



Municipality of North Grenville

2011 Business Retention + Expansion Program (Phase II)

Implementation & Monitoring Plan

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Appendix “A” - BR+E Logic Model

1.0 Introduction

The Municipality of North Grenville, in partnership with the North Grenville Chamber of Commerce, recently completed a Business Retention + Expansion Program for the business community in 2010.



The BR+E project was introduced to the community in January 2010 at a community stakeholder meeting and program launch.

The objectives of a Business Retention + Expansion Program (BR+E) are to demonstrate and provide community support for local business, address immediate individual business concerns and improve communication between the Municipality of North Grenville, local business and the community as a whole.

Over the longer term, the program endeavours to retain and expand local businesses by increasing their competitiveness, helping them create and preserve jobs and to implement a strategic action plan for local economic development.

The Business Retention + Expansion Coordinator was responsible for overseeing delivery of the Business Retention + Expansion Program (Phase I), including creation of the Work Plan, Communications Plan, Overview and Summary of Results and Final Report and Implementation Strategy. These reports and actual work experience feed into this essay and these pages are written from the perspective of the Business Retention + Expansion Coordinator.

The reports can be found on the Municipality of North Grenville's BR+E weblink under Program Overview at <http://www.northgrenville.ca/breoverview.cfm>.

The Final Report and Implementation Strategy was approved by Municipal Council on November 22, 2010. The work now begins to actually implement and track the strategies that were identified over this year long project.

This Implementation and Monitoring Plan will be used as a living document and starting point to help guide the Municipality of North Grenville through Phase II Implementation. It will be the responsibility of the Economic Development Coordinator to coordinate this next Phase.

A Logic Model (*see Schedule "A"*) has been developed which will be used as the roadmap for implementation and the key tool to track and assess progress and results.

A variety of literature was reviewed online for Business Retention + Expansion and these are included in the bibliography as reference for this report. Majority of knowledge was gained from the practical experience gained in Phase 1 and the partnership with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA).

As funding partner for the project, OMAFRA provided resources, tools and guidance for Phase 1 and will continue to provide consulting services, resources, tools and potential funding opportunities as the Municipality moves into Phase II Implementation. A variety of funding programs are available through OMAFRA and align well with some of the strategies identified through the BR+E.



BUSINESS RETENTION AND EXPANSION

2.0 Why BR+E?

Job creation and economic development are key policy objectives at all levels of government. Every community, no matter its size, is interested in supporting initiatives to improve the local economy. The challenge faced by communities is to identify the most effective strategies and develop the resources to implement these initiatives. Business attraction and recruitment, community promotion, support for small business development, human resource development, and business retention and expansion visitation activities are but a few examples.

Communities in Ontario and across Canada and the U.S. are spending more resources on existing business development and implementing various forms of business retention and expansion programs.

Existing Businesses Create More New Jobs

- A number of studies have documented that up to 80% of new jobs are created through existing businesses. Job growth from existing businesses far exceeds job growth that is the result of industry attraction.

Existing Businesses Invest in the Community

- In terms of job creation and tax contributions, the expansion of businesses and operations, not new operations, has the greater impact in most communities over time.

Existing Businesses Are Ambassadors for Industry Recruitment

- Existing businesses already have a stake in the community and are contributing to the economic vitality and social fabric of the community.
- Keeping a business in your community is less costly than attracting new industry.
- Finding and fixing problems through a BR+E program to satisfy existing business concerns can produce the community's best ambassadors when recruiting new firms to the area as well as serving as a source of leads when seeking new firms to recruit.

An effective Business Retention and Expansion Program will retain jobs and tax revenues, foster the growth and retention of existing business, enhance a community's reputation as a good place in which to do business and complement a community's attraction and recruitment activities.

3.0 BR+E in Ontario: Past and Present

In 1997, the Rural Programs Branch of the Ontario Ministry of Agriculture, Food and Rural Affairs took steps to develop business retention and expansion (BR+E) resources (funding, survey, database, implementation manual, promotion and training resources) for use by rural communities. After a successful pilot program, over 100 communities have engaged in the program.

Business Retention + Expansion Programs are delivered all over Canada, the US and overseas in a variety of methods and forms, although the basic concept remains the same. As a Community Economic Development tool, the BR+E model is community based and volunteer driven and can be delivered with limited resources at the community level.

4.0 BR+E in North Grenville: Past and Present

The Municipality of North Grenville delivered a very successful BR+E program in 1999 that over the next ten years, resulted in the revitalization of Old Town Kemptville, development and implementation of a signage strategy and increased availability of serviced commercial land.

Building on that foundation and with so much growth and change in the local business community over the last several years, the Economic Development Committee included the delivery of a new Business Retention + Expansion Program in its 2010 Economic Development Strategy.

The BR+E program was delivered through a phased approach that included project planning and business surveys, immediate follow up on red flag issues, data analysis and recommendations, a public meeting for final input, then approval and adoption by Council of the Final Report and Implementation Strategy.

The Final Report was approved by Council and is now part of the Economic Development Strategy and Strategic Planning process for the Municipality over the next several years.

With this first phase completed, it's now time to move into Phase II of the project – Implementation!

Through partnership and partial funding from the Ontario Ministry of Agriculture, Food and Rural Affairs, the Municipality was provided the necessary resources, guidance and support to successfully complete the first phase and will continue to work with OMAFRA and all of its partners into Phase II – Implementation, to address the strategies and actions identified through the process.

5.0 Municipality of North Grenville – Community Profile

North Grenville, one of eastern Ontario's fastest growing communities, offers great promise for economic development. Housing a unique blend of rural and small town culture, North Grenville boasts a population of approximately 15,000 people enjoying the benefits of quality lifestyle, natural heritage, essential services, positive growth and more.

North Grenville includes the Town of Kemptville and the surrounding hamlets of Bishop's Mills, Burritt's Rapids, East Oxford, Heckston, Oxford Mills, Oxford Station and Pelton's Corners.

The community – including Old Town Kemptville and the surrounding rural villages and hamlets – is strategically located just 30 minutes south of Ottawa off the 416 highway and offers abundant access to key markets, both in Ottawa and a little further south towards the 401 and the United States.

Some of the **Competitive Advantages** of North Grenville are;

- Proximity to Ottawa and US Markets
- Excellent accessibility via the Major Highways (416, 417, 401, etc.)
- Excellent access to Ottawa International Airport
- Cheaper land, labour, and taxes relative to Ottawa
- Full municipal water and sewer services to support modern urban densities
- Availability of skilled, creative workers
- Kemptville District Hospital, expanding and attracting doctors
- Excellent educational facilities, including University of Guelph – Kemptville
- Safe, small-town atmosphere surrounded by rural villages & open spaces
- Rideau Heritage Route: Rideau Waterways and South Branch
- Ferguson Forest Centre, part of 150 km of trails and green space
- Educated population base who share a strong sense of community
- Vibrant and talented arts and culture



Known as a caring and giving community, North Grenville offers a distinctly small-town/rural lifestyle. Whether in the Town of Kemptville, or in the rural villages and hamlets in the outlying areas – residents enjoy trails, waterways, dining, shopping, arts and culture.

The community spirit here is strong, with a high volume of businesses and residents being involved in local community and charity groups and volunteerism.

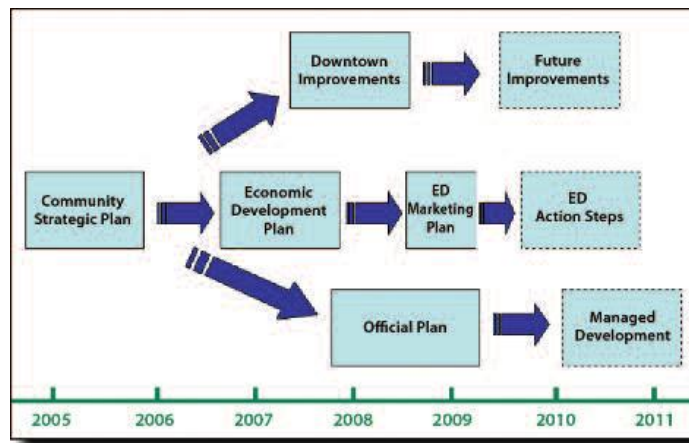
With a solid foundation as a green and growing community, North Grenville is more than just a place to live and invest – it's a feeling of a community looking to the future, while savouring the past. Economic and environmental sustainability are core values of the North Grenville community.

Visit our Economic Development website at www.greenandgrowing.ca to find out more about North Grenville.

6.0 Organizational Structure for Economic Success

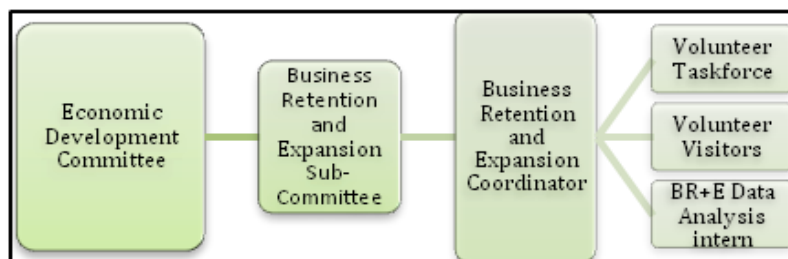
The Municipality of North Grenville has created a recipe for success with their committee structure for economic development and specifically for the Business Retention + Expansion Program as seen in delivery and completion of Phase I of the program and in preparation for Phase II Implementation.

Almost five years ago (2006), North Grenville undertook to create a Community Strategic Plan through public consultation. The plan was further enhanced by development of an Economic Development Plan and Implementation Strategy in 2007, as seen in the chart below.



An Economic Development Committee was created, made up of strong leaders from the community, to guide the plan and ensure execution of the strategies identified. A balanced approach to economic development was adopted with equal focus on new investment and business retention + expansion.

Leaders of successful BR+E programs focus on the necessity of valuing and serving the existing business community as a sound economic development strategy. They know their community's history, its socio-economic characteristics, and how it compares to other similar communities. They know the community's businesses and the people responsible for the day-to-day operation of those businesses.



The strategies identified through Phase I of the BR+E Program have affirmed the integrity of the Economic Development Strategy while also placing important emphasis on key threats and weaknesses that have evolved as a result of the positive growth and changing economic climate in North Grenville since 2007.

The Economic Development Committee and BR+E Subcommittee are well positioned to lead the charge on implementation of the BR+E strategies identified to ensure progress, accountability and success.

7.0 Key Implementation Strategies

With the organizational structure in place, including an Economic Development Committee and a BR+E Subcommittee, the Municipality is well prepared for implementation.

Short term strategies from the BR+E have already been brought into the 2011 Work Plan for immediate action. This process will continue on an annual basis when the BR+E Plan will be reviewed, monitored and updated by the Economic Development Committee with new strategies being brought into the yearly work plan and current projects being updated until completion. Quarterly reviews will also be completed to ensure that implementation is on track and that the work plan is being followed.

7.1 Partnerships

Successful BR+E programs engage their partners in the process of program and service development and delivery, and rely on these partners to provide resources to enhance and expand the capabilities of the program.

Existing businesses need access to a wide range of programs and services, including diverse areas such as workforce development, marketing and financing to name a few. Because of this diversity, it is clear that BR+E programs cannot be successful without partnerships. Business organizations and service providers in both the public and private sectors were actively sought out and engaged in the Business Retention and Expansion Program and process and these partnerships will continue.

Key partners were recruited for both the Volunteer Task Force and Volunteer Visitor activities and are well positioned to continue a collaborative relationship throughout implementation both as a partner with the Municipality on committees and working groups for BR+E Strategies and as service providers as part of the resource network for continued follow up with local businesses.

7.2 Community Support

BR+E programs continue to gain in popularity as more and more communities learn that keeping what you have is less costly and far more successful over the long run at job creation than industry recruitment. Yet these programs are challenging to implement. BR+E is not glamorous. Far more press attention is paid to industries moving in (or out) than to keeping a company in the community.

A successful BR+E program enjoys the full support of the entire economic development community as an equal partner in the task of increasing jobs and wealth in the community. These programs are seen not as competitors to recruitment, but as partners in recruitment, and in many cases lead to targeted industry attraction efforts that further serve to make existing businesses more competitive. Implementing a successful BR+E program also acts as a great investment tool for new business.

The Municipality of North Grenville has been very successful through relationship building with our partners, maintaining communication with all stakeholders and bringing the community together to support our local business community.

7.3 Tracking Progress & Assessing Results

Tracking progress and assessing results of BR+E will assist with;

- identifying the actual effects BR+E has had in the community
- making appropriate decisions about ongoing BR+E activities
- being accountable to the community and sponsors
- comparing results with other BR+E communities
- demonstrating the results to the community
- planning future BR+E projects (downtown BR+E as an example).

Assessing results also captures the lessons that have been learned, to improve the chances for success in the future and is helpful in providing answers to key questions like:

- Were the desired outcomes achieved? Why?
- Are there ways that project activities can be refined to achieve better outcomes?
- Do the project results justify the project inputs?

Development of a Logic Model (**Schedule “A”**) is a key tool to track and assess progress and results. It illustrates the relationship between the project’s objectives, activities, outputs (deliverables) and desired outcomes and outlines how the project will unfold. This tool provides efficient and effective planning, improved implementation and is a great foundation for tracking and evaluating results.

In addition to identifying *what* will change, a logic model also states *how* the change will be implemented, reflecting our vision for change and the means we will undertake to achieve specific outcomes.

The Economic Development Coordinator will carry out informal quarterly reports and a more formal annual evaluation to identify the progress made in implementation using the Logic Model created, with results being reported back to the Economic Development Committee and BR+E Subcommittee.

7.4 Communications

Tracking and assessing progress of the BR+E implementation is an important process and communicating that progress is also imperative. Assessing and reporting results are key factors in an effective communications strategy. It’s about identifying key audiences and building relationships with those groups.

Phase I of the BR+E resulted in solid communication partnerships and that engagement will continue to keep stakeholders informed of successes to date and to continue to build community awareness.

Communications is key to maintain support for BR+E and ensure accountability to sponsors/funders, to businesses and to the wider community.



Primary target audiences and key allies for the BR+E Implementation project are:

- Local businesses
- Volunteers (BR+E Subcommittee & Implementation working groups)
- Economic Development Committee & other Committee's of Council
- Key local elected and non-elected officials (Mayor, Councillors, MP, MPP, Wardens)
- Community leaders – i.e., stakeholder groups, ratepayer groups, service clubs, community organizations & service providers
- Local media

A close relationship with key media partners facilitates a strong communication channel and connection to stakeholders and the community as a whole. It's important to note though that many individuals and small businesses do not rely on local print media for their news and information, so a coordinated program of different communications channels are needed. These channels can include print media, website updates, emails, mail, press releases & stakeholder meetings/presentations.



BUSINESS RETENTION AND EXPANSION

In order to be successful going into Phase II Implementation, the project requires continued communication with a broad range of individuals and organizations in the community. Activities will include the following objectives;

- Making various key audiences aware of the BR+E Implementation Plan and its objectives
- Continue building support for the project among these audiences
- Encourage continued participation and volunteerism in the BR+E project by community and business groups and local business through committees and working groups
- Provide quarterly and annual evaluation reports through local media, website and service providers on the project's progress and successes.

These objectives will be met in a variety of forms;

- Quarterly updates to local media through press releases
- Quarterly updates through local service providers, Chamber, Business Improvement Area (BIA) etc
- BR+E database network, utilize current database for outreach to business
- Admail campaigns as a coordinated approach
- Updates in quarterly economic development e-Newsletter "G&G News"
- Continual updates on Municipality of North Grenville website www.northgrenville.ca/BRandE.cfm and economic development website www.greenandgrowing.ca.

A Communications Strategy was recommended by the Task Force to identify specific actions to increase communication, build awareness, develop partnerships, facilitate group collaboration and bridge the gap between the Municipality, local business organizations and the businesses they serve.

Communications



≡ Communications Strategy

A solid communications strategy ensures that all of the hard work and progress made through all phases of the BR+E will be told and by sharing results, the program will continue to thrive and stakeholders will remain engaged and interested.



8.0 Conclusion



The characteristics of a successful Business Retention + Expansion Program (leadership, partnerships, volunteers, business awareness and community support) provide a benchmark against which a program can be evaluated and its success measured.

Having all of the tools and tracking mechanisms in place will position the Municipality of North Grenville for success in implementing and monitoring the strategies identified in Phase 1 of the program.

There is no doubt that existing businesses are important to the local community and our economy. The challenge is to effectively communicate to the local community the value of those businesses and to ensure that the strategies identified through the BR+E process are actually implemented in the short, medium and long term.

Overall, the business climate in North Grenville is very positive – businesses are growing, the workforce is expanding and development is taking place. North Grenville is a green and growing community!

Continued collaboration and commitment by all North Grenville Community partners and stakeholders is essential to implement the recommended actions.

The BR+E Strategy will also be a catalyst for future funding opportunities and leveraging through public investment, Federal, Provincial and Municipal.

Leadership is firmly established to ensure that the actions are being further developed and implemented and a process is in place to monitor progress and report back to the community.

Implementation and completion of the recommended actions and strategies of the BR+E Project and evaluation of those activities are the key indicators to determine the success of the program.

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Ontario Ministry of Agriculture, Food & Rural Affairs (OMAFRA) – Online Evaluation Toolkit, http://www.reddi.gov.on.ca/track_evaluationtoolkit.htm.

Schedule "A"
Logic Model

| OBJECTIVES | ACTIVITIES | OUTPUTS | OUTCOMES | IMPACTS |
|--|--|---|---|---|
| Specific statements of what the project sets out to accomplish | Specific tasks to complete through implementation of the project | Immediate results (direct products of project activities) | Intermediate results (1 to 3 years after project starts) | Long-term results (3 to 10 years after project starts) |
| Workforce development Recruitment of sufficient & qualified workers, skills training, including local access and financial support to meet the projected demand of 124 new jobs over the next 3 years | Develop Partnerships with local workforce development board, Employment Resource Centre, Kemptville Campus Collect existing data and stats on labour force in North Grenville Review data from BR+E in depth Recap Staples and Walmart experience Identify labour shortages and support recruitment efforts Identify skills training requirements and work with local partners to develop local programs Identify funding sources for training | Local Training courses through Kemptville Campus and other providers developed for key areas identified Funding programs identified and marketed to employers and service providers Partnerships developed and capacity increased | Service providers develop labour recruitment strategies, HR inventories, funding programs for employers Improvement to local access; local training courses and providers attracted to North Grenville based on need/gaps Recruit sufficient qualified workers to meet demand | Business expansion forecast of 124 new jobs met or exceeded within 3-5 years More business attraction based on healthy local labour pool |

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| Market development through joint marketing advertising campaigns | Coordinate various business interest groups (Business Improvement Area (BIA), Chamber, Business Networking Institute (BNI), Municipality, North Grenville Business Builders (NGBB) Facilitate joint marketing committee Develop marketing plan and shared budget Plan two advertising campaigns a year, sharing resources and funds | Annual joint marketing campaign developed with budget and plan Two advertising campaigns completed in 2011 Municipality to take out full page ad and offer space at reasonable cost to local businesses | More advertising opportunities for business Increased awareness of NG business community Increase in sales for local business | Collaboration and partnerships developed Business retention and expansion Job creation, increased sales |

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| Specific statements of what the project sets out to accomplish | Specific tasks to complete through implementation of the project | Immediate results (direct products of project activities) | Intermediate results (1 to 3 years after project starts) | Long-term results (3 to 10 years after project starts) |
| <p>Business Expansion (key concerns are financing, labour availability, training & facility space)</p> <p>Business Incubator Concept Document</p> | <p>Create working group, Realtors, Service Providers, CSE, Kemptville Campus, SLC, Funders, GCFDC, bankers, Workforce Dev Board</p> <p>Collect data and create info sheets to address key concerns (financing, labour, training & commercial space)</p> <p>Bundle into Business Expansion Tool Kits</p> <p>Hire consultant to develop a Business Incubator Concept Document to determine feasibility/need for a facility for small business with good infrastructure and reasonable rent</p> <p>Revisit BR+E data for more in depth analysis</p> <p>Partner with Kemptville Campus (Agri-Food Business Incubator Concept). Could be shared facility from a variety of sectors</p> | <p>Business Expansion Tool Kits developed, marketed and distributed as required</p> <p>Completion of a Concept Document</p> <p>Communicate results</p> <p>Feed into planning & development activities</p> <p>Develop working group to implement recommendations</p> | <p>Local business provided resources needed to make informed business decisions on expansion</p> <p>Resource network (working group) available for referrals</p> <p>Business Incubator will facilitate business expansion and attraction</p> <p>Home based business expansion opportunity</p> <p>Affordable lease space for small business</p> <p>Industrial/commercial land development and investment</p> | <p>Job creation</p> <p>Partnerships developed through resource network</p> <p>Sustainable model to be updated ongoing</p> <p>Economic growth, diversification</p> <p>More development options</p> <p>Job creation</p> |

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|---|--|--|--|--|
| Specific statements of what the project sets out to accomplish | Specific tasks to complete through implementation of the project | Immediate results (direct products of project activities) | Intermediate results (1 to 3 years after project starts) | Long-term results (3 to 10 years after project starts) |
| Professional Development for business through Business Seminar Series (Strategic Planning, Marketing, Financial Planning & Funding Programs) | Create partnership between local agencies, Chamber, BIA, Enterprise Centre, CFDC, BNI, NGBB, County, OMAFRA Develop business seminar series marketing materials, survey and schedule Attract professional facilitators for each session Locate facility to host seminars Request funding from CFDC to support cost recovery structure for project Market seminars to business community | Delivery of 4 seminars in 2011 to 200 businesses Provide practical solutions and resources for business based on each topic | Businesses informed and educated on topics of interest Practical tools & solutions provided are implemented by businesses Networking increases communications between businesses, business organizations and Municipality of North Grenville Surveys developed to identify topics each year | Business retention & expansion Program becomes sustainable on a yearly basis through registration fees, sponsorship |

| OBJECTIVES | ACTIVITIES | OUTPUTS | OUTCOMES | IMPACTS |
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| Specific statements of what the project sets out to accomplish | Specific tasks to complete through implementation of the project | Immediate results (direct products of project activities) | Intermediate results (1 to 3 years after project starts) | Long-term results (3 to 10 years after project starts) |
| Deliver Downtown First Impressions Community Exchange Program | Identify local coordinator Apply to OMAFRA for resources/tools Identify exchange community Recruit & orient team of 6-10 volunteers Schedule exchange dates and activities Visit and assess other community Present findings and recommendations to exchange community Community hosts report-back by exchange community Visiting Team at public meeting Action Planning & Evaluation of results | Final report presented and recommendations provided. Reveals first impression of downtown to outsiders Provides constructive feedback and actions to be implemented Community driven and volunteer based | Develops longer term partnership with partner community Identifies what works and what doesn't Sets new goals and objectives Continues downtown revitalization Better visitor services | Positive community action Tourism development Investment attraction Quality service improvement Community strategic planning |

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| Downtown Revitalization (OMAFRA) | <p>Three year, four pillar approach to Downtown Revitalization</p> <p>Leadership and Management – a group of people willing to do the leg work</p> <p>Economic Development component – What are the business gaps? What are the business opportunities?</p> <p>Marketing and Promotion – festivals, events, branding</p> <p>Physical Improvement – façade improvement</p> | <p>Funding opportunities through the Rural Economic development (RED) program</p> <p>Working group formed from Municipality, BIA, Chamber</p> <p>First Impressions Program (OMAFRA) completed</p> <p>Beautification Projects continue</p> <p>Improved Parking (spaces and signage)</p> <p>Community involvement & ownership encouraged</p> <p>BIA partnership with Municipality strengthened</p> | <p>Business Recruitment Strategy</p> <p>Downtown BR+E</p> <p>Cultural Mapping to identify assets</p> <p>Retail Gap Analysis to identify commercial mix</p> | <p>Tracking progress</p> <p>Jobs created</p> <p>New businesses</p> <p>Major projects completed</p> <p>Preserving & enhancing downtown character</p> <p>Ensuring economic vitality</p> <p>Promoting downtown assets</p> |

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| <p>Implement Community Improvement Plan</p> <p>Tourism Marketing Strategy</p> | <p>Staff to determine need, identify defined area. Get buy in from Council, find funding and HR resources for CIP project</p> <p>Determine who is responsible for tourism, who will take the lead</p> <p>Hire consultant to develop strategy</p> | <p>CIP Plan completed and implemented</p> <p>Tourism Strategy completed with actions identified</p> | <p>Provide tax assistance, grants or loans to assist in the rehabilitation of lands and/or buildings within the defined Community Improvement Project Area</p> <p>Improve local tourism, marketing and promotion (capitalize on Rideau Canal, build awareness, attract tourists)</p> | <p>Provide competitive advantage to business community (CIP)</p> <p>New investment attraction</p> <p>Increased tourism with positive economic impact to community</p> |

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| <p>Alternative Energy Opportunities</p> <p>Broadband Expansion</p> | <p>Encourage alternative energy business investment (solar, wind)</p> <p>Identify funding sources/incentive programs for conversion</p> <p>Market any current projects (solar farms, Hydro Turbine Project)</p> <p>Educate the community</p> <p>Determine gaps, coordinate with Bell to meet the IT infrastructure needs of current business and future development in the community</p> <p>Inform the community</p> | <p>Businesses informed/educated on alternatives</p> <p>Investments initiated</p> <p>Gaps identified, plan developed to fulfill current and future needs</p> | <p>Alternative energy business sector experiences increased market</p> <p>More businesses convert to alternative energy</p> <p>Broadband services expanded – both commercial and residential</p> <p>Current IT requirements met</p> | <p>New development/investment in community goes green</p> <p>Green businesses attracted to North Grenville</p> <p>Broadband gaps filled</p> <p>Plan developed for future development requirements met</p> |

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| Communications Plan & Implementation Strategy | <p>Hire consultant to create a Communications Strategy</p> <p>Work closely with consultant and business organizations to develop plan</p> <p>Involve Municipal Staff, BR+E Subcommittee, Eco. Dev Committee, Chamber, BIA, NGBB, GCFDC, LGSBEC</p> <p>Report to stakeholders on progress</p> <p>Eco. Dev Committee to approve final plan to go to Council</p> <p>Start planning & implementation</p> | Communications Strategy completed and approved | <p>Specific actions identified to increase communication, build awareness, develop partnerships and facilitate group collaboration</p> <p>Increased memberships, networking, joint programs, recruitment strategies, info/knowledge sharing</p> <p>Direct contact with businesses, personal visits, facilitate collaboration, increase dialogue/interaction between Council and business</p> | Bridge the gap between the Municipality, local business organizations and the businesses they serve. |