenville Community Futures Development Corporation, Industry Canada and the Ministry of Economic Development and Trade. The Strategic Planning Report was completed by *Economic Growth Solutions Inc.*, a private sector consulting firm.

The Study found that the UCLG had considerable growth potential because of several distinct competitive advantages. However, it was found that in order to achieve the estimated economic growth, the County needed to focus its attention towards employment, luring new industry/businesses into the region, and consolidating the work and roles of various community economic development partners. The consultants found that to some degree, the region had been coasting on momentum from its past efforts and successes. It suggested that UCLG needed a more aggressive strategy to attract and retain investment, to position the high-tech and agricultural sectors as the core of the Ottawa east region, and to enhance and effectively package the existing tourism product base. Economic Growth Solutions suggested that this would create both wealth and jobs within the County.

The Final Report completed in July 2002 offered eleven recommendations for taking action over the following year. These recommendations included:

- Adopt Economic Development Strategy (Adopted)
- Launch Economic Development Strategy at Industry Presentation (Completed)
- Develop an adopt a new image/identify for the County (Outstanding)
- Secure funding commitments/ partner participation for key strategies and opportunities (Fragmented)
- Form appropriate partnerships for implementation (Joint Services Agreement)
- Initiate County image and awareness activities (Outstanding)
- Implement strategies to enhance economic development capability (Outstanding)
- Implement infrastructure enhancement strategies (Broadband Initiated)



- Implement sector-specific economic development initiatives (Outstanding)
- Implement tourism development and promotion strategies (Fragmented)
- Undertake monitoring and evaluation (Fragmented)

The Study provided a variety of suggested organizational models which led to the hiring of a full-time Economic Development Coordinator in 2003 and the official designation of an Economic Development Desk as the UCLG. The Collaborative Process revealed that the establishment of an economic development desk at the County, provided access to statistical data and the development of the UCLG website. In addition the function also provided some coordination and facilitation for bringing stakeholder partners together for planning purposes.

In February 2003, the Resource Jump Team concept was developed by the Ontario Government as a result of the *Task Force Report on Rural Economic Renewal* in April 2001. The Report outlined recommendations that focused on five main categories which included:

1. Promoting Quality of Life and Place of Business
2. Tourism Development & Marketing
3. Building Community and Product Brands
4. Revitalizing Main Streets and Downtowns Areas
5. Connecting Leeds & Grenville

The potential outcomes identified in the report set out a foundation for economic development emphasis on development of specific sectors, a consumer market, actions related to marketing/branding, downtown revitalization, community improvement, the development of small business, labour retention and tourism development. The report recommended that UCLG take the lead in economic development coordination and that individual stakeholders should implement the recommendations as appropriate.

In March of 2005, the County hired the firm of *McSweeney & Associates Consulting Inc.* to undertake a “Competitive Economic Analysis” of the UCLG. The following areas were identified as top priority strategies:

- a) Enhance the Counties Economic Development Capability**
  - Create an economic development and marketing function at UCLG (Fragmented)
  - Implement the new economic development strategy with partners (Fragmented)
  - Undertake the UCLG website development process (Undertaken)
- b) Address Key Infrastructure Requirements**
  - Develop Leeds & Grenville gateway signage (Outstanding)
  - Continue to develop bandwidth (Ongoing)
  - Expand Tackaberry Airport runway to allow small passenger jets (Completed but not UCLG supported)
  - Undertake a community servicing strategy across Leeds & Grenville to increase water and sewer capacity (Ongoing)
- c) Sector Specific Strategies**
  - Ensure awareness of who is doing what in terms of sector specific initiatives (Fragmented – TAG Committee function)
  - Further develop centres for biotech, health/life sciences and agriculture research (Fragmented)
  - Bring Brockville 20/20 to the next level (City – Ongoing)



**d) Tourism Development and Promotion**

- Develop County tourism products and brand in the areas/ regions where it may be lacking (Fragmented / Incomplete)
- Undertake research to better understand the Counties tourism market (Outstanding)
- Initiate a Hotel Development Plan (Outstanding)
- Develop and market additional tourist destinations along the Rideau Canal as part of the Highway 29 corridor (Outstanding)

**e) Information Database**

- Build a strong web based information database of economic development related information (Outstanding: not up-to-date)

**f) Economic Development Committees**

- The formation of three task forces related to the development of key economic sectors. (Outstanding)

**g) Economic Development Investment Attraction**

- Utilize cost-effective collaborative partnerships for pursuing investment attraction. (Outstanding)

Since March of 2005, there has only been action taken with regard to the broadband and development of the UCLG website. The existing database of area wide businesses now requires updating and the web is not being utilized as a development and investment attraction tool. The Economic Desk also acted as a coordinating role for fostering greater information exchange across the UCLG.

### **3.2 Active Local Economic Development Organizations**

Economic development is a dynamic landscape. It doesn't matter what community, there are always many forces and organizations involved. This is easy to understand when one looks at the many different projects that are considered to be under the banner of "economic development". These generally include delivering services for small business and entrepreneurs, business investment attraction, business retention and expansion, tourism marketing, workforce training, physician recruitment, community beautification, Brownfield redevelopment, downtown revitalization, shop local programs and running strategic events.

The United Counties of Leeds & Grenville is no different from any other community. In fact, the lack of a formalized department with the mandate to pursue traditional economic development initiatives seems to have fostered an environment where local organizations have formed or expanded their mandates to include some of the above initiatives. This includes groups of municipalities working together towards a common purpose.

#### **3.2.1 Community Futures Development Corporations (CFDC's)**

The UCLG benefits from the presence of three experienced Community Futures Development Corporations and the assistance that they provide to area wide businesses and to the economic development process, to fund strategic development studies and initiatives. The three active CFDC's in the UCLG are:

- 1000 Islands Community Development Corporation (Brockville)
- Grenville Community Futures Development Corporation (Prescott)
- Valley Heartland Community Futures Development Corporation (Smiths Falls)



These offices are also the means by which Industry Canada's Eastern Ontario Development Program (EODP) funds are distributed. From the \$10 million EODP, each of the 15 CFDC's in Eastern Ontario receives an equal share for local distribution. The EODP also maintains a pool of funds for "regional" projects that cover the three or more CFDC jurisdictions.

The impacts of the County EDO on the mandates of these organizations would be minimal. However on the positive side, the Counties efforts at reaching out to the business community and creating more interest in investment may generate more use of the CFDC's, lending and consulting services. Through the collaborative consultation process it was readily identified that the relationship between the existing County Economic Development Office and the three CFDC's in the area is strong and well positioned for building respective strengths, partnering where mutually advantageous and leveraging from one another in the future.

### **3.3 Organizational SWOT Analysis: UCLG**

The following analysis of strengths, weaknesses, opportunities and threats speak specifically to organizational issues. The purpose of this action plan is not to provide a complete overview of the UCLG economy and all the issues therein related.

#### **3.3.1 Strengths**

- **Volunteer Spirit.** One of the strongest characteristics of the United Counties of Leeds & Grenville is the willingness of people to become involved. This was demonstrated most significantly when the UCLG was host to the 2007 International Plowing Match & Country Festival, when over 1,500 volunteers across both Leeds and Grenville worked together to undertake a hugely successful venture in the Township of Rideau Lakes at Crosby. The most effective economic development initiatives involved the local community by taking into account the local needs and desires and incorporating them into ongoing decision making and activity.
- **Similarity of needs across municipalities.** Based on the collaboration approach and information gathered through that process, staff found that there are many more similarities than differences in the types of issues affecting the economic performance of communities, where they want to see their community in the future and how they should go about getting there.

#### **3.3.2 Weaknesses**

- **There has not been any trained and dedicated liaison for the business investor.** There has not been a readily recognizable point of contact. – While many of UCLG's municipalities espouse economic development as a priority, planning for and the undertaking of economic development requires more attention and focus. It is not enough to simply have it as part of the CAO or Clerk's (or other head of staff) responsibilities. This statement is not minimize those members of municipal staff that have managed to balance responsibilities in the past and manage economic development initiatives, but rather, to emphasize the highly diverse and demanding role that is required to undertake the function to its fullest magnitude.



- **In-appropriate office location.** Until the recent decision by Counties Council to approve the relocation of Economic Development to 32 Wall Street, there have been many disadvantages to the office location as it pertained to offering Economic Development services.
  - Successful local economic development practices are those that engage their representative communities in both planning and implementation.
  - An economic development professional's peer relationship with the planning office (a County and municipal responsibility) is important, but even more so is the relationship with functions that are the current responsibility of the local municipalities. This includes the senior staff member, building official, roads department and water/sewer utility. A central office location helps to defray costs and loss of productive time due to travel.
  - Building relationships and trust with the investment community necessitates the need for a secure and confidential environment for which to work. Likewise, servicing the needs of individual political leaders requires a confidential setting for meeting and building ongoing dialogue around specific municipal goals and objectives.
  - To be successful in the world of economic development the service must be recognized as being professional, responsive and appropriately funded. A clean well organized office, located in a central location and accessible to the community speaks well to the overall importance placed on the activity by the County.
  
- **Lack of adequate funding.** Although some initiatives have been accomplished over the last three years, the economic development function has not been adequately funded and as a result staff was left with the inability to build leverage among government funding agencies to get strategic projects completed. Because of the specific project mandate and short fall in funding, the development function was perceived to be in-effective and lacked the credibility necessary to be effective across the region.
  
- **Fragmentation of visitor marketing and inconsistency of the message.** Leeds & Grenville has a very complex landscape when it comes to the business of attracting visitors. More than in any other aspect of economic development, there are a large number of organizations involved: Chambers of Commerce, 1000 Islands & St. Lawrence Seaway Marketing Partnership, the Rideau Heritage Route Tourism Association and some local municipalities who distribute promotional literature, operate visitor information centres and have "visitors" sections on their individual websites. This type of fragmentation has several negative implications:
  - Confuses the prospective visitor with many different messages on what makes Leeds & Grenville special. No clear brand recognition;
  - Complicates the prospective visitor's decision making process because he/she ends up wading through many websites and stacks of literature;
  - Dilutes the overall funding streams so that, in effect, all organizations end up struggling financially with few human resources;
  - Does not maximize partnership opportunities; and
  - As with many active volunteer organizations, an element of "volunteer burnout" has a way of negatively impacting the ability to conduct long-term programs. Adding to the challenge of consistency, is that new blood have new ideas and sometimes sacrifice good concepts for their own or do not learn from the mistakes that were made in the past.



### 3.3.3 Opportunities

- **Inter-regional partnerships.** Due to the lack of a mandated singular point of contact in the past, the UCLG has traditionally not been represented when it comes to partnering on regional initiatives. An example would be; investment attraction initiatives by the Ontario East Economic Development Commission. The new UCLG Economic Development Office will have the opportunity to evaluate and take advantage of these initiatives and determine their specific appropriateness.
- **Intra-regional partnerships.** Up until now each municipality has worked within and is largely limited to its own network. The collaborative approach process is an example of what can happen more frequently with a Counties development role in place because partnerships will be “top of mind” every time an initiative is considered.
- **Funding from senior governments.** Organizations and individual municipalities across the UCLG have not effectively capitalized on the availability of funding from senior levels of government. The Counties development office will provide an experienced role in assisting municipalities with funding applications and also acting as a catalyst for program funding intervention at all levels of government.
- **One stop source of information.** There has not been a singular source of information about doing business at the UCLG, nor has there been a person who can act on behalf of each municipality. In the present day and age, the customer rules and in this case the prospective investor is looking for someone to help walk him/her through the process. Successfully doing this will make the UCLG attractive to investors and will impress local business who may traditionally think government is all about bureaucracy and inefficient services.

### 3.3.4 Threats

- **Growth without Vision.** Growth without vision is like driving in unfamiliar territory without a map – you may get there but is not likely going to be the quickest route. A multi-year market development strategy that is supported by annual marketing plans will provide the necessary guidance. These documents also establish commitment towards a certain set of objectives and how the performance of the economic development function will be measured.
- **Loss of local initiative.** The new role of the Counties Economic Development Department may be seen by local volunteers that have been the driving force behind so many positive initiatives, as a risk to local decision making.
- **Lack of delegation.** Counties Council has not traditional delegated or mandated the appropriate authority to its economic development process to bring identified initiatives to full fruition.



## 4.0 Strategic Action Plan

### INTRODUCTION

This Economic Development Strategic Action Plan for the United Counties of Leeds & Grenville marks the culmination of a successful UCLG wide economic development planning effort spearheaded by the newly established UCLG Economic Development Office. This will serve as a blueprint and program of work to guide the UCLG region's future economic development efforts. It reflects a three-month, stakeholder consultation that included input from municipal Council's, economic development committees and regional leaders throughout the United Counties.

#### **What does this Strategic Action Plan mean for the community?**

The ultimate goal of an economic development is to help plan and sustain long-term economic health and each community approaches economic development in its own unique way. For many years, most regions focused almost entirely on recruiting new employers. Recently, the focus of economic development has shifted, placing a stronger emphasis on community development activities that give local companies the tools and capabilities to grow. The exact mix of emphasis on business recruitment, community "product" improvement, local company retention and expansion, and entrepreneurship will differ among regions. However, regardless of the correct degree of emphasis, a comprehensive economic development action plan should be sure to address each of these important components in some manner.

The United Counties of Leeds & Grenville is in the midst of a transitional period characterized by uncertainty about the region's economic future. For decades, the Counties integration with the manufacturing and agricultural sectors brought stable, well-paying jobs with benefits. Now, changes in the global economy are changing the UCLG's economic composition, forcing residents and business leaders to rethink sources of future job growth.

This plan serves as a roadmap for creating sustainable economic development and job growth for the UCLG in the midst of changing economic times. The strategies and recommendations contained herein are the product of a comprehensive assessment of conditions affecting the Counties economic potential.

Over the past three months, the UCLG economic development staff has evaluated the UCLG's capacity to succeed in the "new" economy. The initiatives outlined below, illustrates the process that staff has employed that culminate in the development of this Strategic Action Plan for the United Counties of Leeds & Grenville:

The development of this strategic action plan establishes an initial foundation for moving forward within the short-term (12-18 months) and a plan for undertaking longer term strategic planning. It provides an opportunity for building on previous successes like the 2007 IPM and establishes the priorities on which the economic development team will move forward.

#### **4.1 Economic Corridors of Strength**

The collaborative process and review of key strategic documents indicate that the UCLG is blessed with three economic corridors of potential strength and opportunity. These three development corridors essentially frame the UCLG in a triangular fashion and are serviced by important water and land based transportation systems.



**4.1.1 The St. Lawrence River /Highway #2 & Highway # 401 Corridor:**

- Main transportation linkages (land, water and rail)
- 1000 Islands
- EOARA – Eastern Ontario Artificial Reef Association Initiative (Diving)
- Trail Networks
- Parks & Recreation
- Arts & Culture
- Frontenac Arch Biosphere
- Diverse Industrial Base
- Population Density (3 Separated Communities)
- Port of Prescott
- Two Access Points to the USA ( Ivy Lea & Johnstown)
- Heritage/Tourism

**4.1.2 The Highway #416 North /South Corridor:**

- Bridge and water access to the USA at Johnstown
- Shoulder Season Activities
- Greenfield Ethanol/Wood Centre Development Initiative
- Port of Prescott
- Tourism Opportunities – Limerick Forest
- Clean Tech / Green Technology Opportunities
- Edwardsburg-Cardinal Industrial Park
- Ontario East Model Forest
- Commercial Development (North Grenville)
- Logistical Hub Potential
- Energy Development Opportunities
- Trail Networks
- Rideau Heritage Opportunities
- Arts & Culture
- Merrickville-Wolford Commercial Development
- Forestry Research
- Agri-Tourism ( University of Guelph)
- Heritage Development
- Proximity to City of Ottawa
- Residential Development
- Ottawa/Washington North South Linkages

**4.1.3 The Highway 15 & Rideau Heritage Route (UNESCO):**

- Heritage Opportunities
- Tourism (UNESCO Designation)
- Arts & Culture
- Trail Development /Integration
- Frontenac Arch Biosphere
- Residential Development
- Agri-Tourism
- Boating & Cottaging
- Commercial Development



#### 4.1.4 Other Areas of Regional Integration

In addition to the three corridors identified that essentially frame the United Counties of Leeds and Grenville, there are a number of communities that represent the inner core of the region, each with their own unique attributes and potential for development. These communities provide a variety of opportunities for future development which could include the following initiatives:

- Integration of Trail Networks
- Agri-Tourism
- Farmers Markets
- Local Flavours Initiatives
- Heritage
- Arts & Culture
- Recreation
- Festivals & Events (Programming)
- Volunteers
- B & B Accommodations/Campgrounds
- Community Infrastructure (Banks, Schools, Medical Centres, Community Centres, Libraries)
- Residential Development
- Quality of Life Experiences
- Regional and Community Collaborative Efforts (Catalyst & Facilitation)

To accomplish these priorities, a variety of strategies and core functions have been identified for short-term action. Each of the priorities identified, along with their detailed action, are extensive and they call for broad-based collaboration across the UCLG.

All recommendations offered in this action plan are designed to be both (1) sustainable (creating consistent long-term economic growth in a non-damaging way) and (2) strategic (tailored and coordinated for meeting the UCLG's short-term and longer term objectives).



## 5.0 Economic Development Vision / Mission / Leadership

Every successful plan must start with a vision. The goals, strategies and actions in this report support the following updated vision for economic development in the UCLG.

### Amended VISION for Economic Development in the UCLG:

*Leeds and Grenville is a progressive place to locate and grow a business. It will be an engine of economic growth through a collaborative, regional approach, focused on growing its business in a sustainable manner, while enjoying a high quality of life that is culturally rich, active and diverse, within a unique, natural historic environment that is globally recognized.*

### What does this mean for the UCLG?

- The UCLG's leadership must sustain focused marketing and economic development efforts to retain, attract, and grow a diverse set of companies in a core group of targeted clusters.
- The region must enhance its position and image within the Eastern Ontario economic region. The Vision identifies the UCLG as an *engine* that creates an environment to attract and expand targeted high impact businesses.
- Communities and people within the region must embrace all those that call the UCLG home and create a desirable environment for residents to raise their families, assured of progressive opportunities for future children, grandchildren, and great-grandchildren.
- UCLG leadership must have the will to appropriately finance and support the strategies contained within this plan.
- The UCLG must "think outside of the box" and embrace progressive and innovative ideas that make this vision a reality.

Attaining this community vision for economic development encompasses much more than jobs and job growth. It captures the notion that the UCLG must be a forward-thinking community that embraces and enhances its unique characteristics. The vision is of a community where people want to live and raise their families *and* where people can live in economic prosperity.

In harmony with this vision, this *Strategic Action Plan* contains initial development strategies that will increase opportunities for the UCLG to reinvigorate its entrepreneurial roots, develop a highly-skilled workforce, enhance its attractiveness to young professionals, and institute a targeted economic development program with broad-based constituent support.



## 5.1 Mission Statement

As is the case with any community wishing to pursue its economic destiny, the community must have a mission statement that clearly reflects how to bring its vision statement to fruition. The existing economic development mission statement developed under the former Joint Services Agreement with the three separated municipalities requires updating to more appropriately reflect evolving changes and more specifically the proposed changes to the vision statement being proposed in this Strategic Action Plan. The following is an updated mission statement that we believe reflects how the County will fulfill its defined vision:

*The United Counties of Leeds & Grenville 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.*

## 5.2 Economic Development Leadership

The Counties Council for the United Counties of Leeds & Grenville is ultimately responsible for the delivery of economic development services at the Counties level within the UCLG. The Economic Development Coordinator reports to the Manager of Economic Development who in turn reports directly to the Counties Chief Administrative Officer. At present the Manager of Economic Development position is structured under a three year service contract with *EcDev Associates Inc.* of Portland, Ontario.

The collaborative approach process revealed that a limited amount of economic development, mostly project specific activities, takes place in most of the ten communities across the UCLG, under the authority of the individual municipal CAO or Clerk, with some participation from local planning departments.

There is evidence in a number of communities across the UCLG, of appointed local economic development committees or Council represented development committees. To their credit, individual communities have had some success with the challenges of attempting to lead the economic development activity. The ever demanding role of the CAO and Clerk, limits municipal staff ability to devote the time and effort required to adequately manage and administer the local economic development process.

To ensure effective communication protocols and synergy across the UCLG, it is highly recommended that all ten (10) communities represented at the Counties establish local economic development committees. The following chart shows a breakdown of the existing economic development structure across the UCLG.



### Existing Structure of Economic Development

Municipality	Economic Dev. Committee	Council Driven
Elizabethtown-Kitley	X	
Athens	X	
Front of Yonge		X
Edwardsburg- Cardinal	X	
Rideau Lakes		X
North Grenville	X	
Merrickville - Wolford	X	
Westport		X
Augusta	X	
Leeds & 1000 Islands	X	

The role of the Counties in Economic Development since 2003 has essentially been an information sharing role with some added committee activities and statistical data compilation and analysis. There has not been an active lead role at the Counties level in economic development projects across the region, beyond a Counties wide marketing effort at the *2007 International Plowing Match* and the undertaking of strategic planning and competitive analysis studies.

## 6.0 Strategic Areas of Focus

The Action Plan deals with a number of strategic areas of focus and in some instances there may be overlapping interests across the UCLG that become integral parts of the broader strategy for the Counties. One major aspect of the plan deals with the coordination of tourism development and the integration of “creative economies” as the Counties and its municipal partners strive to move forward to understand and develop an overall master plan for tourism development across the region.

The following is a breakdown of what we are recommending should be the principal strategic focus of the Counties Economic Development Office over the next twelve to eighteen months. The areas of strategic focus have been arrived at through the review of historical undertakings across the UCLG and consultation as staff implemented the initial collaborative approach throughout the UCLG.

### 6.1 Community Development /Quality of Life

The overall success of any economic development strategy will be measured on its ability to meet the needs of those who live, work, play and own businesses in the community. Success will also be strongly influenced on the community’s ability to influence others from outside the area to relocate to the area because it meets their business needs or addresses the quality of life expectations they may aspire to have for themselves and their family members. The UCLG Economic Development Office understands the importance of community driven development and views its role at the Counties level as an important conduit and advocate for accessing information and potential funding from senior level of government and acting as a facilitator to build community capacity in a number of important areas, which include:

- Downtown Revitalization
- The Engagement of Youth
- Health Care
- Physician Recruitment
- Volunteer Recruitment
- Leisure



## **6.2 Business Attraction /Investment**

Investment attraction is an ongoing and very important role of any economic development function. There are significant opportunities for developing economies of scale by partnering with other communities to pursue investment attraction in a collaborative manner as part of the Ontario East Sector Partnership Program. The investment attraction function includes:

- Follow-up on leads and initiate Counties wide opportunities
- Development of small and medium sized (SME) businesses
- Active participation in EDCO and EDAC (Development Associations)
- Ontario Investment Services (maintain OIS database information)
- UCLG Web-site development and maintenance
- Provincial and Federal government liaison
- Liaison with area and provincial Manufacturers' Association

### **6.2.1 Sector Development**

The Economic Development function will include development of a variety of key sector “*Round Tables*” to initiate dialogue and foster cooperation between sector groups across the UCLG. These sector “*Round Tables*” should include the following sector groups:

- Agriculture
- Manufacturing
- Tourism
- Transportation/Logistics
- Bio-Products/Green Technology
- Education/Training
- Chambers/BIA's/SME's

The development of identified sectors throughout the UCLG will include a variety of specific initiatives and potential support from the economic development office. These sectors and initiatives include the following:

#### **1) AGRICULTURE**

- Agri-Tourism
- New Purpose Grown Crops ( Woody Biomass- Willow)
- Local Flavours ( Enhanced Farm Gate Development)
- Food Processing
- Industry Support/Liaison/Collaboration

#### **2) MANUFACTURING**

- Liaison with Industry/Light Manufacturing
- Logistics/ Network Development
- Clean-Tech Industries
- Business Retention



**3) TOURISM**

- Destination Marketing Organizations (DMO's)
- Destination Marketing Funds (DMF's)
- Liaison with Ministry of Tourism/Culture and Government Agencies
- Limerick Forest
- Industry Associations
- Tourism Operators/Campgrounds/Trail Networks/Transportation Linkages

**4) BIO-PRODUCTS/GREEN TECHNOLOGY**

- Wind Energy
- Solar Energy
- Cogeneration
- Wood Bi-Products
- Densification
- Research and Development
- Industry Liaison
- Transportation/Logistics/Storage

**5) EDUCATION & TRAINING**

- Quarterly Newsletter to Councils and Economic Development Committees
- UCLG - Economic Development Conference (Councils, Economic Development Committees, CAO's/ Clerks, Planning Staff/ GIS Staff)
- Economic Development Summit (Region wide participation with CFDC Financial Support/ Ontario MED, Sponsorships)
- Small & Medium Sized Business Workshops/ Entrepreneurship Centre support and participation
- Internal Planning Forum with UCLG Staff
- Liaison with local Chamber of Commerce/BIA's to support small business needs/Web site business inventory listing

**6.2.2 Business Retention/Expansion**

The UCLG Economic Development function will include support to ensure ongoing retention and expansion of businesses within the region. These support functions will include:

- Facilitation/Strategy Development
- Business Visitation Planning (Annual Plan)
- Ongoing Support (Issues/Challenges)
- Major Industrial Retention Practices
- Facilitating a Manufacturing and "Young Professionals" Alliance Network



### **6.2.3 Planning, Infrastructure & Services**

The UCLG Economic Development function will include working closely with both Counties and municipal planning staff to ensure that the planning and approval process becomes as seamless as possible for those who are interested in pursuing development within the UCLG. The function will include responsibilities for working closely with UCLG GIS staff to integrate GIS into the Counties Website framework and the data retrieval system employed in the proposed Counties Repository of development related information.

The Economic Development Office will also continue to play a support and facilitation role in the ongoing development of Broadband across the UCLG and take an active role to support community needs in the ongoing development of serviced industrial lands and infrastructure requirements for major development attractions.

### **6.2.4 Integrated Community Sustainability Planning (ICSP)**

The ICSP Process will bring UCLG municipalities together for a shared vision and successful progressive plan, reducing planning costs by eliminating duplication, reducing staff time and assembling resources and information. Under the federal gas tax fund, by 2010, each municipality must complete ICSP or an Official Plan that includes sustainability planning strategies.

The United Counties of Leeds & Grenville should act as lead in the overall undertaking and utilize the facilitation services of the Frontenac Arch Biosphere to undertake the community consultation process. The ICSP process should include the participation of all three of the separated communities of Brockville, Prescott and Gananoque with the cost apportioned on a pre-determined formula and the balance of funding being provided through programs like the Green Municipal Fund.

### **6.2.5 Image/Communication**

To be effective, any development strategy must include a communications plan that ensures the UCLG is appropriately promoted by local and regional media. Once developed the UCLG Strategic Action Plan needs to be communicated throughout the area and via the UCLG website to ensure that all stakeholders are aware of the proposed plan and to ensure that communities understand the proposed role being initiated for Economic Development throughout the region.

The various components that make up any proposed communications plan will include:

- Press releases on the Strategic Action Plan Process and Counties Council Approval
- Information Release for all Councils and Economic Development Committees
- Regular Media Updates on Counties Specific Initiatives
- Website development / Upgrade and Posting of Information
- Economic Development Marketing Materials
- UCLG Fact Sheet (60 second promo)



### *Counties Economic Development Website*

Websites are one of the most effective communication tools for economic development; indeed it is said that 90% of economic development occurs online in today's digital age. The more value a web-site provides a visitor or client, the more likely they will revisit the site and tell others about it. Expanding companies and site consultants begin researching communities through websites. Sites that are data rich and contain information industries are true marketing tools. In addition, sites that exhibit high-quality design and frequent updating convey to the viewer a community that is ready to do business.

The UCLG Economic Development website presently remains static and offers little towards utilization as a true development function. With enhanced capability that includes counties GIS functionality and updated development information, the site can become a regional repository of critical statistical and business development data.

Funding may also be available post April 2009, to develop the site and hire a number of interns through CFDC programs, to enter critical data and update the existing business database to a more functional capability.

### **6.2.6 Return on Investment/Measurement**

Performance measurement is a tool to determine how well a job has been done using both qualitative and quantitative information and activities. A lack of clear measurements (or the communication of them) is perceived to be a fundamental reason for the former Joint Services approach to economic development across the UCLG not working. The following reasons make it important to track activity and performance.

- Providing public accountability
- Assisting with human resources management
- Using results to improve performance
- Identifying the return on investment

An effective Economic Development organization must perform, measure and communicate these results. Unfortunately, performance measurement in economic development is not a common practice. To date, it has been unaffected by the Government of Ontario's Municipal Performance Measurement Program, which has set guidelines for almost all other aspects of municipal service delivery including road maintenance, emergency services and governance. This is something of an unacceptable situation and is slowly changing as EDOs see the merits in tracking performance so they can improve their operations. To a large degree though, EDOs are reacting to negative circumstances – only tracking because their stakeholders are forcing them.

Governors of municipal dollars cannot be blamed, however, as they are being increasingly pressured by their constituents to do more with less. Not helping the situation is the fact that no research has been done, to date, on the most effective (or ineffective) economic development performance measures. However, in an effort to provide the latest in thinking on this subject, the following section provides specific details measuring customer service and return on investment as it pertains to the business of investment attraction.



### 6.2.7 Providing Top-Notch Service:

Economic development is a service business and investment prospects require a high-degree of attention. To effectively determine the client’s needs and identify possible solutions takes strong selling skills and a broad knowledge of the local and regional economy, certain industrial sectors, building/land development and the local business community. Interaction with the client may begin with a single staff person, but as the project develops it is normal for many different Counties and local municipal departments and outside organizations to be involved. There needs to be a standard operating procedure and single point of contact, but this person must have the ability and capability of accessing information from many sources. To be consistently successful in attracting new business, the Counties and other organizations in the community must be recognized as one team who are working towards the common goal of doing whatever it can to attract desirable investments. The local municipalities admit they are not currently well-equipped to handle basic development inquiries. When the Counties becomes the key point of contact it should aim to consistently meet the “Gold Standard” of acceptable service.

Source: Blais & Associates Economic Development Consulting (2006)

#### The Gold Standard of Economic Development Services

The following table shows how technology has accelerated the Gold Standard over the last ten years:

Year	The Gold Standard Response Time	The Gold Standard of Economic Development Service
1996	48 hours	At the end of the call with the investment prospect the EDO says: “To help you better understand our community and the opportunities we have for you, I will put together a package that contains our Community Profile, Available Properties Guide and Lure Brochure. I will use Post-It Notes to highlight the pages that will be of most interest so you can quickly find the relevant information. I will courier that out to you tomorrow and you should have it in 48 hours.”
2001	Same day	At the end of the call with the investment prospect the EDO says “To help you better understand our community and the opportunities we have for you, I will send you an email before the end of the day that has several attachments including key excerpts from our Community Profile as well as hyperlinks to online listings of available property that closely meets your criteria.
2006	While on the phone	During the call with the investment prospect, the EDO says “Do you have access to the Internet right now? [YES] “Great, why don’t we go online and I’ll take you through our website so that you can download the relevant files. We’ll also go through our available properties directory and look at maps, photos and details of available properties which meet the criteria you’ve described to me.”

Source: Blais & Associates Economic Development Consulting (2006)

Overnight responses are no longer good enough. Communities must become more sophisticated in gathering/organizing community data and responding immediately to specific questions. The UCLG has an opportunity to utilize the latest technology to provide top-notch client service. If the Counties competitors are, then without it, it will be that much more difficult for the UCLG to be successful. If the Counties competitors are not, then UCLG has a leg up in the first 10 minutes of the selling process. This is easy to measure, but it takes the EDO to make an honest self-assessment. Simply, how did we do? Did we meet the Gold Standard of Service for that client? Yes or no? If no, why not?



Tracking this will provide, at the end of each quarter, the percentage of times the gold standard was met. Over the course of several quarters, staff will identify a trend and be able to proactively identify ways to improve. There are other techniques that can be incorporated. Staff (perhaps with the Counties as a whole) should make an effort to get feedback from their customers. Customer Feedback Surveys continue to be used in the private sector, but rarely in the public sector.

### **6.2.8 Return on Investment – Jobs and Taxes**

The most commonly used measures to identify the success of an EDO are the numbers of jobs and taxes created. Sometimes it is the only measure that is requested or understood by stakeholders despite the fact that the objective of economic development projects is not always to create jobs and taxes.

There are merits to this measure but there are also dangers. In the past, EDOs have been accused of overstating their impact because some claim that the investment would have come to the community even without the support of the EDO. It will be important to establish a well conceived approach to overall measurement of the newly established economic development function.

To ensure that the measurement process meets the needs of both Counties Council and staff, we are recommending that a committee be established by Governance & Finance that is representative of economic development staff, the Counties Chief Administrative Officer and two members of Governance & Finance Committee to develop an appropriate performance measurement system and that final methodology for measurement be presented for the approval of Governance & Finance by January 31, 2009.

### **6.2.9 Some Measures to Consider**

What's most important in the preparation of qualitative and quantitative measures is to identify at the beginning of the period what the expectations are and to get agreement from the stakeholders, which in the proposed model should be the Governance & Finance Committee and, ultimately, Counties Council. Determine "What do we need to do to be considered successful?"



**“EXAMPLE FOR DISCUSSION”**

Service	Examples of Measures for Year One
Investment Attraction	<ul style="list-style-type: none"> <li>• A website that is making use of the latest technology to improve the access that prospective investors have to information on UCLG</li> <li>• A website that the EDO can use while on the phone to better understand the prospect's needs</li> <li>• An up-to-date Community Profile with data that is relevant to target sectors</li> <li>• An up-to-date online Available Properties Guide containing information on vacant industrial and commercial property. All property profiles should be easily emailed.</li> <li>• x% of incoming investment inquiries while on the phone with the prospect</li> <li>• x% of customized responses should be delivered within 24 hours</li> <li>• completed feasibility studies to determine status of investment opportunities</li> <li>• x jobs created</li> <li>• \$x taxes created</li> <li>• Growth of x% of investment prospects and influences who consider the UCLG to be a viable business location</li> <li>• Lead:Success ratio that improves continuously</li> <li>• EDO \$ investment per lead, prospect and success.</li> </ul>
Business Retention & Expansion	<ul style="list-style-type: none"> <li>• A business visitation program will be established for implementation across UCLG</li> <li>• The EDO is aware of changes in industry patterns and is ready to act should an opportunity arise</li> <li>• X% of business people understanding the role of the EDO and how it can help them and their peers</li> <li>• X% of red flag issues resolved within one day, one week, one month, etc.</li> </ul>

**6.2.10 Relationship to Local Municipalities and External Organizations**

While, for the most part, the Counties will be leading the strategy, separation of duties will need to be resolved with local municipalities and local volunteer organizations. A ripple effect will be felt with the local municipalities and other organizations. Recommended steps that need to be undertaken are:

- ***Create a Lead Handling Protocol*** to clearly delineate the responsibilities of both the Counties and local municipalities. Should an investor approach a local municipality or local organization, this protocol would pre-determine how the investor would be served. For example, an agreement could be struck that a local municipality would utilize the professional resources of the Counties staff to properly service the client and, in return, the Counties will keep the details of the inquiry confidential to the municipality that received the inquiry. It will remain confidential until the prospect asks for information regarding other communities or it is deemed that the original municipality cannot support the investment opportunity.
- ***Strive to formalize roles and responsibilities*** between the Counties and local organizations, especially area Chamber of Commerce organizations and the St. Lawrence Seaway Marketing Partnership and Rideau Heritage Route Tourism Association, both organizations that need to be positioned as the destination marketing and tourism development organizations for their respective regions.



### **6.2.11 Economic Development Response Teams**

This is a useful tool to help keep lines of communication clear, which is sometimes a challenge with a county that has 10 local partners. The Response Team is really an agreement that notes who the Counties EDO's primary local contact with respect to handling investor inquiries or any economic development project. In return, the local municipality recognizes the urgency related to providing accurate and timely data for an investment inquiry.

### **Local Municipalities Can Dedicate Budget to Other Local Needs**

There is nothing to say that a local municipality can no longer allocate funds to economic development projects with the existence of a Counties EDO. In fact, the opposite is encouraged. Each municipality should continue to investigate ways in which it can enhance its business environment or reach out to attract tourists. The Counties and local municipalities can, and should, use each other as partners when making application to senior levels of government.

### **6.2.12 Human & Financial Resources Requirements**

The following are some guidelines to enable implementation of the action plan proposed:

- Economic Development must be a single line item in the budget in order to allow the EDO flexibility in reacting to projects.
- Look at it as an investment, not an expense and have the measurements in place to show there is a return.
- Two and one-half, full-time positions, including a manager, economic development coordinator and half-time support staff.
- Divide projects by issue rather than geography. As has been shown, there is enough overlap in terms of the needs in order to avoid a north vs. south mentality. Of course, there will be projects that predominately impact the north and some that predominately impact the south. A strong manager will be able to effectively manage the needs of the project and the available personnel.
- Provide sufficient budget to enable implementation of the proposed action plan. (Note: Due to the new structure of economic development at the Counties level, budget estimates can not be provided until the Counties budget process has been undertaken and cost associated with the new office location and support services have been arrived at.)



## 7.0 Moving Forward

### One Year Strategic Action Plan

#### Recommended Action Items for 2009

The UCLG Economic Development Team is proposing to undertake the following specific initiatives in 2009 and seek approval in concept for moving forward, pending final budget deliberations of the Governance & Finance Committee and subsequent support of Counties Council to move forward. The strategic priorities include the following action:

- To pursue the overall development of three distinct economic corridors of potential opportunity and strength. They include:
  1. The Hwy #401/ Hwy #2 / St. Lawrence River Corridor
  2. The Hwy #416 Corridor
  3. The Rideau/ Hwy #15 Corridor
- To lead and coordinate a UCLG wide master planning initiative for “Tourism Development” including a “cultural mapping” component and funding from EODF;
- To establish and work with six sector “Cluster Task Groups” on:
  - Agriculture
  - Manufacturing
  - Tourism Development
  - Transportation/Logistics
  - Bio-Products/Green Technology
  - Education/Training
- To be an active partner and advocate for high priority regional projects (i.e. Hwy 416 Bio-Products, the Eastern Ontario Artificial Reef, the Port of Prescott, UCLG wide Tourism Development and the Limerick Forest Interpretive Centre Project);
- To be an active member and participant of the major Destination Marketing Organizations (DMO’s) across the United Counties of Leeds & Grenville (eg. Rideau Heritage Route, 1000 Islands/ St. Lawrence Seaway Marketing Partnership);
- To work collaboratively with all communities including the three separated municipalities of Brockville, Prescott and Gananoque towards retaining existing businesses and attracting new investment into the UCLG;
- To work collaboratively with all communities including the three separated municipalities of Brockville, Prescott and Gananoque towards the implementation and development of an Integrated Community Sustainability Planning (ICSP) process;



- To build new partnerships and collaboration throughout the UCLG with private sector and not-for-profit organizations, towards enhancing quality of life services and experiences;
- To pursue the development of a Counties wide identity and develop an appropriate brand for marketing the UCLG as a region to live, play, work and do business.
- To provide project specific value-added support to individual communities throughout the UCLG on projects that inspires collaboration and multi-stakeholder partnerships.
- To seek funding support to establish a web-based repository for storage and dissemination of strategic economic development data.
- To work with “young professionals” to establish a young professional alliance as a strategic part of the business retention and attraction process.
- To facilitate and host an “Economic Summit” of Counties wide Councils, Economic Development Committees, strategic municipal staff and regional stakeholder representatives for information sharing, planning and educational purposes.

## 8.0 Conclusion

The United Counties of Leeds & Grenville has taken a bold and innovative approach to the establishment of its new economic development role. The recommended path charts a way for the UCLG to effectively provide a number of services that are not currently being offered, but are in high demand. What is required now is support from Counties Council to move forward with the Action Plan as presented and adequate financial support to let the project prosper. This will allow economic development staff to concentrate on high value-added business development services.

In this action plan, the recommendations recognize the role that existing local organizations have played in economic development in the past and the ongoing need for collaborative relationships, rooted in respect and trust. Many grassroots initiatives have developed plans which have engaged their communities. Regrettably, in a number instances communities have been held back by insufficient long-term planning, the lack of expertise to take initiatives through to completion and the financial resources to allow for proper implementation. By adopting the recommendations outlined in this Strategic Action Plan the United Counties of Leeds & Grenville will provide the kind of necessary support needed to take municipalities to the next level and help them bring their goals and objectives to fruition.



Appendix A:  
Interviewees Consulted  
Through the Strategic Planning Process



**Economic Development Collaborative Process**

<b>Committee</b>	<b>Municipality</b>	<b>Meeting Date</b>
Mayor Eco Dev Councillors Council - Special Mtg	Township of Athens	Sept 8 @ 1:30pm Oct 2 @ 6pm Oct 2 @ 7pm
Mayor Council / Eco Dev	Township of Augusta	Sept 4 @ 1:00pm Sept 25 @ 7:00pm
Mayor Admin / Finance Eco Dev Tour - Port / Greenfield	Township of Edwardsburgh/ Cardinal	Sept 4 @ after G&F Sept 8 @ 8:30pm Sept 24 @ 7:00pm Sept 16 @ 11:30am
Eco Dev / Council Mayor / Deputy Clerk	Township of Elizabethtown/Kitley	Oct 14 @ 4pm Oct 14 @ 2:45pm
Council Mayor / CAO	Township of Front of Yonge	October 6 @ 6pm Sept 15 @ 9:30am
Council / ED Committee Mayor	Township of Leeds and the Thousand Islands	Sept 17 @ 5pm Sept 17 @ 10am
Mayor Council	Village of Merrickville / Wolford	Sept 5 @ 12:30pm Oct 22 @ 7pm
Mayor / CAO / EcDev Council	Municipality of North Grenville	Sept 3 @ 2:30pm Oct 14 @ 7:30pm
Mayor Council - Special Mtg	Township of Rideau Lakes	Sept 25 @ 11am Sept 30 @ 2pm
Mayor / Eco Dev Chair Council	Village of Westport	Sept 25 @ 1:30pm Oct 7 @ 7pm

<b>Name</b>	<b>CFDCs</b>	<b>Meeting Date</b>
Tom Russell	1000 Islands CDC	Sept 18 @ 11:00am
Heather Lawless	Grenville CFDC	Sept 5 @ 2:30pm
John Doherty	Valley Heartland CFDC	Oct 16 @ 9:30am

<b>Name</b>	<b>Counties Departments</b>	<b>Meeting Date</b>
Steve Fournier	Maple View Lodge	Oct 2 @ 2:00pm
Dan Chevier	Emergency Medical Services	Sept 8 @ 10am
Geoff McVey	Limerick Forest	Oct 21 @ 1pm
Brian Huels	Municipal Info Systems	Oct 15 @ 10am
Steve Silver	CAO	Oct 23 @ 2pm
Karen Fraser	GIS Coordinator	Oct 27 @ 10am



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<b>Name</b>	<b>Stakeholders</b>	<b>Meeting Date</b>
Don Ross / Gary Clark	Biosphere	Oct 16 @ 4:30pm
Pat Macdonald	St. Lawrence Parks Commission	Sept 29 @ 3:30pm
Gord Giffin	Parks Canada	Oct 8 @ 9:30am
Bob Runicman	Member of Provincial Parliament	October 17 @ 11:15 am
Gord Brown	Member of Parliament	Nov 6 @ 2pm
Beverley Dietz Chris Whitaker	St. Lawrence College	Oct 6 @ 1:30pm

<b>Name</b>	<b>Separated Municipalities</b>	<b>Meeting Date</b>
Dave Paul / Kent Fitzhugh	Brockville/ Gananoque	Oct 8 @ 3pm
Robert Haller	Prescott	Oct 22 @ 2:30pm



Appendix B:  
Lead Handling Protocol



## **Lead Handling Protocol (Based on County of Northumberland model)**

This Protocol recognizes that the economies of all municipalities in the United Counties of Leeds & Grenville are inextricably linked, and that growth in any area municipality contributes to the overall economic prosperity of the UCLG.

The purpose of this Protocol is to ensure a lead handling system which provides a coordinated and consistent approach across the UCLG, in responding to business development inquiries. This system will offer potential investors with more choice in possible sites and buildings, as well as presenting a unified economic region with a large labour force, business support services and desirable lifestyle.

### **OVERRIDING PRINCIPLES**

1. This Protocol relates to inquiries regarding commercial, tourism, office and industrial development.
2. All requests for development received by the Counties Economic Development Office will be referred immediately to the economic development office or designated contact at the appropriate local municipality (as defined in the Economic Development Response Team Agreement).
3. A spirit of cooperation, teamwork and mutual trust, shall form the basis of this Protocol; enabling us to meet the needs of the client, maximize the fiscal and human resources of all our municipal partners, and avoid duplication of efforts.
4. Client confidentiality shall be of the utmost importance. A client's name, if known, will only be revealed (local municipality to Counties or Counties to local municipality) with the approval of the client.
5. Where possible all inquiries will be acknowledged, and where possible, responded to same day or, at the latest, within 24 hours. In the case of a joint submission, should the local municipality not be able to meet this deadline, the Counties shall prepare its own response, and provide a copy of same to the area municipality involved.

### **Operating Principles**

1. Once a client has identified a specific municipality, the Counties will share that request with the appropriate contact of that municipality (as defined in the Economic Development Response Team Agreement), and a coordinated, written response submitted. Should a client request information regarding more than one local municipality, the Counties will refer the inquiry only to the municipalities identified by the client.
2. All leads generated at trade shows and/or missions will be shared with all UCLG area municipalities. As appropriate, local municipalities will be invited to participate in such events.
3. Where a general inquiry (i.e. from the Province or a site location consultant) is sent to all municipalities and the Counties, the Counties will canvas all local municipalities as to their interest, and provide assistance as required.



## Operating Principals -- Initial Contact to UCLG

If the investment inquiry is received by the Counties, it will:

1. Contact client by phone or e-mail to clarify request, discuss requirements and engage them in a review of relevant material found on the Internet;
2. Prepare and send a response package containing:
  - basic brochures and literature
  - follow-up with customized package with specific municipal information and documentation
  - list all available sites/buildings which meet criteria
  - notify area municipalities as to what information has been sent;
3. Follow up on the inquiry with client;
4. Provide any clarification, additional information required;
5. Have client confirm which UCLG sites best suit their needs;
6. Advise appropriate municipal contacts of client decision;
7. Assemble and provide additional material as requested;
8. Participate in the development of a response package;
9. Coordinate follow-up with local municipalities;
10. Coordinate a site visit for client:
  - tour of community and parts of UCLG as appropriate
  - municipal staff to participate in their specific community
  - participate in presentation of information regarding the overall community, specific municipalities and the site(s)
  - ensure appropriate business people, departments and agencies are available to provide information (Provincial ministries, HRSDC, community services, etc.);
11. Coordinate presentation of additional information from Counties and local municipalities as requested and/or during any follow-up visit by client;
12. Serve as a resource to assist in resolving issues during client negotiations with land/building owners and service providers;
13. Serve as a resource during start-up and on-going operations;
14. Conduct an analysis of the procedure and follow up as necessary.



### **Initial Contact to Area Municipality**

Any inquiry received by a local municipality will be shared with the UCLG Economic Development Office in an effort to provide maximum customer service. The Counties will keep this inquiry confidential to this municipality. The Counties will only acknowledge opportunities in other local municipalities if:

- a. the client specifically requests information on other communities; or
- b. in an effort to keep the investment in the UCLG, it is deemed the investment will not proceed in the original local municipality. If the same request is made to more than one area municipality, the Counties will provide information which presents all options in the requested municipalities, through cooperation with those municipalities.

Furthermore, the Counties Economic Development Office will:

1. Contact the local municipality(s) by phone or e-mail to clarify and discuss requirements;
2. Send a preliminary response package of basic brochures and literature;
3. Participate in the development of a customized package with the local municipality(s):
  - provide list of all available sites/buildings meeting the criteria in the specific area municipality(s).
4. Participate in a coordinated follow-up with the local municipality(s):
  - assemble and provide additional material/information as requested; and
  - clarify information as required.
5. Upon receiving short list of potential sites, assemble and provide additional information as requested;
6. Assist with arranging a site visit for client:
  - tour of community and requested sites
  - participate in presentation of information regarding the overall community, specific municipalities and the site(s)
  - ensure appropriate departments and agencies are available to provide information (Provincial ministries, HRDC, community services, etc.);
7. Coordinate presentation of additional information from UCLG and local municipalities as requested and/or during any follow-up visit by client;
8. Serve as a resource to assist in resolving issues during client negotiations with land/building owners and service providers.



Appendix C:  
Economic Development Practices in Other Counties



### Economic Development Practices in Other Counties

	Elgin	Lennox & Addington	Middlesex
Is there an EDO?	Yes, established in 2006	Yes	Yes
Staffing complement.	1 FT	2.5 FT	1 FT, 1 PT
Annual Operating Budget	\$260,000 in 2006	\$230,000 in 2006	Not disclosed
Budgetary trend over the last several years	Declining; Contract with Community Transitions Program lessens each year and will expire in 2008 (Federal funding to assist with downsizing of tobacco industry)	Stable	Budget has gone up slowly with a plan to increase in 2007 in order to update their strategy
Reporting relationship	Chief Administrative Officer	Chief Administrative Officer	Director, Development & Planning
Small Business Development Initiatives	CFDC's responsibility	CFDC's responsibility	CFDC's responsibility, but they get involved by providing advice on locations, finish business plan, other sources of financing
Agriculture & Natural Resources Development Initiatives	Strategy to be completed in 2007 will determine involvement	Agriculture is a priority; getting locally grown food into restaurants; trying to tie in local farmers to be suppliers to ethanol plant; forestry has been difficult to find remedies for	Yes, a recent initiative was establishing a two day conference for oil seed farmers
Events/Arts/Culture Initiatives	Strategy to be completed in 2007 will determine involvement	Not directly; part of tourism marketing plan	Not a great deal, County may fund local community events
Downtown Revitalization Initiatives	Strategy to be completed in 2007 will determine involvement	Yes, just started pilot projects for Bath and Tamworth; Downtown Napanee will continue to be a priority	CFDC runs Main Street Program and County contributes \$70,000 per year
Commercial and Industrial Business Investment Attraction Initiatives	Strategy to be completed in 2007 will determine involvement	A key focus; investment inquiries handled in partnership with local municipality; works with Ontario East EDC	Will take on an increasing focus – everything from FAM tours for OMAFRA, MEDT (done with Lambton and Elgin and some advertising and trade show work
Business Retention & Expansion Initiatives	Strategy to be completed in 2007 will determine involvement	Yes and local municipality gets involved	County was interested in doing a pilot project and 2-3 local municipalities came to the table; only Lucan-Biddulph was ready; will do it with others when they are ready
Tourism Marketing including events, festivals and arts/culture Initiatives	Through Elgin -St. Thomas Tourism Association; partially funded by County and City of St. Thomas	County supports Land O'Lakes Tourist Association as the primary destination marketing organization	Recently dropped tourism and CFDC took over; not a big part of the economy
Other initiatives & comments	None	Physician recruitment is driven by local municipalities	Advising Dorchester and Nilestown on how to develop a new business park; They try and really spread out to ensure everyone gets their share; ROC – Regional Opportunities Coalition – Lambton, Elgin, Chatham-Kent, Essex get together occasionally to discuss common session and this will happen a lot more



**Economic Development Practices in Other Counties (cont'd)**

	Northumberland	Oxford	Perth
Is there an EDO?	Yes	Yes	No
Staffing complement.	3 FT	1	0
Annual Operating Budget from Taxes	\$531,000; \$251,000 for economic development and \$280,000 for tourism	Very small budget; not disclosed	0
Budgetary trend over the last several years	Increasing	No change; economic development services are provided through City of Woodstock and Towns of Tillsonburg and Ingersoll	A strategic plan was done in 2002; recommendation was that the County have a dedicated EDO but because of budgetary constraints they couldn't make it work
Reporting relationship	Chief Administrative Officer	n/a	n/a
Small Business Development Initiatives	CFDC and Northumberland Business Advisory Service (Ontario Government); County provides \$25,000 to the latter so that it provides service to all municipalities	Oxford Small Business Centre (CFDC)	Perth CFDC
Agriculture & Natural Resources Development Initiatives	County responsibility	There is an Agricultural Advisory Committee and work with area municipalities on issues such as extraction, quarry and agricultural development	None
Events/Arts/Culture Initiatives	See tourism	See tourism	They try and coordinate major events
Downtown Revitalization Initiatives	Responsibility of local municipalities	Downtown viability is very important but most of the work such as streetscaping is done through the local municipality	See "BRE" below
Commercial and Industrial Business Investment Attraction Initiatives	County is responsible for industrial development and local municipality is responsible for commercial; works with Ontario East EDC	Done by lower tier municipalities	None
Business Retention & Expansion Initiatives	Local municipal responsibility and programs are active in Cramahe, Brighton and Trent Hills; County acts in an advisory capacity	Done by lower tier municipalities	Through the CAO's office; will be running a BRE program for retail sector to see if they can mitigate any obstacles from staying or expanding ... pressure to move businesses to larger communities
Tourism Marketing including events, festivals and arts/culture Initiatives	County has primary role and coordinating role; formal tourism advisory committee with local municipalities and stakeholder representation	County responsibility; Tourism Specialist to help organize events (e.g. Doors Open Oxford)	None
Other initiatives & comments	County-wide data is critical; integration of data from lower and upper-tier; Workforce development with Training Board	None	Trying to get designated industrial lands around local urban areas to compete for investment



**Economic Development Practices in Other Counties (cont'd)**

	Peterborough	Prince Edward	Renfrew
Is there an EDO?	Yes	Yes	Yes
Staffing complement.	12 FT	1 FT	5 FT
Annual Operating Budget	\$1,200,000	\$380,000 net including \$52,500 to Chamber for visitor information services and \$42,500 to Regent Theatre	Not disclosed
Budgetary trend over the last several years	Stable	Increasing slightly	Not disclosed
Reporting relationship	Board of Directors to County and City	Commissioner of Corporate Services	Director, Development & Property
Small Business Development Initiatives	Small Business Enterprise Centre in office; CFDC is also of key importance	CFDC responsibility	CFDC responsibility
Agriculture & Natural Resources Development Initiatives	A key element of the Strategic Plan; dedicated Rural Economic Development Manager coordinates activities	New development in viticulture and other niches like barley; small scale and artisan value added production (e.g. goat cheese); locally grown to enhance existing product; not focused on commodity at all; markets outside of PEC	Forestry/Wood related industries and agriculture are key aspects of the 5-Year Business Plan
Events/Arts/Culture Initiatives	Support, but not manage, activity-focused campaigns on what to do and see in our region (e.g. festivals/fairs, heritage, aboriginal, arts and culture)	Strong focus; recently completed a Municipal Cultural Plan (one of the first in Ontario); determined quality of place and arts, culture and heritage are essential; developing cultural tourism products with Kingston; enhancing the cluster so that more creative people will come	See tourism below
Downtown Revitalization Initiatives	Not specifically, but work with Downtown Business Improvement Area on some projects	Not specifically, but through tourism strategy and investment in Regent Theatre	Not specifically
Commercial and Industrial Business Investment Attraction Initiatives	Focus is on the following investment sectors: food processing, advanced manufacturing and life sciences; very active with the Ontario East Economic Development Commission	Not a proactive focus; on the 'alert'; with a web presence and directory of available properties; focus businesses under 20 employees due to lack of land and decentralized labour force	Not overly proactive about investment attraction; a local municipal responsibility
Business Retention & Expansion Initiatives	Yes, there is a formal BR&E project underway	Not specifically	A County-wide BR&E project has been completed in the last several years.
Tourism Marketing including events, festivals and arts/culture Initiatives	Yes, organization promotes the entire area and has enhanced services for paid members	Taste The County is responsible; County sought completion of tourism strategy and gaining consensus; they are a seasonal destination and trying to build tourism attractions so that occupancy rates are attractive to new investment	Renfrew County operates the Ottawa Valley Tourist Association
Other initiatives & comments	None	None	None