

# Township of South Stormont

Economic Development  
Strategy and Action  
Plan Update

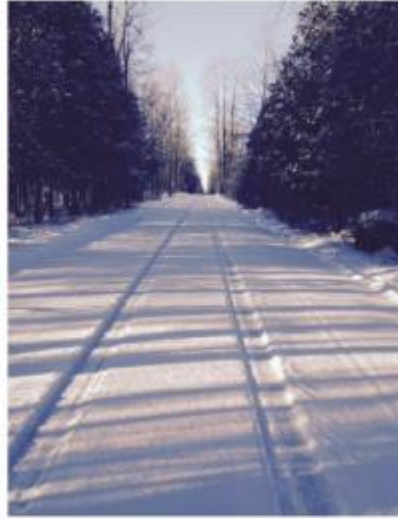
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# Contents

1	BUILDING OUR ECONOMY .....	2
1.1	CURRENT ECONOMIC DEVELOPMENT ACTION PLAN	5
1.2	RATIONALE FOR UPDATING THE ECONOMIC DEVELOPMENT STRATEGY AND ACTION PLAN	6
1.3	PROJECT PROCESS AND REPORT STRUCTURE	7
2	OUR COMPETITIVE POSITION .....	9
2.1	KEY ECONOMIC INDICATORS	9
2.2	KEY INDUSTRIAL AND COMMERCIAL NODES	12
2.3	KEY CONSIDERATIONS FROM STAKEHOLDER INPUT	12
2.4	SOAR ASSESSMENT	14
2.5	COMPETITIVE UNIQUENESS	16
3	PRIORITIZING ECONOMIC OPPORTUNITIES .....	18
3.1	SOUTH STORMONT'S ECONOMIC DRIVERS	18
3.2	PRIORITIZING ECONOMIC DEVELOPMENT ACTIVITIES	21
3.3	ALIGNMENT WITH TOWNSHIP AND REGIONAL PRIORITIES	24
4	ACTION PLAN .....	27
4.1	CRITICAL PATH	27
4.2	INTERPRETING THE ACTION PLAN	31
4.3	CAPACITY BUILDING ACTIONS	31
4.4	PROMOTION ACTIONS	34
4.5	PERFORMANCE MEASURES	36



# Section 1 Building Our Economy



# 1 Building 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 as one of Ontario's less improved areas.<sup>1</sup> 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.<sup>2</sup> 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.<sup>3</sup> 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.<sup>4</sup> 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.

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<sup>1</sup> Ontario Chamber of Commerce, Ottawa Economic Region Economic Outlook 2016

<sup>2</sup> Ibid

<sup>3</sup> Ibid

<sup>4</sup> 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.



## South Stormont Can Build Its Economy by Embracing this New Approach to Economic Development

As a community of approximately 12, 600 people, South Stormont is the county's second largest municipality. Though the municipality has many advantages – waterfront access, access to the 401, proximity to larger urban markets (Ottawa and Cornwall), and a fairly skilled workforce – competition for business investment with larger and better-served and resourced neighbours (Ottawa and Cornwall) will rarely be in its favour. As such, the Township needs to reflect an understanding of the opportunities for cooperation and regional collaboration on issues of economic development and be prepared to contribute to those efforts that will provide the greatest return and reward to the municipality.

South Stormont'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 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 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**, South Stormont 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 manufacturing, creative professionals, tourism and warehouse & transportation.

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

These distinctions in roles and priority areas of activity between South Stormont 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 2013, the Township of South Stormont approved its first economic development strategic plan to provide direction to the Township's economic and business development efforts. The action plan is now being 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 interest in the development of creative rural 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

South Stormont’s current economic development strategic plan (2013) was a deliberate effort to expand the Township’s day-to-day program for economic development. To this end, the plan emphasized the need to invest in the hire of an Economic Development Officer who could manage and complete specific economic development projects, predominantly, business retention and expansion exercises, consolidation of investment attraction data and facilitation of strategic partnerships. Specifically, the plan focused on supporting the following vision:

- Effective marketing and signage promoting South Stormont
- Partnership with St. Lawrence Parks Commission
- Year round cultural, tourism, and recreational activities
- Well-developed waterfront with enhanced marina
- Well established industrial/business park with good job opportunities
- Strong regional economic development partnerships
- Thriving business community with strong local support
- Completed beautification projects – (e.g. gardens, facades of plazas)
- Well maintained infrastructure (gas/water/sewer, etc.) supporting ongoing commercial and mixed residential growth

To date, the plan has been moderately successful with key elements and challenges emerging throughout its lifespan. Below is a breakdown of the Township’s progress.

**FIGURE 1: 2013 SOUTH STORMONT ECONOMIC STRATEGIC PLAN PROGRESS REPORT**

Identified Action	Result
Recruit and hire an Economic Development Officer	Township created a hybrid Planner (75%)/EDO(25%) position.
Develop and maintain professional quality marketing materials geared at promoting South Stormont as a great place to live and run a business in order to attract professionals and entrepreneurs	In progress. Partnerships with South Dundas and previously the Cornwall and County Tourism office. Increased content on economic development website; Certified Site Sheet. Compilation of sales sheets in progress.
Using the strategies proposed by TD Graham and Associates, implement a clear and uniform signage program for the Township, incorporating the newly adopted “Upper Canada Region” brand	Good progress on implementing signage programs, recent approval for 401 signs (to be completed).
Conduct a new Business Retention & Expansion study for South Stormont businesses and industries	Planned to complete in 2017 with the help of the County.
Maintain an ongoing Business Retention and Expansion program with local businesses and industries to understand their needs, identify needs and develop/implement required solutions	Minimal progress made.



Identified Action	Result
Hold self-employment information sessions for Township residents interested in starting their own business, and invite the Community Futures Development Corporation, the Cornwall Business Enterprise Centre and the St. Lawrence College Self Employment Assistance Program to make presentations	Uptake in attendance at Mayors Breakfast, BEC workshops, EOTB training sessions. Information packages for new businesses also created.
Work with the Community Futures Development Corporation to promote and support home-based businesses in South Stormont	Referrals to CFDC and BEC. Flexible zoning provisions in place.
Promote youth entrepreneurship programs available through the Community Futures Development Corporation and the Cornwall Business Enterprise Centre to the youth of South Stormont	Promoted with several South Stormont residents participating
Use the CIP as a strategic guide and implementation mechanism to promote private sector investment in the retail and commercial areas within the Township	Excellent progress made and major redevelopment projects brought forward with modest investment from Township
Develop and implement strategies for the retention of local youth and the attraction of youth and young families to the region	Introduced a diversity of housing options that are attractive to young families. Potential school closures could affect outcomes.

## 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 South Stormont’s 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 South Stormont and its economy. By treating the Update as a living document, the Township of South Stormont 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 township.

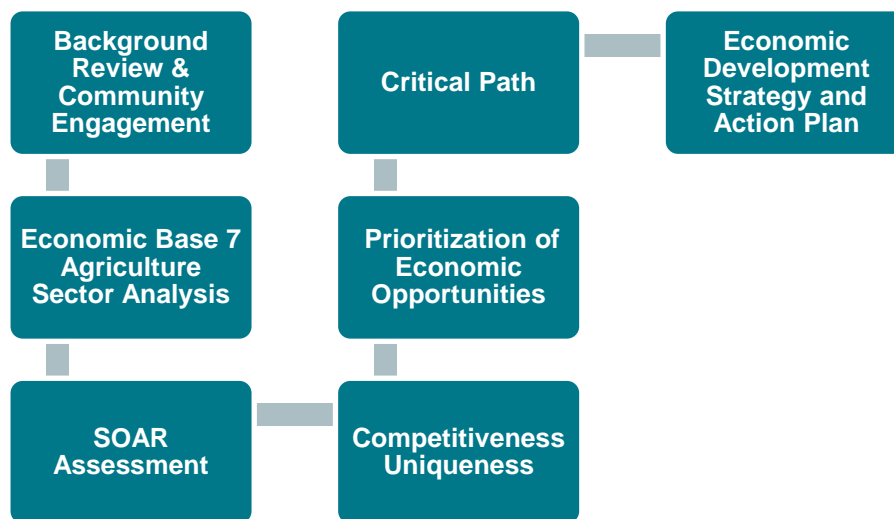




## 1.3 Project Process and Report Structure

The project process undertaken to develop this Update combined research and analysis of the current context in South Stormont, 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 South Stormont, 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 South Stormont and its competitive position within the larger Eastern Ontario economy. The section concludes with a SOAR analysis for South Stormont and identification of competitive advantages and disadvantages.

**Section 3** outlines the economic priorities that are emerging in South Stormont.

**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 2013 Economic Development Strategic Plan, South Stormont's has focused its efforts on providing a regulatory framework that is supported by planning tools and permissive zoning opportunities. More importantly, the introduction of an Economic Development Officer has allowed the Township to access and build strategic partnerships, opening new opportunities for residents, businesses and tourism opportunities across the community. 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 slightly improved since 2013.

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 South Stormont has been steady since 2001, increasing at a pace of just under 6%. During this same time, the median age of the South Stormont 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.

##### Household Incomes

Between 2006 and 2011, South Stormont had experienced significant median household income growth, where in 2011 the median income of households was roughly \$69,000. As well, roughly 27% of the population in South Stormont had a household median income of \$100,000 or more.

##### Education

Based on 2011 data, South Stormont has a relatively semi-skilled labour force as roughly 42% of its residents had a college or university certificate or diploma. South Stormont had the second highest post-secondary educational attainment rates among the communities within SDG; higher than Cornwall but lower than Ontario.

##### Language

South Stormont has a bilingual population of about 32%, highlighting that close to a third of its labour force is fluent in both English and French; this was higher than Ontario. 31.6% of residents are bilingual (English and French) in South Stormont. This is higher than that of Ontario (11%), but lower than the total of SDG (35.6%).



## Industry Performance<sup>5</sup>

### Employment

The industry employment in South Stormont can be characterized as being dependent on manufacturing industries, as well as construction and retail trade. In 2015, South Stormont saw the highest percentage of its labour force working in the following industries: Manufacturing (18.7%); Administrative and support, waste management and remediation services (11.3%); Construction (9.9%); Retail trade (9.7%).

### Employment Concentration

Employment in South Stormont is concentrated in management and manufacturing, as well as transportation/logistics and construction. In 2015, South Stormont had a high employment location quotient (LQ) in the following industries: Management of companies and enterprises (LQ 2.71); Manufacturing (LQ 2.23); Administrative and support, waste management and remediation services (LQ 2.21); Transportation and warehousing (LQ 1.28); and Construction (LQ 1.35).

### Employment Growth and Decline

Industry growth in South Stormont indicates increasing opportunities in South Stormont for retail and professional services, while opportunities in manufacturing and primary industries has taken a hit as employment has declined.

Between 2001 and 2015, South Stormont has seen the most job growth in the following industries: Retail trade (+164); Administrative and support, waste management and remediation services (+117); Professional, scientific and technical services (+94); and Transportation and warehousing (+83). While on the other hand, between 2001 and 2015, South Stormont has seen the most job decline in the following industries: Manufacturing (-539); Construction (-97); Agriculture, forestry, fishing and hunting (-80); and other services (-59).

## Occupation<sup>6</sup>

### Employment

The occupational employment in South Stormont can be characterized as being dependent on trade and transport occupations, as well as management and sales and service occupations. In 2015, South Stormont saw the highest percentage of its labour force working in the following occupations: Trades, transport and equipment operators and related occupations (17.4%); Sales and service (17.3%); Business, finance and administration occupations (14.9%); Management occupations (10.9%); Natural and applied sciences and related occupations (10.5%).

### Occupational Growth and Decline

Occupational growth in South Stormont indicates increasing opportunities in South Stormont for natural and applied sciences, as well as occupations in health and sales and services, while declines

<sup>5</sup> Data for this section was source from EMSI Analyst, 2016.

<sup>6</sup> Data for this section was source from EMSI Analyst, 2016.



in manufacturing and trades and transport occupations have limited opportunities for employment in those occupations.

Between 2001 and 2015, South Stormont has seen the most job growth in the following occupations: Natural and applied sciences and related occupations (+126); Sales and service occupations (+88); Health occupations (-57); and Occupations in education, law and social, community and government services (+49). While on the other hand, between 2001 and 2015, South Stormont has seen the most job decline in the following occupations: Occupations in manufacturing and utilities (-222); Trades, transport and equipment operators and related occupations (-127); and Management occupations (-117).

## Business Patterns<sup>7</sup>

### Business Establishments

The local economy of South Stormont is dominated by businesses that operate in the housing market (construction and real estate) and primary industries. In 2015, South Stormont had the highest percentage of its businesses in the following industries: Construction (17.1%); Real estate and rental and leasing (13.6%); Agriculture, forestry, fishing and hunting (12.4%); other services, except public administration (8.9%).

### Business Concentration

Businesses in South Stormont are concentrated in primary industries, as well as transportation/logistics and construction. In 2015, South Stormont had a high location quotient (LQ) in the following industries: Agriculture, forestry, fishing and hunting (LQ 3.23); Utilities (LQ 1.93); Construction (LQ 1.68); Other services, except public administration (LQ 1.36); and Transportation and warehousing (LQ 1.27).

### Business Growth and Decline

Real estate industries have seen the greatest growth in terms of businesses in South Stormont, while business declines were experienced in primary industries and construction.

Between 2008 and 2013, South Stormont had seen business growth in the following industries: Real estate and rental and leasing (+19); Other services, except public administration (+4); and Health care and social assistance (+3).

Between 2008 and 2013, South Stormont had seen business decline in the following industries: Construction (-44); Agriculture, forestry, fishing and hunting (-37); Transportation and warehousing (-20); and Retail trade (-18).

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<sup>7</sup> 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.



## 2.2 Key Industrial and Commercial Nodes

South Stormont has two key commercial and industrial hubs. The following aspects stand out as highlights:

- South Stormont has two main settlement areas: Ingleside and Long Sault. As of 2016, the Township had approximately 430 hectares of vacant industrial land. 15% of that land is fully serviced, and another 15% is water serviced only. The nodes of Ingleside and Long Sault constitute approximately 105 hectares out of the 430 total. 45 hectares of land are certified as investment ready.
- A CIP was implemented in 2013, and many local businesses have taken advantage of it. The community has undergone a burst of rejuvenation in regard to façade and signage improvements. The changes have resulted in a growth in pride of local amenities and have generated renewed attention among residents and visitors.
- In regard to transportation infrastructure, Long Sault and Ingleside both have close access to the 401. A primary CN Rail trunk also runs through both nodes.

## 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 Update.

Residents and business owners within South Stormont 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, availability of retail shopping and the number and quality of employment opportunities available. Residents and business owners also generally agree that their municipality is a welcoming and clean place for residents and visitors and should maintain its rural pace of life atmosphere. With that being said, both a substantial portion of both residents and business owners believe that the economy in South Stormont has gotten worse over the past five years; with only 18% of both residents and business owners believing it has gotten better. Respondents believe that the affordable cost of living and the reasonable costs of doing business is the local economy's greatest strength; followed by new residential development. On the other hand, respondents indicated that the greatest challenge of the local economy is the lack of employment opportunities within the community and the lack of diverse businesses.

Despite these challenges, there is considerable appetite (approximately 43% of all businesses surveyed) for local business owners to expand their business (either in terms of space or employee size). It is increasingly important that the municipality consider increasing its efforts towards its visitation program and to work with the County to positively identify and support businesses that are anticipating growth in South Stormont.

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



## Ongoing Development in the Community

Overwhelmingly, stakeholders in the interviews and focus groups highlighted that new developments and initiatives are underway within South Stormont, several which have contributed to a positive outlook for the community. Stakeholders pointed to recent housing developments, new recreational and medical facilities, and projected school enrollment growth as indicators that South Stormont is on the right track. As well, stakeholders indicated the positive perception of the Township has been aided by having a dedicated planner, Community Strategic Plan, five-year capital plan, and subdivision manual. Some of the comments provided by stakeholders include:

- “Rebirth” of the area, interest in marina development, school growth projections are full
- Municipality is easy to work with, very helpful
- Housing growth and development will continue

## Tourism

Several stakeholders identified that tourism has been a great benefit and that continued support is desired. They believe that more opportunities can be developed by working with local business owners and supporting tourist infrastructure (e.g. waterfront development, promotion/marketing). Stakeholders also believe there is opportunity to promote and market the community as an agri-tourist/waterfront destination that capitalizes on farm tours, farm-gate sales, farmers’ markets, organic farming, and artisan foods and ties it into the waterfront opportunities around the Long Sault Parkway. Comments include:

- Strong tourism area: a lot of history and established historic sites; need for waterfront development
- Great events including Firefighter’s Challenge, Canada Day celebration, and community fairs
- Opportunities for agri-tourism and food tourism, farm-gate operations, micro-farming

## Recreational Amenities

Stakeholders also identified the need to improve recreational infrastructure and facilities within South Stormont. As residential developments continue to come online, the community indicated a need to ensure recreational amenities are available and can support the increased number of residents. Although they are satisfied with recent improvements, such as the splash pad, they believe there is more that can be done including bike and walking trails and access to the waterfront. They believe that providing more outdoor recreational amenities will encourage more day trip visitors, and increase visits and spending by non-residents. Some of the comments provided by stakeholders include:

- Developing the open space in Ingleside



- Consideration of an outdoor recreation corridor
- More bike racks in town; increased signage for bike travelers
- More foot traffic to support local businesses

## Infrastructure Capacity

Stakeholders also indicated there is an increasing need to address the infrastructure capacity issues within South Stormont, specifically in Ingleside. Stakeholders expressed concerns that the sewage is nearing capacity and this will limit the ability to attract future business and residential development. Some of the comments provided by stakeholders include:

- Ensuring sewage capacity is sufficient to accommodate growth
- Ingleside reaching capacity for sewage, reducing opportunities for development, slower population growth because of limited capacity /In Ingleside the sewage capacity is limited

## 2.4 SOAR Assessment

Undertaking a SOAR (strengths, opportunities, aspirations and results) analysis provides for a positive approach to strategic thinking and planning. 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

- Strategic location on Highway 401 between Toronto and Montreal provides it quick access to markets
- CIP continues to see increased usage and is expected to continue expanding
- Active business community looking to expand in the next few years
- Increasingly seeing new residential developments that are improving the diversity of housing options in the community
- Ingleside Industrial Park is a Certified Site under Ontario's *Investment Ready Program*

## Opportunities

- Strong network of public and private sector partners supporting efforts on workforce development issues and small business development, including SBEC, CFDC, and EOTB
- Township continues to invest in tourism and residential attraction activities through activities with South Dundas.
- Township's investment in an economic development capacity building position to support marketing and business development continues to show real change in the community with an appetite to see that role increase
- Increased use of airport facilities
- Utilization of riverfront lands for quality of life improvements and/or tourism investment opportunities

## Aspirations

- Retention of youth and attraction of new families
- Attraction of a broad range of businesses and industries to ensure the sustainability of economic growth
- Continued partnerships and effective regional collaboration around economic development issues and programs
- Promotion of community's quality of life assets for both businesses and residents
- Improved connections between waterfront and agricultural activities

## Results

- Increased number of job opportunities and increases in income levels
- Continued residential development
- Highest and best use of available industrial lands
- Higher quality jobs
- Increased tourism activity
- Increased activity across commercial lands



## 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 South Stormont 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 South Stormont’s competitive advantages and disadvantages as they relate to these growing economic drivers.

**FIGURE 4: SOUTH STORMONT’S COMPETITIVE ADVANTAGES AND DISADVANTAGES**

Competitive Advantages	Competitive Disadvantages
<ul style="list-style-type: none"> <li>■ Growing population (+5.7% from 2001-2011), indicates a large pool of potential labour for incoming and existing businesses</li> <li>■ CIP in place with strong participation. This has resulted reinvigorated local retail hubs through updated signage and façades, adding to the appeal of the township to visitors, residents, and potential new residents and businesses</li> <li>■ Corporate Strategy (2015-2020) in place demonstrating a community vision and leadership goals. Many small townships lack such a key component to building a community-wide message and structures that allow for role allocation and accountability</li> <li>■ 45 hectares of industrial land that is Certified Investment Ready, with another 385 additional hectares of industrial zoned land. The Township is the only one in SDG with certified land, and has the most available land overall as well, making it ideal for low-impact development (see sewage capacity challenge)</li> <li>■ The Long Sault Parkway and miles of riverfront make it a destination for visitors</li> </ul>	<ul style="list-style-type: none"> <li>■ Possible school closures, threaten the attractiveness of the area to potential new residents or businesses. Nearby school options underpin quality of life attributes many people look for when looking to locate, start, or move a business</li> <li>■ Branding conflicts between local and County tourism brands. While <i>Where Ontario Began</i> and <i>Ontario’s Upper Canada Region</i> make sense to many locals, to outsiders they may be confusing</li> <li>■ Challenges with available sewage capacity limit the ability to attract large scale manufacturers forcing a reliance on low foot-print operations that are less resource intensive</li> <li>■ Below average availability of amenities due to leakage to Cornwall retail and services. This is a natural effect of being located adjacent to a larger urban area, yet economic leakage can constitute millions of dollars of lost potential revenue for the community</li> </ul>



## Section 3 Prioritizing Economic Opportunities



## 3 Prioritizing Economic Opportunities

### 3.1 South Stormont'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 21<sup>st</sup> 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 South Stormont's 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' is a category that stands out from traditional industries because it represents an amalgamation of various sectors. The sector is linked by the fact that the businesses largely use critical and creative thinking in their operations. Examples include 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. These businesses are also not bound to a specific location for their work, because their clients are located in various places and much of the work done by the company can



be done remotely. When they conduct business outside South Stormont, the money they earn is spent largely in the community where they live.

**Tourism** is also an area that has seen convergence with the farming sector. Farm tours are becoming a common means of escape for urban dwellers. Farmers' markets and other events also bring in visitor spending. In addition, Tourism is a key sector because of South Stormont's waterfront assets, which hold tremendous potential.

FIGURE 5: CURRENT ECONOMIC DRIVERS AND REDISTRIBUTORS FOR SOUTH STORMONT



**Farming** in South Stormont is not as strong a sector as in other areas of SDG, but a key area of convergence in farming is in the agri-food sector, where it holds connections with food processing. Building food processing growth in addition to other manufacturing sectors represents a means of continuing to diversify the manufacturing base. Manufacturing, overall, represents South Stormont's largest employment sector.

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 economic development efforts to affect

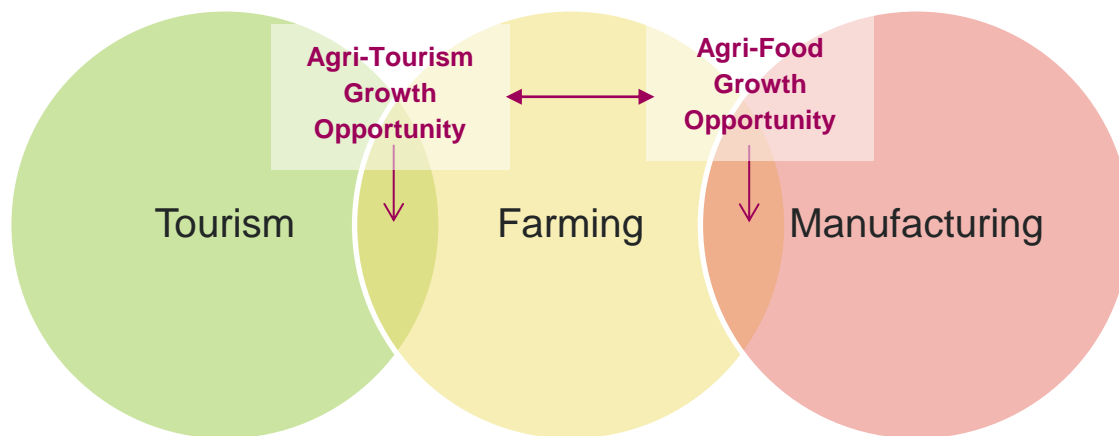


change or influence the sector directly. The two areas of convergence offer opportunities for growth in other sectors which share close overlap with farming.

- 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. 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. Other spin-offs also include craftspeople and their wares. 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**



**Transportation and warehousing** is also strong in the area. The sector enjoys spill-over from nearby Cornwall and access to the Montreal-Toronto corridor via the 401.

The final economic driver is **management of companies**. This industry is characterized by holding companies, whose chief objective is to seek ownership stock in other companies so that as a shareholder they can influence the organization. Because the sector is characterized by strategic investment, it is based mainly on sending money away from the community and cashing it in at a later time, with the end result of more money coming into the community. On the downside, despite the above average proportion of management of companies businesses in South Stormont, the sector employs very few people. All of the operations in the township are sole-ownership operations with no employees (10 in total). An easier means of ensuring they are given sufficient attention without diverting it from larger employment sectors is to include management of enterprises as a sub-set of the creative professional category.



## 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 is 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 most attention on.

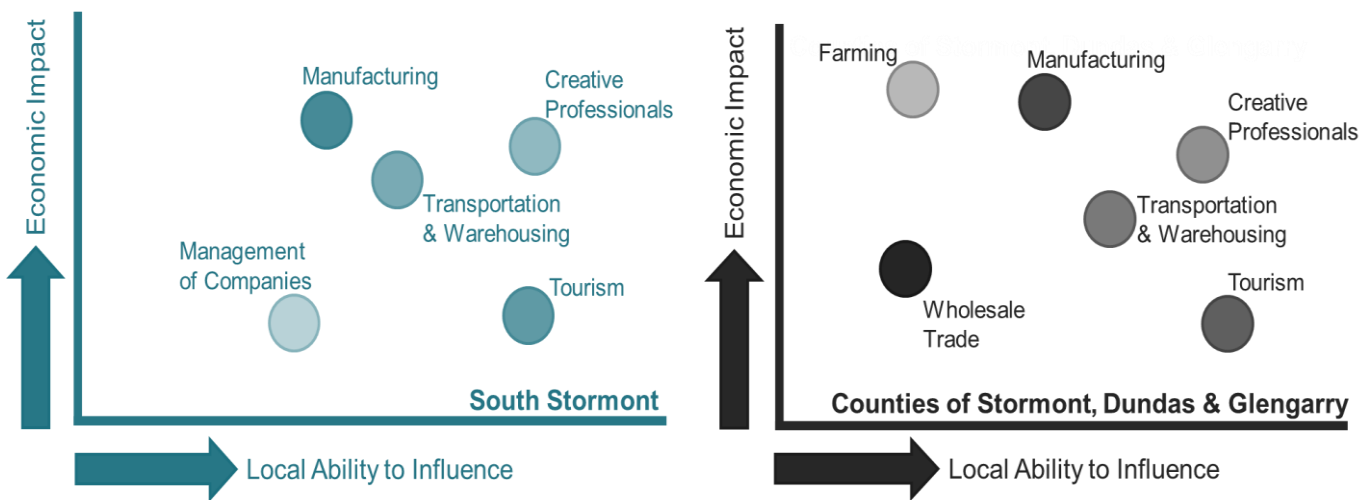
### The Importance of Economic Impact and Influence

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

1. The economic impact on South Stormont
2. The ability for the Township of South Stormont to influence economic change

These are demonstrated visually for South Stormont 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 (SOUTH STORMONT AND UNITED COUNTIES OF STORMONT, DUNDAS & GLENGARRY)**



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

- *Creative Professionals*
- *Tourism (including agri-tourism)*
- *Transportation & Warehousing*
- *Manufacturing (including agri-food)*



## Traits of Prioritized Sectors

The following table provides a summary of the qualities of the sectors that are driving South Stormont'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)	Transportation & Warehousing	Tourism (incl. agri-tourism)
Estimated long-term sector growth	Strong	Moderate	Strong	Strong
Complement to existing local base	Very Strong	Very Strong	Very Strong	Strong
Potential to significantly impact local economy	Strong	Strong	Strong	Moderate-Strong
Local potential to influence sector	Strong	Moderate-Strong	Strong	Strong
Alignment with Council's goals	Recruitment strategy for physicians; strategy for higher density housing; updated business retention strategy; CIP	Official plan review; Ingleside sewage capacity study	Official plan review; Ingleside sewage capacity study	Waterfront property development goals; CIP
Current state of the sector	Moderate  This sector is just starting to become significant and holds much potential	Positive  A well-established diverse base already exists	Positive  Sector has benefited from land availability issues in Cornwall	Positive  Many improvements through CIP are evident. Nearby Long Sault Parkway and neighbouring Upper Canada Village. Growing interconnections with farming sector





	Creative Professionals	Manufacturing (incl. agri-food)	Transportation & Warehousing	Tourism (incl. agri-tourism)
Capitalize on these competitive advantages	<ul style="list-style-type: none"> <li>• Proximity to Ottawa and Montreal, even Cornwall</li> <li>• Strong existing base to develop networks and cross-pollinate</li> <li>• Quality of life and quality of place amenities and scenery</li> <li>• Growing population</li> </ul>	<ul style="list-style-type: none"> <li>• Strong existing base in diverse sub-sectors</li> <li>• 401 access from Ingleside and Long Sault</li> </ul>	<ul style="list-style-type: none"> <li>• 401 access from Ingleside and Long Sault</li> <li>• Strong existing base to network</li> </ul>	<ul style="list-style-type: none"> <li>• CIP and beautification efforts</li> <li>• Quality of life amenities</li> <li>• Newly centralized role at County</li> <li>• Proximity to large urban markets and northern New York</li> </ul>
Beware of these competitive disadvantages	<ul style="list-style-type: none"> <li>• Availability of small offices or co-working spaces for scale-up transitions</li> <li>• Inconsistent high speed internet</li> <li>• Possible school closures</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of skilled labour</li> <li>• Hydro rates</li> <li>• Sewage capacity issues</li> </ul>	<ul style="list-style-type: none"> <li>• Hydro rates</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of overnight accommodations and dining options (people go to Cornwall)</li> </ul>
SDG's current ability to capitalize on the sector	<p>Very Positive</p> <p>The sector is poised for strong growth. Markets in Ottawa and Montreal hold strong potential</p>	<p>Moderate</p> <p>Strategic targeting of corporate HQs in Montreal and Toronto</p>	<p>Positive</p> <p>Sector less dependent on large water infrastructure than others, such as manufacturing</p>	<p>Positive</p> <p>In a good position to extend marketing to Ottawa and New York. Room for more accommodation and food service options</p>
Desired future situation by 2020	<p><i>Strong network development and cross-pollination programs have spurred innovation.</i></p> <p><i>Targeted marketing of Ottawa residents.</i></p> <p><i>New residential developments are being occupied.</i></p>	<p><i>BR&amp;E has helped companies expand. A focus on medium-sized business attraction has decreased pressure on existing infrastructure compared to attempts to grow by landing more "big fish".</i></p> <p><i>Supply chain referrals have generated investment leads.</i></p> <p><i>Site selection tool with SDG has yielded more visitations.</i></p>	<p><i>Slippage in the sector has been reversed through BR&amp;E efforts. New investment has been derived from leads in supply chain networks.</i></p> <p><i>Site selection tool with SDG has yielded more visitations.</i></p>	<p><i>The township has grown its accommodations assets to attract more overnight stays. Innovative ways of increasing local spending have been implemented.</i></p> <p><i>CIP has continued to enhance curb-appeal.</i></p> <p><i>Tourism assets have been identified and mapped, and are accessible online.</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 South Stormont. The *2013 South Stormont Economic Development Strategic 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 South Stormont Economic Development Strategic Plan**

The South Stormont Economic Development Strategic Plan is guided by nine strategic initiatives centered on stimulating and guiding economic prosperity and sustainability for the local economy. The initiatives are: Economic Development Programming; Marketing and Visual Identity; Investment Readiness and Attraction; Business Retention and Expansion; Small Business and Entrepreneurship; Tourism and Recreation; Community Improvement Planning; Community Development; Regional Partnerships.

While the plan indicates several action items, it specifically highlights the following actions in regards to the targeted sectors above:

- As part of its most recent Economic Development Plan, the County has identified tourism, logistics, bio-tech, agricultural and food processing, as well as agricultural research as target sectors for attraction, investment and development. South Stormont should consider focusing on these key sectors as well as related spin-off industries, as targets for attraction, investment and development.
- Hold self-employment information sessions for Township residents interested in starting their own business, and invite the SD&G CFDC, the SBEC and the St. Lawrence College Self Employment Assistance Program to make presentations.
- Ensure that tourism assets and recreational facilities are appropriately maintained in order to provide quality user experiences by tourists, visitors and Township residents.

#### **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 South Stormont, were identified:

- *Tourism*
- *Logistics*
- *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 South Stormont. These include:

- In partnership with the SDG municipal partners, Cornwall and the County Tourism, 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:

- **Workforce Development and Deployment** – focus lies on building the region's competitive advantage by investing in the development of a skilled and talented labour force pool
- **Technology Integration and Innovation** – focus lies on preparing, adapting and pioneering 'disruptive technologies' that are transforming the way businesses are operating daily
- **Enhanced Transportation Systems** – 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 South Stormont, were identified:

- Tourism and Hospitality
- Small-based Manufacturing and Transportation and Logistics

The strategy also identified seven major themes, most of which are key considerations for South Stormont 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 2013 Action Plan. This plan will provide the Township of South Stormont 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 illustrates the resource priority flow emerging from two strategic concepts; **Capacity Building** and **Investment Attraction**. The capacity building bubble is larger than the promotion bubble because it is expected that South Stormont will mainly play a supportive role in promotion initiatives, while the County plays a more assertive one in that area. 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** pertain 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.

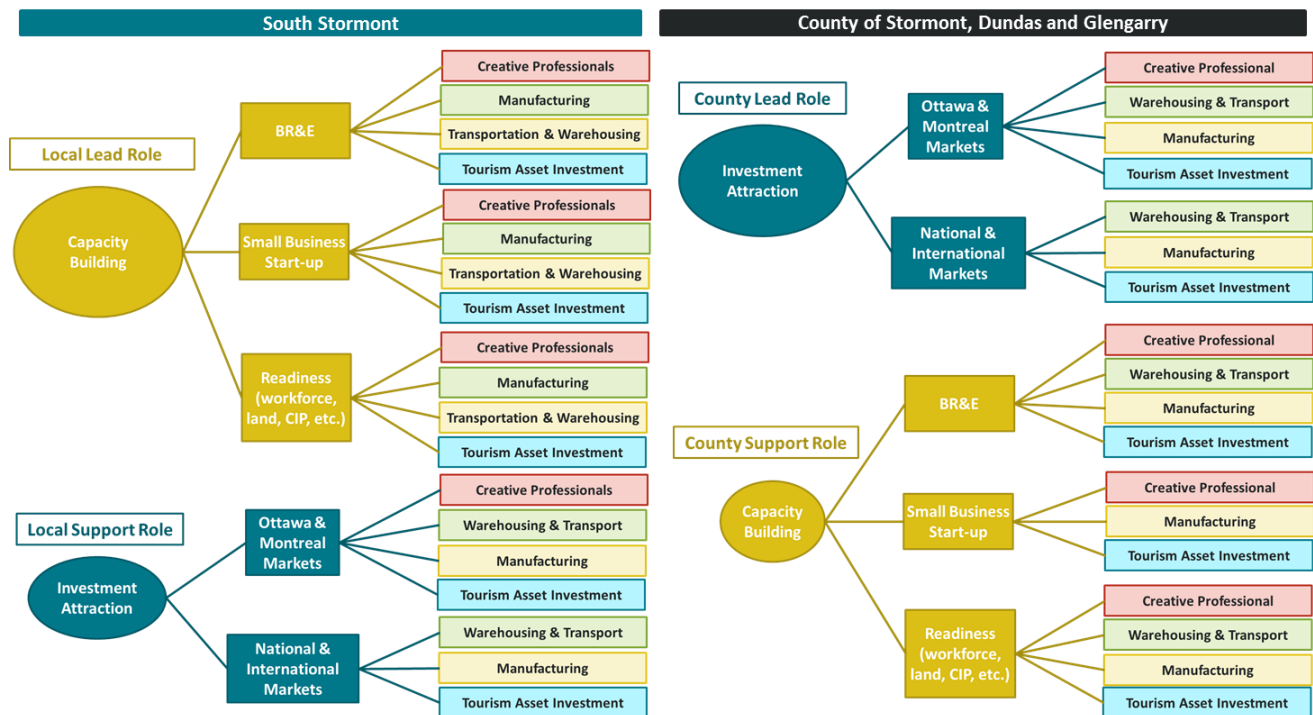


**Investment Readiness** ensures that the township is as hospitable and inviting to investment as possible. This includes considerations such as researching and understanding local opportunities, ensuring infrastructure capacity is sufficient to accommodate growth, and workforce needs are being conveyed 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 & Montreal Markets** and **National & International Markets**. Ottawa & Montreal Markets involve 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 SDG, and more specifically South Stormont for visiting, investment or starting a small business. It is suggested the County lead 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. 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 South Stormont supporting them as needed locally by providing SDG 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



Figure 10 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 Investment	Lead	Support	Minimal
		Business/Succession Planning	Creative Professionals; Warehousing & Transport; Manufacturing; Tourism Asset Investment	Broker	Referral	Lead
		Workshops, seminars, etc.	Creative Professionals; Tourism	Support	Referral	Lead
	Small Business Start-up / Entrepreneurship	Start-up information	Creative Professionals; Manufacturing (especially agri-food); Tourism Asset Investment	Broker	Referral	Lead
		Incubator / Accelerator	Creative Professionals; Manufacturing	Referral	Lead (food hub); referral for others	Lead in areas other than food hub
		Youth Employment	Creative Professionals; Manufacturing (agrifood); Tourism Asset Investment	Support	Minimal	Lead



Objective	Strategic Focus	Activities	Sectors	Local Role	County Role	Others
	<b>Readiness</b>	Opportunity research / understanding	Creative Professionals; Warehousing & Transport; Manufacturing; Tourism Asset Investment	Support	Lead	Support
		Infrastructure readiness	Warehousing & Transport; Manufacturing	Lead	Support	Minimal
		Workforce development / Skilled labour attraction	Warehousing & Transport; Manufacturing; Tourism Asset Investment	Support	Support	Lead
		CIPs	Professionals; Tourism Asset Investment	Lead	Support	Minimal
<b>Promotion</b>	<b>Ottawa &amp; Montreal Markets</b>	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
	<b>National &amp; International Markets</b>	Focusing on nearby large metropolitan areas (Ottawa, Montreal) and New York State; marketing and large event attraction; Quality of life	Tourism Asset Investment	Support	Lead	Support
		Marketing, PR, Focus on Montreal head-quarters, supply-chain referrals, up-to-date site selection tools	Warehousing & Transport; Manufacturing	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 South Stormont 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 South Stormont. 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 Program focused on supporting creative individuals (professional services) and tourism businesses in growing their existing operations in South Stormont. 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 South Stormont and SDG.			



Objective #2	<i>Invest in Business Development and Support Programs and Activities</i>	Priority Timing		
		IM	ST	LT
Action #2.1	Promote 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 South Stormont</i>	Priority Timing		
		IM	ST	LT
Action #3.1	Broker opportunities with the CFDC, BEC, EOTB in promoting and delivering small business seminars geared to e-marketing, website development, business networking, workforce planning and marketing and succession planning in South Stormont.			
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		
		IM	ST	LT
Action #4.1	Develop a Business Guide that outlines all of 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 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 with 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 South Stormont 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		
		IM	ST	LT
Action #6.1	Undertake the development of an employment land strategy to understand the capacity and locational attributes to accommodate future employment growth.			
Action #6.2	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 #6.3	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.			
Action #6.4	Collect testimonials from key business leaders in target sectors focused on South Stormont as a choice business location.			
Action #6.5	Continue to support the South Stormont Chamber of Commerce and promote cooperation among local businesses to increase membership/participation.			
Action #6.6	Investigate the feasibility of securing and developing County and Lower Tier owned employment land as a way to advance the development of South Stormont's industrial base.			



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. <sup>8</sup>			
Action #7.2	Advocate for a county-wide CIP program that compliments local CIP programs. (i.e., signage permit process resides with South Stormont instead of having to apply twice – once with South Stormont 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.			

## 4.4 Promotion Actions

### Strategic Goal 4: Local and Regional Promotion

Objective #8	<i>Promote local market investment attraction and economic development activities</i>	Priority Timing		
		IM	ST	LT
Action #8.1	Maintain a comprehensive community profile that can be shared with the County and used in conjunction with local economic development marketing and promotion			
Action #8.2	Undertake a marketing strategy that will guide local brand and promotional activities for the next five years.			
Action #8.3	Promote the key messages that address South Stormont’s general business advantages.			
Action #8.4	Continue to make improvements to the Township’s website and its ability to convey economic development activities and availability of resources/investment opportunities			

<sup>8</sup> 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



Objective #9	<i>Support regional market investment attraction and economic development activities</i>	Priority Timing		
		IM	ST	LT
Action #9.1	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 #9.2	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 #9.3	Support regional (Ottawa and Montreal area) promotional and marketing activities that deliver SDG and South Stormont'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 South Stormont. Information gathered at the local level would feed into the County's BR&E program.	<ul style="list-style-type: none"> <li>■ List of outreach activities conducted in target sectors</li> <li>■ Number of businesses contacted from target sector</li> <li>■ Information shared with County</li> </ul>
Action #1.2: Support the County's BR&E program focused on growing warehousing & transportation and manufacturing businesses in growing their existing operations in South Stormont and SDG.	<ul style="list-style-type: none"> <li>■ List of outreach activities conducted for target sectors</li> <li>■ Number of target sector businesses contacted</li> </ul>
Objective #2	<i>Invest in Business Development and Support Programs and Activities</i>
Action Item	Performance Measures
Action #2.1: Promote 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"> <li>■ Number of relationships brokered or referrals made</li> <li>■ List of resources provided</li> <li>■ Number of events (by sector or type)</li> <li>■ Number of attendees at events (by sector or type)</li> </ul>
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"> <li>■ Number of relationships brokered or referrals made</li> <li>■ List of resources provided</li> <li>■ Number of events and attendees (by sector or type)</li> <li>■ Creation and annually updating of Catalog</li> </ul>



## Strategic Goal 2: Small Business and Entrepreneurship

Objective #3	<i>Prepare and Guide Small Business Development in South Stormont</i>
Action Item	Performance Measures
<p>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 South Stormont. Connect small businesses in the municipality with senior business leaders in the region who can act as mentors and coaches.</p>	<ul style="list-style-type: none"> <li>■ List of partnership organizations</li> <li>■ Number of events (by sector or type)</li> <li>■ Number of attendees at events (by sector or type)</li> </ul>
<p>Action #3.2: Connect small businesses in the municipality with senior business leaders in the region who can act as mentors and coaches.</p>	<ul style="list-style-type: none"> <li>■ Number of mentorship relationships brokered</li> </ul>
<p>Action #3.3: Investigate the potential of introducing an entrepreneur hub with shared workspace. Work with the CFDC and BEC in programming the space</p>	<ul style="list-style-type: none"> <li>■ Feasibility investigation complete, including partnership opportunities</li> </ul>
Objective #4	<i>Invest in the development of a local entrepreneurship ecosystem</i>
Action Item	Performance Measures
<p>Action #4.1: Develop a Business Guide that outlines all of services and processes of the municipality that assist with new investment and business opportunities.</p>	<ul style="list-style-type: none"> <li>■ Guide completed</li> </ul>
<p>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.</p>	<ul style="list-style-type: none"> <li>■ Working group formed</li> </ul>
<p>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.</p>	<ul style="list-style-type: none"> <li>■ Partners identified</li> <li>■ Number of referrals made</li> </ul>



Objective #5	<i>Support the development of Youth Employment Programs and Activities</i>
Action Item	Performance Measures
<p>Action #5.1: Continue to promote youth entrepreneurial programs with 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 South Stormont through the creation of an innovative youth entrepreneurial program.</p>	<ul style="list-style-type: none"> <li>■ Youth programs identified</li> <li>■ Methods of outreach</li> <li>■ Number of events participated in targeting youth</li> <li>■ Number of youth participants</li> <li>■ Enrollment in youth programming resulting from South Stormont's guidance/information sharing</li> </ul>

### 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
<p>Action #6.1: Undertake the development of an employment land strategy to understand the capacity and locational attributes to accommodate future employment growth.</p>	<ul style="list-style-type: none"> <li>■ Strategy complete</li> </ul>
<p>Action #6.2: 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.</p>	<ul style="list-style-type: none"> <li>■ Employment land availability tracked</li> </ul>
<p>Action #6.3: 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.</p>	<ul style="list-style-type: none"> <li>■ Number of leads generated</li> <li>■ Number of lead conversions</li> </ul>
<p>Action #6.4: Collect testimonials from key business leaders in target sectors focused on South Stormont as a choice business location.</p>	<ul style="list-style-type: none"> <li>■ Number of testimonials collected</li> </ul>
<p>Action #6.5: Continue to support the South Stormont Chamber of Commerce and promote cooperation among local businesses to increase membership/participation.</p>	<ul style="list-style-type: none"> <li>■ Number of collaborative events</li> <li>■ Number of attendees</li> </ul>
<p>Action #6.6: Investigate the feasibility of securing and developing County and Lower Tier owned employment land as a way to advance the development of South Stormont's industrial base.</p>	<p>No performance measure required</p>





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"> <li>■ Number of participants in CIP program</li> <li>■ Private investment dollars made</li> <li>■ Dollar value of grants leveraged</li> </ul>
Action #7.2: Advocate for a county-wide CIP program that compliments local CIP programs.	No performance measure required
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"> <li>■ Number of participants from South Stormont in regional CIP program</li> <li>■ Private investment dollars made</li> <li>■ Dollar value of grants leveraged</li> </ul>

## Strategic Goal 4: Local and Regional Promotion

Objective #8	<i>Promote local market investment attraction and economic development activities</i>
Action Item	Performance Measures
Action #8.1: Maintain a comprehensive community profile that can be shared with the County and used in conjunction with local economic development marketing and promotion.	<ul style="list-style-type: none"> <li>■ Community profile updated</li> </ul>
Action #8.2: Undertake a marketing strategy that will guide local brand and promotional activities for the next five years.	<ul style="list-style-type: none"> <li>■ Strategy complete</li> </ul>
Action #8.3: Promote the key messages that address South Stormont's general business advantages.	<ul style="list-style-type: none"> <li>■ Messages identified</li> <li>■ Media channels identified for messaging</li> </ul>
Action #8.4: 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"> <li>■ Website updated</li> <li>■ Web analytics performed</li> </ul>



Objective #9	<i>Support regional market investment attraction and economic development activities</i>
Action Item	Performance Measures
<p>Action #9.1: 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.</p>	<ul style="list-style-type: none"> <li>▪ Profiles generated</li> </ul>
<p>Action #9.2: 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.</p>	<ul style="list-style-type: none"> <li>▪ Collaborative opportunities identified</li> <li>▪ Technologies implemented</li> <li>▪ Analytic results</li> </ul>
<p>Action #9.3: Support regional (Ottawa and Montreal area) promotional and marketing activities that deliver SDG and South Stormont's brand and key messages to a larger national and international audience.</p>	<ul style="list-style-type: none"> <li>▪ Leads generated through promotional and marketing activities</li> </ul>