

Township of North Dundas

Economic Development Strategy and Action Plan Update

December 2016



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Section 1 Shaping Our Future



1 Shaping Our Future

The New Economy is Presenting Challenges and Opportunities

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

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

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

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

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

² Ibid

³ Ibid

⁴ Ibid



Embracing Small Businesses and Supporting Innovation

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

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

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

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

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

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

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



North Dundas Can Shape Its Future by Embracing this New Approach to Economic Development

For the Township of North Dundas, economic development goes beyond its boundaries. As a community of approximately 11, 200 people, North Dundas is the county's third largest municipality and an important service centre. Though the municipality has many advantages – the presence of a hospital, access and proximity to larger urban markets (Ottawa-Gatineau in particular), and a fairly skilled workforce – competition for business investment with larger and better-served and resourced neighbours will rarely be in its favour. As such, the Township needs to focus less on its investment attraction efforts and more so on the development and retention of its local businesses and entrepreneurs, all while maximizing the opportunities for cooperation and regional collaboration on issues of economic development.

North Dundas' primary role is to provide the “boots on the ground” **capacity building** activities that support or nurture economic growth in the community. This involves ensuring that local businesses are engaged and have a positive relationship with economic development and other municipal staff, so that challenges can be identified and solutions sought. It also involves ensuring local knowledge is enhanced about small business start-up opportunities and resources that may be available. Finally, it involves ensuring workforce, land, infrastructure and the Community Improvement Plan (CIP) are making the community hospitable and inviting for investment considerations. For these various activities, which can be defined more simply as **business retention and expansion (BR&E)**, **small business start-up and entrepreneur support**, and **readiness**, North Dundas will be the primary point of contact for reaching out to and hearing from local stakeholders, and deciding what advice, information, services, or referrals are best suited to their needs.

Sectors of critical focus should include:

- Agrifood manufacturing (such as grain and oil seed processing, food and beverage production, farm product inputs like fertilizers and other chemical or organic products, and biofuels or farm waste-to-energy products)
- Creative professions (who largely work from home offices in areas such as engineering, consulting, law, computer programming, digital and traditional media, and the arts)
- Retail & commercial services
- Tourism

North Dundas is not alone in its economic development efforts. The United Counties of Stormont, Dundas & Glengarry (the County) will also be in a position to support North Dundas in helping to make connections, consolidate or coordinate resources related to North Dundas and the other townships, and become a champion for external promotion of investment opportunities in the community and neighbouring communities. As such, as opposed to focusing primarily on capacity building directly (though it will support this in many ways), the County will instead prioritize **investment attraction** in drawing attention to and bringing new investment opportunities into North Dundas and its neighbours.

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

In 2012, the Township of North Dundas, took those first steps in approving its first economic development strategic action plan. Several years later, the action plan is ready to be updated to reflect the current



needs and aspirations of the community, as well as the changing economic fortunes of the region and the province. With a growing community, the impact of the National Capital Region, growing interest in the development of creative economies, it is considered timely to conduct a review of the principles and objectives that underpin the action plan to ensure continued future growth of the local economy.

1.1 Current Economic Development Action Plan

North Dundas' current economic development strategic action plan was a deliberate effort to introduce a day-to-day program for economic development. To this end, the plan recognizes the fact, that as a predominantly rural community, quality of place and attractive local amenities can draw people, which in turn can attract business investment.

Specifically, the plan focused on six priority areas. To date, the plan has been moderately successful with key elements and challenges emerging throughout its lifespan. Below is a breakdown of the six priority areas and its progress.

FIGURE 1: 2012 NORTH DUNDAS ECONOMIC STRATEGIC ACTION PLAN PROGRESS REPORT

Priority 1 - Investing in Infrastructure

- Completed an Official Plan review that determined a sufficient allocation of employment lands for expected growth
- Partnered with the County to promote and advertise all available industrial and commercial properties on the County's online inventory and property tool
- Supports the County in tracking all industrial and commercial property leads. Often difficult to maintain follow-up protocols due to lack of resources

Priority 2 - Fostering Entrepreneurship

- Created a database of local entrepreneurs and facilitated local meet and greets and mentor opportunities
- Created a local business directory
- Partnered with the County and Cornwall Business Enterprise Centre to promote and deliver entrepreneurship programs in North Dundas
- Working with Cornwall Business Enterprise Centre to facilitate the delivery of youth entrepreneurship support services

Priority 3 - Developing a Community

- Introduced a local Community Improvement Plan to support community revitalization projects such as streetscape improvements. Have seen a considerable uptake in the program
- Working with the County and municipal partners to develop and implement strategies around youth retention and re-attraction. Projects include the All Things Food campaign and the Eastern Ontario Training Board Youth Employment programs

Priority 4 - Local Business Retention and Expansion

- Began and continue to roll out a business visitation program with a target of 24 businesses annually. Challenge remains on coordinating schedules with the County to facilitate larger regional connections for businesses

Priority 5 - Marketing & Visual Identity

- Created supplemental marketing material to promote North Dundas as a full service community with investment opportunities
- Progress on reinventing the Township's brand to reflect today's community

Priority 6 - Investment Attraction

- Established a stronger relationship with the Winchester District Memorial Hospital to understand their needs and future aspirations
- Investment attraction materials are up to date and readily available for the County and other municipal partners and regional agencies to use in attracting businesses to the region



1.2 Rationale for Updating the Economic Development Strategy and Action Plan

As noted previously, a critical consideration to the updating of the Township of North Dundas' economic development strategy and action plan is an understanding of the community's recent performance against a range of local and regional socio-economic indicators. This analysis, together with input from select stakeholders, elected officials and senior staff and an updated SOAR assessment (strengths, opportunities, aspirations and results) were then reviewed to determine the Township's critical path to the attraction of business, investment, and residents to the community.

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

1.3 Project Process and Report Structure

The project process undertaken to develop this Update combined research and analysis of the current context in North Dundas, and the region, with a comprehensive consultation and engagement process with business and community leaders and regional organizations. These efforts provided a foundation for informed strategic directions for North Dundas, and actions to implement those directions. Figure 2 illustrates the process for updating the Economic Development Strategy and Action Plan.

FIGURE 2: STRATEGIC PLANNING PROCESS





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

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

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

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



Section 2

Our Competitive Position



2 Our Competitive Position

Since the adoption of the 2012 Economic Development Action Plan, North Dundas' economic development team has focused its efforts on activities and programming that support the six priority of building community; fostering entrepreneurs; facilitating local business expansion opportunities; marketing the Township, and investing in infrastructure and investment attraction materials. While it is always challenging to directly attribute improvements in a local economy to the implementation of an economic development action plan, the Township's recent economic performance efforts suggest that overall, as a whole, has improved since 2012.

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

2.1 Key Economic Indicators

Demographic Performance

Population

Population growth in North Dundas had been fairly slow since 2001, increasing at a pace of just fewer than 2%. During this same time, the median age of the North Dundas population had exceeded the median age by the province, making the community (on average) older than the province, but younger than the overall SDG region.

Incomes

Between 2006 and 2011 North Dundas had experienced significant median household income growth, where in 2011 the median income of households was roughly \$72,000. North Dundas had the highest median household income in 2011 among the communities within the SDG region and was also higher than both Cornwall and Ontario.

Education

Based on 2011 data, North Dundas has a semi-skilled labour force as roughly a third of its residents had a college or university certificate or diploma. North Dundas had the second lowest post-secondary educational attainment rates among the communities within the SDG region but higher than that of Cornwall.

Language

North Dundas has a bilingual population of about 20%, which highlights that North Dundas has a labour force that is more fluent in English and French than the average Ontario community. 19.8% of residents are bilingual (English and French) in. This is higher than that of Ontario (11%), but lower than that of the total United Counties of SDG (35.6%).



Industry Performance⁵

Employment

The industry employment in North Dundas can be characterized as being dependent on retail and wholesale trade, health care and social services and labour intensive industries such as construction and agriculture, forestry, fishing and hunting. In 2015, North Dundas saw the highest percentage of its labour force working in the following industries: Retail trade (13.8%); Health care and social assistance (13.6%); Construction (13.3%); Wholesale trade (12.8%); and Agriculture, forestry, fishing and hunting (8%).

Employment Concentration

Employment in North Dundas is concentrated in primary industries, as well as construction and wholesale trade. In 2015, North Dundas had a high employment location quotient (LQ) in the following industries: Agriculture, forestry, fishing and hunting (LQ 3.87); Utilities (LQ 2.66); Construction (LQ 1.82); and Wholesale trade (LQ 2.78).

Employment Growth and Decline

Industry employment growth in North Dundas indicates increasing opportunities in North Dundas for professional services, while manufacturing opportunities have taken a hit as employment declined.

Between 2001 and 2015, North Dundas has seen job growth in the following top industries: Construction (+281); Wholesale trade (+226); Retail Trade (+226); Professional, scientific and technical services (+112); and Accommodation and food services (+34). While on the other hand, between 2001 and 2015, North Dundas has seen job decline in the following top industries: Agriculture, forestry, fishing and hunting (-390); Manufacturing (-296).

Occupation Performance⁶

Employment

The occupational employment in North Dundas can be characterized as being dependent on sales and services occupations, trade and transport related occupations and management type occupations. In 2015, North Dundas saw the highest percentage of its labour force working in the following occupations: Sales and service (21.5%); Trades, transport and equipment operators and related occupations (19.3%); Management (12%); Business, finance and administration (11.8%); and Health occupations (9.8%).

Occupational Growth and Decline

Occupational employment growth in North Dundas indicates increasing opportunities in North Dundas for occupations in the transportation sector, as well as occupations in sales and services. Similar to industry declines, occupations in manufacturing have seen employment declines limiting the opportunities for manufacturing employment in North Dundas.

Between 2001 and 2015, North Dundas has seen job growth in the following top occupations: Trades, transport and equipment operators and related occupations (+213); Sales and service occupations

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

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



(+150); Health occupations (+104); and Natural and applied sciences and related occupations (+32). While on the other hand, between 2001 and 2015, North Dundas has seen job decline in the following top occupations: Management occupations (-325); Occupations in manufacturing and utilities (-107).

Business Patterns⁷

Business Establishments

The local economy of North Dundas is dominated by businesses that operate in primary industries, the housing market (construction and real estate), and professional services. In 2015, North Dundas had the highest percentage of its businesses in the following industries: Agriculture, forestry, fishing and hunting (29%); Construction (12.7%); Real estate and rental and leasing (12.7%); and Professional, scientific and technical services (7.3%).

Business Concentration

Businesses in North Dundas are concentrated in primary and construction industries. In 2015, North Dundas had a high location quotient (LQ) in the following industries: Agriculture, forestry, fishing and hunting (LQ 7.58); Utilities (LQ 2.45); and Construction (LQ 1.25).

Business Growth and Decline

Primary industries and housing related industries have seen the greatest growth in terms of businesses in North Dundas, while business declines were experienced in the transportation and health care industries.

Between 2008 and 2013, North Dundas had seen business growth in the following industries: Construction (+34); Agriculture, forestry, fishing and hunting (+16); Real estate and rental and leasing (+11); and Educational services (+3).

Between 2008 and 2013, North Dundas had seen business decline in the following industries: Administrative and support, waste management and remediation services (-8); Transportation and warehousing (-7); and Health care and social assistance (-4).

2.2 Key Industrial and Commercial Nodes

North Dundas contains several key dimensions that bring value to urban nodes in regard to commercial and industrial activity. Specifically:

- North Dundas has two main settlement areas; Chesterville and Winchester. As of 2014, Chesterville had 16.2 hectares of urban employment lands, while Winchester had 24.5 hectares. In addition, as of 2014, North Dundas also had 137 hectares of rural employment land areas, where more limited development can occur.⁸

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

⁸ Hemson Consulting Ltd. Employment Land Needs analysis, March 29, 2016.



- The former Nestle property in Chesterville is the most recent example of re-purposing of existing industrial facilities. Other opportunities exist in other vacant industrial buildings. Meanwhile, the newly constructed Foodland store in Winchester solidifies a stronger regional draw for commercial goods, which may be positive for attracting new residents. Between 2012 and 2014 available employment lands increased in both communities.
- A main CP Rail trunk passes through Chesterville and Winchester, with a spur available in Chesterville adjacent to the former Nestle property.
- The CIP was implemented in 2013, and updated in May of 2016. The Plan offers business and commercial owners (grants & loan) or renters (grants), within designated Community Improvement Areas access to funding through the form of grants and loans to improve their commercial buildings. Designated improvement areas are currently in Winchester and Chesterville, as well as rural settlement areas of Hallville, Inkerman, Mountain, Morewood, and South Mountain.⁹
- Densification is becoming a strategic objective for new residential development in urban centres of the township, with the aim of increasing the range of accommodations available to different demographics. The priority is viewed as an opportunity to accommodate population increases and their potential to support commercial growth and sustainability.
- Hospital and health care services in Winchester make the area a hub for health care. The various related services anchor the sector as a regional node and position the community for growth.

2.3 Key Considerations from Stakeholder Input

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

Residents and business owners within North Dundas who responded to the survey indicated an overall satisfaction of the programs and services provided within the community, with the exception of the number and quality of employment opportunities available. Residents and business owners are also generally in agreement that their municipality is welcoming and a clean place for residents and visitors. It was expressed that the Township should aim to maintain its rural pace of life atmosphere, increasingly so as the pressures of urban growth approach.

A substantial portion of both residents and business owners believe that the economy in North Dundas has gotten worse over the past five years; with only 18% of both residents and business owners believing it has gotten better. The majority of challenges were the availability and quality of high-speed internet and telecom and the cost of hydro-electricity. The availability of general or unskilled workers was also indicated as being a challenge followed by the availability of land or buildings. Despite these challenges, there is considerable appetite (approximately 45% of all businesses surveyed) for local business owners to expand their businesses (either in terms of space or employee size). It is increasingly important that

⁹ Township of North Dundas, Community Improvement Plan, May 10, 2016.



the efforts of the municipality through its visitation program continue to positively identify and support businesses that are anticipating growth.

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

Importance of the Agricultural Industry

Individuals overwhelmingly highlighted the strength of the agricultural sector within North Dundas, as well as new opportunities to expand the agricultural industry to capitalize on the growing trend of buying/growing/eating local products. Stakeholders indicated that the development and success of the agricultural sector will support other development such as tourism, destination shopping, value add processing, and research opportunities in the Township. Some of key considerations made by stakeholders include:

- North Dundas is well positioned (workforce and supply chain) to support food processing opportunities
- North Dundas is well positioned to support the creation of a food hub, complimented by demand for incubator kitchens
- North Dundas is well positioned to build its local food supply chain and promote value added opportunities for existing agricultural business
- North Dundas is strategically located to take advantage of growing interests surrounding agri-tourism and farmers markets

Quality of Community Life

Individuals indicated that the North Dundas residents is very supportive of one another, they enjoy living in a vibrant rural community, and that the rural “charm” and “pace” are highly valued characteristics of the community. Individuals also highlighted that they are satisfied with the local amenities and recreational opportunities in the community. With that being said several stakeholders also addressed the need to ensure that the community remains affordable to live in and that additional focus is required to efforts in retaining and encouraging youth to live and return to North Dundas. Some of the key considerations made by stakeholders include:

- North Dundas is well positioned to attract residents from the National Capital Region that are looking to invest in a community that provides amenities for young families and provides a quainter lifestyle
- North Dundas is well positioned to continue maximizing opportunities emerging with the Winchester District Memorial Hospital



Tourism

Most of the stakeholders indicated that there is an opportunity to increase and support tourism development within North Dundas. Tourism development should evolve in conjunction with the existing cultural and agri-tourism assets of North Dundas (e.g., Dairyfest). Stakeholders believed there was opportunity to continue developing North Dundas as an agri-tourism destination capitalizing on the trends of farm tours, farmer's markets, buy local, organics and craft breweries/wineries/distillers. Individuals believed that more improvements can be made to support the community as a tourist destination and increase visitors from the National Capital Region. Key considerations made by stakeholders include:

- North Dundas should examine other community markets and capitalize on the lessons learned from the exercise
- With the County now undertaking a tourism development agenda, North Dundas is well positioned to rebrand itself as the agri-tourism destination for the National Capital Region. Currently, the Township is known as Ontario's Dairy Capital
- North Dundas' proximity to emerging agri-tourism and local food activity in Prescott Russell and Leeds and Grenville counties can introduce new cross-regional opportunities for the Township's agricultural assets. Particularly, as it relates to local food systems and networks

Collaboration and Partnerships

Stakeholders also indicated that it is imperative that North Dundas continues to collaborate or partner with local organizations and institutions to improve on the local business climate and community. Stakeholders noted that the current efforts emerging from collaboration and working relationships has continued to have a positive effect on business development. Stakeholders also noted that it is important that these efforts continue and that more connections are facilitated between local businesses and external partners such as the Chamber and institutions in Ottawa and Cornwall. Stakeholders also identified the need to continue providing business networking initiatives that allow for for local businesses.

2.4 SOAR Assessment

Undertaking a SOAR (strengths, opportunities, aspirations and results) analysis provides for a positive approach to strategic thinking and planning. An alternative to a SWOT analysis, the SOAR assessment builds a framework for creating a plan based on strengths and what is working well, as opposed to focusing on problems and issues. Figure 3 presents the characteristics of a SOAR analysis and outlines the key questions that comprise the assessment.



FIGURE 3: CHARACTERISTICS OF A SOAR ANALYSIS



Strengths

- Proximity to Ottawa makes it attractive to businesses and residents
- Known as a regional centre for dairy products
- One of the County's larger municipalities
- Sufficient employment lands set aside for future growth
- Comprised of a diverse range of businesses and service industries
- Increasingly becoming a destination for young families
- Township's economic development office is active and visible to the business community
- Winchester District Memorial hospital and its related supply chain provide both an employment and quality of life component
- Active business community looking to expand in the next few years



Opportunities

- CIP can be further leveraged and expanded upon to attract future business investment, strong momentum for the program currently in place
- Strong network of public and private sector partners supporting efforts to foster entrepreneurship and small business. This includes the North Dundas Chamber of Commerce, the Community Futures Development Corporation and the Eastern Ontario Training Board
- North Dundas' commitment in its Visitation Program continues to assist local businesses in retention and expansion planning
- Council is supportive of economic development both locally and regionally and champions the aspirations for the Township
- Agriculture sector is poised to capitalize on agri-tourism and local food trends

Aspirations

- Defined community brand reflective of North Dundas' business and resident base
- Continued development of partnerships and effective regional collaboration around economic development programs
- Improved broadband infrastructure for both businesses and residents
- Desire to see small business programs and support for entrepreneurial development grow and become a prioritized effort from the economic development office
- Desire to make North Dundas an agri-tourism destination
- Continued support for infrastructure investments in transportation and servicing
- Affordable housing and accommodations that satisfies the needs of a young population

Results

- Higher quality local jobs created along with increases in income levels
- Selection of incentives and support programs available for businesses
- Marketing materials designed to attract new residents and business to the community
- Transportation to and from residential, employment and recreational activities
- Increased activity across vacant lands
- Up-to-date and efficient residential and non-residential infrastructure
- Creation of a vibrant agri-tourism destination built by and connected to value-added agricultural operations



2.5 Competitive Uniqueness

Building on the results of the SOAR analysis, a set of key competitive advantages and disadvantages emerge that must be taken into consideration as the strategy develops.

Looking at competitive advantages and disadvantages is helpful in differentiating North Dundas from its regional counterparts. The Township's competitive advantages form the basis of the unique value proposition the community offers to new businesses and potential investors, while competitive disadvantages are the factors that need to be addressed to minimize the effects of barriers, particularly when attracting specific types of investment.

The following table highlights the North Dundas' competitive advantages and disadvantages as they relate to these growing economic drivers. One key disadvantage applicable to all rural areas relates to Hydro rates, which are high throughout the region. At a broader level, this may be a challenge for attracting businesses from areas such as Ottawa or Montreal, which have more competitive rates. Solutions at both the local and regional level may require careful collaboration and coordination.

FIGURE 4: NORTH DUNDAS' COMPETITIVE ADVANTAGES AND DISADVANTAGES

| Competitive Advantages | Competitive Disadvantages |
|--|--|
| <ul style="list-style-type: none">▪ Regional health care facility and related services for a crucial node. These assets draw people into the township from a broader catchment area▪ CIP in place, which has resulted in a rejuvenated downtown cores for Winchester and Chesterville▪ Successful farming sector (particularly dairy operations, and grain and oilseed). The sector is a local staple and plays into both the tourism and manufacturing sector▪ Diverse blend of business sectors across the Township. The township is characterized by a diversified economy in numerous key sectors above and beyond farming, allowing for a more stable economic base. | <ul style="list-style-type: none">▪ Broadband access in deep rural areas is a continuing challenge, which may threaten attraction activities and home-businesses that may depend on this technology▪ Commercial sector is less developed than other urban communities. Economic leakage to neighbouring areas like Kemptville and Ottawa result in lost local spending dollars. A stronger commercial (i.e. retail and food service options) may mitigate such challenges▪ Distance from major transport corridors such as 417, 401 and 416. While not far from Ottawa, the Township is the least accessible via major highway out of all the Townships of SDG▪ Running short on available serviced land. This challenge may result in the loss of large-scale investment attraction targets to the area. |



Section 3 Prioritizing Economic Opportunities



3 Prioritizing Economic Opportunities

3.1 North Dundas' Economic Drivers

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

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

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

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

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

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

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

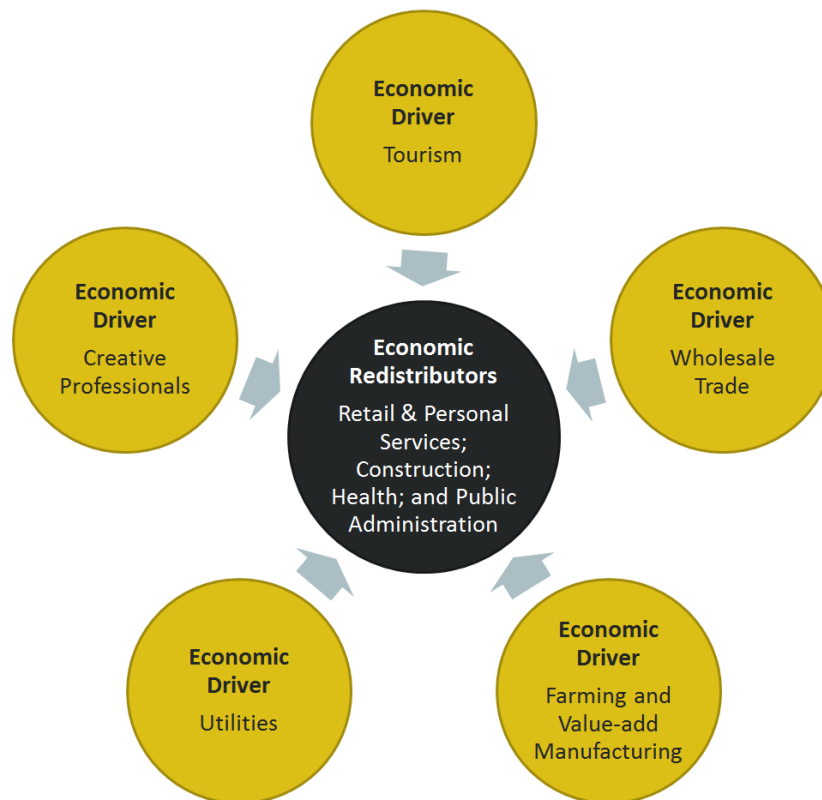
This concept is profiled on the following page (Figure 5).

As the figure demonstrates, there are several sectors that drive North Dundas' local economy. They bring investment into the community, and that money circulates to support local retail, government, and personal services. This influx also leads to a strong construction whose clients are inside and outside of the township.

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



FIGURE 5: CURRENT ECONOMIC DRIVERS AND REDISTRIBUTORS FOR NORTH DUNDAS



Tourism is also an economic driver because it involves people coming from outside the community that spend money locally at various tourism amenities and local retail. Tourism also holds strong convergence with the farming sector, as agri-tourism continues to draw visitors from urban areas for an escape from city life (see Figure 6).

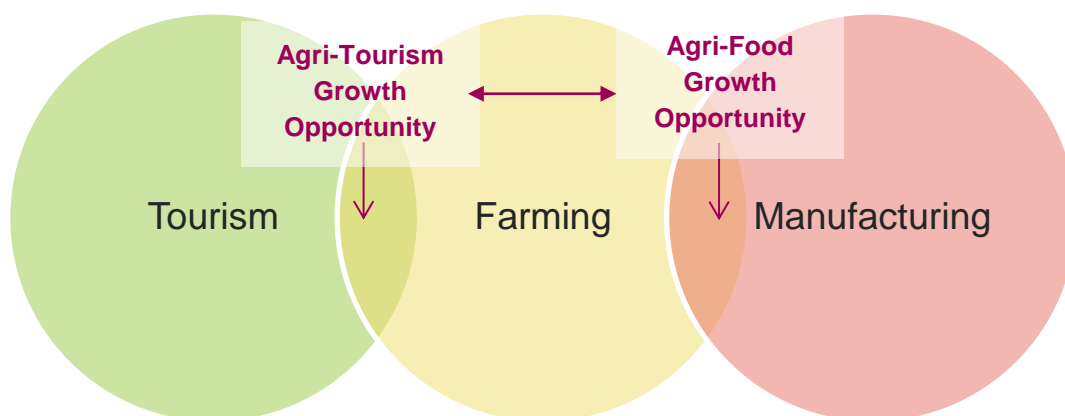
In a similar way, wholesale trade also draws people to the area for higher-order goods, typically associated with business-to-business commerce. A farmer may travel from another township or county to look at feed stock or farm equipment available in North Dundas. Though there is a clear connection to the farming sector, wholesale trade is treated separately because it also involves other sectors which its businesses may supply, such as trucking equipment or parts for the service sector in North Dundas and other surrounding areas. One slight drawback of the wholesale trade sector is that most operations are owned by national or international corporations. Therefore, while a certain amount of the wealth generated by the company is retained within the community, a large amount of it is also often leaked out of the community. While still technically being an economic driver, this sector is also sometimes seen as a side-effect of other strong economic growth in related sectors.

Farming and value added agricultural manufacturing is a convergence between two traditionally separate sectors. As will be shown below, farming as a sector is extremely difficult for a local community to control because it is commodity driven and dependent on global trends. Meanwhile, local strengths in farming-related manufacturing, such as grain and oil seed processing, farming product, seed or chemical



manufacturing, and food and beverage processing are a key area of convergence with farming and the manufacturing sector. This overlapping area constitutes the “sweet spot” of local strength and potential for further development (see Figure 6).

FIGURE 6: CONVERGENCE AREAS FOR FARMING WITH MANUFACTURING AND TOURISM



Utilities as a sector represents a variety of sub-sectors including electricity, telecommunications, and oil and gas infrastructure. It also includes a variety of occupation types within the sector, from engineers to general labourers, to office administrators. Utilities produced locally can be exported to neighbouring municipalities, and local utility companies may have operations in other areas which bring investment into the area. On the downside, utilities are also normally owned by larger corporations that leak some money out of a community.

3.2 Prioritizing Economic Development Activities

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

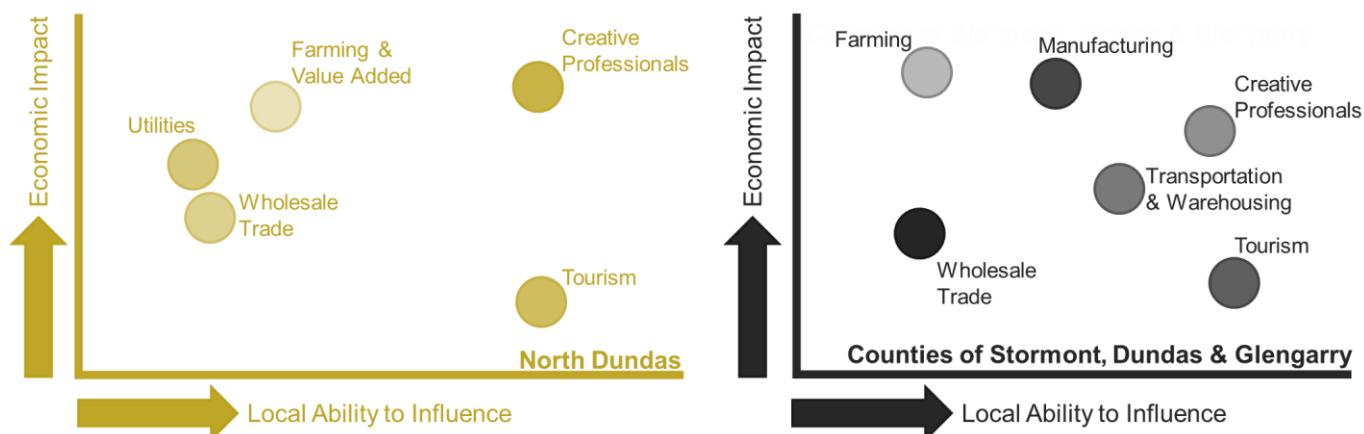
The Importance of Economic Impact and Influence

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

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

These are demonstrated visually for North Dundas and for the County more-broadly in the Figure 7.

FIGURE 7: LONG TERM “ECONOMIC IMPACT OF” AND “LOCAL INFLUENCE ON” INVESTMENT AND JOB CREATION OPPORTUNITIES (NORTH DUNDAS AND UNITED COUNTIES OF STORMONT, DUNDAS & GLENGARRY)



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

- Value-added farming product manufacturing
- Creative professionals
- Tourism

Traits of Prioritized Sectors

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

FIGURE 8: TRAITS OF HIGHLIGHTED ECONOMIC DRIVERS

| | Creative Professionals | Agri-food Manufacturing | Tourism (incl. agri-tourism) | Retail & Services |
|--|---|---|--|--|
| Estimated long-term sector growth | Strong | Very Strong | Moderate | Moderate |
| Complement to existing local base | Very Strong | Very Strong | Strong | Strong |
| Potential to significantly impact local economy | Strong | Strong | Moderate | Moderate |
| Local potential to influence sector | Very Strong | Moderate-Strong | Strong | Strong |
| Current state of the sector | Excellent <i>Sector is already established and poised to continue to grow as outflow continues from Ottawa</i> | Positive <i>A well-established base already exists through enterprises like Parmalat, Natunola, and Sevita International</i> | Infancy <i>In infancy as it has only in recent years become more of a priority. Many improvements through CIP are evident</i> | Growing Potential <i>The current environment is lacking in diversity of assets but has potential to accommodate diversified offerings and competitive enterprises</i> |



| | Creative Professionals | Agri-food Manufacturing | Tourism (incl. agri-tourism) | Retail & Services |
|--|---|---|--|---|
| Capitalize on these competitive advantages | <ul style="list-style-type: none"> Proximity to Ottawa for international airport Strong existing base to develop networks and cross-pollinate Quality of life and quality of place amenities and scenery (including health care and schools) | <ul style="list-style-type: none"> Businesses poised for growth and up-scaling Food and farm product manufacturing a growing sub-sector Regional Innovation Centre in Ottawa includes North Dundas and County in jurisdiction Agri-food Network | <ul style="list-style-type: none"> CIP and beautification efforts Farmers market and other events Quality of life amenities Newly centralized role at the County Proximity to large urban markets and northern New York | <ul style="list-style-type: none"> CIP has made downtown areas more appealing Moderate growth in population Local desire for more variety Rejuvenated Chamber of Commerce in recent years |
| Beware of these competitive disadvantages | <ul style="list-style-type: none"> Availability of small offices or co-working spaces for scale-up transitions Inconsistent high speed internet in more rural locations | <ul style="list-style-type: none"> Distance from 401, 417, and 416 Running low on serviced industrial land | <ul style="list-style-type: none"> Lack of overnight accommodations and dining options Lack of awareness of existing tourism assets or potential new tourism assets | <ul style="list-style-type: none"> Fear of competition among local businesses |
| North Dundas' current ability to capitalize on the sector | <p>Positive</p> <p><i>Strong opportunities exist in Ottawa and sector aligns with the County</i></p> | <p>Positive</p> <p><i>North Dundas is a regional leader in agri-food and already has a good name in the sector. Value added products are growing in demand and there is also local demand for more processing operations in grain and oilseeds Synergies exist with the County's target industry as well. Opportunities to network supply chain referrals</i></p> | <p>Positive</p> <p><i>In a good position to extend marketing to Ottawa and New York. Room for more accommodation and food service options. Marketing collaborations with County</i></p> | <p>Moderate</p> <p><i>There are available spaces and opportunities for growth, but people are not aware of the potential for different kinds of retail or services</i></p> |
| Desired future situation by 2020 | <p><i>A 10% increase in individual firms in the Township. Strong network development and cross-pollination programs have spurred innovation</i></p> | <p><i>Retention program has helped companies expand. Increased sector employment. More scale-up of homegrown agri-food companies</i></p> | <p><i>More selection in accommodations and dining opportunities. Overnight stays have increased 50%. Visitor spending up 25%. Cycling and agri-tourism assets identified locally</i></p> | <p><i>A retail and service needs analysis has highlighted possible areas for business growth. Mixed-use commercial/residential developments have added new spaces</i></p> |



3.3 Alignment with Township and Regional Priorities

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

Township of North Dundas Economic Development Action Plan

The existing economic development action plan established an effective ongoing annual program that focused on maintaining and creating networks and partnerships, business visitation efforts, and creation and maintenance of an investment profile for the Township. While diverse, the action plan did single out agriculture and tourism as two sectors that would benefit drastically from investment into incentive programs and participation at a regional/county level. Those efforts have yielded considerable results from the introduction of the CIP program to the participation in local food movements emerging across the region.

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

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

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

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

- In partnership with the SDG Municipal partners, Cornwall and the County's Tourism and regional tourism providers verify the data, gaps and opportunities identified in the 2007 Cornwall & Seaway Valley Tourism Premier Ranked Tourist Destination Project.
- Continue to facilitate and expand upon the business-to-business and group-to-group networking within the County. Work with the Cornwall Business Enterprise Centre and the SD&G CFDC to more effectively market the existing networking forums (i.e. Breakfast Connections) and make them more accessible to internal partners.



Eastern Ontario Wardens' Caucus Economic Development Strategy

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

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

- Tourism and Hospitality
- Agriculture
- Healthcare

The strategy also identified seven major themes, most of which are key considerations for North Dundas in realizing its economic development priorities. These include:

1. Providing the right infrastructure for business
2. Creating a stable and predictable business environment
3. Introducing a new regional approach to economic development
4. Delivering innovation services
5. Redoubling the region's efforts on workforce development and attraction
6. Re-inventing traditional sectors of the economy
7. Accelerating the adoption of new technologies



Section 4 Action Plan



4 Action Plan

4.1 Critical Path

The objective of this project was to take the sector findings and use them to formulate an update to the 2012 Action Plan. This plan will provide the Township of North Dundas and its partners with initiatives to pursue a progressive growth agenda as well as measures to evaluate the community's ongoing performance.

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

It must be noted that while direct investments in economic development may create fiscal pressures for the Township in the short term, it will be the foundation to the long term sustainability and resilience in the local economy. More importantly, this Action Plan is being developed in conjunction with the updated County Economic Development Strategy and Action Plan. The benefit to this relationship is illustrated in Figure 9.

Prioritizing Resources

Figure 9 presents the resource priority flow emerging from two strategic concepts; **Capacity Building** and **Investment Attraction**. The capacity building bubble is larger than the investment attraction bubble because it is expected that North Dundas will mainly play a supportive role in investment attraction initiatives, while the County plays a more assertive one in these areas. Conversely, the capacity building concept requires more “boots on the ground” to engage with local businesses and remain approachable.

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

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

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

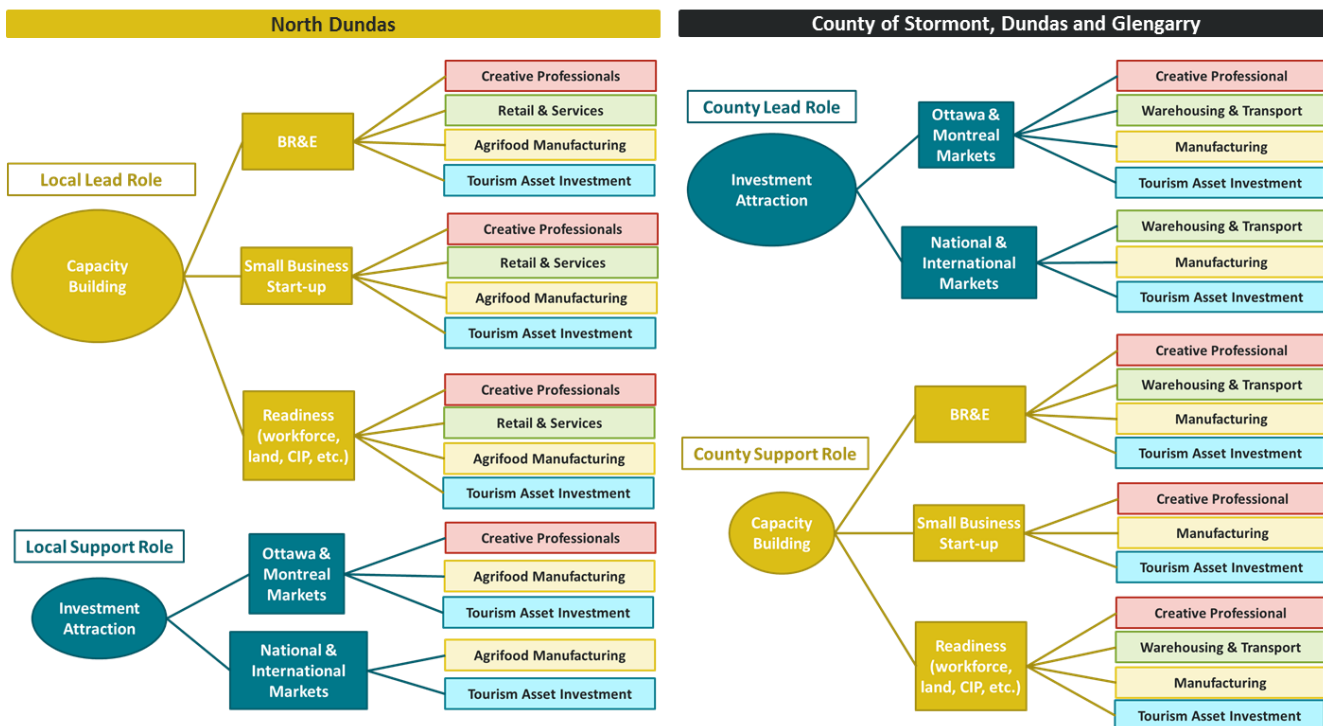


Investment Readiness ensures that the township is as hospitable and inviting to investment as possible. This includes considerations such as researching and understanding local opportunities, ensuring infrastructure capacity is sufficient to accommodate growth, and workforce needs are being conveyed to the respective organizations dealing in such affairs (e.g. workforce planning board and regional education institutions).

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

National & International Markets involve ideas such as outreach and marketing toward large corporate headquarters in nearby Montreal and, to a lesser extent, Toronto to draw potential investment of national and international firms. Things considered in this approach include marketing, public relations planning/outreach, supply-chain referrals, and up-to-date site selection tools and resources. The County will lead these efforts with North Dundas supporting them as needed locally by providing the County with required information and working actively via the existing lead handling protocol.

FIGURE 9: RESOURCE PRIORITY FLOW CHART



Note: Manufacturing includes Agri-Food and Tourism includes Agri-Tourism



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

FIGURE 10: RESOURCE PRIORITY DIVISION OF LEADERSHIP ROLES

| Objective | Strategic Focus | Activities | Sectors | Local Role | County Role | Others |
|-------------------|--|---|--|------------|--------------------------------------|-----------------------------------|
| Capacity Building | BR&E | Business Visitations | Creative Professionals; Retail & Services; Agrifood; Tourism Asset Development | Lead | support | Support (Chamber) |
| | | Business/Succession Planning | Creative Professionals; Retail & Services; Agrifood; Tourism Asset Development | Referral | Referral | Lead (SBEC, CFDC) |
| | | Workshops, seminars, etc. | Creative Professionals; Tourism Asset Development | Broker | Referral | Lead (SBEC, CFDC) |
| | Small Business Start-up / Entrepreneurship | Start-up information | Creative Professionals; Agrifood; Retail & Services; Tourism Asset Development | Broker | Referral | Lead |
| | | Incubator / Accelerator | Creative Professionals; Agrifood | Referral | Lead (food hub); referral for others | Lead in areas other than food hub |
| | | Youth Employment | Agrifood; Tourism Asset Development; Retail & Services | Support | Minimal | Lead |
| | Readiness | Opportunity research / understanding | Retail & services | Lead | Minimal | Support |
| | | | Creative Professionals; Agrifood; Tourism Asset Development | Support | Lead | Support |
| | | Infrastructure readiness | Agrifood | Lead | Support | Minimal |
| | | Workforce development / Skilled labour attraction | Warehousing & Transport; Manufacturing; Tourism; | Support | Support | Lead |



| Objective | Strategic Focus | Activities | Sectors | Local Role | County Role | Others |
|-----------------------|--|---|---|------------|-------------|---------|
| | | CIPs | Creative Professionals; Tourism Asset Development; Retail & Services | Lead | Minimal | Minimal |
| Investment Attraction | Ottawa & Montreal Markets | Focusing on Ottawa and Montreal; marketing and large event attraction; Quality of life | Creative Professionals | Support | Lead | Minimal |
| | Ottawa & Montreal Markets National & International Marketing | Focusing on Ottawa and Montreal; marketing and large event attraction; Quality of life Marketing, PR, Focus on Montreal head-quarters, supply-chain referrals, up-to-date site selection tools | Tourism Asset Development | Support | Lead | Support |
| | | | Agrifood; Tourism Asset Development | Support | Lead | Minimal |

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

4.2 Interpreting the Action Plan

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

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

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

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

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

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



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

4.3 Capacity Building Actions

Strategic Goal 1: Business Retention & Expansion

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

Strategic Goal 2: Small Business and Entrepreneurship

| Objective #3 | <i>Prepare and Guide Small Business Development in North Dundas</i> | Priority Timing | | |
|--------------|---|-----------------|----|----|
| | | IM | ST | LT |
| Action #3.1 | Broker opportunities with the CFDC, BEC, EOTB and Regional Innovation Centre in promoting and delivering small business seminars geared to e-marketing, website development, business networking, workforce planning and marketing and succession planning in North Dundas. | | | |
| Action #3.2 | Connect small businesses in the municipality with senior business leaders in the region who can act as mentors and coaches. | | | |



| Objective #4 | <i>Invest in the development of a local entrepreneurship ecosystem</i> | Priority Timing | | |
|--------------|---|-----------------|----|----|
| | | IM | ST | LT |
| Action #4.1 | Develop a Business Guide that outlines all of the services and processes of the municipality that assist with new investment and business opportunities. | | | |
| Action #4.2 | Create a review team of Senior Administration and representatives from the local development community to brainstorm improvements to the commercial, industrial, and residential development review process to encourage more start-ups and expansions. | | | |
| Action #4.4 | Engage with local and regional partners to identify gaps in local entrepreneurial programs and services. Broker and refer potential start-ups to local and regional partners who are assisting businesses during their incubation phase. | | | |
| Objective #5 | <i>Support the development of Youth Employment Programs and Activities</i> | Priority Timing | | |
| | | IM | ST | LT |
| Action #5.1 | Continue to promote youth entrepreneurial programs that are run by the CFDC and BEC. Consider also working with the Regional Innovation Centre (InvestOttawa) and with St. Lawrence College to foster an entrepreneurial spirit among students and youth (18-30 years) in North Dundas through the creation of an innovative youth entrepreneurial program. | | | |
| Action #5.2 | Continue to support local schools in promoting youth entrepreneurship. | | | |

Strategic Goal 3: Readiness

| Objective #6 | <i>Invest in an integrated approach to providing the infrastructure, services, and policy framework to support investment readiness</i> | Priority Timing | | |
|--------------|---|-----------------|----|----|
| | | IM | ST | LT |
| Action #6.1 | Continue to monitor and participate in regional growth plan discussions surrounding the Ottawa region's employment lands and expected capacity required to meet local and regional demands. | | | |
| Action #6.2 | Establish stronger linkages with key business leaders in the drivers of the economy to establish a stronger pipeline for lead identification and generation based on local business relationships (combined with BR&E). | | | |
| Objective #7 | <i>Expand the contributions of the Community Improvement Plan</i> | Priority Timing | | |
| | | IM | ST | LT |
| Action #7.1 | Continue to promote the existing CIP and introduce new local improvement levies and grant and loan programs to encourage current and future development to invest in their current buildings to encourage expansions in footprints. ¹⁰ | | | |

¹⁰ Examples include: Planning Application Fee and Building Permit Fee Grant; Environmental Site Assessment Grant; Agricultural Buildings and Facilities Improvement Program; Structural Improvement Grant; Residential Conversion/Rehabilitation Grant; Landscaping, Signage and Property Improvement Grant; Property Tax Increment Grant



| | | | | |
|---------------------|---|------------------------|-----------|-----------|
| Action #7.2 | Advocate for a county-wide CIP program that compliments local CIP programs. | | | |
| Action #7.3 | Advocate for the development of a county-wide community toolkit that encourages businesses and organizations to participate in local and regional CIP programs. | | | |
| Objective #8 | <i>Continue to encourage the development of existing and new Tourism opportunities</i> | Priority Timing | | |
| | | IM | ST | LT |
| Action #8.1 | Continue to support cultural tourism opportunities by encouraging the use of the existing CIP program to enhance heritage and culture-based assets. | | | |
| Action #8.2 | Continue to improve municipal signage including directions to tourism and retail/commercial cores. | | | |

4.4 Promotion Actions

Strategic Goal 4: Local and Regional Promotion

| | | | | |
|----------------------|--|------------------------|-----------|-----------|
| Objective #9 | <i>Promote local market investment attraction and economic development activities</i> | Priority Timing | | |
| | | IM | ST | LT |
| Action #9.1 | Maintain a comprehensive community profile that can be shared with the County and used in conjunction with marketing and promotion | | | |
| Action #9.2 | Undertake a marketing strategy that will guide local brand and promotional activities for the next five years. | | | |
| Action #9.3 | Promote the key messages that address North Dundas' general business advantages. | | | |
| Action #9.4 | Improve the Township's website and its ability to convey economic development activities and availability of resources/investment opportunities | | | |
| Objective #10 | <i>Support regional market investment attraction and economic development activities</i> | Priority Timing | | |
| | | I | S | L |
| Action #10.1 | Produce, and share with the County, industrial and commercial profiles on a bi-annual/tri-annual timeline. Ensure that testimonials and success stories are incorporated into all promotional and marketing efforts. | | | |
| Action #10.2 | Actively work with County in developing joint business and promotional marketing initiatives. Work to develop integrated communication technologies that resonate with the current business audience. | | | |
| Action #10.3 | Support regional (Ottawa and Montreal area) promotional and marketing activities that deliver SDG and North Dundas' brand and key messages to a larger national and international audience. | | | |



4.5 Performance Measures

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

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

Strategic Goal 1: Business Retention & Expansion

| Objective #1 | <i>Invest in Business Visitation Programs</i> |
|---|---|
| Action Items | Performance measures |
| Action #1.1: Undertake a local Business Visitation focused on supporting creative individuals (professional services) and tourism businesses in growing their existing operations in North Dundas. Information gathered at the local level would feed into the County's BR&E program. | <ul style="list-style-type: none"> Number of Creative Professionals served Number of tourism businesses served |
| Action #1.2: Support the County's BR&E program focused on growing warehousing & transportation and manufacturing businesses in growing their existing operations in North Dundas and SDG. | <ul style="list-style-type: none"> Number of corporate calls made Number of businesses helped (by type of business) |
| Objective #2 | <i>Invest in Business Development and Support Programs and Activities</i> |
| Action Items | Performance measures |
| Action #2.1: Continue to promote and broker the existing resources available to support business retention as it relates to training, employee recruitment, business counselling, market research, business planning, marketing, event planning, and legal and financial resources. | <ul style="list-style-type: none"> Events coordinated or collaborated in Attendees at events Referrals made Business start-ups launched |
| Action #2.2: Work with the County to examine and catalog existing programs and opportunities that currently support business development and investment in the region. This should include available funding from senior levels of government | <ul style="list-style-type: none"> Programs identified Updated annually |



Strategic Goal 2: Small Business and Entrepreneurship

| Objective #3 | <i>Prepare and Guide Small Business Development in North Dundas</i> |
|--|--|
| Action Items | Performance measures |
| Action #3.1: Broker opportunities with the CFDC, BEC, EOTB and Regional Innovation Centre in promoting and delivering small business seminars geared to e-marketing, website development, business networking, workforce planning and marketing and succession planning in North Dundas. | <ul style="list-style-type: none"> ■ Number of seminars (by type/audience) ■ Number of participants (by type/audience) |
| Action #3.2: Connect small businesses in the municipality with senior business leaders in the region who can act as mentors and coaches. | <ul style="list-style-type: none"> ■ Number of mentorship relationships brokered |
| Objective #4 | <i>Invest in the development of a local entrepreneurship ecosystem</i> |
| Action Items | Performance measures |
| Action #4.1: Develop a Business Guide that outlines all of the services and processes of the municipality that assist with new investment and business opportunities. | <ul style="list-style-type: none"> ■ Completion of guide ■ Number of businesses advised with guide |
| Action #4.2: Create a review team of Senior Administration and representatives from the local development community to brainstorm improvements to the commercial, industrial, and residential development review process to encourage more start-ups and expansions. | <ul style="list-style-type: none"> ■ Working group formed |
| Action #4.4: Engage with local and regional partners to identify gaps in local entrepreneurial programs and services. Broker and refer potential start-ups to local and regional partners who are assisting businesses during their incubation phase. | <ul style="list-style-type: none"> ■ Partners identified ■ Number of referrals made |



| Objective #5 | <i>Support the development of Youth Employment Programs and Activities</i> |
|--|--|
| Action Items | Performance measures |
| Action #5.1: Continue to promote youth entrepreneurial programs that are run by the CFDC and BEC. Consider also working with the Regional Innovation Centre (InvestOttawa) and with St. Lawrence College to foster an entrepreneurial spirit among students and youth (18-30 years) in North Dundas through the creation of an innovative youth entrepreneurial program. | <ul style="list-style-type: none"> ■ Youth Entrepreneurship awareness events participated in ■ Number of referrals to CFDC and BEC youth entrepreneurship programs |
| Action #5.2: Continue to support local schools in promoting youth entrepreneurship. | <ul style="list-style-type: none"> ■ Number of events participated in ■ Sign-up sheets |

Strategic Goal 3: Readiness

| Objective #6 | <i>Invest in an integrated approach to providing the infrastructure, services, and policy framework to support investment readiness</i> |
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| Action Items | Performance measures |
| Action #6.1: Continue to monitor and participate in regional growth plan discussions surrounding the Ottawa region's employment lands and expected capacity required to meet local and regional demands. | <ul style="list-style-type: none"> ■ Number of meetings participated in ■ Sites visited |
| Action #6.2: Establish stronger linkages with key business leaders in the drivers of the economy to establish a stronger pipeline for lead identification and generation based on local business relationships (combined with BR&E). | <ul style="list-style-type: none"> ■ Number of leads generated ■ Number of lead conversions |
| Objective #7 | <i>Expand the contributions of the Community Improvement Plan</i> |
| Action Items | Performance measures |
| Action #7.1: Continue to promote the existing CIP and introduce new local improvement levies and grant and loan programs to encourage current and future development to invest in their current buildings to encourage expansions in footprints. | <ul style="list-style-type: none"> ■ Number of participants in CIP program ■ Private investment dollars made ■ Dollar value of grants leveraged |
| Action #7.2: Advocate for a county-wide CIP program that compliments local CIP programs. | No performance measure required |



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| Action #7.3: Advocate for the development of a county-wide community toolkit that encourages businesses and organizations to participate in local and regional CIP programs. | <ul style="list-style-type: none"> ■ Number of participants from North Dundas in regional CIP program ■ Private investment dollars made ■ Dollar value of grants leveraged |
| Objective #8 | <i>Continue to encourage the development of existing and new Tourism opportunities</i> |
| Action Items | Performance measures |
| Action #8.1: Continue to support cultural tourism opportunities by encouraging the use of the existing CIP program to enhance heritage and culture-based assets. | <ul style="list-style-type: none"> ■ Number of tourism, arts & culture participants in CIP program ■ Private investment dollars made ■ Dollar value of grants leveraged |
| Action #8.2: Continue to improve municipal signage including directions to tourism and retail/commercial cores. | <ul style="list-style-type: none"> ■ New signage added |

Strategic Goal 4: Local and Regional Promotion

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| Objective #9 | <i>Promote local market investment attraction and economic development activities</i> |
| Action Items | Performance measures |
| Action #9.1: Maintain a comprehensive community profile that can be shared with the County and used in conjunction with marketing and promotion | <ul style="list-style-type: none"> ■ Community profile updated |
| Action #9.2: Undertake a marketing strategy that will guide local brand and promotional activities for the next five years. | <ul style="list-style-type: none"> ■ Marketing strategy developed |
| Action #9.3: Promote the key messages that address North Dundas' general business advantages. | <ul style="list-style-type: none"> ■ Messages identified ■ Media channels identified for messaging |
| Action #9.4: Improve the Township's website and its ability to convey economic development activities and availability of resources/investment opportunities | <ul style="list-style-type: none"> ■ Website updated ■ Web analytics performed |



| Objective #10 | <i>Support regional market investment attraction and economic development activities</i> |
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| Action Items | Performance measures |
| Action #10.1: Produce, and share with the County, industrial and commercial profiles on a bi-annual/tri-annual timeline. Ensure that testimonials and success stories are incorporated into all promotional and marketing efforts. | <ul style="list-style-type: none"> ■ Profiles generated |
| Action #10.2: Actively work with County in developing joint business and promotional marketing initiatives. Work to develop integrated communication technologies that resonate with the current business audience. | <ul style="list-style-type: none"> ■ Collaborative opportunities identified ■ Technologies implemented |
| Action #10.3: Support regional (Ottawa and Montreal area) promotional and marketing activities that deliver SDG and North Dundas' brand and key messages to a larger national and international audience. | <ul style="list-style-type: none"> ■ Leads generated through promotional and marketing activities |