



Five-Year Economic Development Strategy

The Township of Alnwick/Haldimand

FINAL REPORT

May 2018





Acknowledgements

The role of municipal government is not to prescribe but to influence the direction and speed at which the growth of the community takes place. Land owners, residents, business owners, developers, overall regional and national economies, provincial and federal laws and governments, national and international investors and media also play important roles in a community's economic well-being.

A municipal Economic Development Strategy serves to unite the various stakeholders and their interests. The economy of any municipality is a complex system with a multitude of both local and external influences. Data has been gathered from various sources to identify the assets of our community which provide valuable criteria for assessing economic opportunities.

This Economic Development Strategy is intended to act as a guide for residents, developers, investors and business people to the ways in which the Township of Alnwick/Haldimand's Economic Development functions are working to influence and support local economic progress. To this end, the following Economic Development Strategy is the result of a collaborative effort by the residents and businesses of Alnwick/Haldimand, Senior Administration, Township Council, and the project team from MDB Insight.

Together, the effort has assisted in identifying a five year path forward by outlying a priority action plan that will capitalize on the Township's strength and unique qualities.

Township of Alnwick/Haldimand

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SECTION ONE PREPARING FOR TOMORROW

The Township of Alnwick/Haldimand
Economic Development Strategy



1. Preparing for Tomorrow

1.1 The New Economy In Eastern Ontario

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 long-term challenges due to an ageing workforce, market globalisation, increasing energy costs, changes in technology, and the radical nature of innovation.

In response to these issues, the region has seen the emergence of new economic development approaches. Several eastern Ontario communities have moved away from traditional strategic initiatives such as trade shows and sector portfolios and towards place-based strategic initiatives/opportunities to attract and retain talent and businesses. These include but are not limited to downtown redevelopment, local food promotion, growth in cultural amenities such as microbreweries and wineries, and the development of entrepreneurial and small business environments (shared office spaces, teleworking opportunities, and incubators).

Innovation is often the catalyst that leads to economic change in smaller communities. Local entrepreneurs and their talented employees who bring innovations to the market offer a key contribution to economic progress. In an ever competitive global environment, communities 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 policies that accepts new ideas. These communities are also investigating in the use of industrial and commercial business improvement areas as a tool to incentivise users to create spaces that match the demands and requirements of small businesses that are evolving from a self-employed operation. Communities are also providing infrastructure investment, in particular, supporting broadband initiatives and connecting industry to research. Communities are also providing social benefits by investing in cultural plans that promote and enhance local cultural resources that make up a community's identity.

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.

In rural communities where small and at home businesses are prevalent, communities and local governments must take into account the needs of small businesses to ensure future sustainable economic growth and be proactive in facilitating an environment of success or these businesses.



1.2 How Alnwick/Haldimand Can Prepare For A Better Future Tomorrow

As a community of approximately 6,617 people, Alnwick/Haldimand is one of the smallest municipalities in the region. Though the municipality has many advantages inherent in its agricultural sector, the competition for business investment with larger and better-served and resourced neighbours will rarely result in its favour. As such, the Township needs to embrace the merits of a small business economy and, in order to have its resources spread further, capitalize on the opportunities for cooperation and regional collaboration.

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

Alnwick/Haldimand is not alone in these efforts. Northumberland County will support Alnwick/Haldimand in helping to make connections, consolidate or coordinate resources related to Alnwick/Haldimand and the other townships, and become a champion for external promotion of investment opportunities in critical sectors. As such, as opposed to focusing primarily on capacity building directly (though it will support in some ways), the County will instead prioritize Investment Attraction to draw attention to and bring new investment into Alnwick/Haldimand and the other townships.

These distinctions in roles and priority areas of activity between the Township 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.

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

1.3 Setting a Course for Economic Development

The primary purpose of the Economic Development Strategy is to foster a business environment that supports the growth of the economy and enhances the lives of local residents. Alnwick/Haldimand is determined to focus and diversify its economic development initiatives to better position the community to meet emerging economic development opportunities, while at the same time tackling the



larger issues that are impacting its economic growth. A critical consideration to the economic development strategy 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 are 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 Strategy 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 Alnwick/Haldimand and its economy. By treating the Plan as a living document, the Township seeks to embed economic development principles across its departments and its partners to ensure that the findings remain relevant and contribute towards the overall objectives of supporting the continued economic prosperity of the community.

1.4 Project Process and Report Structure

The project process undertaken to develop this Strategy combined research and analysis of the current context in Alnwick/Haldimand, 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 Alnwick/Haldimand, and actions to implement those directions. Figure 1 illustrates the process for the Economic Development Strategy.

Figure 1: Strategic Planning Process



Beyond this introduction, the Economic Development Strategy will be organized into three sections.

Section 2 provides an overview of the local economy of Alnwick/Haldimand and its competitive position within the larger regional economy. The section concludes with insight from the community consultation process.

Section 3 outlines the economic drivers and the relevant economic development priorities that are emerging in Alnwick/Haldimand.

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



SECTION TWO CURRENT CONTEXT

The Township of Alnwick/Haldimand
Economic Development Strategy





2. Current Context

2.1 Current Planning Environment

In recent years, Alnwick/Haldimand has begun to take a more proactive role in economic development initiatives. Several plans have been written to assist and guide future economic growth decisions, with the main document being this strategy. Prior to this Economic Development Strategy, Alnwick/Haldimand did not have a strategy specifically for economic development.

Alnwick/Haldimand completed a Strategic Plan in 2015 with the goal of improving the ability to prepare for the future in a thoughtful and deliberate manner. The main actions from this plan included the desire to practice open and accountable government and at its core address local infrastructure and the need to invest and promote economic development activity. This Economic Development Strategy will help to provide a clear path to promoting and executing on economic development initiatives.

Recently, the Township was awarded a Chair's Award from the Northumberland Central Chamber of Commerce in recognition to the Township's commitment to partnering and supporting local business development activity. Examples include the increased role the Township has in promoting its local agribusinesses, its ongoing commitment to directing businesses to chamber and county business support services, and its flexibility in its planning policy to allow for development and growth of businesses in a timely fashion.

Regionally, Northumberland County completed an Integrated Economic Development Master Plan in which Alnwick/Haldimand was a part of. The Plan includes several strategies such as business attraction and retention expansion, support of entrepreneurship that fosters research, commercialisation and innovation, and a focused domestic and international profile through strategic marketing and promotion and strategic partnerships. Northumberland County has placed and continues to place an emphasis on strategic partnerships in order to better use and leverage funding dollars. At the Township level, Alnwick/Haldimand will also need to use strategic partnerships and cost-effective methods to accomplish their action items and goals.

2.2 Current Economic Performance

This section references data drawn from the 2016 Census Profile, the 2011 National Household Survey and the 2006 Community Profile.

2.2.1 Demographic Performance

Population and Population Growth

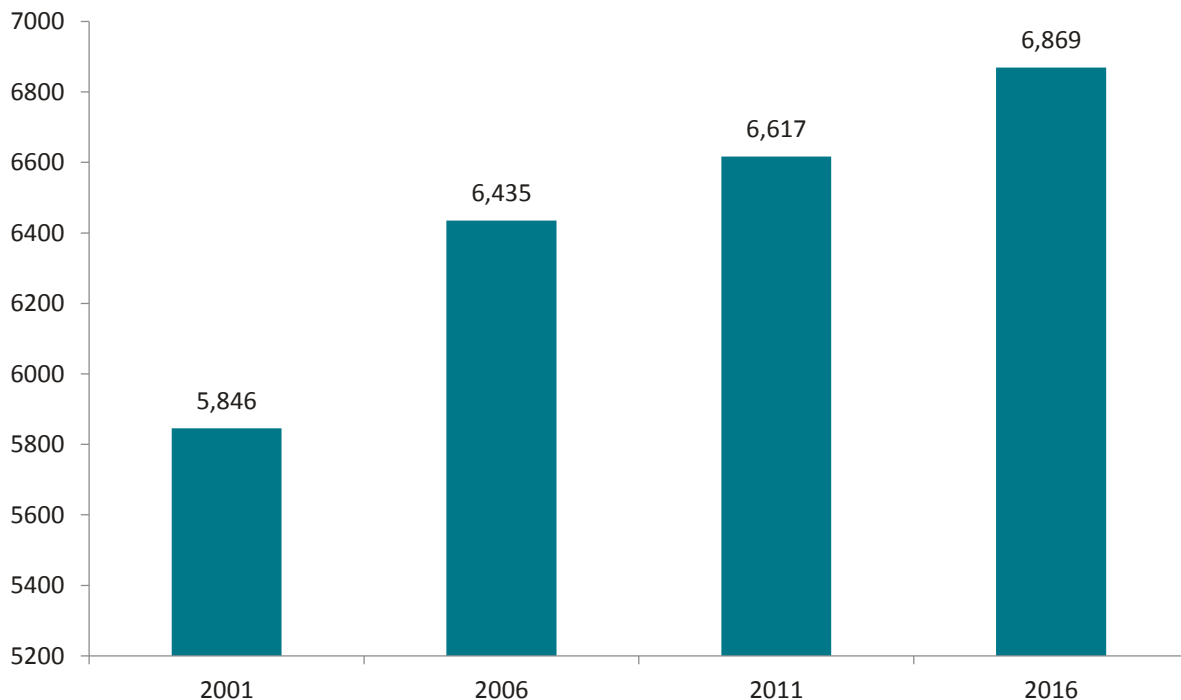
Unlike many other rural communities in Ontario, Alnwick/Haldimand has experienced positive population growth. Between 2001 and 2016 the population in Alnwick/Haldimand increased by 1,023 people. Alnwick/Haldimand also experiences a slightly younger average age than neighbouring communities. This might give some inference into the type of individuals being attracted to the family



where there is a proportionately higher percentage of the population in younger age cohorts when compared to other neighbouring communities.

One might anticipate that due to the relatively close proximity to Toronto and increasing home prices in urban centres that individuals may look to Alnwick/Haldimand as a potential place to live. As families and individuals consider alternative locations to settle, the spillover from close urban centres could be captured by Alnwick/Haldimand.

Figure 2: Population Growth, 2001-2016



Source: Statistics Canada, Census Profile

2.2.2 Household and Individual Income

Household income is a measure of the combined incomes of all people sharing a particular household or place of residence. It includes every form of income such as salaries and wages, retirement income, investment gains, and government transfers.¹ The median household income helps to give an indication of the quality of life in a particular area and the potential disposable income. The Median Household income growth rate in Alnwick/Haldimand was 26% from 2005 to 2015. Median household income in 2015 in Alnwick/Haldimand was \$85,837, which was over \$10,000 greater than the provincial average.

The individual income in the Township was \$36,184, having grown by 18% from 2005 to 2015. Alnwick/Haldimand had a higher percentage of households earning above \$100,000 compared to neighbouring communities and the province.

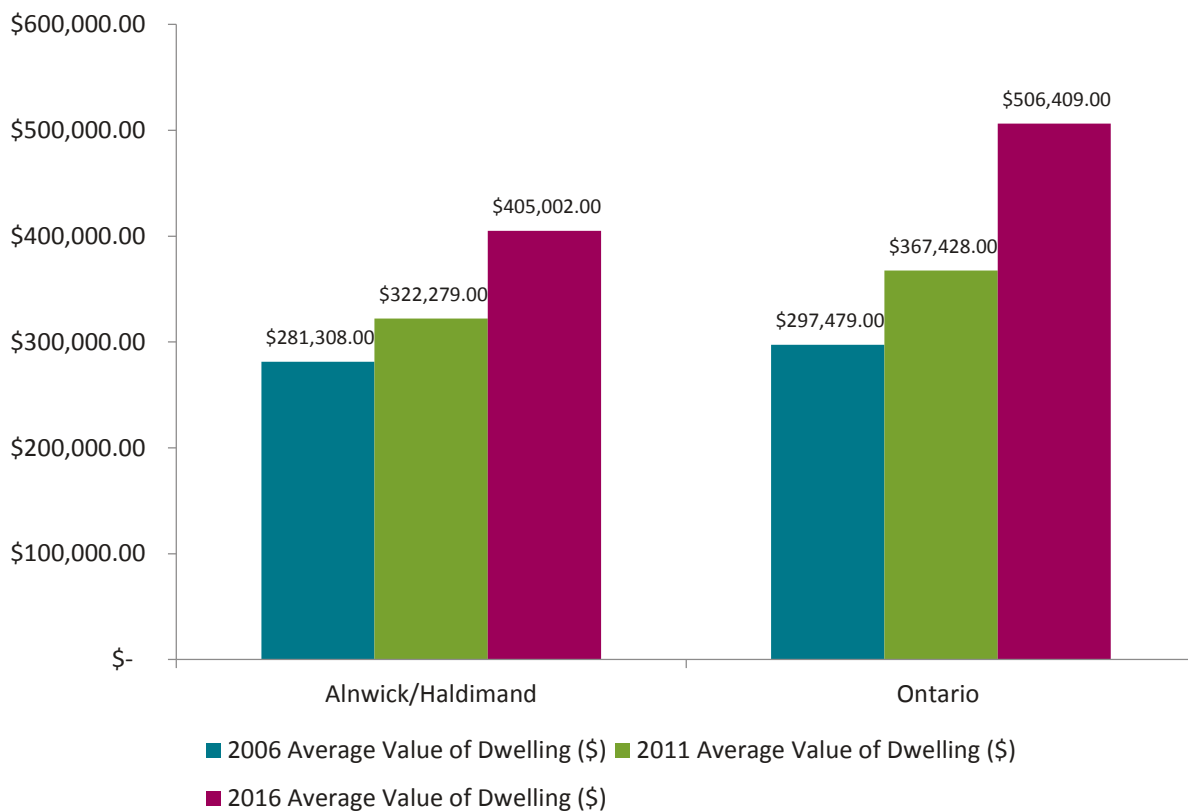
¹ OEC “Glossary of Statistical Terms,” November, 2017, <http://www.oecd.org/>



2.2.3 Dwelling Values and Characteristics

Dwelling values in Alnwick/Haldimand are just over \$100,000 lower on average than Ontario, with the average dwelling value in Alnwick/Haldimand being \$405,002. However, housing prices are higher than neighbouring communities on average. Part of the explanation in housing prices might be explained by the higher income earners in Alnwick/Haldimand which as a result allow individuals to allocate more dollars towards housing. The housing costs from 2011 to 2016 increased by 26% in Alnwick/Haldimand. 97.7% of houses in the Township are single-detached.

Figure 3: Dwelling Values, 2006 to 2016



Source: Statistics Canada, National Household Survey, Census Profile

2.2.4 Educational Profile

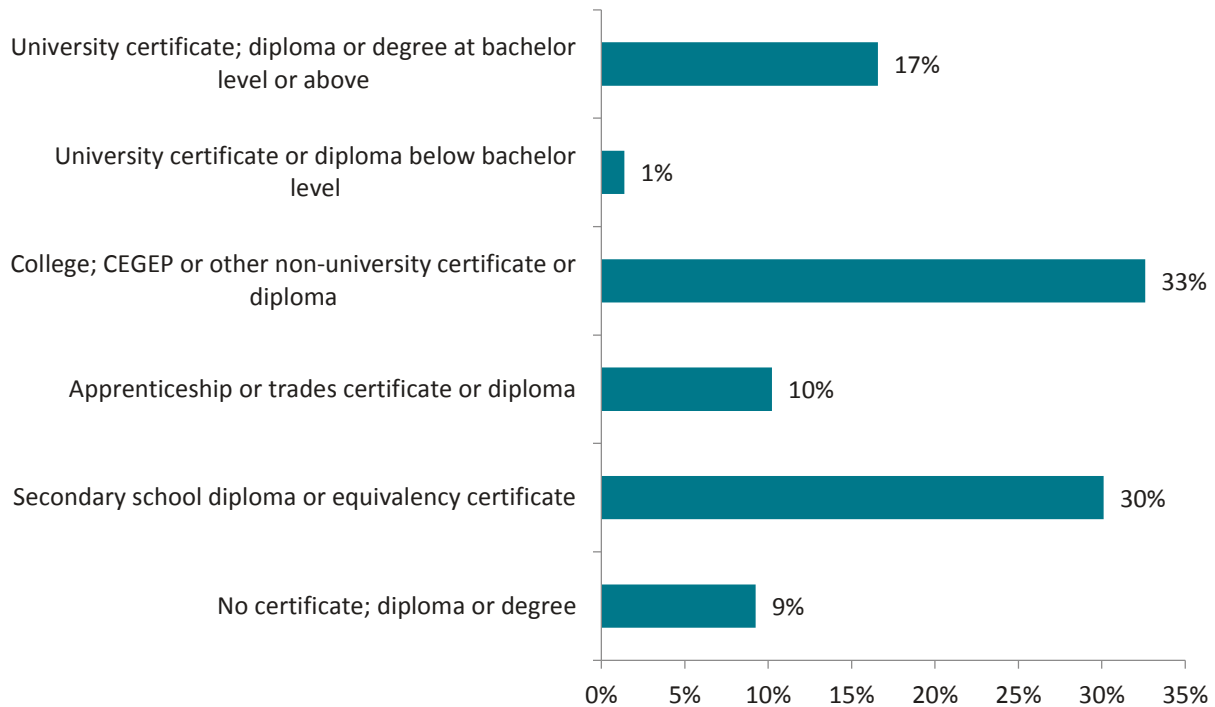
An educational profile is an important socio-economic indicator as it reveals a community's ability to staff new and existing businesses. For the purposes of this profile, the total population aged 25 to 64 years old was examined in relation to the highest certificate, diploma or degree they have obtained.

33% of Alnwick/Haldimand's population held a college, or other non-university certificate or diploma. This speaks to the types of jobs available in Alnwick/Haldimand, it also speaks to the likelihood of being able to attract certain types of businesses to Alnwick/Haldimand. With a relatively well rounded educational profile, businesses that require skilled trades or specified education might find Alnwick/Haldimand as a viable place to do business as far as meeting staffing requirements.



The top fields of study or residents living in Alnwick/Haldimand are Architecture; engineering and related technologies (15.9%), followed by Business; management and public administration (9.9%), and health and related fields (9.5%).

Figure 4: Alnwick/Haldimand Resident Educational Profile, 2016



Source: Statistics Canada. Census Profile 2016

2.3 Industry Performance

2.3.1 Labour Force by Industry Sector

The labour force by industry sector was examined to determine how Alnwick/Haldimand's labour force composition compared to Ontario and other neighbouring communities. The labour force by industry sector looks at 20 broad industry sectors and identifies the number of individuals working within each industry sector.

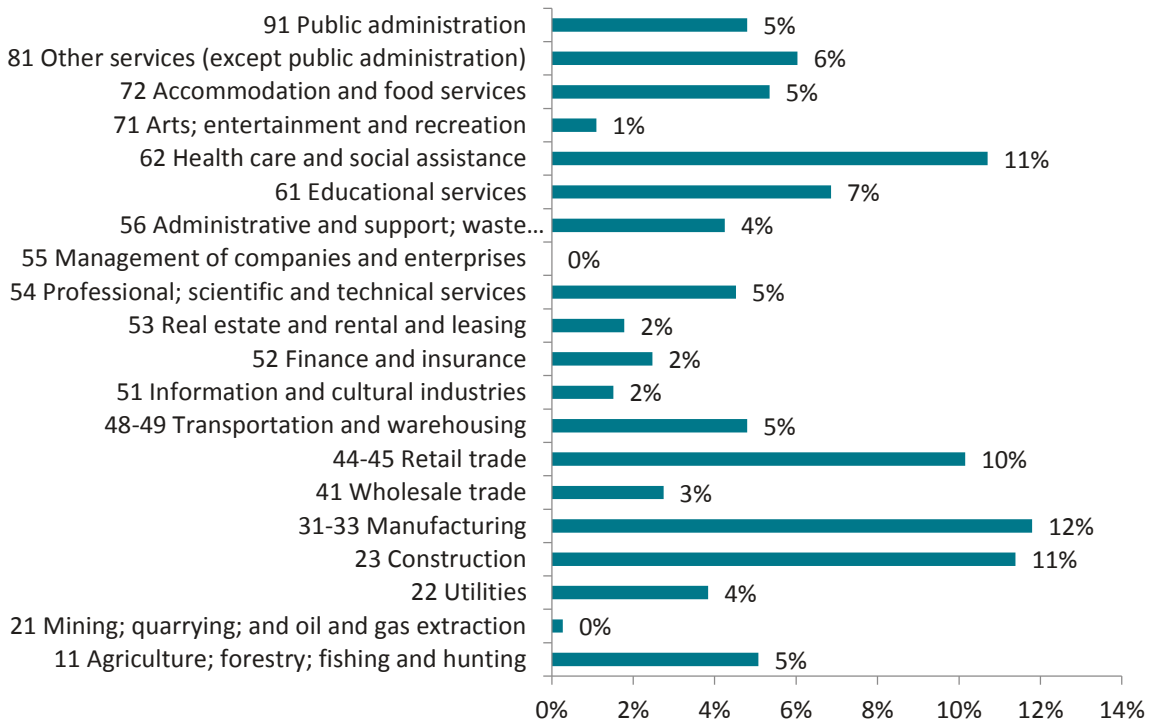
The top 3 industry sectors by resident participation in Alnwick/Haldimand are manufacturing, construction, and health and social assistance.

Manufacturing jobs in Alnwick/Haldimand outweighed all other industries. It is important to note that this information was based on individuals living in Alnwick/Haldimand, not total jobs in Alnwick/Haldimand.

In 2016, there were a total of 430 individuals working in manufacturing, 415 individuals working in construction and 390 working in health and social assistance.



Figure 5: Alnwick/Haldimand Labour Force by Industry Sector, 2016



Source: Statistics Canada. Census Profile 2016.

Projected Job Growth

The Job Growth Projection determined that Alnwick/Haldimand is expected to experience a relatively high percentage of job growth with 18.3% growth by the year 2023.² This projection is based on local employment within Alnwick/Haldimand. Job growth is a good indication of the economic condition and as such one might deduce that the strong projected job growth in Alnwick/Haldimand could imply a strengthening economy into the future. The Township should prepare for this anticipated growth to capitalize on these future opportunities.

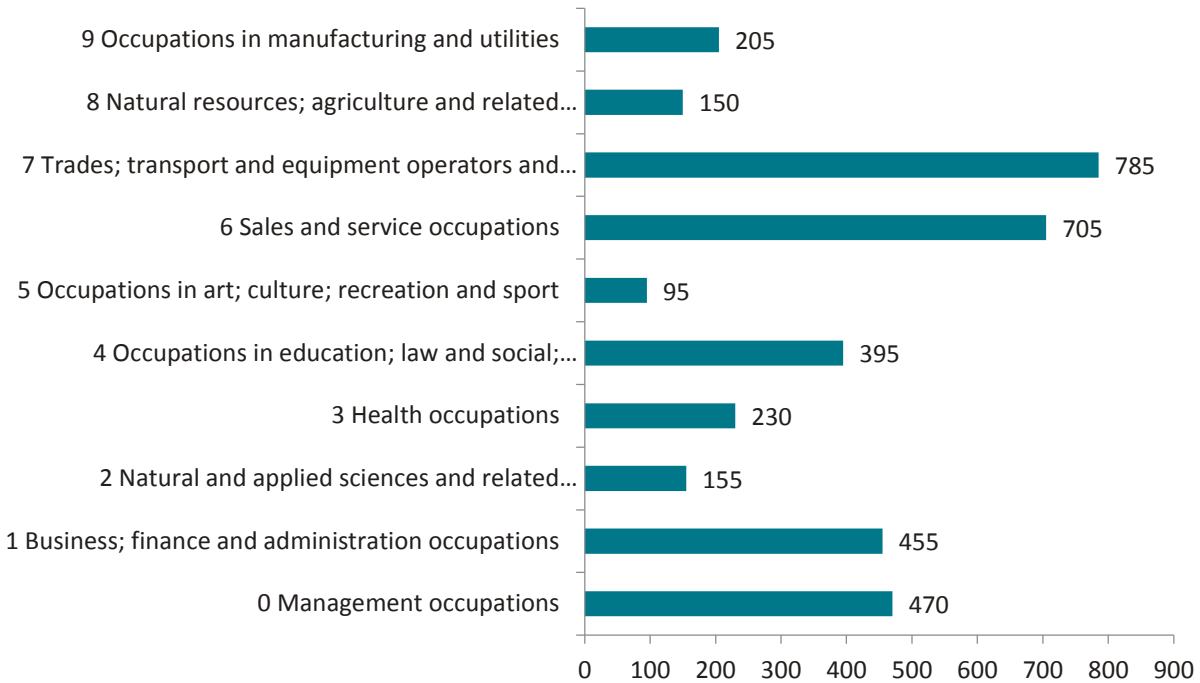
2.3.2 Labour Force by Occupational Classification

Examining Alnwick/Haldimand’s total labour force by occupational classification provides further insight into the composition and skill sets of its local labour force. The top three occupational categories in Alnwick/Haldimand are; Trades; transport and equipment operators and related occupations (22%), Sales and services operations (19%) and, Business; finance and administration occupations (13%). These numbers are based on positions being held by residents in the Township.

² Emsi Analyst, Projections based on 2016 data.



Figure 6: Alnwick/Haldimand Labour Force by Occupation



Source: Statistics Canada. Census Profile.

2.4 Labour Flows

When looking at labour flows, a useful statistics is the 'Place of Work Status'. The Place of Work Status refers to the nature of the work of the individual. There are three place of work statuses; 'worked at usual place,' 'no fixed workplace,' and 'worked at home'. Working at 'usual place' would indicate an office type of position where the worker is commuting to their office on a regular basis. 'No fixed workplace' is usually indicative of contract work, for example, construction, where construction jobs change on a regular basis and as such the location of the work is not fixed. Please note that the place of work status information is based on residents living in the Township, not individuals commuting into the Township.

Looking at the place of work status can help to indicate the nature of the jobs within the Township. For example, if there was a high percentage of 'worked at home' this might indicate that there are a high percentage of people with home-based businesses. In addition 'worked at usual place' would indicate typically an office, or given location type of employment.

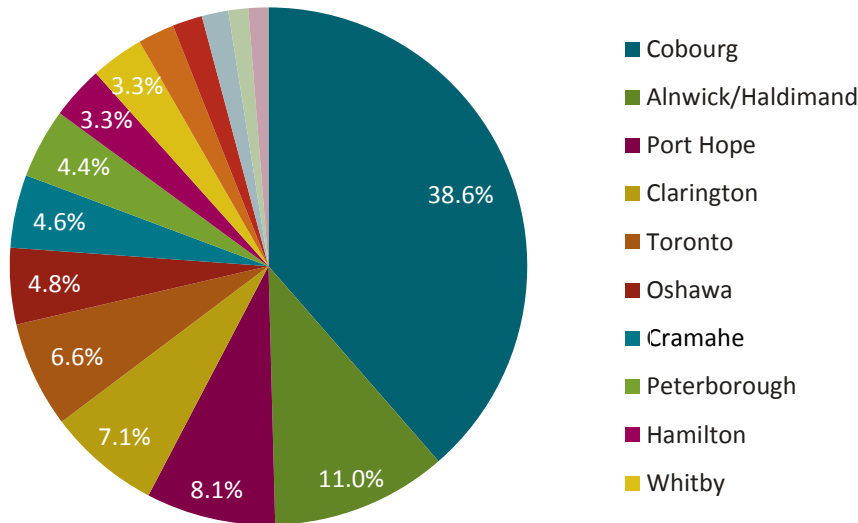
The majority of the workforce (74%) in the Township worked at 'usual place' however a relatively high percentage on individuals worked from home or had no fixed workplace address. The high percentage of those working from home could indicate that there are a high percentage of individuals who are self-employed, while those with no fixed workplace would indicate a high percentage of contract workers.

An additionally tool that is essential in analyzing labour flows is commuting patterns. 89% of residents in



the labour force in Alnwick/Haldimand commute outside of Alnwick/Haldimand for work. The most commuted to location for Alnwick/Haldimand residents is Cobourg, followed by Alnwick/Haldimand, then Port Hope. Of the available jobs in Alnwick/Haldimand, 37.1% are filled by local residents. The other 62.9% of positions are filled by residents living in outside communities. 15.4% of positions are filled by individuals commuting from Cobourg, 9.8% from Cramahe, and 9.1% from Trent Hills.

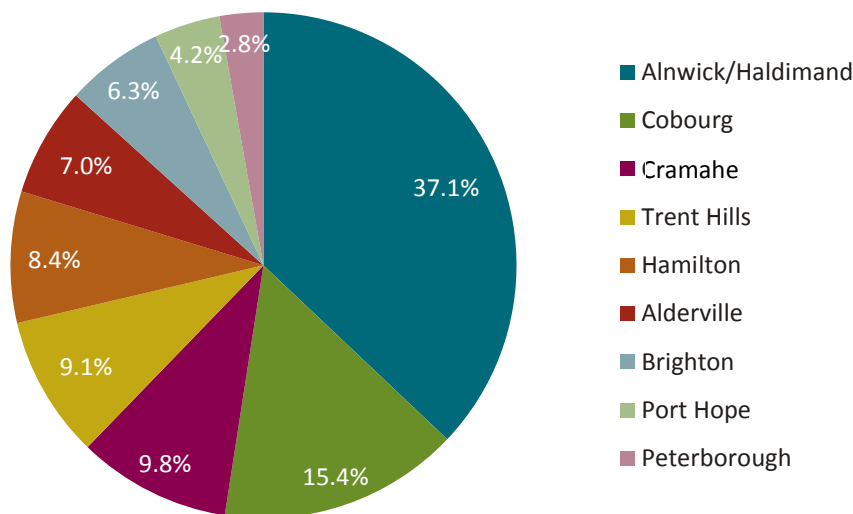
Figure 7: Commuting patterns of those living in Alnwick/Haldimand



Source: Statistics Canada. Census Profile.

In absolute numbers, 930 individuals commute to Cobourg for work, 265 remain in Alnwick/Haldimand, 195 individuals commute to Port Hope, 170 to Clarington, and 160 individuals commute to Toronto.

Figure 8: Commuting patterns of those commuting to Alnwick/Haldimand for work



Source: Statistics Canada. Census Profile.



110 individuals commute to Alnwick/Haldimand for work from Cobourg, followed by 70 from Cramahe, 65 from Trent Hills, 60 from Hamilton, and 50 from Alderville.

With a large portion of Alnwick/Haldimand residents leaving Alnwick/Haldimand for work, and under 40% of jobs available in Alnwick/Haldimand being filled by local residents, there is an opportunity to encourage residents to work within Alnwick/Haldimand. An emphasis where skills are available might be placed on encouraging the hiring of local residents. This would help to keep more earnings and spending stay in Alnwick/Haldimand, and also likely decrease turnover rate within jobs of commuters from further distances.

While there are currently not enough jobs in Alnwick/Haldimand to satisfy the number of individuals in the workforce, efforts can be made to encourage the jobs that do exist in the community to be filled by individuals who also reside in the community.

Below is a table demonstrating the labour flows by industry. When interpreting the table, if a negative number appears, it means that the size of the resident employed labour force is larger than the number of jobs available in the sector in the municipality. Therefore, it indicates that people are commuting out of the municipality to work in this sector, or the municipality is “exporting” labour. Conversely, if the number is positive, there are more local jobs in the sector than the resident labour force employed in the sector. Alnwick/Haldimand saw an export in labour in also every sector except Finance and insurance. The largest export industry was in Construction, followed by manufacturing, and transportation and warehousing. Overall, Alnwick/Haldimand had a net export of 185 individuals.

Figure 9: Labour Flow by Industry

	Employed in Alnwick/Haldimand	Resident of Alnwick/Haldimand	Net Import
Total - Industry	3460	3645	-185
11 Agriculture, forestry, fishing and hunting	185	185	0
21 Mining, quarrying, and oil and gas extraction	10	10	0
22 Utilities	140	140	0
23 Construction	375	415	-40
31-33 Manufacturing	410	430	-20
41 Wholesale trade	100	100	0
44-45 Retail trade	355	370	-15
48-49 Transportation and warehousing	155	175	-20
51 Information and cultural industries	50	55	-5
52 Finance and insurance	95	90	5
53 Real estate and rental and leasing	65	65	0
54 Professional, scientific and technical services	160	165	-5
55 Management of companies and enterprises	0	0	0
56 Administrative and support	145	155	-10
61 Educational services	245	250	-5
62 Health care and social assistance	375	390	-15



	Employed in Alnwick/Haldimand	Resident of Alnwick/Haldimand	Net Import
71 Arts, entertainment and recreation	30	40	-10
72 Accommodation and food services	185	195	10
81 Other services (except public administration)	210	220	10
91 Public administration	175	175	0

2.5 Current Business Patterns Assessment

Understanding the trends in business growth in the community provides valuable insight into the directions that future growth and investment within Alnwick/Haldimand might take. It also provides an indication of where the priorities of the municipality should lie, especially with regards to program development and delivery, and strategic planning.

In terms of business composition, the following industry sectors exhibit the highest proportion of business establishments in Alnwick/Haldimand. Please note that this information is based on businesses located within the Township borders:

- Construction (70 businesses)
- Professional, scientific and technical services³ (62 businesses)
- Agriculture, forestry, fishing and hunting (56 businesses)
- Real estate and rental and leasing (54 businesses)

76% of business establishments in Alnwick/Haldimand are characterised by self-employed (and/or those who do not maintain an employee payroll, but may have a workforce consisting of contracted workers, family members or business owners).

	Total	Without Employees	With Employees	1-4	5-9	10-19	20-49	50-99	100-199
Total	508	389	119	84	19	10	5	0	1
11 - Agriculture, forestry, fishing and hunting	56	40	16	10	3	2	1	0	0
21 - Mining and oil and gas extraction	1	1	0	0	0	0	0	0	0
22 - Utilities	3	3	0	0	0	0	0	0	0
23 - Construction	70	45	25	19	4	2	0	0	0
31-33 - Manufacturing	15	10	5	1	1	2	1	0	0
41 - Wholesale trade	9	4	5	2	2	0	1	0	0
44-45 - Retail trade	34	23	11	7	3	1	0	0	0
48-49 - Transportation and warehousing	15	12	3	3	0	0	0	0	0
51 - Information and cultural industries	14	11	3	2	1	0	0	0	0

³ Professional, scientific and technical services include businesses such as law firms, accounting firms, engineering firms, and advertising firms among many other highly skilled positions.



	Total	Without Employees	With Employees	1-4	5-9	10-19	20-49	50-99	100-199
52 - Finance and insurance	21	19	2	2	0	0	0	0	0
53 - Real estate and rental and leasing	54	49	5	5	0	0	0	0	0
54 - Professional, scientific and technical services	62	52	10	10	0	0	0	0	0
55 - Management of companies and enterprises	3	1	2	1	1	0	0	0	0
56 - Administrative and support, waste management and remediation services	19	14	5	4	1	0	0	0	0
61 - Educational services	3	3	0	0	0	0	0	0	0
62 - Health care and social assistance	20	15	5	2	1	2	0	0	0
71 - Arts, entertainment and recreation	7	6	1	1	0	0	0	0	0
72 - Accommodation and food services	8	4	4	1	1	1	0	0	1
81 - Other services (except public administration)	29	22	7	7	0	0	0	0	0
91 - Public administration	1	0	1	0	0	0	1	0	0

Source: Statistics Canada. Canadian Business Patterns. December 2017

It is also valuable to examine the growth in businesses by industry, so as to better understand the areas of emerging opportunity within Alnwick/Haldimand's economy, or to take note of industries that might be slipping.

The industries that have experienced the highest rates of percentage growth from 2014 to 2017 include:

- Construction (21 businesses)
- Professional, Scientific and technical services (18 businesses)
- Real estate and rental and leasing (9 businesses)

Industry sectors that have experienced the greatest negative growth between 2014 and 2016 are as follows:

- Accommodation and food services (loss of 14 businesses)
- Transportation and warehousing (loss of 10 businesses)
- Agriculture, forestry, fishing and hunting (loss of 7 businesses)

2.6 Current Community Perceptions

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 leaders and business, a series of interviews with local business owners, and a resident survey to which local residents shared their perspectives. This section presents emerging considerations and themes for the Strategy.



Residents and business owners within Alnwick/Haldimand, in general, residents reported being very satisfied or satisfied with a variety of factors including quality of life, land costs, arts, recreation and cultural attractions, available housing stock, diversity of age groups and festivals and events. Residents also reported high satisfaction with general feelings about living in Alnwick/Haldimand.

Residents were asked about their satisfaction with several quality of life factors, while the majority were reviewed positively, residents expressed dissatisfaction with internet services. Fewer residents reported satisfied to attributes such as public transit, availability of space for rent or lease.

When asked what elements are most important for a successful economy over the next twenty years over 90% believed that supporting entrepreneurs to start a business, and attracting and developing the local workforce to be important for future success. Over half of those surveyed shared the long-term vision of the community being family-focused.

- The lowest ranking factors of satisfaction were access to education and healthcare opportunities; availability of space for rent or lease, and the level of internet service available.
- When asked about Alnwick/Haldimand as an affordable place to live, work and play, 87% agreed or somewhat agreed.
- When asked about Alnwick/Haldimand as a welcoming community to newcomers, 85% agreed or somewhat agreed.
- When asked about Alnwick/Haldimand as a community that provides opportunity for employment, 57% disagreed.
- When asked about Alnwick/Haldimand as a good place to do business, 23% disagreed.
- Survey respondents were asked to identify which elements they believed to be the most important to develop a successful economy in Alnwick/Haldimand over the next 20 years.
 - 91% believed that attracting and developing the local workforce was important.
 - 91% also believed that supporting entrepreneurs to start new businesses was important.
 - 45% believed that migration of citizens from larger city centres to my community was not as important.

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

2.6.1 Small Business Support

Overwhelming, stakeholders from the interviews and focus groups identified that there needs to be greater support and information for small business in Alnwick/Haldimand. Stakeholders highlighted those small businesses maybe unaware of the resources available to them, who the right point of contact is and what programs/services are offered. Stakeholders also believe the Township can assist in increasing communication and awareness amongst local business through networking events and increasing the promotion of local businesses. As well, increased communication between the County and the CFDC is needed to ensure that small business are aware of the resources available to them and to promote the community as a place for new small business owners. Several noted that the relationship between the Chamber of Commerce has strengthened significantly since the Township began supporting that partnership. Stakeholders also indicated that there is also a need to assist local businesses in succession planning options to ensure that there are individuals willing and able to take over business operations as business owners retire. Lastly, stakeholders noted that there is a significant challenge with recruiting labour in the Township.



Some of the comments provided by stakeholders include:

- More information from County about resources, programs and services available, as well as who leads them (e.g. County, CFDC, Chambers)/ Challenge of communication between government and small businesses
- CFDC needed to run capacity building workshops and regular tours of hamlets/villages
- There needs to be a better dialogue between local businesses
- Lack of succession planning options for current aging business owners
- Examination of newcomers and immigrant retention programs
- Reshoring of commuting workers

2.6.2 Value-Add Agriculture

Some stakeholders indicated that like other communities within the County, agricultural is a vital strength of the community and a sector that provides opportunities for future development. Unlike other communities in the County who see opportunity in agri-tourism; stakeholders in Alnwick/Haldimand believe agricultural opportunities should be focused on value-add and processing. As well, stakeholder indicated that there is the risk of losing the local agricultural businesses due to a lack of succession planning and that there may be an opportunity to examine further opportunities with the Ontario Agri-Food Venture Centre or the potential of creating an agricultural education program that is designed to combat perceptions about working in the agricultural industry. Some of the comments provided by stakeholders include:

- The Agriculture Sector is strong
- Expansion of agriculture into value-added components
- Business Retention and Expansion activities needed for agricultural community

2.6.3 Expand Tourism Opportunities

Several stakeholders stated that there needs to be a considerable improvement on the promotion of existing and future tourism opportunities within the Township. Stakeholders suggested activities from supporting marketing and promotional collateral to building infrastructure to enhance and expand existing trails, paths and alternative accommodation offerings. Additionally, tourism providers felt that Alnwick/Haldimand had a lot to offer to a range of different types of visitors and that the Township could work closely with the County and the Regional Tourism Organization to support the growth of these visitor profiles.

2.6.4 Land and Infrastructure Restrictions

A major restriction to the development of the land in Alnwick/Haldimand is the Oak Ridges Moraine. With development restrictions on moraine land, and nearly 50% of the land in Alnwick/Haldimand being part of the moraine, it presents limitations in the quantity and type of development that is able to take place. As such, there is a shortage of industrial land. Many individuals raised the need for an industrial park. Some presented the idea of having a park located off the 401 highway which runs directly through the Township.

A unanimous issue raised across all different sectors and stakeholders was that of internet. Many residents and business owners communicated the challenges with the slow internet connection. Business owners expressed that having faster internet would allow for a more seamless operation.

SECTION THREE PRIORITIZING ECONOMIC OPPORTUNITIES

The Township of Alnwick/Haldimand
Economic Development Strategy





3. Prioritizing Economic Opportunities

3.1 Determining Competitive Uniqueness

Building on the results of the research and consultation exercise a set of key competitive advantages and disadvantages emerge that must be taken into consideration as the strategy develops. The following table highlights Alnwick/Haldimand’s competitive advantages and disadvantages as they relate to these growing economic drivers. 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.

Competitive Advantages	Competitive Disadvantages
<ul style="list-style-type: none"> ▪ Proximity to Highway 401 and Eastern Greater Toronto Area strongly increases accessibility for investors. The township is also not far from direct intermodal (Train/Car/Bus) routes into Toronto. ▪ Pastoral and rural quality of life. Quality of life attributes are often what are sought by people looking to escape the city for a calmer pace of life. ▪ New housing developments in Grafton are increasing marketability of the area to potential people in Toronto and other area municipalities. ▪ High proportion of residents with college or university educations (33%), which indicates a strong local skilled labour force which may be supportive of investment attraction and entrepreneurship. ▪ Constant growth of population since 2001. ▪ One of the strongest farming sectors in all of Northumberland County, which is rich for spin-off activities in manufacturing and agri-tourism. ▪ Enclosed by water bodies to the North and South with potential to expand water-based and outdoor tourism experiences. 	<ul style="list-style-type: none"> ▪ Lack of industrial land. The Township has very little developable land, which limits ability to compete for large investment attraction projects ▪ Lack of succession planning was a key theme in consultations, with many local business owners nearing retirement age; the threat of small business closures could diminish marketability of quality of life. ▪ Declines in small local retail options which relates to the succession planning component, but signals a deeper challenge in regard to business retention and expansion tools within the township to understand local business needs and challenges.



3.2 Alnwick/Haldimand Economic Drivers

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

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

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

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

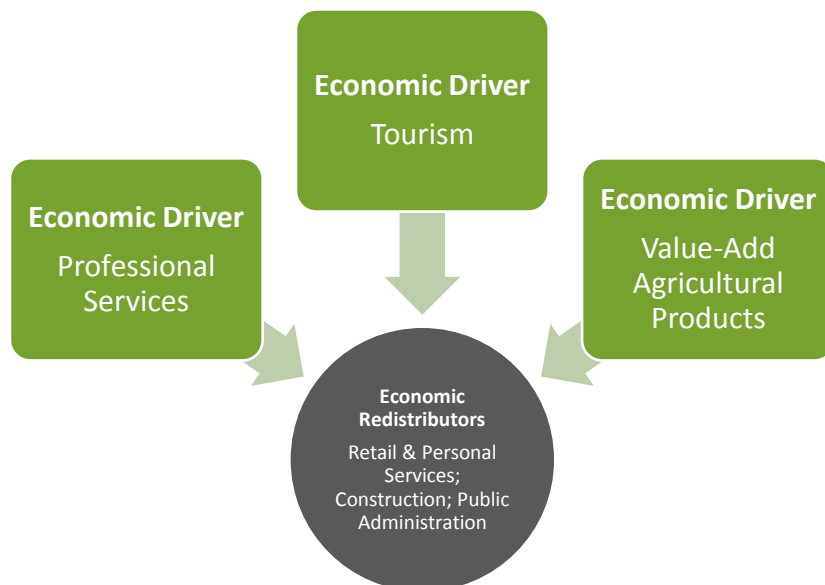
2. Import Substitution – any initiative that keeps money in the community:

- Encourage people and businesses to buy their goods/services locally rather than importing them from another community
- Starting or attracting new businesses that recognise 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 keep it in the community as it moves from business to business.

This concept is profiled below.

Figure 10: Current Economic Drivers and Redistributors for Alnwick/Haldimand





As the figure demonstrates, there are several sectors that drive Alnwick/Haldimand’s local economy. They bring investment into the community, and that money circulates to support local retail, government, and personal services.

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

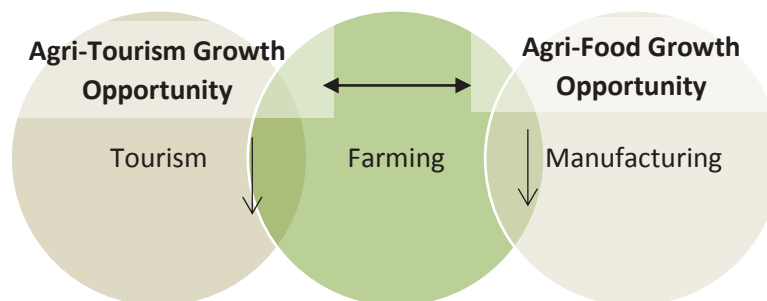
Tourism is also an economic driver because it involves people coming from outside the community that spends money locally at various tourism amenities and local retail. Tourism also holds strong convergence with the farming sector, as agri-tourism continues to draw visitors from urban areas for an escape from city life. Specifically in Alnwick/Haldimand, tourism is driven by natural assets and the growth of its local health and wellness resorts.

The Venn diagram in Figure 11 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.

- On the one side, tourism has begun to grow momentum in farm related activities. This area is typically referred to as “agri-tourism.” The kinds of activities associated with this are community events such as farmers’ markets and annual festivals, or formal or informal farm-gate or farm-product tours. Many tourists look for escape in the rural country-side and the benefit of stopping-in on something interesting, and possibly buy something fresh from the farm. Most of these businesses will remain small but could evolve into off-site agri-food 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.

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

Figure 11: Convergence Area for Farming with Manufacturing and Tourism





3.3 Prioritizing Economic Development Opportunities

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 office, 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 attention most attention on.

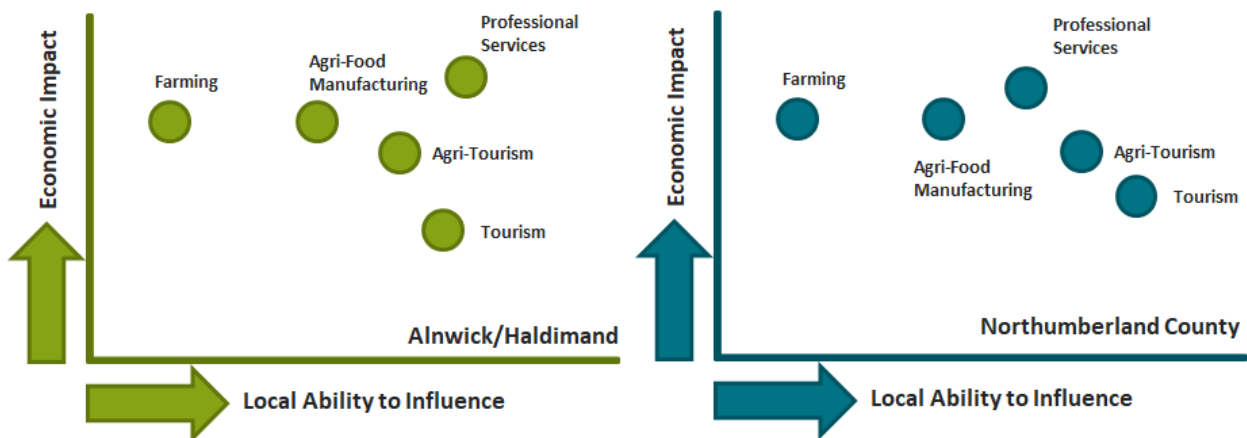
The Importance of Economic Impact and Influence

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

1. The economic impact on Alnwick/Haldimand
2. The ability for the Township of Alnwick/Haldimand to influence economic change

These are demonstrated visually for Alnwick/Haldimand and for the County more-broadly in the figure below.

Figure 12: Long Term ‘Economic Impact of’ and ‘Local Influence on’ Investment and Job Creation Opportunities



There are several areas of similarity in focus at the County level as in Alnwick/Haldimand. These areas include:

- Professional Services
- Tourism (including agri-tourism)
- Manufacturing (through agri-food)
- Farming

Traits of Prioritized Sectors

The following table provides a summary of the qualities of the sectors that are driving Alnwick/Haldimand’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 13: Traits of Highlighted Economic Drivers

	Professional Services	Agri-Food Manufacturing	Tourism & Agri-tourism
Estimated long-term sector growth	Strong	Moderate	Moderate-Strong
Complement to existing local base	Strong	Very Strong	Very Strong
Potential to significantly impact local economy	Strong	Moderate	Moderate
Local potential to influence sector	Very Strong	Moderate	Very Strong
Current state of the sector	Positive <i>The community has seen modest growth in the sector</i>	Positive <i>Good advancements, with sector showing growth potential</i>	Positive <i>A growing sector with positive results visible within the last few years</i>
Capitalize on these competitive advantages	<ul style="list-style-type: none"> • Positive momentum exists • Proximity to Toronto professionals looking to escape • Rural quality of life 	<ul style="list-style-type: none"> • Complemented by the strong local farming sector • Agri-food network growing in Eastern Ontario • Ontario Agri-Food Venture Centre 	<ul style="list-style-type: none"> • Proximity to Toronto and Kingston as a natural escape • Strong farming sector • Strong base of local tourism providers
Beware of these competitive disadvantages	<ul style="list-style-type: none"> • Availability of small offices or co-working spaces for scale-up transitions 	<ul style="list-style-type: none"> • Land availability is generally low • Skilled labour 	<ul style="list-style-type: none"> • Summer season is primary season • Lack of CIP to encourage beautification
Alnwick/Haldimand's current ability to capitalize on the sector	Excellent <i>Population will continue to grow in Alnwick/Haldimand with several new residents holding professional service type of occupations</i>	Moderate <i>Land availability is the greatest challenge</i>	Positive <i>In a good position to extend marketing to Toronto and beyond in coordination with the County and Regional Tourism Organization. Good amenities with potential for complimentary development (agri-tourism/alternative accommodations)</i>



Alignment with 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 Alnwick/Haldimand. The *Northumberland County Integrated Economic Development Master Plan*, and the *2014 Eastern Ontario's Economic Development Strategy* each provide recommendations that are consistent with the above priorities.

Northumberland County Integrated Economic Development Master Plan

The Plan identifies areas that must be addressed in order for the County to be successful in its economic development initiatives. The Plan identifies a variety of industry sectors that are the top opportunities for growth in the County. Specifically, these sectors which find themselves in Alnwick/Haldimand were identified:

- Agri-Food and Local Food
- Tourism
- Professional Services

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 Plan align with the priority economic drivers of Alnwick/Haldimand. These include:

- The Ontario Agri-Food Venture Centre (OAFVC) is a niche food processing facility, it accommodates small batch processing, packaging and storage of foods and supports second source revenues from farming operations. The accelerator component consists of business support services in conjunction with our strategic partners and services. The objective of the Centre is to provide resources to support, facilitate and advance a sustainable regional local food economy, engage a broader regional rural constituency to create the necessary demand for the service, and create the necessary infrastructure and support for value-added production, minimal processing and business services to existing and emerging businesses, organizations and the surrounding community.
- The Business Advisory Centre of Northumberland has integrated its functions into the overall mandate of Economic Development especially in areas such as partnership development, business immigration and new Canadian attraction and youth engagement. The goal of the Centre is to create new and innovative programs and services to serve Small Business and Entrepreneurial Development, Strengthen involvement of community partners in programs and services to increase effectiveness and scope , and create an accelerator to foster entrepreneurial learning and development with new methods and techniques.
- Continue to provide coordination services and strategic development initiatives around agri-tourism awareness and tourism activities by identifying resources available to tourism operators which will expand their marketing or development opportunities i.e. funding, partnerships, programs etc. The department maintains an industry-dedicated website, NorthumberlandPartners.com and an industry e-newsletter, "Growing Your Business" and both serve to communicate business best practices, improving the quality of the tourist experience, marketing resources, industry news, workshops to partnership opportunities.



Eastern Ontario Wardens' Caucus Economic Development Strategy

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

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

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

SECTION FOUR ECONOMIC DEVELOPMENT ACTION PLAN

The Township of Alnwick/Haldimand
Economic Development Strategy





4. Action Plan

4.1 Critical Path

This plan will provide the Township of Alnwick/Haldimand 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 Integrated Economic Development Master Plan. The benefit to this relationship is illustrated in Figure 14.

4.1.1 Prioritizing Resources

Figure 14 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 Alnwick/Haldimand 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 the township is inviting to investment. 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

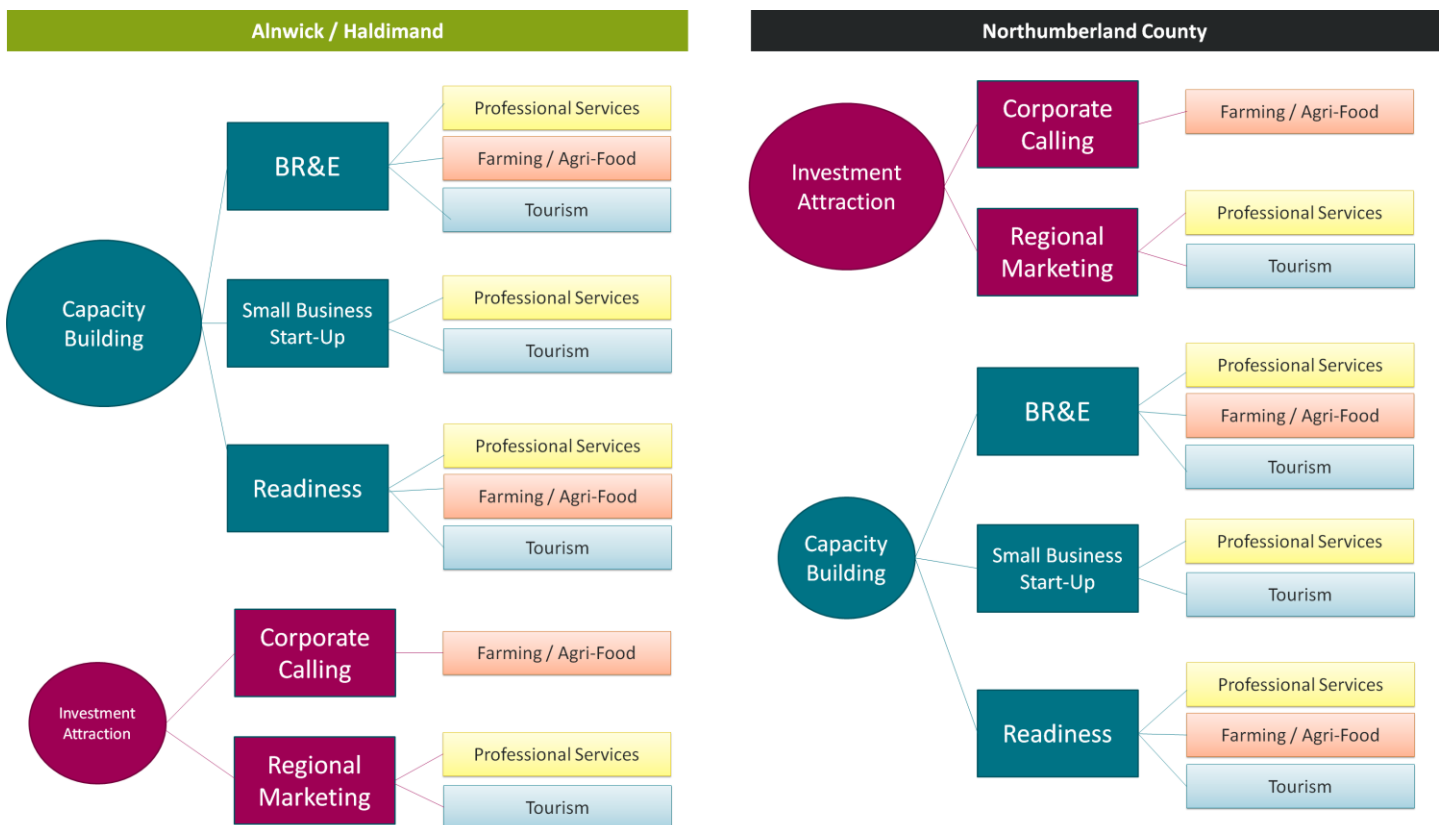


in such affairs (e.g. workforce planning board and regional education institutions). Additional Investment Readiness is also about investing in residential amenities. Investment in downtown revitalization can generate stronger local business and employment growth in retail and service sectors, new investments from private stakeholders (e.g. renewed facades, new design features) that contribute to a sense of investment security and stability in the community, and aesthetic improvements in both public and private spaces that support broader quality of place improvements to attract and retain residents and tourists in the community.

Investment attraction activities are concentrated in two main areas of activity: Toronto & Area Markets and National & International Markets. **Toronto & Area Markets** involve sending a message to external audiences in the surrounding areas about key local industries (mainly professional service and tourism related businesses). The idea is to generate interest in Northumberland County, and more specifically Alnwick/Haldimand for visiting, investment or starting a small business. It is suggested the County leads the regional promotion to areas like Toronto & Area, while locally the township supports the County's activities via quality of life enhancements. 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 outreach and marketing toward corporate headquarters. 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 Alnwick/Haldimand supporting them as needed locally by providing the County with required information and working actively via the existing lead handling protocol.

Figure 14: Resource Priority Flow Chart





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

Figure 15: Resource Priority Division of Leadership Roles

Objective	Strategic Focus	Activities	Economic Drivers	Local Role	County Role	Others
Capacity Building	BR&E	Business Visitations	Agrifood Manufacturing	Shared	Shared	Minimal
			Professionals; Tourism Asset Development	Lead	Support	Minimal
		Business/Succession Planning	Professionals; Agrifood Manufacturing; Farming; Tourism	Broker	Referral	Lead
		Workshops, seminars, etc.	Professionals; Tourism Asset Development	Support	Referral	Lead
	Small Business Start-up / Entrepreneurship	Start-up information	Professionals; Agrifood Manufacturing; Tourism Asset Development	Broker	Referral	Lead
		Incubator / Accelerator	Professionals; Agrifood Manufacturing	Referral	Lead (food hub); referral for others	Lead in areas other than food hub
		Youth Employment	Agrifood Manufacturing; Professionals; Tourism Asset Development	Support	Minimal	Lead
	Readiness	Opportunity research / understanding	Professionals; Agrifood Manufacturing; Tourism Asset Development	Support	Lead	Support
		Infrastructure readiness	Agrifood Manufacturing	Lead	Support	Minimal
		Workforce development / Skilled labour attraction	Agrifood Manufacturing; Tourism Asset Development	Support	Support	Lead
		Community Improvement Plans	Professionals; Tourism Asset Development	Lead	Support	Minimal



Objective	Strategic Focus	Activities	Economic Drivers	Local Role	County Role	Others
Investment Attraction	Toronto & Area Markets	Focusing on Toronto & Area; marketing and large event attraction; Quality of life	Professionals; Agrifood Manufacturing; Tourism Asset Development	Support	Lead	Support
	National & International Markets	Marketing, PR, Focus on Toronto head-quarters, supply-chain referrals, up-to-date site selection tools	Agrifood Manufacturing; Tourism	Support	Lead	Minimal

4.2 Interpreting the Action Plan

The Township of Alnwick/Haldimand Economic Development Strategy 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 Alnwick/Haldimand. 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 the **GOALS, OBJECTIVES** and **ACTIONS** contained in the Plan are presented in the following structure:

- **Strategic Goals (Focus):** The 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.
- **Partners:** The identification of partners who can assist with grant applications and resourcing of specific action items.



Strategic Goal 1: Business Retention & Expansion

Objective #1	<i>Invest in Business Visitation Programs</i>	Priority Timing			Partners
		IM	ST	LT	
Action #1.1	Undertake a local Business Visitation Program focused on supporting agricultural businesses in growing their existing operations in Alnwick/Haldimand. Information gathered at the local level would feed into the County's BR&E program.				County
Action #1.2	Support the County's BR&E program focused on local food in growing their existing operations in Alnwick/Haldimand and Northumberland County.				County
Objective #2	<i>Invest in Business Development and Support Programs and Activities</i>	Priority Timing			Partners
		IM	ST	LT	
Action #2.1	Promote and broker the existing resources available to support business retention as it relates to training, employee recruitment, business counselling, market research, business planning, and marketing, event planning, and legal and financial resources.				County Chamber OMAFRA CFDC
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.				County



Strategic Goal 2: Small Business and Entrepreneurship

Objective #3	<i>Prepare and Guide Small Business Development in Alnwick/Haldimand</i>	Priority Timing			Partners
		IM	ST	LT	
Action #3.1	Broker opportunities with the CFDC, Chamber of Commerce, Business Advisory Centre in promoting and delivering small business seminars geared to e-marketing, website development, business networking, workforce planning and marketing and succession planning in Alnwick/Haldimand.				CFDC Chamber County
Action #3.2	Connect small businesses in the municipality with senior business leaders in the region who can act as mentors and coaches.				County
Action #3.3	Investigate the potential of introducing a shared workspace in Grafton. Work with the CFDC and Business and Entrepreneurship Northumberland in programming the space.				CFDC
Objective #4	<i>Invest in the development of a local entrepreneurship ecosystem</i>	Priority Timing			Partners
		IM	ST	LT	
Action #4.1	Develop a Business Guide that outlines all of the services and processes of the municipality that assist with new investment and business opportunities.				
Action #4.2	Create a review team of Senior Administration and representatives from the local development community to brainstorm improvements to the commercial, industrial, and residential development review process to encourage more start-ups, succession planning exercises and expansions.				



Strategic Goal 3: Readiness

Objective #5	<i>Invest in an integrated approach to providing the infrastructure, services, and policy framework to support investment readiness</i>	Priority Timing			Partners
		IM	ST	LT	
Action #5.1	Establish stronger linkages with key business leaders in the drivers of the economy to establish a stronger pipeline for lead identification and generation based on local business relationships (combined with BR&E).				
Action #5.2	Continue to address infrastructure constraints. Examine the potential opportunities associated with broadband improvement across the community.				
Action #5.3	Consult with Northumberland County on the potential of employment land development in Alnwick/Haldimand.				County
Objective #6	<i>Develop a Community Improvement Plan (CIP)</i>	Priority Timing			Partners
		IM	ST	LT	
Action #6.1	Invest in a CIP and introduce 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. ⁴				
Action #6.3	Advocate for the development of a county-wide community toolkit that encourages businesses and organizations to participate in local and regional CIP programs.				County
Objective #7	<i>Continue to encourage the development of existing and new Agricultural opportunities</i>	Priority Timing			Partners
		IM	ST	LT	
Action #7.1	Support any agriculture/agribusiness sector strategy emerging from the County that provides clear direction on matters related to the growth and sustainability of the agricultural economy in Northumberland County and Alnwick/Haldimand.				County OMAFRA
Action #7.2	Continue to play a role in supporting and advocating for the Eastern Ontario Agri-food network.				OMAFRA
Action #7.3	Working with OMAFRA and the Ontario Federation of Agriculture (OFA), investigate the creation of an agricultural education program that connects elementary and secondary schools with agricultural courses.				OMAFRA OFA

⁴ Examples include: Façade Improvement Grant; 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



Strategic Goal 4: Local and Regional Promotion

Objective #8	<i>Promote local market investment attraction and economic development activities</i>	Priority Timing			Partners
		IM	ST	LT	
Action #8.1	Create and maintain a comprehensive visible community profile that can be shared with the County and used in conjunction with marketing and promotion.				County
Action #8.2	Make improvements to the Township's website and its ability to convey economic development activities and availability of resources/investment opportunities.				
Objective #9	<i>Support regional market investment attraction and economic development activities</i>	Priority Timing			Partners
		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. This can include the creation of video testimonials of businesses that can be uploaded to the website.				County
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.				County
Action #9.3	Working with OMAFRA and Northumberland County partake in the First Impressions Community Exchange (FICE) program. ⁵				OMAFRA County

⁵ The FICE is a highly effective and fun community assessment process that provides an opportunity for communities to gain a fresh perspective of how they are seen through the eyes of first-time visitors, potential business investors, or potential new residents. It helps identify priorities that lead to the development of action plans to improve a community's ability to attract tourists, investments, businesses and create jobs.



4.3 Implementation and Performance Metrics

4.3.1 Implementation

The Economic Development Strategy continues to expand the role of the Township in determining its economic growth trajectory. It also reflects an understanding of the opportunities that will provide the greatest return and reward to the municipality in achieving the goals of the plan. Based on stakeholder input, as well as an appreciation for the accomplishments and evolution of the Economic Development functions within the Township, the objectives of the strategy are designed as short term priorities and longer term efforts that will allow for incremental success towards the goals set out in the plan.

Economic development functions will continue to be delivered by the administration as directed by the Chief Administrative Officer. However, it is apparent that further resources will be required to ensure the effective implementation of the strategy. While this is likely to result in additional staffing, the Township may also wish to establish the creation of an Economic Development Officer that builds on the input and interest of the Economic Development stakeholders that provided input to the Strategy's update.

4.3.2 Performance Metrics

Performance measures are tools to determine how well a job has been done using qualitative and quantitative information. The following reasons make it important to track activity and performance.

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

An effective economic development strategy must measure and communicate these results. It is recommended that the Township carefully consider each metric before their application. Questions to consider:

- Is there enough information to consistently inform this metric over time?
- Are there enough resources to consistently monitor the metric?
- Does the metric effectively demonstrate the success or failure of the action?

If any of these questions cannot be answered with a definite “yes” than a different measure should be considered.

A Performance Measurement Toolkit designed by the Economic Developers Association of Canada is available for all municipalities to download.

Performance Measurement Toolkit Link - <http://edac.ca/wp-content/uploads/2014/03/Final-Report-Oct-20-Performance-Measurement-in-Economic-Development-EDAC-Project-Sept-version Addition May7 2013.pdf>