



Township of North Glengarry

Economic Development Strategy and Action Plan

December 2016

**NORTH
GLENGARRY**

Ontario's Celtic Heartland



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Section 1

Shaping Our Economy





1 Shaping Our Economy

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 (of which, for governmental purposes, North Glengarry is a part) 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 the 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.

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.

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 Glengarry Can Shape Its Economy by Embracing this Approach to Economic Development

With approximately 10,250 people, North Glengarry has many advantages including access and proximity to larger urban markets like Ottawa and Montreal and a fairly skilled workforce. Nonetheless, North Glengarry will be competing for larger business investment with other resourced neighbours. As such, the Township needs to embrace the merits of a small business economy and, in order to have its resources spread further, capitalize on the opportunities for cooperation and regional collaboration.

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

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

These distinctions in roles and priority areas of activity between North Glengarry 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 its 2013 Corporate Plan and the draft Strategic Plan outline prepared in 2015, the Township of North Glengarry approved a variety of economic development assignments each aiming to provide support to the Township's business development efforts. Some of these actions are included on the next page.



FIGURE 1: NORTH GLENGARRY ECONOMIC OPPORTUNITIES PROGRESS REPORT

Identified Action from Strategic Plan	Result
Promote "Open for Business" corporate culture	The CIP and overall downtown focus has improved communication between businesses, community groups and local government.
Support Cultural Tourism opportunities (i.e. cultural mapping / database project). Promote Arts, Culture & Heritage as a method of supporting local economic development	CIP is heavily heritage/culture based, heritage tour under development, heritage registry under development and database of main street buildings completed, very active arts, culture and heritage committee, supported Save the Grotto movement
Address investment readiness / data gaps	Some modest improvements made in 2014 and working with the County for their website. excellent relationship with local realtors but more data readiness / availability on township website is needed
Collaboration on Branding with the Township of South Glengarry	Concerted effort to promote North and South Glengarry as a region under the "Ontario's Celtic Heartland" banner. Maximizes resources for better market penetration.

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

1.1 Setting a Course for Economic Development

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

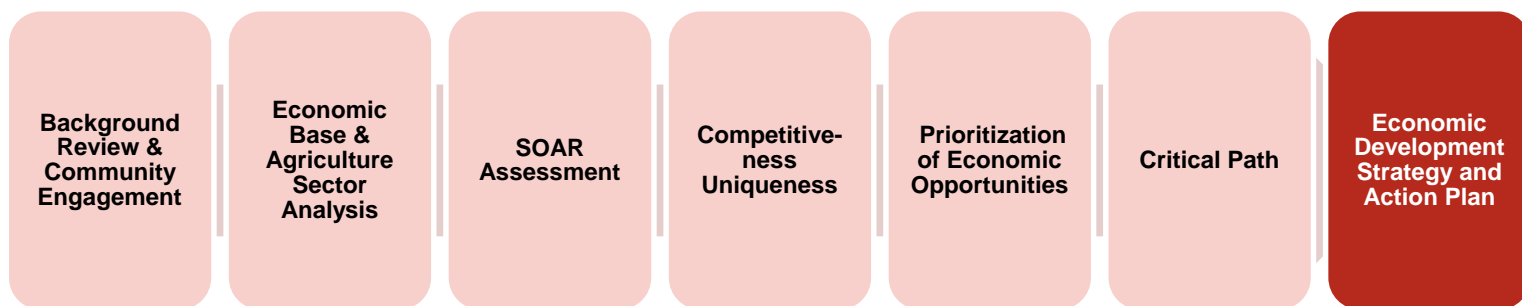
That being said, it is important to recognize that the Plan should not be treated as a static document. The findings in this report should continually be re-assessed as changes in the economy, demographics, and provincial and regional developments shape North Glengarry and its economy. By treating the Plan as a living document, the Township of North Glengarry 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 municipality.



1.2 Project Process and Report Structure

The project process undertaken to develop this Plan combined research and analysis of the current context in North Glengarry, 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 Glengarry, and actions to implement those directions. Figure 2 illustrates the process for 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 three sections.

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

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

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

Section 2

Our Competitive Position





2 Our Competitive Position

2.1 Key Economic Indicators

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

Demographic Performance

Population

Population decline in North Glengarry has been moderate since 2001, declining at a pace of just over 3%. During this same time, the median age of the North Glengarry population had exceeded the median age by the province, making the community (on average) older than the province.

Incomes

Between 2006 and 2011, North Glengarry had experienced significant median household income growth, where in 2011 the median income of households was roughly \$55,000. As well, roughly 17% of the population in North Glengarry had a household median income of \$100,000 or more.

Education

Based on 2011 data, North Glengarry has a relatively semi-skilled labour force as roughly 34% of its residents had a college or university certificate or diploma. North Glengarry had the third lowest post-secondary educational attainment rates among the communities within SDG; however it was still higher than Cornwall but lower than Ontario.

Language

North Glengarry has a bilingual population of about 57%, highlighting that more than half of its labour force is fluent in both English and French; this was the highest amongst the communities within the Counties. 56.9% of residents are bilingual (English and French) in North Glengarry. This is higher than both Ontario (11%), and the total United Counties of SDG (35.6%). It is also the highest among the six communities of SDG.

Industry Performance⁵

Employment

The industry employment in North Glengarry can be characterized as being dependent on manufacturing industries, as well as health care and transportation/logistics. In 2015, North Glengarry saw the highest percentage of its labour force working in the following industries: Manufacturing (19.0%); Retail trade (12.3%); Health care and social assistance (10.7%); and Transportation and warehousing (7.4%).

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



Employment Concentration

Employment in North Glengarry is concentrated in management and primary industries, as well as manufacturing, transportation/logistics and wholesale trade. In 2015, North Glengarry had a high employment location quotient (LQ) in the following industries: Management of companies and enterprises (LQ 9.94); Agriculture, forestry, fishing and hunting (LQ 2.55); Manufacturing (LQ 2.26); Transportation and warehousing (LQ 1.56); and Wholesale trade (LQ 1.31).

Employment Growth and Decline

Industry growth in North Glengarry indicates increasing opportunities in North Glengarry for management and construction, while opportunities in manufacturing and primary industries have decreased as employment has declined.

Between 2001 and 2015, North Glengarry has seen the most job growth in the following industries: Management of companies and enterprises (+252); Construction (+131); Information and cultural industries (+46); and Wholesale trade (+44). While on the other hand, between 2001 and 2015, North Glengarry has seen the most job decline in the following industries: Manufacturing (-399); Agriculture, forestry, fishing and hunting (-397); Health care and social assistance (-186); and Public administration (-60).

The farming sector, which is traditionally heavily composed of self-employed individuals has seen a change over the last few years with the amalgamation of small farms into large agricultural operation.

Occupation Performance⁶

Employment

The occupational employment in North Glengarry can be characterized as being dependent on sales and service occupations, as well as trade and transport occupations. In 2015, North Glengarry saw the highest percentage of its labour force working in the following occupations: Sales and service (20.1%); Trades, transport and equipment operators and related occupations (18.3%); Business, finance and administration occupations (15.0%); and Management occupations (12.2%).

Occupational Growth and Decline

Occupational growth in North Glengarry indicates increasing opportunities in North Glengarry for business, finance, and administration occupations, as well as occupations in natural and applied sciences. While declines in manufacturing and management occupations have limited opportunities for employment in those occupations.

Between 2001 and 2015, North Glengarry has seen the most job growth in the following occupations: Business, finance and administration occupations (+114); Natural and applied sciences and related occupations (+60); Trades, transport and equipment operators and related occupations (+41); and Sales and service occupations (+29). While on the other hand, between 2001 and 2015, North Glengarry has seen the most job decline in the following occupations: Occupations in manufacturing and utilities (-327); Management occupations (-315); Occupations in education, law and social, community and government services (-95); and Natural resources, agriculture and related production occupations (-77).

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



Business Patterns⁷

Business Establishments

The local economy of North Glengarry is dominated by businesses that operate in primary industries and the housing market (construction and real estate). In 2015, North Glengarry had the highest percentage of its businesses in the following industries: Agriculture, forestry, fishing and hunting (24.7%); Real estate and rental and leasing (14.8%); Construction (10.5%); and Retail trade (7.8%).

Business Concentration

Businesses in North Glengarry are concentrated in primary industries. In 2015, North Glengarry had a high location quotient (LQ) in the following industries: Agriculture, forestry, fishing and hunting (LQ 6.46); and Utilities (LQ 2.24).

Business Growth and Decline

Real estate industries have seen the greatest growth in terms of businesses in North Glengarry, while business declines were experienced in transportation/logistic and management industries.

Between 2008 and 2013, North Glengarry had seen business growth in the following industries: Real estate and rental and leasing (+19); Retail trade (+13); Finance and insurance (+11); and Construction (+10).

Between 2008 and 2013, North Glengarry had seen business decline in the following industries: Transportation and warehousing (-21); Management of companies and enterprises (-12); Administrative and support, waste management and remediation services (-11); and Accommodation and food services (-10).

2.2 Key Industrial and Commercial Nodes

North Glengarry contains several key dimensions that bring value to urban nodes in regard to commercial and industrial activity

- As of 2014, Maxville had 2.1 hectares of employment lands available, while Alexandria had 36 hectares. Alexandria's existing developable land is clustered in the north-west corner of the urban area and has direct access to the ring-road that circumvents the downtown core. However, Alexandria's waste water sewage system is near capacity and that has placed significant constraints on future industrial development.
- The Township has implemented a Community Improvement Plan (CIP) which has increased curb-appeal of main-street businesses, and the Alexandria has seen a resurgence of retail, food and services in its core.

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.



- Maxville has shown little change with underutilized commercial properties as a result of water constraints.
- Alexandria is a regional node for health care, with Glengarry Memorial Hospital and a variety of other medical services. Maxville also has an important health care sector and its elderly residents can 'age in place'.
- Main CP Rail line passes through Alexandria and Maxville and Via Rail has a stop in Alexandria on the Ottawa-Montreal route.

2.3 Key Considerations from Stakeholder Input

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

Residents and business owners within North Glengarry who responded to this survey indicated an overall mixed satisfaction of the programs and services provided within the community, where they are mostly unsatisfied with the small business supports and the number and quality of employment opportunities available. Residents and business owners also generally agree that their municipality needs to enhance its relationship with the County and the community needs to invest more resources in new commercial development. With that being said, a substantial portion of both residents and business owners believe that the economy in North Glengarry has gotten worse over the past five years; with only 14% of residents and business owners believing it has gotten better. Respondents believe that the location and proximity of large urban centres is the local economy's greatest strength; followed by a small and friendly community that supports local business. On the other hand, respondents indicated that the greatest challenge to the local economy is the community's concerns surrounding the supply/source of water and other infrastructure services and the potential of schools closures. Additional insight from the survey revealed:

- 46% of business owner respondents have been operating in North Glengarry for more than 10 years; with 69% of business owner respondents being self-employed or having a workforce of less than five employees.
- Business owners indicated that the availability of housing is the aspect of highest quality in North Glengarry. While the cost of hydro-electricity was indicated as being the lowest of quality for economic development in their community.
- The availability and quality of high-speed internet and telecom and availability of skilled workers are the highest priority to improving the economy according to business owners; followed by support for entrepreneurs and new business start-ups. Availability of land or buildings and the availability of housing were indicated as being the lowest of priority to improving the local economy.
- 23% of business owners in North Glengarry expect to expand their business in either location space or employees in the next three years, with 69% expecting to remain the same.



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

The Need for Infrastructure Improvements

Interview and focus group stakeholders overwhelmingly identified that the current infrastructure in North Glengarry is a barrier to the development of the local community and economy. Specifically, stakeholders indicated that issues of capacity for water and sewage has inhibited new residential development and limits the ability to attract larger industries that would require such infrastructure. Individuals highlighted that improvements for water and wastewater treatment are desperately needed prior to any attraction of new residents. Some of the comments made by stakeholders include:

- Greater use and burden on the water and sewer treatment facilities
- Local water-treatment and sewage situation is not sufficient for growth
- No infrastructure development → no business development
- Water and sewer investment needs to be a priority

Business Retention and Expansion & Retail Attraction

Several of the stakeholders within the interviews and focus groups identified that there is a need to attract more retail and commercial business in North Glengarry, while at the same time increasing supports for existing local businesses and entrepreneurs. This coincides with responses from the online survey, as stakeholders feel a need for a greater variety of businesses in the community such as men's clothing and niche/pop-up stores that fill up the availability of commercial properties. Stakeholders also indicated that they would like to see the great community of local small businesses and larger industries expand in the coming years, increasing local opportunities for job creation. Expansion should be supported and even encouraged by North Glengarry through incentives, incubator space and other business supports. Some of the comments made by stakeholders include:

- Lots of small business; small business environment is growing
- Need more incentives in regards to business development costs
- Expectations of industrial business expansion and opening of new businesses (i.e. desire for more retail variety)
- More and greater BR&E supports and services (i.e. entrepreneur hub with shared workspace, support industrial clustering, streamline business permits, approvals)
- The lack of a commercial business center



Arts, Culture, Heritage and Tourism

Throughout the interviews and focus groups, stakeholder highlighted that North Glengarry has been experiencing a growing arts and tourism sector. This was indicated by new artists and artisans who are now located in the community, as well as several new businesses that are focused on arts and culture. For example, the 'Apples and Art Tour' was seen as very successful and just one of the possible opportunities to showcase local culture, heritage, and artists. Stakeholders believe that North Glengarry can further support itself as a tourist destination for arts and cultural, as well as for heritage events and festivals. Stakeholders would like to see more support provided to the arts council and that tourism development is not hindered by the transfer of the tourism board activities to the County. Some of the comments made by stakeholders include:

- "Apples and Art Tour" is very successful
- Pioneer Museum; Map of historic sites being developed; Glengarry Archives
- Need to engage with the local arts council/ An arts council cooperative
- Capitalize on Arts Awareness; attracting people to the area

Opportunities in Agriculture

The agricultural sector (i.e. agri-food, farms, food tourism) was seen as both a source of strength and opportunity by stakeholders. Stakeholders also identified that there are opportunities in the agricultural sector in regards to value-add processing and food distribution. Stakeholders indicated that the farms within the community are getting larger in size, but as a result there are fewer farms. With that in mind, individuals believed that introducing local processing could bring added value to the agricultural sector while at the same time providing new avenues of agricultural employment that may have declined as farms consolidated and grew larger. Some of the processing opportunities mentioned include oil and seed processing, as well as meat processing. Some of the comments made by stakeholders include:

- Agriculture strengths: agri-food; food tourism; goat and sheep farmers
- An opportunity in primary/secondary oil and seed processing and meat processing
- Potential in the farm machinery dealership and farm technology
- Local food hub/distribution; capitalize on strategic location and existing agri-industries



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	<ul style="list-style-type: none">• What Can We Build On?• What Are We Doing Well?• What Key Achievements Are We Most Proud Of?
Opportunities	<ul style="list-style-type: none">• What Are Our Best Possible Future Opportunities?• What Changes in Demand Do We Expect To See Over The Next Years?• What Are Key Areas of Untapped Potential?
Aspirations	<ul style="list-style-type: none">• What Do We Care Deeply About?• As a Township, What Difference Do We Hope To Make (to residents, to businesses)?• What Does Our Preferred Future Look Like?
Results	<ul style="list-style-type: none">• How Will We Know We Are Succeeding?• What Meaningful Measures Will Indicate That We Are On Track In Achieving Our Goals?• What Are the Key Goals We Would Like To Accomplish In Order To Achieve These Results?

Strengths

- Strategic location between Ottawa and Montreal provides it quick access to in-demand markets (rail, highway, transit)
- CIP has been leveraged and expanded after strong momentum for the program; indications are that investment is flowing not only from the existing business community but that there has been interest from outside the community into the CIP areas
- Active business community looking to expand in the next few years
- Affordable cost of living for residents and businesses

Opportunities

- Strong network of public and private sector partners supporting efforts on workforce development issues and small business development. This includes COCs, CFDC, EOTB, GIAG
- Township continues to invest in tourism and residential attraction activities and promotions
- Investment in economic development capacity building to support local business visitation and incentive development



Aspirations

- Improved infrastructure for both businesses and residents (transportation, sewage treatment)
- New residential development
- Attraction of a broad range of businesses and industries to ensure the sustainability of economic growth
- Successful partnerships and effective regional collaboration around economic development issues and programs

Results

- Increased number of job opportunities and increases in income levels
- Selection of incentives and support programs available for businesses
- Improved sewer and water capacity
- Reversed population trends
- Increased youth population
- New business investment taking place



2.5 Competitive Uniqueness

Building on the results of the SOAR analysis, a set of key competitive advantages and disadvantages emerge that must be taken into consideration as the strategy develops. Looking at competitive advantages and disadvantages is helpful in differentiating North Glengarry from its regional counterparts. The following table highlights North Glengarry's competitive advantages and disadvantages. The competitive advantages form the basis of the unique value proposition the community offers to new businesses and potential investors, while competitive disadvantages are the factors that need to be addressed to minimize the effects of barriers, particularly when attracting specific types of investment.

FIGURE 4: NORTH GLENGARRY'S COMPETITIVE ADVANTAGES AND DISADVANTAGES

Competitive Advantages	Competitive Disadvantages
<ul style="list-style-type: none">Regional health care facility represents a hub for medical services and related industries, including seniors' residences and services. These assets add to the perceived value and livability of North GlengarryTraditional downtown core with historic charm offers an attractive landscape for small-town enthusiasts looking to visit, with just enough bustle to keep residents satisfiedCIP in place and has resulted in an air of rejuvenation for the main streets of Alexandria (in particular) and Maxville (to a lesser extent)VIA Rail passenger service between Ottawa and MontrealThriving culture and arts sectors within the community and deep connections to Scottish ancestry mixed with Franco-Ontarian pride, allowing for an appealing allureProximity to Montreal and its West-Island businesses and residents looking for more competitive costs of living and provincial taxesQuality of life amenities (two arenas, indoor soccer dome) make for a variety of things to do for all age groups and especially inviting for families	<ul style="list-style-type: none">Threat of school closures may have significant direct and indirect impacts on quality of life factors for existing and potential residents and businessesSharp population decline, particularly in rural areas of the township, makes for challenges in leveraging funding and retaining critical assets (e.g. schools and hospitals)Water limitations and sewage treatment at capacity is almost maximized, limiting ability to attract large manufacturers to the areaDistance from 401 and 417 for key industrial nodes in Alexandria and Maxville may limit accessibility requirements of potential investorsTaxes and land costs not competitive for the region (SDG more broadly). While the township may be competitive to Quebec rates, other neighbouring municipalities may have an upper-hand on property costs, tax rates and other deciding cost-related factors within the region

Section 3

Prioritizing Economic Opportunities





3 Prioritizing Economic Opportunities

3.1 North Glengarry's Economic Drivers

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

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

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

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

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

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

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

This concept is profiled on the following page (Figure 5). It demonstrates that North Glengarry is blessed to have a number of key economic drivers. These are the industries that bring wealth into the community, which is then circulated throughout the local economy.

'Creative professionals' is a category that stands out from traditional industries because it represents an amalgamation of various sectors. The common denominator that links them is critical and creative thinking in areas such as science, engineering, architecture, law, consulting, computer programming, digital design, media production, creative writing, performing arts and more. Many of these businesses are small-scale operations, often operating out of a home or small office or work space. They are also characterized by the fact that they may have many clients outside of the area. When they conduct business outside North Glengarry, the money they earn is spent largely in the community where they live.



FIGURE 5: CURRENT ECONOMIC DRIVERS AND REDISTRIBUTORS FOR NORTH GLENGARRY



Farming is a staple of North Glengarry's economy, but it can be a challenge to influence the sector directly in terms of economic impact and investment attraction. This is because it is at the mercy of larger global markets and trends, which influence decisions that farmers make. In recent years however farming has seen convergence with various other sectors, such as agrifood procession in the manufacturing sector and agri-tourism in the tourism sector (see Figure 6). For this reason of convergence, and because the sector itself cannot easily be influence, it is suggested that these "sweet spot" areas are focussed on as strategic areas within manufacturing and tourism respectively.

The Venn Diagram in Figure 6 represents two areas of crucial convergence with the farming sector. Where farming is a key staple in the area, it is a challenge for municipal economic development efforts to affect change or influence the sector directly. The two areas of convergence offer opportunities for growth in other sectors which share close overlap with farming.

- On the one side, tourism has begun to grow momentum in farm-related activities. This area is typically referred to as "agri-tourism." The kinds of activities associated with this are community events such as farmers' markets and annual festivals, or formal or informal farm-gate or farm-product tours and community-supported agriculture (CSAs) which offer individuals the opportunity to cultivate high-density and high value products on small acreages of land. Many tourists look for escape in the rural country-side and the benefit of stopping-in on something interesting, and

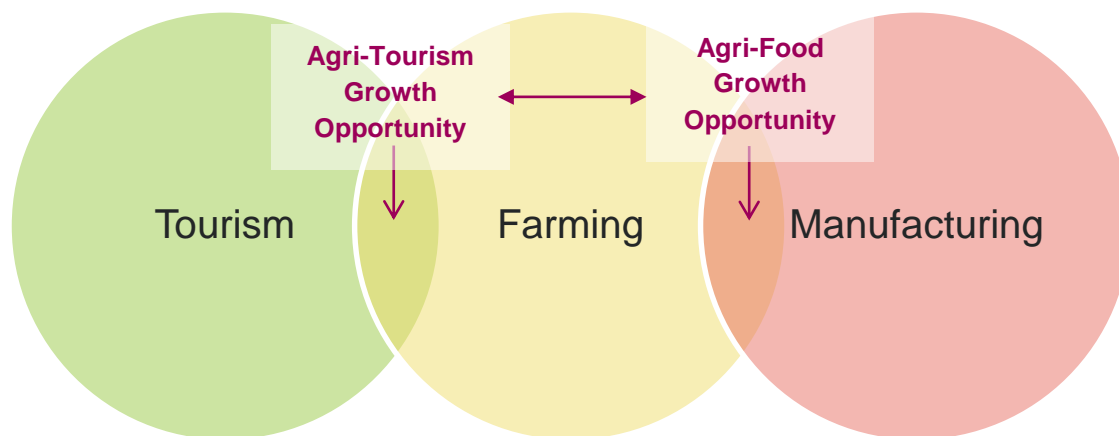


possibly buy something fresh from the farm. Most of these businesses will remain small but could evolve into off-site agrifood businesses as described in the next bullet.

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

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

FIGURE 6: CONVERGENCE AREAS FOR FARMING WITH MANUFACTURING AND TOURISM



Tourism and manufacturing are both also very strong sectors in North Glengarry. There are many subsets of tourism that contribute to its vitality, including a strong cultural and heritage component, larger rolling vistas, recreation amenities and events. Meanwhile, the manufacturing sector is diversified and not reliant on a specific kind of manufacturing, but instead a variety of kinds.

Transportation and warehousing is also strong in the area, which is not surprising given the strength of farming and manufacturing. Despite being a greater distance from the 401, the sector is still strong. Moreover, given the strain on existing water infrastructure, the sector may be of lesser impact on it.

The final economic driver is wholesale trade. 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 Glengarry 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. The same is not necessarily the case for areas such as logistics and transport or manufacturing, where there are many small and medium-sized operations that are locally owned. While the wholesale trade sector may be an area to build into business visitation programming or other minor activities, it is not recommended as a focal industry at the municipal level but should be performed in collaboration with the County to identify leakage opportunities at the regional level.



3.2 Prioritizing Economic Development Activities

By its very nature, economic development is a broad discipline. It means different things to different people and within that the most important priorities also vary from community to community.

Complicating factors are that most communities have several organizations that operate with an economic development mandate both directly and indirectly. An economic development officer, no matter how well equipped or connected cannot drive growth in all industries. Given the economic drivers outlined above, it becomes prescient to prioritize which ones make strategic sense to focus the most attention on.

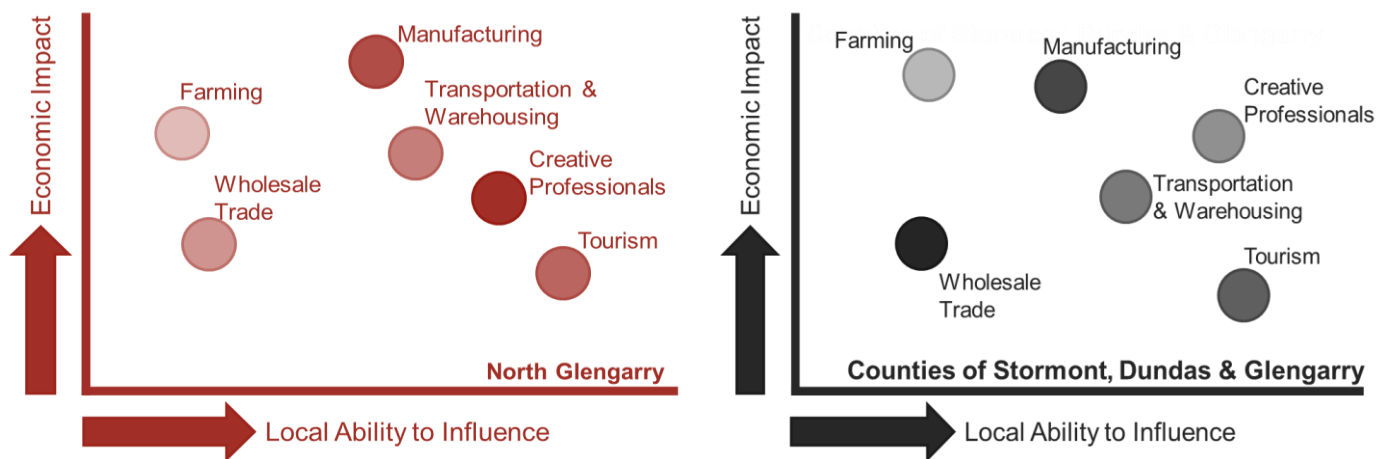
The Importance of Economic Impact and Influence

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

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

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

FIGURE 7: LONG TERM “ECONOMIC IMPACT OF” AND “LOCAL INFLUENCE ON” INVESTMENT AND JOB CREATION OPPORTUNITIES (NORTH GLENGARRY AND SDG)



In studying North Glengarry's distribution in the figure the following key industries emerge:

- Manufacturing is of highest impact, but moderate ability to influence
- Transportation & warehousing is of slightly less economic impact, but slightly greater ability to influence than manufacturing
- Creative professionals are of strong ability to influence, but moderate economic impact
- Tourism is the strongest ability to influence, but of moderate to lower impact (largely due to seasonality)
- Farming and wholesale trade are challenging to influence at the municipal level, so it is wisest to not prioritize them directly as a target sector but to determine a more regional approach regarding agri-food and agri-tourism.



Traits of Prioritized Sectors

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

FIGURE 8: TRAITS OF HIGHLIGHTED ECONOMIC DRIVERS

	Creative Professionals	Manufacturing (incl. agri-food)	Tourism (incl. agri-tourism)	Warehousing & Transportation
Estimated long-term sector growth	Moderate	Moderate	Moderate	Moderate-strong
Complement to existing local base	Strong	Very Strong	Strong	Strong
Potential to significantly impact local economy	Moderate	Strong	Moderate	Strong
Local potential to influence sector	Very Strong	Moderate	Strong	Moderate
Alignment with Council's goals	"open for business" culture promoted	Goal to address investment readiness challenges; a pledge to be more active in investment opportunities	Emphasizes cultural tourism and arts, culture & heritage as focal areas; signage goals identified	Goal to address investment readiness challenges; a pledge to be more active in investment opportunities
Current state of the sector	Moderate but Positive <i>The community has seen modest growth in the sector in terms of businesses, but their actual extent is not well known. It is positioned for high growth</i>	Strong <i>However, experiencing slight declines (common in many areas, not just North Glengarry). Some slippage is evident</i>	Growing <i>A growing sector with positive results visible within the last few years</i>	Strong <i>A strong sector that is experiencing slight declines</i>
Capitalize on these competitive advantages	<ul style="list-style-type: none"> Positive momentum exists Proximity to Montreal, Ottawa and Cornwall for mid-age or young professionals looking to escape Rural quality of life assets within manageable distances of major metropolitan centres Via Rail train station 	<ul style="list-style-type: none"> Convergence with farm products sector Complemented by strong warehousing and transport sector Proximity to Montreal where there are numerous corporate head quarters Competitive tax rates compared to Quebec 	<ul style="list-style-type: none"> Unique community assets, especially as they pertain to heritage, arts and culture CIP in place Proximity to Ottawa, Montreal and northern New York Strong agri-tourism and recreational (cycling) tourism 	<ul style="list-style-type: none"> Rail line access Competitive tax rates compared to Quebec Proximity to numerous large centres



	Creative Professionals	Manufacturing (incl. agri-food)	Tourism (incl. agri-tourism)	Warehousing & Transportation
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 • Possible closure of secondary schools could disrupt quality of life assets 	<ul style="list-style-type: none"> • Sewage capacity challenges persist • Land availability is generally low, especially in Maxville • Skilled labour shortages 	<ul style="list-style-type: none"> • Summer season is primary season • SDG communities viewed as drive through communities rather than overnight communities 	<ul style="list-style-type: none"> • Lack of large serviced land parcels, may require attention to unserved land options
North Glengarry's current ability to capitalize on the sector	<p>Excellent</p> <p><i>There is a large potential source of attraction just over the border in the Montreal area, and also in the Ottawa area</i></p>	<p>Limited</p> <p><i>A resolution to water/ sewage infrastructure is needed if growth can be expected. A key objective should instead be retention and expansion activities, which may also generate more jobs and assessment</i></p>	<p>Positive</p> <p><i>In a good position to extend marketing to Ottawa, Montreal and New York in coordination with the County. CIP has increased curb-appeal</i></p>	<p>Positive</p> <p><i>But given land constraints for serviced land, this sector is more amenable to unserved land. On the other hand, the sector is of comparably less impact than others on existing infrastructure</i></p>
Desired future situation by 2020	<p><i>Targeted marketing in Montreal and Ottawa has resulted in a large creative professional population working from the comfort of their homes. Residential declines are reversed and families are drawn by local amenities and quality of life.</i></p>	<p><i>Retention program has helped companies expand and increased sector employment. Sewage challenges have been resolved and more aggressive investment attraction activities have led to new assessment and employment in North Glengarry.</i></p>	<p><i>Visitor spending has increased by 40%. Arts and Culture assets continue to thrive with new offerings emerging in the Township. "We-ship-memories" program initiated to encourage local purchasing and shipping for tourists.</i></p>	<p><i>Retention program has stopped slippage trend and new investment is occurring in unserved land.</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 Glengarry. The *2012 United Counties of Stormont, Dundas and Glengarry Economic Development Strategic Action Plan*, and the *2014 Eastern Ontario's Economic Development Strategy* each provide recommendations that are consistent with the above priorities.

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

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

- *Tourism*
- *Logistics*
- *Professional Services*
- *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 Glengarry. These include:

- In partnership with the SDG Municipal partners, Cornwall and the County's Tourism (no longer in existence) and regional tourism providers verify the data, gaps and opportunities identified in the 2007 Cornwall & Seaway Valley Tourism Premier Ranked Tourist Destination Project.
- Undertake an industrial land analysis in order to determine if SDG has the required quantity and quality of serviced industrial land to accommodate growth in the logistics sector.
- Continue to facilitate and expand upon the business-to-business and group-to-group networking within the County. Work with the Cornwall Business Enterprise Centre and the SD&G CFDC to more effectively market the existing networking forums (i.e. Breakfast Connections) and make them more accessible to internal partners.

Eastern Ontario Wardens' Caucus Economic Development Strategy

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



Lastly, in Enhanced Transportation Systems the focus lies on the quality of Eastern Ontario's infrastructure in transporting goods and services in a cost-effective approach.

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

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

The strategy also identified seven major themes, most of which are key considerations for North Glengarry 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 Action Plan. This plan will provide the Township of North Glengarry 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 budgets that articulates the resources required to move the plan forward.

Direct investments in economic development will be the foundation for long-term sustainability and economic resilience. 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 illustrates 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 Glengarry will mainly play a supportive role in those initiatives, while the County plays a more assertive one in its 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 priority. This area is characterized by providing direct (i.e. lead the local effort), support (i.e. by the County or other organizations), referral, or broker services to existing local businesses so they 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, addressing workforce shortages and workforce development, 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, the Small Business Enterprise Centre and/or the CFDC. The role of the local municipality is to facilitate access to these different resources as they are made available by the respective lead organizations.

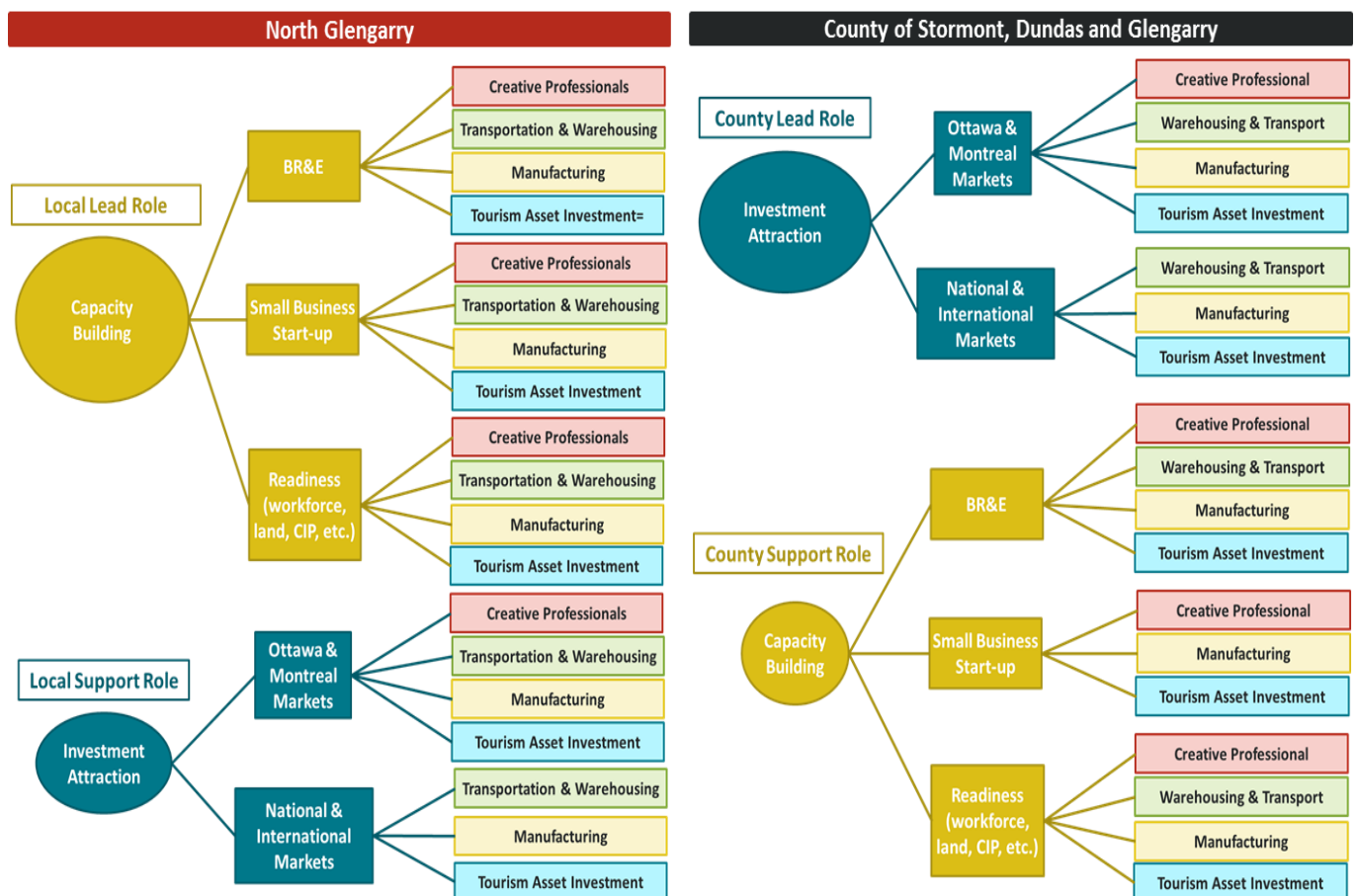
Investment Readiness ensures the township is as hospitable and inviting to investment as possible. This includes researching and understanding local opportunities, ensuring infrastructure capacity is sufficient to accommodate growth, and workforce needs are being conveyed to the respective organizations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



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

Nation & International Markers involve ideas such as outreach and marketing toward large corporate headquarters in nearby Montreal and, to a lesser extent, Toronto. These businesses are national and international in scope. Things considered in this approach include marketing, public relations planning/outreach, supply-chain referrals, and up-to-date site selection tools and resources. North Glengarry has collaborated with South Glengarry for the past five years to promote its Glengarry – Ontario's Celtic Heartland Brand. These marketing efforts will continue for the foreseeable future. The County will lead regional efforts with North Glengarry 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	Warehousing & Transport; Manufacturing	Shared	Shared	Minimal
			Creative Professionals; Tourism Asset Development	Lead	Support	Minimal
		Business/Succession Planning	Creative Professionals; Warehousing & Transport; Manufacturing; Tourism Asset Development	Broker	Referral	Lead
		Workshops, seminars, etc.	Creative Professionals; Tourism Asset Development	Support	Referral	Lead
	Small Business Start-up / Entrepreneurship	Start-up information	Manufacturing (especially agri-food); Creative Professionals; Tourism Asset Development	Broker	Referral	Lead
		Incubator / Accelerator	Creative Professionals; Manufacturing	Referral	Lead (food hub); referral for others	Lead in areas other than food hub
		Youth Employment	Manufacturing (agrifood); Creative Professionals; Tourism Asset Development	Support	Minimal	Lead
	Readiness	Opportunity research / understanding	Creative Professionals; Warehousing & Transport; Manufacturing; Tourism Asset Development	Support	Lead	Support



Objective	Strategic Focus	Activities	Sectors	Local Role	County Role	Others
		Infrastructure readiness	Warehousing & Transport; Manufacturing	Lead	Support	Minimal
		Workforce development / Skilled labour attraction	Warehousing & Transport; Manufacturing; Tourism Asset Development	Support	Support	Lead
		Community Improvement Plans	Professionals; Tourism Asset Development	Lead	Support	Minimal
Investment Attraction	Ottawa & Montreal Markets	Focusing on nearby large metropolitan areas (Ottawa, Montreal) and New York State; marketing and large event attraction; Quality of life	Creative Professionals	Support	Lead	Minimal
	National & International Markets	Focusing on nearby large metropolitan areas (Ottawa, Montreal) and New York State; marketing and large event attraction; Quality of life	Tourism Asset Development	Support	Lead	Support
		Marketing, PR, Focus on Montreal head-quarters, supply-chain referrals, up-to-date site selection tools	Warehousing & Transport; Manufacturing; 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 Township of North Glengarry 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 Glengarry. 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 (Focus): The vision and desired outcomes that emerged from the strategic planning process and a view of the aspirations of the Township's citizens and community stakeholders.

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

Actions: The direction the Township and its stakeholders will undertake to address the essential issues or opportunities 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		
		I	S	L
Action #1.1	Undertake a local Business Visitation Program focused on supporting creative individuals (professional services) and tourism businesses in growing their existing operations in North Glengarry. 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 Glengarry 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. The inventory will be updated on a regular basis.			

Strategic Goal 2: Small Business and Entrepreneurship

Objective #3	<i>Prepare and Guide Small Business Development in North Glengarry</i>	Priority Timing		
		I	S	L
Action #3.1	Broker opportunities with the CFDC, BEC, and EOTB in promoting and delivering small business seminars geared to e-marketing, website development, business networking, workforce planning and marketing and succession planning in North Glengarry.			
Action #3.2	Connect small businesses in the municipality with senior business leaders in the region who can act as mentors and coaches.			
Action #3.3	Investigate the potential of introducing an entrepreneur hub with shared workspace. Work with the CFDC and BEC in programming the space.			



Objective #4	<i>Invest in the development of a local entrepreneurship ecosystem</i>	Priority Timing		
		I	S	L
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 #4.3	Engage with local and regional partners to identify gaps in entrepreneurial programs and services. Broker and refer potential start-ups to local and regional partners who are assisting businesses during incubation phase.			
Objective #5	<i>Support the development of Youth Employment Programs and Activities</i>	Priority Timing		
		I	S	L
Action #5.1	Continue to promote youth entrepreneurial programs that are run by the CFDC and BEC. Consider also working with the local high-schools and with St. Lawrence College to foster an entrepreneurial spirit among students and youth (12-30 years) in North Glengarry through the creation of an innovative youth entrepreneurial program (model on entrepreneurship program implemented by the CSDCEO to increase learning through 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		
		I	S	L
Action #6.1	Continue to monitor and participate in regional growth plan discussions surrounding the SDG 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).			
Action #6.3	Continue to address infrastructure constraints. Examine the potential opportunities associated with shared service agreements.			
Action #6.4	Collaborate with the County to undertake the development of an employment land strategy to understand the capacity and locational attributes to accommodate future employment growth. Conduct if sewage and water capacity issues are resolved.			
Action #6.5	Collaborate with the County to review official plan and zoning policies to ensure a degree of flexibility in the types of businesses that can be allowed in employment designated lands and commercial areas.			



Objective #7	<i>Expand the contributions of the Community Improvement Plan</i>	Priority Timing		
		I	S	L
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. ⁸			
Action #7.2	Advocate for a county-wide CIP program that compliments local CIP programs (i.e., signage permit process resides with North Glengarry instead of having to apply twice – once with North Glengarry and again with the County).			
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		
		I	S	L
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.			
Action #8.3	Continue to encourage downtown revitalization efforts. Enroll in OMAFRA's downtown revitalization program.			
Action #8.4	Continue promotion of Glengarry – Ontario's Celtic Heartland collaborative branding			

⁸ 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



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		
		I	S	L
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 Glengarry's general business advantages.			
Action #9.4	Continue to make improvements to 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 the 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 Glengarry's brand and key messages to a larger national and international audience.			



4.5 Performance Measures

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

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

Strategic Goal 1: Business Retention & Expansion

Objective #1	<i>Invest in Business Visitation Programs</i>
Action Item	Performance Measures
Action #1.1: Undertake a local Business Visitation Program focused on supporting creative professionals (professional services) and tourism businesses in growing their existing operations in North Glengarry. Information gathered at the local level would feed into the County's BR&E program.	<ul style="list-style-type: none"> List of outreach activities conducted in target sectors Number of businesses contacted from target sector Information shared with County
Action #1.2: Support the County's BR&E program focused on growing warehousing & transportation and manufacturing businesses in growing their existing operations in North Glengarry and SDG.	<ul style="list-style-type: none"> List of outreach activities conducted for target sectors Number of target sector businesses contacted
Objective #2	<i>Invest in Business Development and Support Programs and Activities</i>
Action Item	Performance Measures
Action #2.1: 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"> Number of relationships brokered or referrals made List of resources provided Number of events (by sector or type) Number of attendees at events (by sector or type)
Action #2.2: Work with the County to examine and catalog existing programs and opportunities that currently support business development and investment in the region. This should include available funding from senior levels of government. The inventory will be updated on a regular basis.	<ul style="list-style-type: none"> Catalog completed Catalog updated annually



Strategic Goal 2: Small Business and Entrepreneurship

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



Objective #5	<i>Support the development of Youth Employment Programs and Activities</i>
Action Item	Performance Measures
Action #5.1 Continue to promote youth entrepreneurial programs that are run by the CFDC and BEC. Consider also working with the local high-schools and with St. Lawrence College to foster an entrepreneurial spirit among students and youth (12-30 years) in North Glengarry through the creation of an innovative youth entrepreneurial program (model on entrepreneurship program implemented by the CSDCEO to increase learning through youth entrepreneurship).	<ul style="list-style-type: none"> ■ Youth programs identified ■ Methods of outreach ■ Number of events participated in targeting youth ■ Number of youth participants ■ Enrollment in youth programming resulting from North Glengarry's guidance/information

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>
Action Item	Performance Measures
Action #6.1: Continue to monitor and participate in regional growth plan discussions surrounding the SDG region's employment lands and expected capacity required to meet local and regional demands.	<ul style="list-style-type: none"> ■ Employment land availability tracked
Action #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
Action #6.3: Continue to address infrastructure constraints. Examine the potential opportunities associated with shared service agreements.	No performance measure required
Action #6.4: Collaborate with County to undertake the development of an employment land strategy to understand the capacity and locational attributes to accommodate future employment growth. Conduct if sewage and water capacity issues are resolved.	<ul style="list-style-type: none"> ■ Strategy completed
Action #6.5: Collaborate with County to review official plan and zoning policies to ensure a degree of flexibility in the types of businesses that can be allowed in employment designated lands and commercial areas.	<ul style="list-style-type: none"> ■ Review completed



Objective #7	<i>Expand the contributions of the Community Improvement Plan</i>
Action Item	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 opportunities at the level of the Official Plan that compliments local CIP programs (i.e., signage permit process resides with North Glengarry instead of having to apply twice – once with North Glengarry and again with the County).	<ul style="list-style-type: none"> ■ Integration of streamlining opportunities in the Official Plan.
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 Glengarry 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 Item	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
Action #8.3: Continue to encourage downtown revitalization efforts. Enroll in OMAFRA's downtown revitalization program.	<ul style="list-style-type: none"> ■ Completion of OMAFRA's downtown revitalization program
Action #8.4 Continue promotion of Glengarry – Ontario's Celtic Heartland collaborative branding	<ul style="list-style-type: none"> ■ Promotions to targeted audience completed



Strategic Goal 4: Local and Regional Promotion

Objective #9	<i>Promote local market investment attraction and economic development activities</i>
Action Item	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 completed
Action #9.3: Promote the key messages that address North Glengarry's general business advantages.	<ul style="list-style-type: none"> Messages identified Media channels identified for messaging
Action #9.4: Continue to make improvements to the Township's website and its ability to convey economic development activities and availability of resources/investment opportunities.	<ul style="list-style-type: none"> Website updated Web analytics performed
Objective #10	<i>Support regional market investment attraction and economic development activities</i>
Action Item	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 the 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 Glengarry's brand and key messages to a larger national and international audience.	<ul style="list-style-type: none"> Leads generated through promotional and marketing activities