

# Lanark County Economic Development Strategic Plan 2018-2020



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*The majority of images were provided by Lanark County and Valley Heartland CFDC. Where this differs the source has been provided.*

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# EXECUTIVE SUMMARY - ECONOMIC DEVELOPMENT STRATEGY AT A GLANCE

Lanark County has a well-diversified local economy, where small business is fundamental and growth opportunities exist in key sectors including agri-food/agri-business, construction & trades, manufacturing, arts & entertainment, tourism, healthcare and education. Our high quality of life and our values around social, economic, built and natural environments are strong. These factors combined with our community approach, provide a solid foundation for residential, entrepreneurial, business and job growth throughout the county. The county-wide economic development strategic plan is a roadmap to help position for future community economic development partnerships, programs, and services for Lanark County and its municipalities.

In May of 2017, Lanark County (County), Valley Heartland Community Futures Development Corporation (Valley Heartland) and the Ontario Ministry of Agriculture, Food and Rural Affairs Regional Economic Development (OMAFRA) launched the county-wide collaborative economic development strategic planning process. Although the planning process was led by these three organizations, it was truly driven by the larger collaborative partnership of the Leadership Team, which included 44 representatives covering all 8 municipalities in Lanark County including municipal staff and politicians, business owners, entrepreneurs, residents, educators, community volunteers, and students. The county-wide economic development strategic plan represents the work of the Leadership Team and its working groups, along with input from 338 regional economic development stakeholders including over 30 service organizations throughout the wider region of Lanark County, Smiths Falls and North Leeds.

By way of background, the County contracts Valley Heartland to deliver economic development services and to act as the primary economic development body on behalf of Lanark County. One of the deliverables in the service agreement is the development of an economic development strategy. The county-wide economic development strategic plan informs the agreement between Valley Heartland and Lanark County, as it builds community capacity, develops strong partnerships among stakeholders, and provides the County and lower tier municipalities with a solid framework and roadmap for community economic development planning. The process was to be completed over a 6-month period ending December 2017, and to result in clear evidence-based goals and actions for individual municipalities and for the County. OMAFRA's model for strategic planning guided the process. (<http://www.omafra.gov.on.ca/english/rural/edr/sp/index.html>)



It is important to note that as the planning process moved forward, a few common themes stood out in the feedback from stakeholders, the Leadership Team, and the Working Groups. In addition to consideration for past and current related initiatives throughout the region, such as Lanark County Vital Signs 2017, these common themes were guiding principles as the action plans developed:

- Economic, social and environmental considerations – Throughout the research and analysis, the identification of strengths, gaps, and opportunities, the competitive positioning and the action planning, there was an inherent consideration for economic, social and environmental responsibility. This was apparent in the high level of importance placed by the Leadership Team and stakeholders, on the County's intangible assets, such as quality of life, open spaces, community character, rural/urban mix, business work environment, culture and heritage, healthy and welcoming communities, the environment, and the need to consider climate change risk and mitigation.
- Interconnectivity and interdependence of industry sectors and action plans – Throughout the analysis, and as action plan implementation details were considered, it was apparent that many of the issues and action plans were connected and dependent on each other.
- Collaboration – From the collaborative nature of the planning process and the partnership ideas brought forward, it was apparent that many community economic development partnerships may involve multiple partners and may extend beyond municipal and county boundaries.

These common themes were inherent in the process of identifying the County's unique economic opportunities and in developing the plans to accomplish its economic development goals.





Evidence-based action plans were developed after numerous and extensive reviews by the Leadership Team, working groups, and through consultations and feedback from community economic development stakeholders. The action plans were grouped under these 5 main themes:

- Support Entrepreneurs and Business Owners
- Position and Plan for Business Growth and Investment
- Develop Key Sectors as Identified in a Marketing Plan
- Invest in Infrastructure
- Focus on Foundational Community Economic Development

Action plans were prioritized by the Leadership Team and working groups based on the feedback and an impact/effort analysis, which took into consideration the interconnectivities of actions, existing initiatives, resources and partnerships required for implementation, timelines, and performance measures. A brief summary of the action plans is presented below, with priority items listed at the top under each of the 5 main themes. The detailed list of action plans with implementation details are found under Stage 1V.

The Lanark County Economic Development Strategic Plan will help decision-makers by providing a roadmap for future community economic development programs, partnerships, and services, and is meant to help guide activities over time. With annual reviews and regular monitoring of its progress and performance measures, the action plans can be accomplished and updated as we learn and as situations change over the next 3 years to 2020.

# LANARK COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLANNING ACTION PLANS

## Support Entrepreneurs and Business Owners

- Implement a formal county-wide Business Retention & Expansion (BR&E) Program
- Develop a Program for Business Succession Planning, Business Transition & Mentorship
- Create an inventory/resource centre of programs, services, and courses offered in support of business of all sizes, and develop better communications of the resources available to businesses

## Position & Plan for Business Growth & Investment

- Develop an Investment Readiness and Communications Plan for local business expansion and new business investment
- Develop an Economic Development Marketing & Communications Plan to attract entrepreneurs, talent & residents (youth & families) and to identify areas for sector development

## Develop Key Sectors Identified in Marketing Plan

- Healthcare Strategy for healthcare services recruitment, retention & repatriation
- Agri-Food/Agri-Business Strategy involving current issues, value-add opportunities, workforce development, succession planning, local food initiatives...
- Evidence-based sector development strategy for sectors identified in a Marketing & Communications Plan (e.g., arts, entertainment & recreation, trades & construction, manufacturing, ICT...)
- Tourism strategy - communicate tourism initiatives and partnership opportunities, and develop a coordinated county tourism strategy/implementation plan

## Invest in Infrastructure

- Improve broadband infrastructure (fixed and mobile) throughout the County
- Develop and promote public transportation system linkages (roads, trails, services) within the county, and to major centres (Ottawa, Kingston)
- Improve and maintain roads, including paved shoulders for cyclists

## Focus on Foundational Community Economic Development

- Develop family and business-friendly land use planning policies, and streamline regulatory processes for businesses
- Develop a strategy for workforce development, mapping talent, and needs of future local workforce with needs of local employers
- Develop a healthy communities & wellness program, and active living initiative for all ages
- Downtown revitalization, including physical improvements and coordinated initiatives such as marketing & communications

## OUR VIBRANT COMMUNITIES - LOCAL COMMUNITY ECONOMIC DEVELOPMENT

Volunteer Driven Events ● Welcoming Communities ● Business Environment  
Community Character ● Arts/Culture/Heritage ● Open Spaces ● Natural Environment  
Festivals & Events ● Sense of Community ● Rural/Urban Mix ● Healthy Communities

**Blue action items = highest level priority**



Canadian  
Pacific



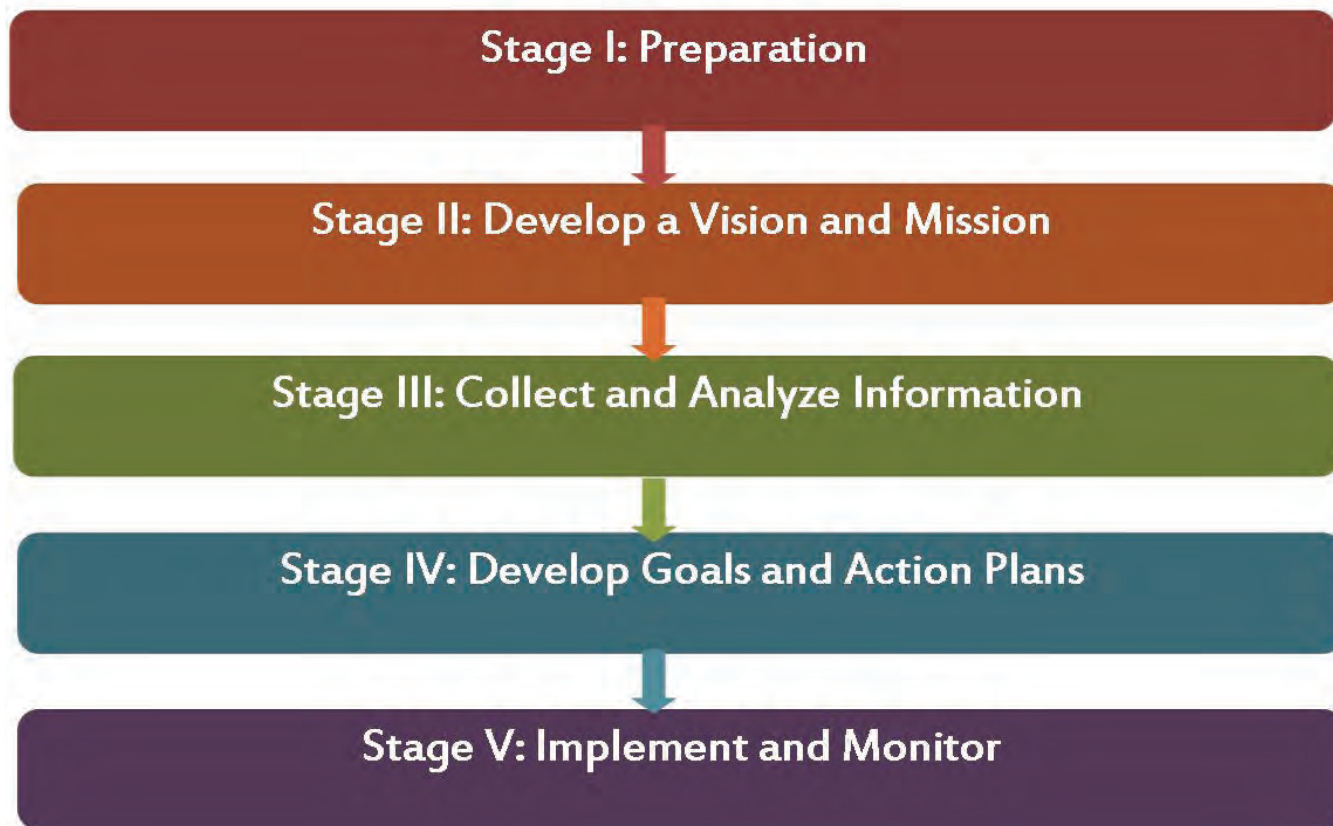
HAND  
CUT  
RIDES



# FRAMEWORK & PLANNING PROCESS, INCLUDING RESULTS

The planning process framework, noting goals, objectives, expectations, structure, and roles in the planning process, is attached in the references section, and was based on the following OMAFRA model:

Source: OMAFRA



## STAGE 1 - PREPARATION

At this stage, the 3 lead organizations (Lanark County, Valley Heartland, OMAFRA) were gathered, the roles and structure of the planning process proposed, stakeholder engagement outlined, budget and timelines reviewed, and the planning process framework was developed. We were fortunate to have the CAO from Huron County present their recent experience with a similar county-wide strategic planning process using the OMAFRA model, and representatives from all municipalities of the County attended the presentation. On March 22, 2017 the planning process framework was presented and approved at County Council, and each municipality was then asked to submit the names of their Leadership Team members. A Leadership Team of 44 was then established from representatives chosen by each of the 8 municipalities, including municipal staff, local politicians, committee members, volunteers, local entrepreneurs, business owners and students, along with the lead organizations. All existing municipal and regional economic development and strategic planning documents were reviewed and summarized (see reference) as part of the preparation stage, then began the Leadership Team Sessions.

## STAGE 11 - DEVELOP A MISSION & VISION

At its Session 1 in May 2017, the Leadership Team provide their initial thoughts on a mission and vision statement for the county-wide economic development strategic plan. All comments were captured in the meeting notes found in the reference section. During this session, the Vision & Mission Working Group was established and tasked with drafting a mission and vision statement that would reflect the initial feedback and high-level goals of the group, and that would be revisited at the end of the process for finalization. During its Session 4 in October 2017, the Leadership Team revisited the draft mission & vision – again all comments were captured in the meeting notes – and provided feedback for redrafting, which was finalized by the Mission & Vision Working Group as follows:

### MISSION

Lanark County and its municipalities collaborate with community stakeholders, to strengthen business and residential growth.

### VISION

Lanark County empowers a progressive business-friendly community that thrives in a diversified rural urban setting, while maintaining its natural and built environment and high quality of life.



Photo: Temple's Sugar Bush



Photo: Camp Merrywood



Photo: Tweed Main Street



## **STAGE 111 - COLLECT AND ANALYZE INFORMATION, INCLUDING STAKEHOLDER INPUT**

This stage in the process was covered over two Leadership Team sessions - Session 2 in June 2017 and Session 3 in August 2017. During those sessions the Leadership Team began the review and analysis of the various data sets and statistics including business location size distribution, commuter patterns, industry tables and labour flows (all data tables are listed in the reference section) to determine key industries, strengths, weaknesses, and future opportunities for economic development in Lanark County. Initial thoughts were captured in the meeting notes and used to begin the list of “what could we do” action plans as part of the process. The Data Analysis Working Group was established at this stage to further collect data and analyze information, including economy overviews, demographics, agricultural statistics, occupations and occupational patterns, newcomer & youth indicator tool, millennial and Vital Signs reports. The working group held numerous meetings in between the Leadership Team Sessions, and was assisted by Lanark Renfrew Labour Market, Children’s Resources on Wheels, and Launch Lab Regional Innovation Centre. The Data Working Group further identified the issues and opportunities toward developing the list of evidence-based draft action plans.

The **Stakeholder Working Group** was also established at this stage, to develop the questionnaire and obtain input from economic development stakeholders throughout the region. Through its meetings and conference calls, the Stakeholder Working Group drafted and redrafted the questionnaire, with vetting through the Regional Economic Development Alliance including Lanark County, Smiths Falls and North Leeds, and the Launch Lab Regional Innovation Centre. The questionnaire was intended to obtain high-level information from stakeholders.

The **Action Planning Working Group** was established during Session 3, to further develop the evidence-based action plans and to flesh out the details of project leads, project partners, priorities, timelines, budgets and performance measures. Members of the other 3 working groups also contributed to these discussions.

Three hundred and thirty eight people, with over thirty of these representing a larger service organization, provided input by way of the online questionnaire and personal interviews. Requests for stakeholder input and questionnaires were circulated and distributed through local papers, press releases, social media, face to face meetings and through the Leadership Team networks. Results were reviewed by all four Working Groups, and incorporated into the “what could we do” list of action plans. The complete summary of questionnaire responses are available, and highlights are provided here:

### **QUESTIONNAIRE RESPONDENTS**

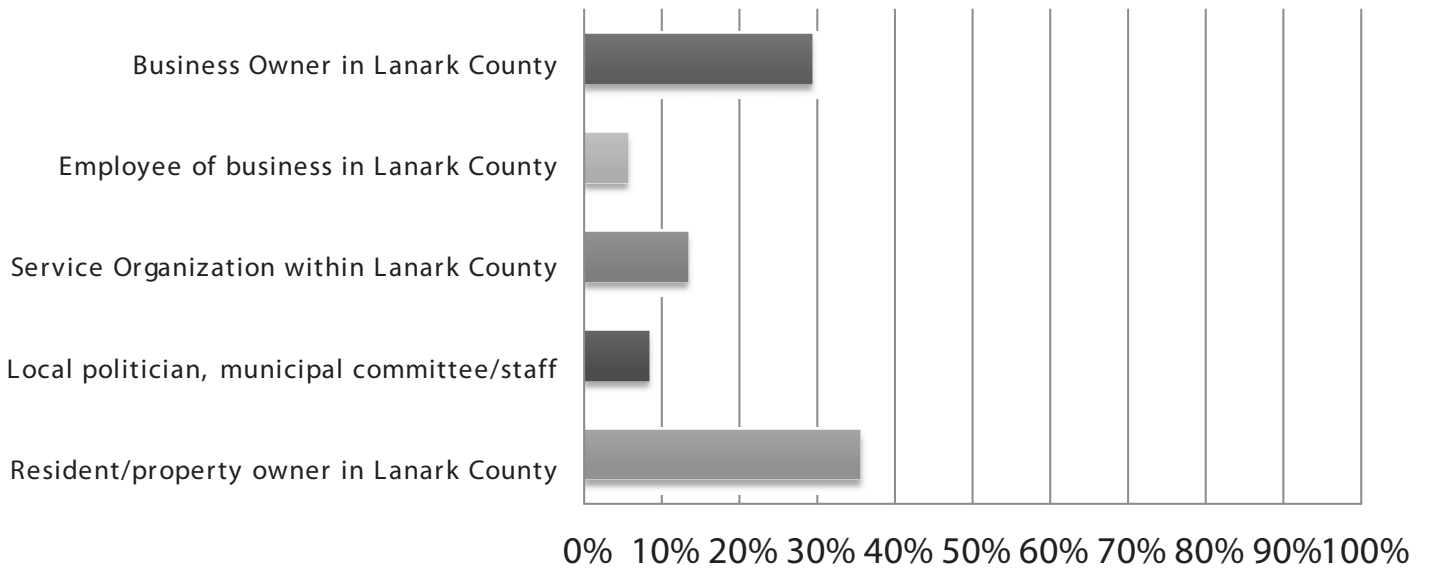
A range of respondents completed the questionnaire, including members of the business community, residents and land owners, service organizations, local politicians and students, providing a good balanced perspective. Over a third of respondents were from the business community, and for those who identified as owning a business in Lanark County, 43.2% were owner-operated with no employees, 32.1% employed between 1 – 4 employees, 18.5% employed between 5 – 19 employees, 4.9% employed 20 – 49 people, and 1.2% employed over 100 people. Nearly a third of respondents were residents of Lanark County, and 6.3% were Lanark County property owners. Thirteen percent of respondents represented a larger group, responding to the questionnaire as a service organization/economic development stakeholder (including educational and healthcare centres), and 8.7% were local politicians, municipal/volunteer committee members, or municipal staff.



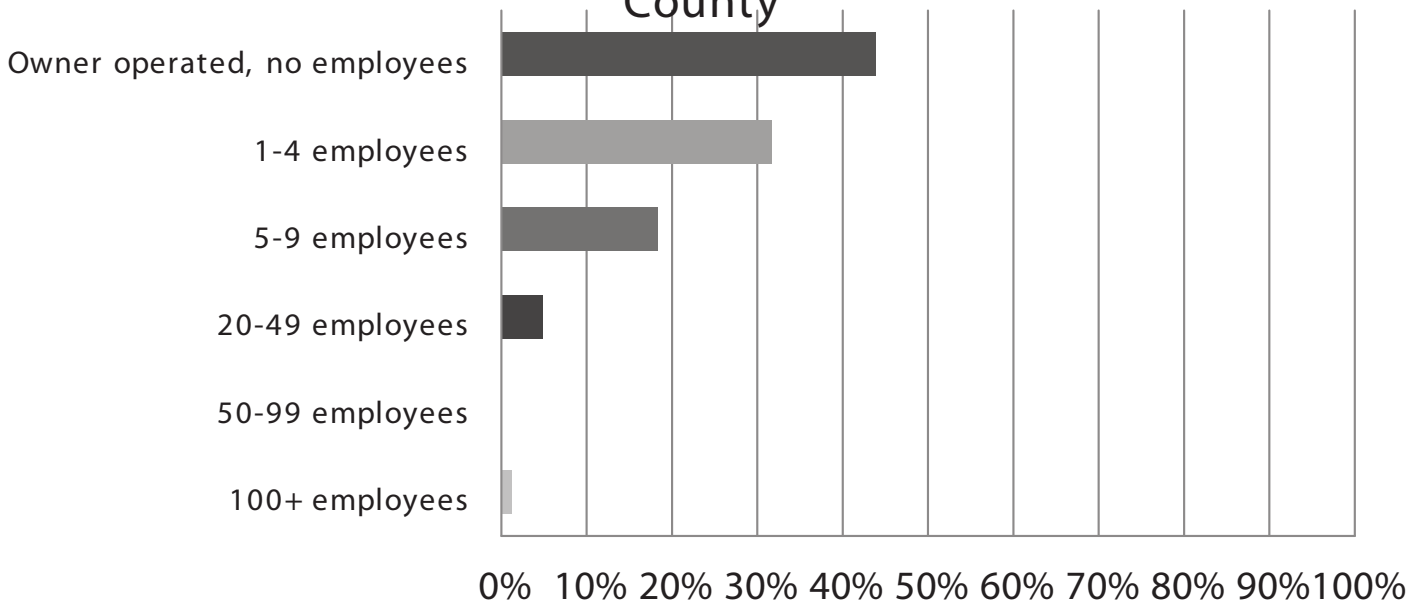


Photo: Crooked Mile Brewing

### Q1: The following best describes me

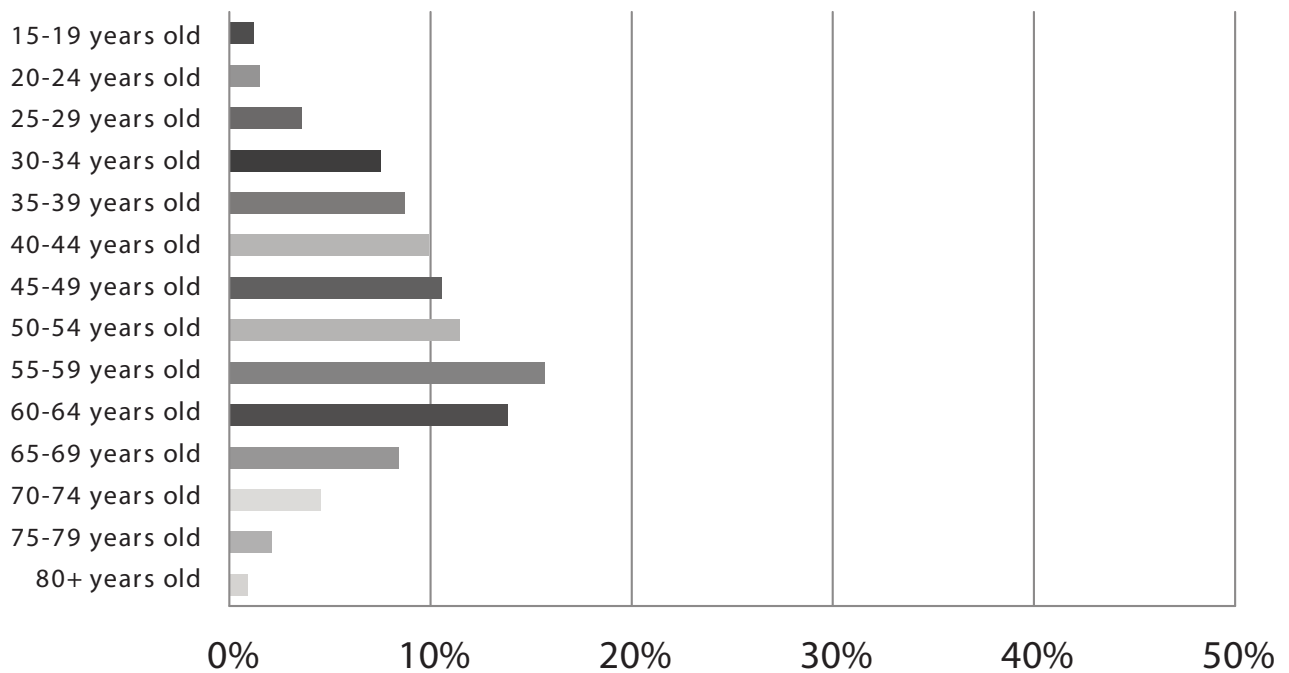


### Q3: The following describes my business in Lanark County





### Q5: What is your age?



# Q6: What is your general impression of Lanark County as a place to PLAY?

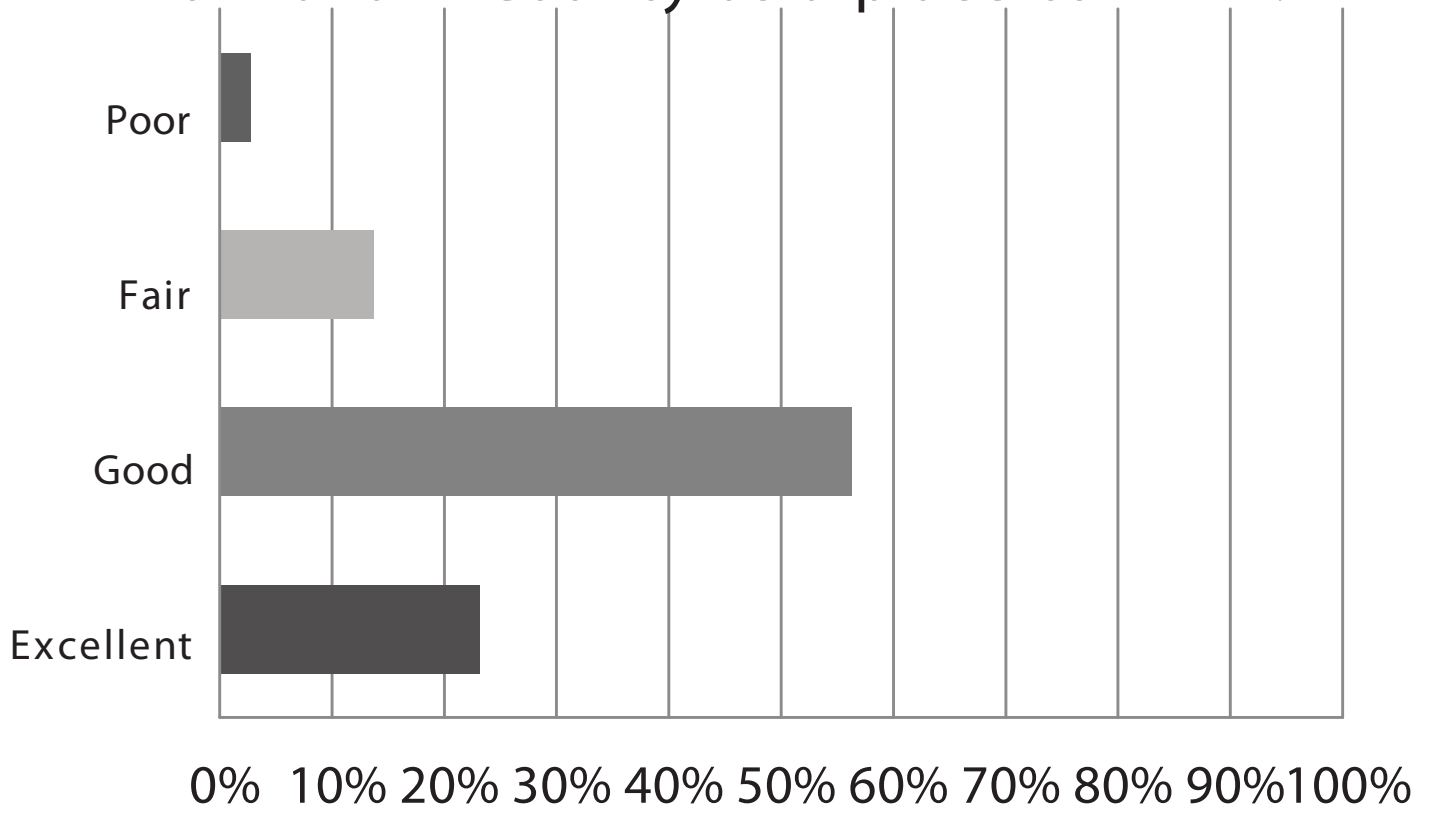


Photo: Milkhouse Farm & Dairy



Photo: Hummingbird Chocolate Makers

## Q7: What is your general impression of Lanark County as a place to WORK or DO BUSINESS?

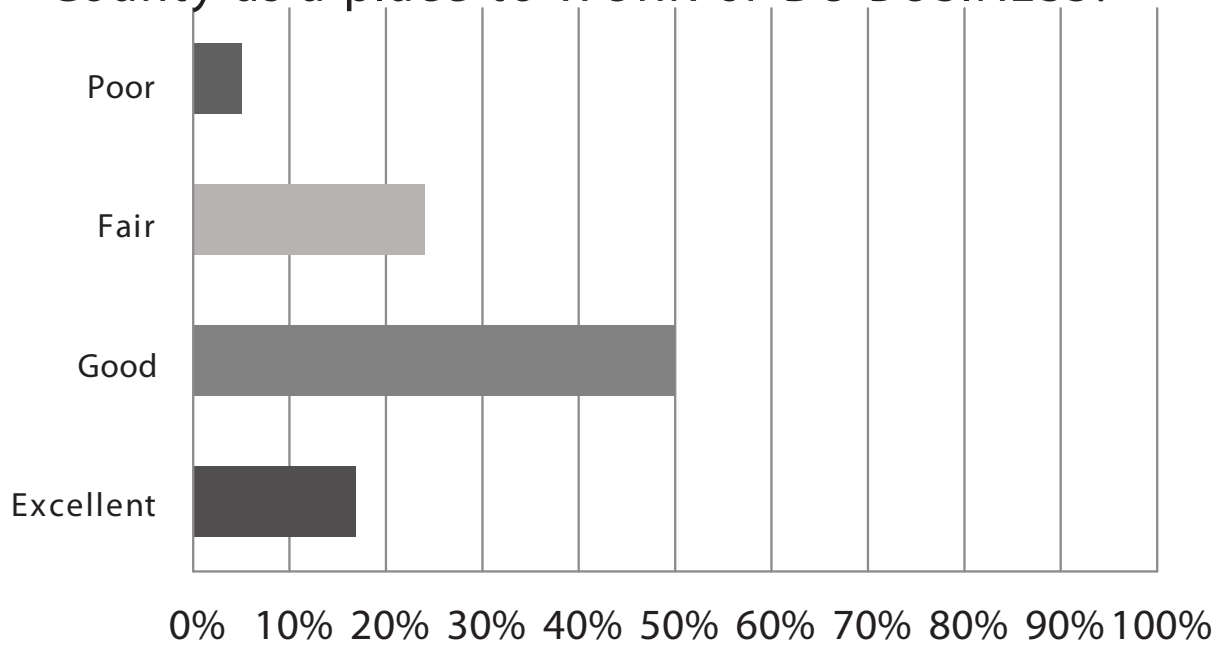


Photo: Equator Coffee Roasters



Photo: Perth Brewery

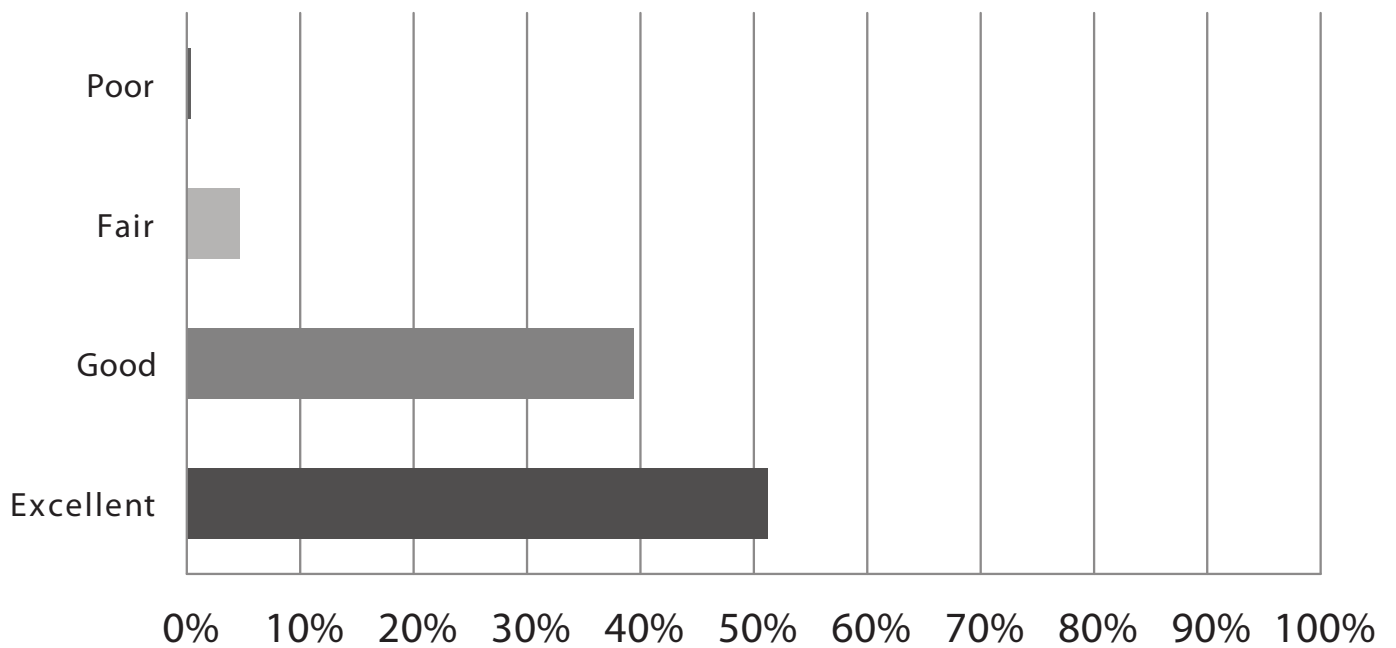


Photo: Stonefields

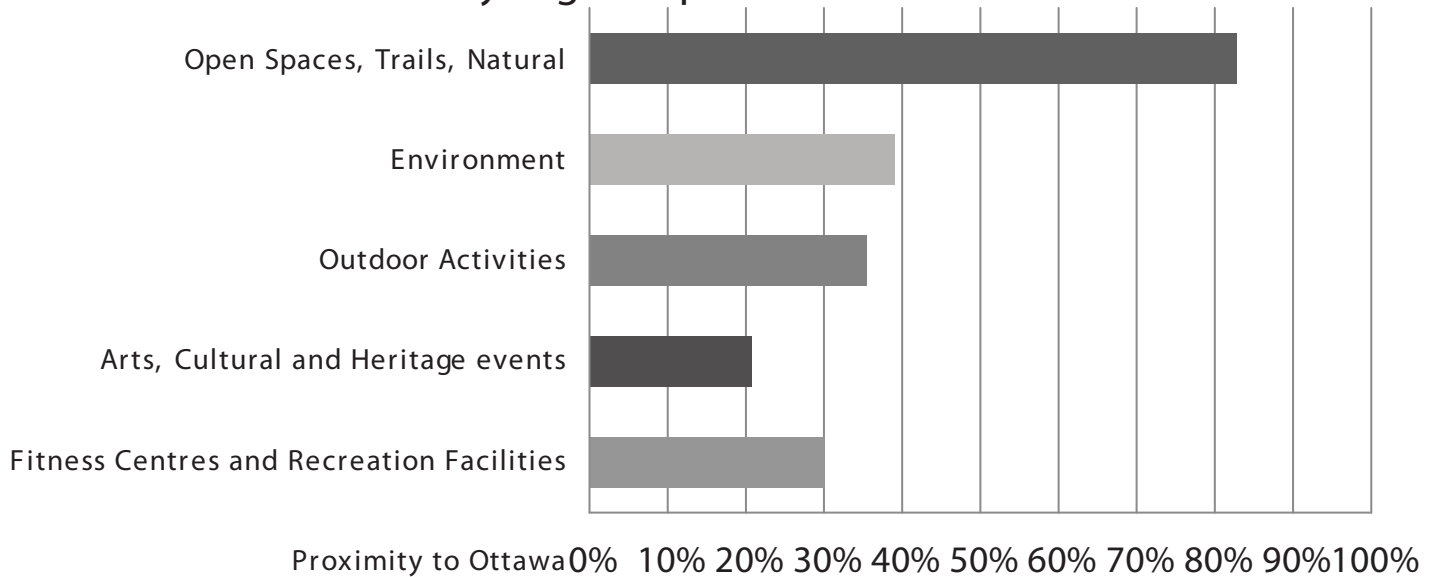




Q8: What is your general impression of Lanark County as a place to LIVE?



## Q10: What are the top 3 things that make Lanark County a great place to PLAY?



## Q11: What are the top 3 things that make Lanark County a great place to WORK or DO BUSINESS?

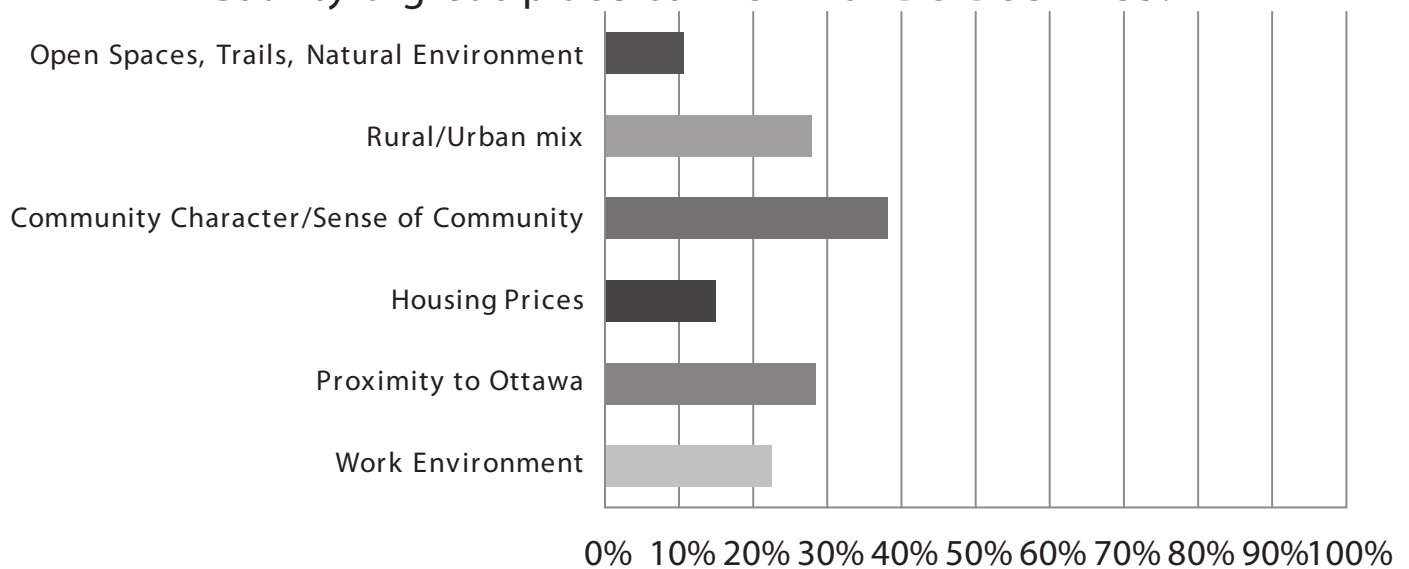


Photo: OMYA

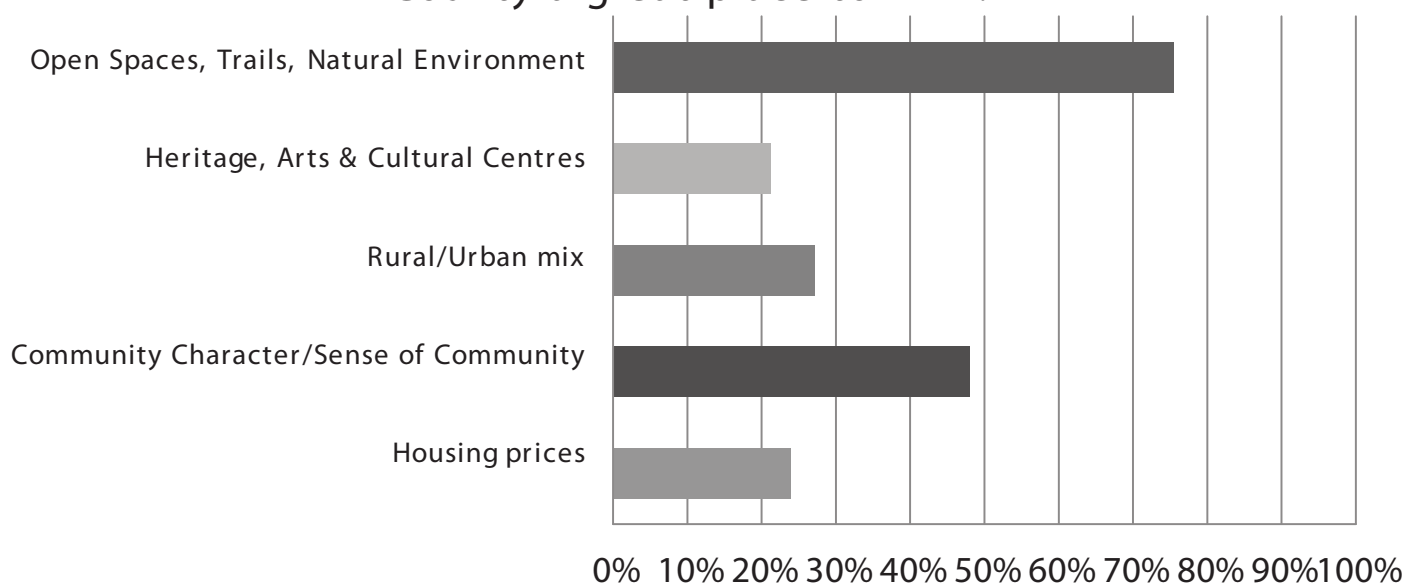


Photo: Sport Systems



Photo: Tweed Main Street

### Q9: What are the top 3 things that make Lanark County a great place to LIVE?



Play **Arts** **Access to Healthcare** Fibre Optic  
Trails **TRANSPORTATION** Food **FOCUS** **Rural Schools**  
**Cycling** Ages Rural Areas **AFFORDABLE HOUSING**  
**Employers** Councils **Encourage seniors** **New Businesses**  
Water improve **POSITIVE** **Business Investment**  
**COMPETITION** Skilled Job Creation **LOCAL FESTIVALS**  
**YOUTH** **Smiths Falls** **PARTNERSHIPS** Towns  
Recreation Educational Land Use Planning  
**Better Internet** **Bike Lanes**  
Community **ATTRACT** **WORKFORCE**  
**LANARK COUNTY**



When asked for their feedback on ways to improve Lanark County, stakeholders provided a range of thoughtful feedback, which was reviewed by the Leadership Team and Working Groups as action plans were developed. The complete list of responses is provided in the reference section of this document, and a few key phrases noted above

By reviewing and analyzing the various sources of information including stakeholder input, local knowledge, data and statistics during the analysis stage, the Leadership Team and working groups came up with an evidence-based understanding of the truly unique aspects of Lanark County upon which to build the action plans. A complete list of data sets and statistics can be found in the reference section – they include economy overviews, demographics, business location size distribution, agricultural statistics, commuter patterns, occupations and occupational patterns, industry & labour flows, newcomer & youth indicator tools, millennial and Vital Signs reports. Below are some of the findings from the analysis stage, which were used to develop action plans:

### **Lanark County has a well-diversified economy with few highly specialized industries\***

\*except NAICS 313 Textile Mills, which has a high location quotient of 25.36, explained by Albany being classified under this NAICS. (Emsi OMAFRA)

### **Small Businesses play an important role in our local economy, having significant impact on employment in Lanark County**

Small Business contributes over 91% to employment in Lanark County, where 67% of businesses are so small that they do not maintain a payroll system, 18% of businesses employ 1 - 4 people, and 6.7% employ 5 - 9 people. Overall, greater than 91% of all businesses in LC employ less than 10 people. (Emsi Q1 2017 Data Set, OMAFRA)

### **Lanark County sees strong growth in population**

In 2016, Lanark County's population was 68,698 - a 4.6% growth rate over 2011. This growth rate matches Ontario's from 2011 to 2016 (2016 Census, StatsCan)

### **Lanark County has an aging population, with the bulk of the population between the ages of 50 and 69 years, and females outnumbering males in all segments within this group**

Older working demographic – means we have workers that are further along in their careers, more established, ability to work/consult from home... Also implications for housing, healthcare and other social services for seniors.

### **Total farms in Lanark County has dropped 10.65% since 2011**

Beef, Dairy, Sheep, Goats, Fruit/Nut Trees and Greenhouses have decreased, while Hog, Poultry/Egg, Oilseed, Grain and Vegetable farming has increased. (2016 Census, StatsCan) The changing landscape lends itself to agricultural value-add opportunities in processing, and partnerships opportunities in local food product development and distribution, along with producer opportunities for cannabis (related to Tweed growth), which expands across sectors including knowledge-based. (Interview comment)

### **The largest number of jobs in Lanark County...**

...in 2016 were in Healthcare and Social Assistance, Retail Trade, Manufacturing, Accommodation & Food Services, Educational Services, Construction and Public Administration industries. (Emsi OMAFRA)



Photo: Canadian Hydro Components

### **Growth occupations in Lanark County in 2011**

... include Retail Sales Supervisors, Administrative Offices, Secondary & Elementary School Teachers, while declining occupations include Home Building & Renovations Managers, Managers in Agriculture, and Retail & Wholesale Trade Managers. (Emsi based on 2011 NHS data)

**Many small manufacturing and specialty manufacturing firms are experiencing skills shortages**, especially engineers, technicians and certain skilled trades (2012 Lanark County Labour Force Study)

**In 2011, 7,316 commuters living in Lanark County (including Smiths Falls) travelled to Ottawa for work, and 10,320 travelled to and from work within the county (including Smiths Falls).** That same year there were 960 commuters doing the reverse commute, from Ottawa to Lanark County. (Stats Can 2011 NHS)

**More Business Owners are identifying the need for Business Succession Planning**, a trend seen through Launch Lab\*\* in their interviews with business owners wanting to sell or retire

\*\* Launch Lab is a Regional Innovation Centre

### **Total jobs in Lanark County has increased**

... by 3.8%, from 25,818 jobs in 2011 to 26,795 jobs in 2016. Ottawa grew 5.8% from 883,000 to 934,000 jobs, and Ontario grew 6.2% over the same period (Emsi OMAFRA)

**Lanark County is an overall net exporter of labour in all industries**, with significant outflow of labour in Construction, Public Administration, Professional, Scientific and Technical Services, Administrative and support, Waste Management and remediation service, and Healthcare and Social Assistance — in that order (Labour Flows, based on 2011 NHS)

**Millennials expect technology to be there and to work for them** (EnviroNics Analytics, 2015)

**Future opportunities in Lanark County, from a workforce and local employment perspective,** are found in Home/Healthcare & Social Services, Arts, Entertainment & Recreation, Tourism & Accommodation/Food, Trades & Construction, Manufacturing, & Agriculture, with available and skilled workforce in these industries... (Emsi, 2011 NHS, Industry Tables, local insights) Growth and development in these areas will foster growth in other related sectors such as retail.

**Partnership opportunities exist with local educational institutions,** such as with Algonquin College with their healthcare studies, PSW/nursing and apprenticeship programs.

**Valley Heartland Community Futures Development Corporation, a business support service organization serving Lanark County and North Leeds, reports the creation of 104 new jobs in the region over the 1-year period from April 2016 to March 2017, with services provided to 24 business start-ups.** Over that same period, the Small Business Advisory Centre provided training to 38 new businesses planning start-ups in the region.

**Lanark County's reasonable cost of living and high quality of life are strengths in our local economy** (interview comment)

**Well over half of our population is over 45 years old, and youth outmigration is an area of concern.** (Stats Can demographic table)

**Business Owners/Investors/Residents/Visitors have choices and will be attracted to regions that have good planning, strong community support in place, and high quality of life.**



Photo: Algonquin College Perth Campus



### 2016 Quick Stats - Lanark County (including Smiths Falls)

Population: 68,698

Population change since 2011: 4.6%

Average Age of population: 44.7 years

Land Area: 3,036 square kilometres

Population Density: 22.6 people per square kilometer

Number of private dwelling occupied: 28,580

Average total income: \$44,111

Number of jobs: 21,820

Number of people commuting from Lanark County to Ottawa for work: 7,316

Number of people commuting within the County for work: 10,320

Approx distance from Lanark County to major centres:

- 80 km to Ottawa
- 80 km to Brockville
- 100 km to Kingston
- 75 km to US Border



## STAGE 1V - DEVELOP GOALS AND ACTION PLANS

Through the comprehensive planning process involving public consultation, and based on discoveries in the data and information analysis stage, the Leadership Team and working groups contributed to the drafting and re-drafting the action plans, through the process of determining “what could we do”, “what should we do” and finally “what will we do”.

Filters were considered and applied at each step of the funnel noted below, from developing the large list of draft action plans to arriving at the final draft representing “what will we do”. Filters included review of statistics, local knowledge verification, Leadership Team deliberations and online voting, stakeholder input, draft mission and vision, working group reviews, priorities identified through impact/effort analysis, human and financial resources required, partners, and performance measures.



**Draft action plans were developed under the following 5 themes:**

- Support Entrepreneurs and Business Owners
- Position and Plan for Business Growth & Investment
- Develop Key Sectors as identified in a Marketing Plan
- Invest in Infrastructure
- Focus on Foundational Community Economic Development

The brief snapshot is found in the executive summary above, and earlier draft versions can be found in the reference section. Following is the final detailed list of action plans for 2018 - 2020:



## SUPPORT ENTREPRENEURS AND BUSINESS OWNERS

	Action Plan	Phase 1 and/or Short Term Action (6 months – 1 year)	Phase 2 and/or Longer Term Action (1 – 4 years)
1	Implement a formal Business Retention & Expansion (BR&E) Program.	<p>Convene meeting with all municipalities to discuss potential BR&amp;E models. Apply to RED and EODP funding to launch program. Establish potential municipal partnerships.</p> <p>Communicate all BR&amp;E initiatives.</p>	Funding approved, human resources in place, coordinate with municipalities, determine scale of program, assemble volunteer teams, set up business interviews, implement...
2	Develop a Program for Business Succession Planning, Business Transition & Mentorship.	<p>Organize and host Succession Planning/Business Transition Workshops to assess demand, information needs and to develop a go-forward plan targeted to viable businesses.</p> <p>Further assess demand in the business community (demand for general programs vs. a 1 on 1 approach with VH/LL) – See BR&amp;E, or use other method to assess.</p>	Following an assessment, the plan may involve establishing a registration for new, existing, exiting/divesting business owners and potential buyers/mentees.
3	Create an inventory for businesses, which includes talent, programs, services, and courses offered in support of businesses of all sizes, and develop better communications of the resources available to businesses.	Organize an inter-organization communication, to reach all stakeholders and gather/access information on their business support offerings/needs.	Following needs assessment (through BR&E) and information gathering, and ensuring communication with all regional business support organizations, coordinate efforts to compile an inventory of talent and business resources. House resources on a central site with links to stakeholders, municipalities, and/or update in an e-newsletter.

**Dark blue shading = highest priority, Light blue shading = second level priority**

<b>Project Lead(s)</b>	<b>Project Partner(s)</b>	<b>Performance Indicator</b>	<b>Annual Budget</b>
Valley Heartland (VH) Lanark County (LC), Municipalities	OMAFRA, business support organizations - Chambers, volunteer groups, BIAs, etc.	Completed BR&E program and all related KPIs, # businesses surveys, # referrals, red flags, # of volunteers, # of lower tiers	\$40k, assuming matching funds (e.g., RED, EODP) approved for an \$80k project.
VH, Launch Lab (LL)	Professionals (accountants, lawyers, financial planners) and business support organizations (Chambers, etc..).  Third Parties (E.g., Succession Matching), business leaders, regional Community Futures for Phase 2.	# Businesses connected/ supported, # Leads/referrals, # Partners, # Successions, # Workshop attendees	\$5k - \$10k
Lanark Renfrew Labour Market, VH, Ontario Management Development Corp	Chambers of Commerce, BIA, AIM, Algonquin College, Willis College, CES, OnTrac, Canadian Career Academy, Valley Heartland, SBAC, municipalities, County, Lanark Renfrew Labour Market.	Coordination of key topics over the course of a year (no overlap), level of participation, trends in participation.	Could be tied to LC/VH EcDev webpage.

## POSITION AND PLAN FOR GROWTH & INVESTMENT

	Action Plan	Phase 1 and/or Short Term Action (6 months – 1 year)	Phase 2 and/or Longer Term Action (1 – 4 years)
1	Develop Investment-Readiness and Communications Plan for local business expansion and new business investment.	<p>Gather content for a web-based county-wide inventory listing of available lands/real estate, redevelopment sites (private and municipally-owned), site selection information, demographics, socio-economic stats, existing business success stories, etc.</p> <p>Develop common template for use by County and municipalities.</p>	<p>Based on business needs and assessment of investment readiness (through BR&amp;E or other means).</p> <p>Design and create web page &amp; hard copy materials, and implement communications plan for investment readiness.</p> <p>Implement additional recommendations from the assessment</p> <p>Link to/from all municipal sites.</p>
2	Develop an Economic Development Marketing & Communications Plan to attract entrepreneurs, talent & residents (youth & families), and visitors, and to identify areas of sector development.	<p>Create an inventory of business owners'/ entrepreneurs' stories and their reasons for locating in LC – a bank of write-ups/images/video for use with online marketing/websites/social media and development of welcome packages... for talent, newcomers, youth, families, immigrants, visitors, etc...)</p> <p>Set up a focus group as part of developing a Marketing Plan, and to develop people attraction &amp; retention programs.</p>	<p>Building on a foundation of investment-readiness, develop a Marketing &amp; Communications Plan. Plan to identify strengths, competitive advantage, target markets and further sector development/re-development opportunities (e.g., local food initiatives) with consideration to industries where we are net exporters of jobs, local growth and specialization industries, and their ecosystem/spin-offs. Quality of life factors, community development, and tourism are key considerations here.</p> <p>Create packages for identified targets.</p> <p>Implement internal and external communications plan.</p>

Project Lead(s)	Project Partner(s)	Performance Indicator	Annual Budget
VH, LC	<p>Municipalities, real estate industry (links to MLS).</p> <p>Possibly third party Web Design and/or Communications Firm in Phase 2.</p>	Development of resource and user stats	<p>Staff time \$10 - \$20k for design</p> <p>\$80 - \$100k could be dedicated to hire a neutral party, with contributions from each municipality</p>
VH, LC, local businesses, stakeholders, municipalities	<p>Municipalities, local businesses.</p> <p>Third party marketing consultant.</p> <p>College/university applied research/industry partnership program.</p>	Development of Resource and user stats	\$50k marketing plan

## DEVELOP KEY SECTORS AS IDENTIFIED IN MARKETING PLAN

	<b>Action Plan</b>	<b>Phase 1 and/or Short Term Action (6 months – 1 year)</b>	<b>Phase 2 and/or Longer Term Action (1 – 4 years)</b>
1	Healthcare Strategy for Healthcare Services Recruitment, Retention & Repatriation of a workforce responsive to Community Health & Wellness	<p>Identify healthcare community stakeholders in the region. Strike a volunteer task force.</p> <p>Prepare summary report of related input/feedback received from the EcDev Strat Planning Process, and provide list of priorities to stakeholders</p> <p>Add this action item to the agenda of the Rural Mayor's Forum of Eastern Ontario and the Lanark County CAO's meetings</p>	<p>Collaborate across the county and with all Healthcare Service Providers, Social Service Providers and Communities of interest to Develop the Coordinated Strategy for Healthcare Services Recruitment, Retention, Repatriation, &amp; Future Needs and Services Development, based on the foundations of a Marketing Plan, and with consideration to Seniors Care, Families, Walk-In Clinics and overall Community Health &amp; Wellness (below)</p>
2	Agri-Food/ Agri-Business Strategy	<p>Work with agri-food/agri. Business committees at municipal and county levels/ OMAFRA and focus on current issues, succession planning, workforce development, entrepreneurship development, value-added businesses and opportunities, local food initiatives....</p>	<p>Based on the foundations of a Marketing Plan, continue to work with this sector on issues as noted in Phase 1.</p>
3	Tourism Strategy  Communicate and share information on the many tourism Initiatives and partnership opportunities, and on a coordinated County tourism strategy & implementation plan.	<p>Communicate EcDev stakeholder feedback to LC Tourism.</p> <p>Municipalities communicate their information/trends in tourism to LC Tourism.</p> <p>LC Tourism communicate tourism strategies and partnership opportunities involving federal, provincial, regional, county, and industry operators.</p> <p>LC Tourism build a database of tourism "agencies" and programs that are supportive and/or funded</p>	<p>Destination Development Plan to be re-written in 2018 to include feedback from municipalities, align with EcDev Strat Plan and include regional support plans and funding options (e.g., Ontario By Bike, trails, farmers' markets, maple industry, winter adventures, experiential tourism...)</p> <p>Continue to tell stories, work with Lanark "Ignite" program, encourage collaboration between tourist destinations / products</p> <p>Consider a tourism knowledge cluster and interconnectivities with other key sectors such as arts, culture, entertainment &amp; recreation, and involving community attractiveness, quality of life, and shop local initiatives.</p>

Project Lead(s)	Project Partner(s)	Performance Indicator	Annual Budget
<p>LC, VH, Taskforce, Rural Mayor's Forum of Eastern Ontario, Lanark County CAO's - Phase 1</p> <p>Volunteer Task Force, Rideau Community Health Services, The Mills Corporation, Lanark Renfrew Health &amp; Community Resources, Leeds Grenville and Lanark Public Health Unit, Lanark County Social Services, other primary care peripheral health services. OEEDC – Phase 2</p>	<p>Rideau Community Health Services, The Mills Corporation, Lanark Renfrew Health &amp; Community Resources, Leeds Grenville and Lanark Public Health Unit, Lanark County Social Services, other primary care peripheral health services, hospitals throughout the region, SE LHIN.</p>	<p>Measure - Does private healthcare services meet public need?</p> <p># of partners, # of taskforce volunteers, improved collaboration and coordination among partners, increased awareness of the sector and issues</p>	TBD
<p>Volunteer Task Force TBA, OEEDC.</p>	<p>Ag organizations, businesses, OMAFRA, LC, Ag Advisory Committees, OFA.</p>		TBD
<p>LC Tourism, Municipalities, VH</p>	<p>LC Tourism, LCTA, Municipalities, funding partners, tourism operators, local businesses</p>		TBD



## DEVELOP KEY SECTORS AS IDENTIFIED IN MARKETING PLAN CONT'D

	<b>Action Plan</b>	<b>Phase 1 and/or Short Term Action (6 months – 1 year)</b>	<b>Phase 2 and/or Longer Term Action (1 – 4 years)</b>
4	Sector Development Strategy – Evidence-based sectors as identified in a Marketing & Communications Plan (e.g., Arts, Entertainment & Recreation, Trades, Construction, Manufacturing, Information Communications Tech..)	Cooperate at the county and municipal levels to focus on current issues in all identified strength sectors	Continued sector development strategy for all sectors identified and recommended in a Marketing & Communications Plan and assessed through BR&E  Consider a knowledge cluster approach and the interconnectivities with other key sector development areas.

## INVEST IN INFRASTRUCTURE

	<b>Action Plan</b>	<b>Phase 1 and/or Short Term Action (6 months – 1 year)</b>	<b>Phase 2 and/or Longer Term Action (1 – 4 years)</b>
1	Improve Core Connectivity Broadband Infrastructure (fixed and mobile) throughout the County.	Work with and support EORN, EOWC, MM2020 and other related partnerships.  Host a workshop to educate economic development related positions (EDOs, CAOs, etc) on the impact of increased Broadband and its effect on business growth.	Adopt a plan to secure necessary improvements for now and in the future.
2	Develop and Promote Public Transportation System linkages (roads, trails, services...) – within the County, and to major centres including Ottawa, Kingston, and Brockville.	Develop a central online site containing transportation information.  Review LC transportation taskforce results, combined with online survey, to determine need for training. If need identified, then offer workshops (e.g., how to be an Uber driver...) Consider federal FCM – Feasibility Studies Funding - Green Municipal Fund. Carleton Place application submitted to investigate transportation options and rider attraction. MM & Beckwith co-signers of application.	Based on a Marketing Plan, develop a plan to improve linkages in areas of higher education, healthcare and social service, transportation and communications infrastructure, and economic development, as part of a regional approach and functional communities.
3	Improve and Maintain Roads & Signage, including paved shoulders for cyclists.	Road shoulders throughout the county are currently being paved.	See 10-year County Plan. Plan to pave municipal roads/shoulders. More way-finding signage.

<b>Project Lead(s)</b>	<b>Project Partner(s)</b>	<b>Performance Indicator</b>	<b>Annual Budget</b>
VH, LC, municipalities			TBD

<b>Project Lead(s)</b>	<b>Project Partner(s)</b>	<b>Performance Indicator</b>	<b>Annual Budget</b>
LC, VH	EORN, EOWC, MM2020, Municipalities		TBD
LC, LC Transportation task force  VH conduct workshop, if needed, and obtain background info on FCM grant from CP.	Transportation companies, Municipalities, public & private stakeholders.		TBD
LC Municipalities		# Road improved, shoulders paved, way finding signs	TBD

## FOCUS ON FOUNDATIONAL COMMUNITY ECONOMIC DEVELOPMENT

	Action Plan	Phase 1 and/or Short Term Action (6 months – 1 year)	Phase 2 and/or Longer Term Action (1 – 4 years)
1	Downtown Revitalization, including physical improvements (e.g., Community Improvement Program (CIP)), and coordinated initiatives such as marketing & communications.	Downtown investment currently scheduled to take place in some Lanark County communities.	Develop programs to support downtown revitalization and planning for downtown development, including accessibility upgrades.
2	Develop a Healthy Communities & Wellness Program, and Active Living Initiatives for all ages.	Identify community stakeholders of healthy communities & wellness (e.g., health unit, Mills Community Support, etc...) Prepare summary report of related input received from the EcDev Strat Planning Process, and provide list of priorities to stakeholders.	Build health-building programs into recreation, infrastructure & official plans – Programs that promote healthy lifestyles, environmental issues, poverty, homelessness, affordable housing....Consider active transportation, Complete Streets, Safe trails, etc...
3a	Develop family-and business- friendly Land Use Planning policies.	Develop Land Use Planning policies that supports whole and extended families, secondary dwelling units within residential.	Develop policies that reflect our strategic plan for growth and development (mixed residential and commercial zones – for families to live and work in same areas).
3b	Coordinate and streamline regulatory processes for Business Start-Ups and Expansion (Business Burden Reduction Program)	Convene a meeting of all municipalities to review Ministry’s “Open For Business” goals, issues, and solutions. Review best practices, compile a list of information needs, and create a checklist to assist municipalities in self-evaluating for burdens and identifying gaps.  Organize workshop on customer service, toward a county service standard, to guide businesses and break down business barriers.	Following the identification of local government burdens on business & investment (regulatory, customer service, and compliance burdens) by way of a BR&E Program, then develop and implement a Business Burden Reduction Program. Set a County standard of service for a streamlined process for business start-ups, expansions and investment. Cooperate at County & municipal levels to focus on current issues in all identified strength sectors (tourism, agri-biz, healthcare, mfg, construction, etc..)

<b>Project Lead(s)</b>	<b>Project Partner(s)</b>	<b>Performance Indicator</b>	<b>Annual Budget</b>
Municipalities, BIAs, Chambers, businesses, etc.	LC, VH		Variable
LC – Phase 1  Community Stakeholders, e.g., North Lanark County Health Centre – Phase 2.	LC All municipalities		TBD
Municipalities	LC	# secondary dwelling units, # units zoned comm/residential	TBD
LC, VH for Phase 1  Municipalities in Phase 2	All municipalities  LC, VH in Phase 2	# Municipalities involved, resources developed, # participants that implement new ideas, length of time from application to shovels (long term), cross-county collaboration, staff time saved...	TBD

## FOCUS ON FOUNDATIONAL COMMUNITY ECONOMIC DEVELOPMENT CONT'D

	Action Plan	Phase 1 and/or Short Term Action (6 months – 1 year)	Phase 2 and/or Longer Term Action (1 – 4 years)
4	Develop a Strategy for Workforce Development, mapping talent assets and needs of future local workforce with needs of local employers.	<p>Convene a roundtable to determine who's doing what, who are the stakeholders, what are the current issues...</p> <p>Develop a Database of High school and Post-Secondary Opportunities, and communicate to increase awareness.</p>	<p>Develop a strategy including supply side (workforce) and demand side (employers) based on needs of local employers as determined in a BR&amp;E, and from results of a roundtable with stakeholders.</p> <p>Create a map or inventory of assets required for future development.</p>

### STAGE V - IMPLEMENT AND MONITOR

As part of this stage, the economic development strategic plan was written and communicated to the Leadership Team. Performance measures have been proposed by the working groups, as seen in the detailed list of action plans above. It is recognized that further detailed and appropriate performance measures will be determined by the lead and partner organizations that take on the responsibility for implementing each action plan.

Annual progress updates on action plans will be completed by Valley Heartland and Lanark County, including the lead and partner organizations involved in each action plan. More frequent reviews and updates will be completed during the implementation stages.

In 2020, a review of the overall economic development strategic plan and actions will be completed by Valley Heartland and Lanark County.

The economic development strategic plan and actions are flexible. With annual reviews and regular monitoring of progress and performance, action plans can be accomplished and updated as needed over the next three years to 2020.

<b>Project Lead(s)</b>	<b>Project Partner(s)</b>	<b>Performance Indicator</b>	<b>Annual Budget</b>
Lanark Renfrew Labour Market, CES, colleges, high schools, Chambers of Commerce Algonquin College - proposed database for consumers (i.e., contractors).	LC, VH, Municipalities, local businesses.  Rural Ontario Institute – see findings from foresight papers.		TBD

## REFERENCES

The following source documents used and created throughout the planning, are available by contacting Stacie Lloyd by email at [EcDev@valleycfdc.com](mailto:EcDev@valleycfdc.com) or by phone at 613-283-7002, ext 106:

- Process Framework
- Summary of local & regional plans
- Leadership Team meeting notes
- List of Data Tables and Statistics
- Stakeholder Questionnaire summary of responses

## NEXT STEPS/CONCLUSION

The economic development strategic planning process has been a truly collaborative one, with all municipalities in Lanark County contributing to the discussions and analysis that led to the evidence-based action plans for economic development. Opportunities exist for a wide range of partnerships throughout the County and the region.

Action plans as presented have been ranked in priority by the Leadership Team and working groups as part of the planning process. It is recognized that many other actions were considered and may be placed in a higher priority position by individual municipalities, community members or collaborators, who decide to implement them.

As the County and the lower tier municipalities consider their priority items and resources, they may wish to earmark funds for implementation of specific action plans. The Lanark County Economic Development Strategic Plan provides a roadmap for community economic development programs, partnerships and services for the County and its municipalities.

