

Economic Development Strategy For the Municipality of



By

McSweeney & Associates
MANAGEMENT CONSULTANTS

May 31, 2007

Economic Development Strategy
For the Municipality of
North Grenville

Prepared by

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Mr. Andy Brown, CAO
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May 31, 2007

Dear Andy,

I am pleased to submit a final version of the Economic Development Strategic Plan for North Grenville.

The Plan contains a summary of the economic analysis and stakeholder consultations undertaken. It also provides a brief description of the desired future state, and action plans for each of the strategic themes agreed to at the stakeholder consultation session.

I look forward to watching North Grenville progress as it implements this strategy.

Yours truly,

Eric McSweeney
President

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1 Executive Summary

To fully realize its economic potential in the years ahead, North Grenville must plan its economic course. In order to chart that course, a clear picture of the current economic position of North Grenville must be developed, followed by an exploration of the opportunities for economic growth. A clear vision of the economic destination based upon those opportunities must be articulated and shared. To achieve the vision requires commitment and concrete action to begin moving towards the desired economic future.

A documentation of the current economic position of North Grenville may be found in "Municipality of North Grenville: Economic Analysis". This document provides an articulation of the economic destination, and the action plans to get there.

The key areas in which commitment and action are required are as follows:

- ❖ *Economic Development*: support for the overall economic development effort;
- ❖ *Local Economic Generators*: namely the Ferguson Forest Centre; the Kemptville District Hospital; and the University of Guelph – Kemptville Campus;
- ❖ *Downtown Kemptville*: the economic heart and soul of North Grenville must be kept healthy;
- ❖ *Tourism development*: while North Grenville is without a large tourist magnet, it does have a lot to offer, especially through an integration of arts, culture, heritage, history, recreation, waterfronts, downtown Kemptville, and equine agri-tourism.
- ❖ *Industrial land development*: serviced industrial land is required to accommodate and attract small industries and other non-commercial businesses.

1.1 The North Grenville Economic Strategy at a Glance

What is it?

An economic development strategy to guide the economic growth of North Grenville.

Why was it prepared?

North Grenville needs a strategy to address current economic challenges and to optimize its future economic growth.

How will it help?

The strategy will provide a commonly accepted direction, focus, and framework for decision-making by key stakeholders and the Municipality.

Who prepared it?

The firm of McSweeney & Associates provided a participatory framework to enable community stakeholders and the Steering Committee to shape the development of the economic development strategy.

When was it completed?

It will be completed in April 2007.

Who will implement it?

North Grenville Council, and key business and community organizations and stakeholders will work collaboratively to implement the strategy.

Who will benefit?

Everyone who lives and/or works in North Grenville, now and in the future.

1.2 An Economic Vision for North Grenville

North Grenville has a strong and growing local economy that offers a diversity of employment opportunities for its citizens. The local business environment makes entrepreneurship and business growth easy, and continuous diversified economic growth and expansion is occurring in North Grenville, anchored in downtown Kemptville and in business parks that are home to new and relocated businesses.

Downtown Kemptville is the economic and social heart of North Grenville, presenting a charismatic mix of retail and service businesses nestled within heritage structures or buildings that complement the rich heritage of downtown. Downtown is a destination and the focal point of North Grenville's arts, cultural, and heritage amenities - which draw people from afar. Its businesses, which excel in providing outstanding customer service to patrons of all ages, benefit from an increased density of residents of all ages living downtown.

Downtown presents its visitors with a continuous façade of interesting storefronts that capture the essence of historic Kemptville. Visitors delight in its heritage, its retail, food, and entertainment offerings, all of which are anchored by its waterfront – the star attraction.

North Grenville is recognized and appreciated as a recreational, heritage/history, arts and cultural destination, especially within the National Capital Region. Event coordination and tourism marketing help to promote North Grenville's tourism sector year-round. The intermingling of arts, culture, downtown, passive and active recreation opportunities, waterfronts, and the Municipality's abundance of heritage and history has shaped North Grenville's unique tourism destination brand. These positive attributes are bolstered by the presence and drawing power of the Kemptville District Hospital, the Ferguson Forest Centre, and the University of Guelph - Kemptville Campus, all of which generate economic activity extending far beyond municipal boundaries.

North Grenville also provides a multitude of opportunities for residents and visitors to engage in recreation, both passive and active, particularly with respect to use of the Rideau River and the South Branch, the Ferguson and Limerick Forests, a growing trail network, and equine tourism – all of which add to the quality of life enjoyed in North Grenville.

2 Introduction

In the spring of 2006, the Municipality of North Grenville approved a community strategy following significant community input. The community strategy called for the development of an economic development strategy, which the Municipality initiated in the fall of 2006. Following a competitive process, the firm of McSweeney & Associates was engaged to work with the Economic Development Steering Committee to undertake the preparation of this economic strategy for North Grenville.

The process began with a thorough review of the current economic situation in North Grenville. The preparation of this economic strategy has so far included:

- A review of relevant documents;
- A review of the general demographic profile of North Grenville, including estimated 2006 demographic information;
- An economic base analysis, which examines how the local economy functions, and how it is different from the Provincial, National, and other local economies;
- A review of demographic and economic trends that may impact on North Grenville's economic future;
- An analysis of the local labour force, a very important ingredient in any local economy;
- A review of economic strengths, weaknesses, opportunities and threats;
- A review of any shortcomings in the ability of the local economy to support economic growth;
- A review of previous feedback obtained during community strategic planning process; Stakeholder interviews; Economic Development Steering Committee meetings; and a Stakeholder Strategy Session (March 23, 2007).

3 Current Economic Situation

As noted, the first step in the preparation of an economic development strategy is to develop a clear picture of the current economic situation. Extensive work was completed in this respect, and may be found in a document entitled "Municipality of North Grenville: Economic Analysis". A summary of the highlights of that analysis is contained within this section.

3.1 A Quick Look at our Local Economy

3.1.1 Demographics

Similar to the Ontario, the population of North Grenville has been increasing over the past 10 years (1996-2006), with a current estimated population of approximately 15,000¹. North Grenville had a higher percentage of its population in the 0-19 year old and 35-64 year old age brackets in 2006, than did Ontario.

2006 mobility rates (the frequency with which people move) indicate that North Grenville has a higher percentage of non-movers in the last five years than Ontario. In addition, North Grenville has a much smaller percentage of migrants from outside of Canada than does Ontario.

Income levels for North Grenville outperformed the Ontario average in 2001; residents had higher individual (\$27,157 versus \$24,816) and household (\$63,521 versus \$61,024) median incomes. A greater percentage of income derived is from earnings (78.6% in North Grenville compared to 78.7% Ontario) and a lesser amount derived from government transfers.

3.1.2 Jobs in North Grenville

For 2001, the retail and education sectors (a combined 29%) account for the greatest number of jobs in North Grenville, followed by health care and social assistance (accounting for 11% of the workforce). The manufacturing and accommodation and food services sectors also have a considerable percentage of the jobs (a combined 15% of the jobs).

When compared to the Ontario and Canadian economies, the agriculture, retail, and education industries in North Grenville are more specialized (or concentrated²) than in those two broader economies. On the other hand, manufacturing, wholesale and transportation would be considered to be "underdeveloped" in North Grenville.

¹ 2006 preliminary census population is 14,198, which is unadjusted for undercoverage and non-return of census forms.

² The percentage of jobs in a particular North Grenville industry (of all jobs in North Grenville); as compared to the same percentage in Ontario or Canada.

3.1.3 Labour Force

Labour force characteristics in North Grenville compare favourably to the Ontario average. For 2001 and 2006, North Grenville outperformed Ontario with respect to participation rates, employment rates, and unemployment rates.

With respect to highest level of schooling in 2006, North Grenville (relative to Ontario) had a smaller percentage of the population without a high school graduation certificate, and a smaller percentage of the population with some level of university education. North Grenville did however, have a greater percentage of residents with high school, trades certificate or diploma or a college certificate or diploma as the highest level of education.

In comparison to Ontario, the resident labour force has a large percentage of its workers employed in the following industries: agriculture; construction; transportation; professional services; health care, and; public administration (regardless of where the job is located).

In 2001, there were 3,875 jobs in North Grenville, and an employed resident labour force of 6,890, therefore there were 3,015 residents leaving North Grenville to go to work (approximately 65.7% of the resident labour force works outside of the Municipality).

The majority of North Grenville residents commuting to work outside of North Grenville, work in Ottawa (2,845), followed by Merrickville-Wolford (145) and Gatineau/Hull (135). Those residents not having a North Grenville workplace work in a variety of sectors outside of the area. These sectors include: construction; manufacturing; wholesale trade; retail trade; transportation and warehousing; professional, scientific and technical services; administrative and support, waste management and remediation services; health care and social assistance; accommodation and food services; other services (except public administration), and; public administration.

3.1.4 Economic Foundations in North Grenville

There are several foundation elements upon which all economic activities depend if they are to be efficient and competitive. The North Grenville economic environment will be less than ideal, and will inhibit or restrict economic growth if there are one or more foundation elements with weaknesses. Weaknesses in the foundation elements suggest an area of potential economic development activity in the economic development strategic plan.

Strengths in a particular foundation element would suggest that there might be specific business types that would find it very desirable to locate in North Grenville. For example, it is common to find a limited number of cities (or more often one city) within a country that is the financial centre for the nation. In that city, the financial centre often acts as an "engine of growth", to which related businesses will be attracted and/or grow.

The North Grenville foundation elements were assessed through key stakeholder interviews, supplemented by the professional assessment of the consultant. Following is a description of how the foundations were assessed.

Infrastructure: The availability of land zoned for industrial uses is a constraint in North Grenville. North Grenville is fortunate to have excellent visibility and access to markets via Highway 416. Industrial lands in this area would require rezoning however, and servicing is not immediately available, and would be expensive to extend to this area. The traffic circle was mentioned as a hindrance to large truck movement, and that it frequently causes loads to shift, causing lost time.

Regulatory Environment: The regulatory environment – that is conducting business within North Grenville received mixed reviews. While some stakeholders were satisfied with the level of service provided by the municipality, others were not satisfied and suggested that with the constant growth facing North Grenville, it was time to engage more staff, and more professional staff. Comments were also made to the effect that some staff are not “business-friendly” or client-focussed.

Human Resources: The availability of labour force was generally not perceived to be a problem in the area. The fact that a high percentage of the labour force commutes to Ottawa to work, indicates a ready and potentially available workforce for any business expansions or relocations in North Grenville.

Financial Capital: Access to capital was not perceived to be any greater problem than elsewhere in the region.

Technology Resources: Access to and making use of technologies were not reported as a difficulty, and high speed internet connections were not reported as problematic within Kemptville.

Leadership: Leadership is still seen to be an issue within North Grenville. While there is ample volunteer engagement, some take on leadership positions within organizations with less altruistic objectives, and there is a less than desirable level of cooperation between organizations.

3.2 Key Strengths, Weaknesses, Opportunities and Threats

The following were the key economic strengths, weaknesses, opportunities and threats identified by the consultant and the stakeholders consulted.

3.2.1 Key Strengths

- Central location, with close proximity to Ottawa, Montreal, Kingston and Cornwall;
- Cheaper land, labour, and taxes relative to Ottawa and excellent accessibility via the Major Highways (416, 401, etc.);
- Availability of labour supply;
- Ferguson Forest Centre and its nurseries; Kemptville District Hospital; University of Guelph – Kemptville Campus;
- Excellent educational facilities, including Kemptville Campus;

- Rural Flavour of North Grenville;
- Rideau system/ South Branch;
- Good, educated population base who share a strong sense of community;
- Well developed talents in the arts;
- Airport access;
- Heritage and history in the area.

3.2.2 Key Weaknesses

- Infrastructure is currently limited, especially in regards to commercial serviced lands or business parks;
- Many residents work outside the community and there is little diversification of employment;
- Traffic flow along Highway 43 which has caused a steady flow of traffic rather than breaks, and is especially difficult to navigate by tractor-trailers;
- There is a lack of tourism draws and no single recognizable event to define North Grenville tourism;
- No uniformity of hours of business;
- Lack of accommodations for tourists;
- Bridge on Highway 43 is too low to allow boats into Kemptville;
- Cost of servicing land is high because it is not densely populated;
- Difficult for business to do business with the Municipality. North Grenville is perceived to not be “business friendly”;
- North Grenville’s community groups have had difficulty working together.

3.2.3 Key Opportunities

- Education base (due to presence of Kemptville Campus);
- There is an opportunity to strengthen community-based leadership;
- Should be taking advantage of the fact that North Grenville is close to the 401 and Ottawa, with cheaper land and taxes. First need to address serviced land availability;
- Kemptville Creek to bring boaters downtown. Need to dredge and mark the Creek properly;
- New industrial development would provide employment opportunities; Use the land that the Municipality controls to attract new employers to the area; Promoting this location and its amenities that are available to small and medium sized manufacturing industries as an alternative to setting up in Ottawa; Existence of light manufacturing would add stability to the economic base, employment for youth and opportunities for growth;
- Develop the waterway as a draw for tourism;
- Opportunities to attract companies that would provide good paying jobs.
- Opportunities to encourage entrepreneurship in the schools and the community;
- University of Guelph - Kemptville Campus as a growth area: will be starting to offer teaching degree courses here. This will bring more graduate students into the area and increase the number of PhD people involved in teaching and research at the College;
- There are opportunities to develop along the river, therefore making the amenities more available to the people;
- More economic development effort;

- Development of a major event;
- An increase in tourism related businesses and an inventory of tourism related assets to create/promote tourism along with developed restaurants and accommodations;
- Development of downtown Kemptville to be unique and maintained and incorporate it into tourism efforts;
- Development of arts and culture as a component of the local economy, and a key part of our tourism draw;
- Development of North Grenville's historic and heritage assets.

3.2.4 Key Threats

- Lack of appropriate planning;
- Concentrating solely on residential and retail development to the detriment of industrial development;
- Not developing land available at reasonable rates that could attract industry;
- Sewer and water not being provided to support growth;
- Allowing zoning to become out of date;
- Underutilization of University, hospital and Ferguson Forestry Centre
- Not developing tourism infrastructure to allow boaters to come into town. Ignoring what communities such as Perth, Merrickville and others have done to address this issue;
- Not being proactive when it comes to infrastructure to support growth and development.

4 Building on our Competitive Strengths: *Our Economic Strategy*

This strategy has been developed through broad stakeholder consultation and a thorough situational analysis, and will be used to guide economic efforts in North Grenville over the next few years. The following sections of the economic strategy build on the competitive strengths and opportunities of North Grenville, and generally outline a desired future state, and actions to achieve the desired future state.

Stakeholder feedback during the preparation of the community strategy in 2005/6 indicated a very strong desire for more balanced growth within North Grenville. There has been strong residential growth, but very little non-residential growth (other than suburban retail growth) to provide diversity of employment opportunities and a balanced assessment base. The themes of this economic strategy are mutually supportive and there are strong interrelationships between them.

For the purpose of this strategy, economic development may be defined as:

- the ***process*** of increasing the rate of wealth creation by mobilising human, financial, organisational, physical and natural resources to create opportunities to generate marketable goods and services; and
- the ***practice*** whereby professional economic developers influence the above process for the benefit of the whole municipality.

One way of looking at the process of generating local wealth is to think of it as “economic gardening”:

- creating fertile economic conditions;
- planting the right seeds;
- having support mechanisms for nurturing growth and marketing of goods/services;
- Supplement with outside investment, resources, and labour attraction as required to fill any gaps.

It is commonly accepted in economic development that the most significant economic growth occurs from within the local community - through growth of existing small and medium sized businesses as well as entrepreneurship and new business starts. Therefore it is important for a number of reasons, to have “positive and fertile local economic conditions” that fosters success in local businesses.

4.1 Economic Development

Desirable Future State

North Grenville has a strong and growing local economy that offers a diversity of employment opportunities for its citizens. As a result of a local business environment that makes entrepreneurship and business growth easy, continuous economic growth and expansion is occurring in North Grenville. Full time professional staff facilitate economic and

tourism development in North Grenville, with strategic policy guidance from this strategy, and direction by a multi-stakeholder economic and tourism development committee.

Recommendations

Following are general recommendations for economic development, which includes tourism product development. It is recognised that the Chamber of Commerce currently has the lead role in destination marketing, and the following recommendations are not intended to usurp that role.

1. That the Municipality and community create an economic development committee that actively ensures implementation of this and future economic development strategies, including tourism product development.
2. That an annual budget be provided by the Municipality based upon the submission of:
 - a. An annual report on achievements related to the previous year's business plan by the Committee;
 - b. Semi-annual progress reports to Council and community plan committee;
 - c. An annual business plan and budget for economic development and tourism product development. The annual business plan is to implement the economic portions of this strategy (and subsequent economic development strategies), and specifically Kemptville downtown improvements, tourism and related development (arts, culture, heritage, etc.), work with "economic generators" and industrial land development.
3. That upon approval of the first and subsequent budgets, the Municipality should staff with an appropriately trained economic development professional(s) to undertake the approved work plan, who will report administratively to the Municipality, while the committee will provide overall functional direction based upon the economic development strategy.
4. While some current information exists, it is recommended that the first year economic development budget³ consider amongst other work items, the development of the following typical first year program of marketing collateral materials:
 - a. Development of an economic development identity;
 - b. An economic development web site (over 90% of site selection searches utilize the web);
 - c. Quick facts brochure;
 - d. An economic profile;
 - e. A lure brochure;
 - f. Kit folder, sales letters, E-newsletter, hard copy newsletter, feature sheets for each sector targeted for development within the municipality ;
 - g. Display banner;
 - h. Industrial and office space availability inventory.
5. That the Municipality take appropriate actions to become more client-focussed and supportive of local businesses and economic development;
6. That the Municipality support the strengthening of community based leadership.

³ External funding is available to partially fund this work

4.2 Local Economic Generators

North Grenville is blessed with a few assets that provide services and generate revenues from beyond the municipal boundaries: Ferguson Forest Centre; Kemptville District Hospital; and the University of Guelph – Kemptville Campus. The key question related to the economic development strategy is:

- How can each of these assets contribute more to the economic development of North Grenville?

Recently completed work by Goodfellow Agricola Consultants on “Connecting North Grenville with Bioproducts Opportunities” narrowed the field of opportunities to the three most concrete opportunities:

1. The concept that the three key economic generators (institutions) coming together with other initiatives within the Municipality, could lend themselves to “Green Brand Leadership”, or the branding and marketing of North Grenville as a green community.
2. Integrating Kemptville’s large institutional facilities into a common market for green energy;
3. The enhancement and acceleration of existing research initiatives concerning short rotation woody species involving the University of Guelph, the Eastern Ontario Model Forest, the Ferguson Forest Centre and others.

4.2.1 Kemptville District Hospital

Kemptville District Hospital (KDH) serves a population that extends well beyond the boundaries of North Grenville, and is increasingly serving clientele from Ottawa. Ways in which KDH could further support local economic development include:

- KDH supports the development of new long term care beds and supportive housing;
- KDH could “redirect” people waiting for procedures of friends/family (or patients themselves) to explore Kemptville (could use a cell phone or beeper callback system);
- KDH would support the publication of any walking/bicycle/tours/guides;
- KDH could possibly be a pilot demonstration of low impact construction;
- Active “greening” of the hospital;
- KDH is prepared to lend organizational capacity to support activities that would encourage healthy eating (i.e. a farmer’s market, etc.) or healthy living.

4.2.2 Ferguson Forest Centre

The Ferguson Forest Centre (FFC) also serves clientele from far beyond the municipal boundaries, and offers recreational opportunities in addition to providing nursery services. The FFC has the following opportunities:

- FFC can evolve to serve changing market needs, including the provision of landscape products such as organic soil amendments, compost, and plants;

- The opportunity to link to the University of Guelph and/or the North Grenville Horticultural Society to host educational courses and workshops in horticulture, agro-forestry, flora & fauna;
- The opportunity to link to the University of Guelph and/or the North Grenville Horticultural Society to host general interest programs on plants and wildlife sighting/education programs & workshops similar to <http://www.uoguelph.ca/arboretum/>
- The opportunity to work with the University of Guelph on an Agri-forestry program;
- Development and completion of the Planned Arboretum as a major showcase for the FFC and as a recreational draw for tourists and residents;
- The opportunity to work with the University of Guelph and the Eastern Ontario Model Forest in a research capacity, for example, research on fast growing woody species as a bio-feedstock.

4.2.3 University of Guelph – Kemptville Campus

North Grenville is very fortunate to have a regional campus of a major university present. As the campus has recently become part of the University of Guelph, and has new leadership, it is still undergoing a development process. The aim is to provide innovative education in the sciences applied to land management and to provide the skills training needed to support and enhance the rural economy of Ontario.

Key focus areas are: dairy; equine; food; horticulture and environment; metal fabrication; oil and gas fired burner equipment; and use and maintenance of heavy equipment. There is a planned shift towards more research, and the fall of 2007 will see the start of the first degree program on campus: Bachelor of Bio-Resource Management, with a specialty in equine matters. Some of the opportunities for the University of Guelph – Kemptville Campus include:

- Using University knowledge and expertise to conduct research and aid in the commercialization of small scale burners to produce heat and electrical energy from bio-based fuels, including spent fats, oils, and grease;
- To potentially participate in a centralized bio-based heating plant, and other “green” power purchasing initiatives, with other institutions in Kemptville;
- To construct accommodation & conference facilities;
- There could be significant research and education associated with the first Canadian equine degree which could serve as focal point of research, development, and commercialization of equine related economic activities;
- The opportunity to work with the Ferguson Forest Centre and the Eastern Ontario Model Forest in a research capacity, for example, research on fast growing woody species as a bio-feedstock;
- Other potential linkages to the FFC include agro-forestry, flora and fauna programs and workshops; and organic soil amendments;
- Research, development and commercialization of: nutra-ceuticals; animal science related to performance and mental health; welding; sugarbush and woodlot management; heavy equipment/ diesel/ mechanical; and organic soil amendments.

4.3 Downtown Kemptville

It is a commonly recognised that downtown Kemptville could be significantly improved. The downtown is no longer the only provider of goods and services for North Grenville. Current “suburban” retail development draws customers away from downtown, and planned development further threatens to erode the economic viability of downtown Kemptville. Growth in online shopping also impacts traditional retail. In terms of downtown, it is easier to build positive momentum from a neutral position than to turn around a downward spiral - therefore time is of the essence. Downtown must attract investment, client-focussed businesses, and customers.

The National Trust for Historic Preservation⁴ is one of the recognized leading authorities in downtown and commercial area revitalization, and it outlines several key benefits that downtowns or business districts can offer:

- “Many consumers are tired of the homogeneity and impersonality of shopping malls, big-box businesses, and chain stores. People value personal attention, name recognition, quality merchandise, and exemplary service — all potential features of traditional commercial districts.
- A community's business district represents a substantial share of its economy: its jobs, tax base, municipal investment, and businesses.
- Because consumers are more mobile today than several decades ago, the market area that a downtown or neighborhood commercial district can potentially serve is much greater than it used to be.
- More and more people enjoy visiting historic places, not just for vacation, but also for everyday business and leisure activities. Traditional community Centres offer unique shopping in historic environments.”

Desirable Future State

Downtown Kemptville is the economic and social heart of North Grenville, presenting a charismatic mix of retail and service businesses nestled within heritage structures or buildings that complement the rich heritage of downtown. Downtown is a destination and the focal point of North Grenville's arts, cultural, and heritage amenities which draws people from afar. Its businesses, which excel in providing outstanding customer service to patrons of all ages, benefit from an increased density of residents living downtown, including seniors (who enjoy the physical accessibility downtown offers). Downtown presents its visitors with a continuous façade of interesting storefronts that capture the essence of historic Kemptville. Visitors delight in its heritage, its retail, food, and entertainment offerings, all of which are anchored by its waterfront – the star attraction.

Recommendations

Organization:

Successful downtown revitalization depends upon strong cooperation and collaboration between public and private sectors (particularly property owners). It also involves getting

⁴ www.mainstreet.org

everyone working towards a common vision and assembling the appropriate human and financial resources to implement a downtown program.

1. Establish a longer term organization to be responsible for:
 - a. overall downtown revitalization effort;
 - b. building consensus and cooperation amongst stakeholders;
 - c. to provide leadership to the design and physical improvement of downtown;
 - d. To encourage and promote investment in the downtown.
2. That the downtown organization immediately begin work by:
 - a. preparing a time frame and plan to implement the two sections that follow: "design and improvement"; and "economic restructuring";
 - b. track performance against the plan, and for the downtown overall (vacancies, turnover, absorption rates, degree of target mix achieved);
 - c. and that funding be applied for as necessary and as available to assist in completing the following work.

This organization requires the involvement of land and building owners, investors and developers, businesses, the Municipality, the Chamber, the arts and cultural communities, and possibly others.

Design and physical improvement of public and private property:

It is imperative that downtown be a visually appealing and inviting place to visit. Downtown must highlight its best assets such as heritage buildings and pedestrian-oriented streets. The welcoming atmosphere is created through the total physical package: easy access and amenities on the waterfront, attractive window displays, parking areas, heritage restoration and compatible new development, street furniture, signs, sidewalks, street lights, and landscaping.

3. That the Municipality undertake a review of, and amend land use and development regulations to achieve the following:
 - a. Confirm the streets and area to be considered to be "downtown";
 - b. Review and amend the zoning as necessary:
 - i. Which streets should have at grade retail and limited services as the only permitted ground floor use, and encourage offices/other services and residential uses above grade.
 - ii. Provide for zero front/side yard setback on designated streets to encourage continuous facades or storefronts;
 - iii. Approve of appropriate locations for higher densities and heights for residential development in downtown area.
 - c. Develop signage and building design guidelines for designated streets to encourage façades that are sympathetic to the heritage character of North Grenville;
 - d. Consider designation of the downtown area as a Community Improvement Area under Planning Act;

4. Upon designation as a Community Improvement Area, that the Municipality consider financial incentives (including outside organization incentives) for those who voluntarily comply with signage and building design guidelines:
 - i. For compatible façade design work;
 - ii. Municipal fees exemptions;
 - iii. Façade improvement (low cost/interest free loans or grants);
5. That the Municipality consider designation and restoration of heritage assets, including publicly owned assets;
6. That the downtown organization plan downtown parking solutions;
7. That the Municipality initiate comprehensive planning for the integration of the waterfront and downtown, to include the old town hall site. The architecture of any new development constructed on the old town hall site (such as a library) should provide a leading example of design that is reflective of Kemptville's heritage and history;
8. That recreational and cultural opportunities/spaces within the downtown be improved to better enable community events, and to encourage multi-generational residents and visitors to "spend the day". Specific initiatives identified include improving access and amenities at the waterfront, a boardwalk, initiatives to permit more boaters to come downtown, services (power outlets, washrooms, picnic tables) within Curry Park and Rotary Park;
9. That the Municipality ensure that the visible physical infrastructure of downtown remains in a state of excellent repair;
10. That signage be placed at strategic locations to direct visitors to downtown and its services.

Economic restructuring

Success in downtown depends upon presenting the right quality and mix of retail, service and professional services that is distinct from suburban mall/strip development, thereby strengthening the image of downtown as being the "destination". Downtown must also provide an enjoyable experience as well as providing character, atmosphere, and efficiency of movement and parking in a clean environment. Downtown businesses must have sharp customer focus, and downtown must recruit compatible new businesses that are willing to anticipate and serve the needs of today's consumers.

It is therefore recommended that the following actions be taken:

11. Review and document the current store/service mix by location, size, quality;
12. Document contact information for downtown property owners;
13. Identify and maintain a list of vacancies and upcoming lease renewals/potential vacancies;
14. Develop downtown's "ideal" merchandise mix, through the use of a professional retail analysis that would:
 - a. Identify primary and secondary market areas
 - b. Identify demographic characteristics of the current and potential customers;
 - c. Assessment of retail competition;
 - d. Propose the most desirable retail/service mix and specific retail types;
 - e. Consider the contribution of arts/culture as an important part of mix;

- f. Identify the desirable uses that are missing or not well located within the downtown;
 - g. Prepare marketing materials necessary to support the attraction of targeted types of retailers to downtown.
15. Recruit progressive client-focussed businesses to fill vacancies, and encourage owners to fill to desired merchandise mix;
 16. Provide ongoing customer service training to owners/employees (perhaps in a variety of formats and ongoing messaging);
 17. Develop consensus on extended and consistent store hours;
 18. Examine the potential to utilize vacancies for arts window displays, or other creative use of vacant spaces.

Promotion and marketing of downtown strengths

Finally, the downtown “product” must be marketed and promoted to consumers to create a positive image of downtown’s unique characteristics. An effective strategy includes advertising, retail promotional activity, special events, and marketing campaigns carried out by the Business Improvement Area in cooperation with others. These activities improve consumer (and business and investor) confidence in the downtown.

19. That the Business Improvement Area be re-activated to focus on developing and implementing a strategy to:
 - a. market and promote the downtown to residents, visitors and tourists, (vs. to potential businesses);
 - b. Upon completion of much of the preceding downtown work, proceed to develop a downtown brand to assist in marketing the new “downtown product”;
 - c. Organize and/or collaborate on an annual program of downtown special events, and cooperate/collaborate with other special events and promotions within North Grenville for the benefit of downtown (cross-checked against other North Grenville events, and events of other communities).

4.4 Tourism Development

North Grenville is not the home of a single large tourist attraction, but it is home to a multitude of current and potential tourist attractors that when properly packaged and marketed, would result in significant tourism visits and expenditure to the area. Amongst the key assets are:

- The Rideau River/system (and the 175th anniversary celebration of the canal, and its potential designation as a World Heritage site later this year);
- The South Branch of the Rideau River which flows through downtown;
- Heritage structures and areas like Burritts Rapids and Oxford Mills;
- A significant local contribution to historical development of Leeds & Grenville;
- Growing arts and cultural activities, events, and organizations (such as the Dandelion Festival, Forestry Fair, etc.);
- Natural environmental recreational strengths such as the waterways, green space, Ferguson Forest, Limerick Forest, and others;
- Proximity to other significant tourism draws, such as Merrickville.

Also of great significance is the fact that the national capital area is a very large “rubber tire market” within an hour’s drive that can easily be tapped without need for overnight accommodation.

Desired Future State

North Grenville is recognized as a recreational, heritage/history, arts and cultural destination, especially within the National Capital Region. Event coordination and tourism marketing help to promote North Grenville’s tourism sector year-round. The intermingling of arts, culture, downtown, passive and recreation opportunities, waterfronts, and the Municipality’s abundance of heritage and history has shaped North Grenville’s unique destination brand. These positive attributes are bolstered by the presence and drawing power of the Kemptville District Hospital, the Ferguson Forest Centre, and the University of Guelph Kemptville Campus.

Recommendations

Following are tourism related recommendations, in sequential order. There should be a strong focus on a few areas of tourism product development and marketing:

- a. Arts and culture;
 - b. Cultural heritage and history;
 - c. Downtown (a separate section of this strategy);
 - d. Recreation, both passive and active, including development of waterfronts and natural areas, trails, and agri-tourism (horses being seen as having particularly strong potential).
-
1. That the economic development professional actively engage the multitude of tourism interests through the economic development committee to undertake the approved tourism product development work plan.
 2. Review, confirm and fully understand the tourism segments North Grenville can draw on: Sunday drivers, sports attendees, boaters, music lovers, heritage/history buffs, cyclists, nature lovers, etc. What is the demographic of each segment? What is each demographic looking for in a tourism experience?
 3. Review and document the current assets with the potential to draw tourists. Consider undertaking Premier-ranked tourism destination methodology, or a variation thereof.
 4. Identify gaps in product or service to be improved as well as opportunities that can be exploited (signage was explicitly stated as a service gap that needs to be identified, especially in regards to the Municipal Centre, the downtown, the Ferguson Forest Centre, and the entrance to Kemptville on Highway 43).
 5. Address gaps in products or services and exploit opportunities (product development).
 6. Begin planning and implementing experience-based marketing program, including appropriate signage and marketing collateral materials. One project which could be considered is low-power FM radio programming in Kemptville and in the hamlets which could provide local tourist information, information on festivals, events, directions, information on local heritage, etc.

4.4.1 Arts and Culture

Arts and culture are seen as part of a broader spectrum of “creative industries”. Creative industries⁵ are those that contribute to experimentation and innovation across a range of activities making local economies dynamic environments in which ideas flourish. In these environments, people from diverse backgrounds come together to make their communities better places to live work and play. Furthermore, economic competitiveness can be levered by creative industries through the creativeness of their employees.

A main contributor to such an environment is arts and culture. Arts and culture can contribute positively to community development in a variety of ways:

- Artists alone can contribute to overall productivity improvements by virtue of the fact that they are often highly entrepreneurial, in many cases being self-employed;

⁵ Definition of “creative industries” from Wikipedia.org: “The UK Government Department of Culture, Media and Sport define Creative Industries as: “those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property.” The Department’s category list consists of production in the following sectors:

- Advertising
- Architecture
- Arts and Antiques Market
- Crafts
- Design
- Designer Fashion
- Film and Video
- Interactive Leisure Software
- Music
- Performing Arts
- Publishing
- Software and computer Services
- Television and Radio

Some, such as Richard Florida argue for a wider focus on the products of knowledge workers and judge the creative class to include nearly all those offering professional knowledge-based services. As some first world countries struggle to compete in traditional markets such as manufacturing, many now see the Creative Industries as a key component in a new Knowledge Economy, capable perhaps of delivering urban regeneration, often through initiatives linked to exploitation of cultural heritage that leads to increased tourism. It is often argued that, in future, the ideas and imagination of countries like the United Kingdom will be their greatest asset.

There is often a question mark over the boundaries between Creative Industries and the similar term of Cultural Industries. Cultural Industries are best described as an adjunct-sector of the Creative Industries, including activities such as: Cultural Tourism & Heritage; Museums & Libraries; Sports & Outdoor activities; through a variety of ‘way of life’ activities that arguably range from local pet shows to a host of hobbyist concerns. The possible difference would thus be that the Cultural Industries are more concerned with delivering other kinds of value to society than simply monetary value, such as Cultural Wealth and Social Wealth.

- There is a growing recognition that arts and culture is a significant contributor to quality of life in a community, thereby aiding in attraction and retention of people/ labour force and in the retention of youth in a community;
- It can lead to greater cross-cultural and cross-generational understanding;
- With increasing frequency, cultural heritage combined with a flourishing arts sector is a magnet for visitors, contributing to broader based economic growth.

Desired Future State

North Grenville is the recognised focal point of the region's thriving artistic and cultural community. The downtown and the Municipal Centre are at the centre of this beehive of arts and cultural events, assets, and happenings, although many find a home within one of the numerous heritage assets scattered throughout North Grenville. North Grenville is recognized as a visitor and tourist destination for the arts and cultural events and the festivals that have sprung from this sector.

The community recognizes the economic benefits and contributions of the arts and cultural community to the growth and development of the North Grenville economy. As a result, the on-going development of the arts and cultural communities is supported by the Municipal economic development professional(s). The Municipal Centre functions as a centre for performing arts.

Recommendations

Following are the recommendations for creating the desired future state of the arts and cultural sector in North Grenville, an important contributor to tourism.

1. That Municipal Council support the North Grenville Arts & Culture Council in its responsibility for the development of arts and culture in North Grenville. This support is to be based upon a specific annual plan of action and reporting of achievements much like the economic development committee.
2. The following specific actions should be undertaken by the North Grenville Arts & Culture Council:
 - a. Creating an inventory of current regional creative, arts, and cultural assets, events, resources, and programs⁶;
 - b. Undertake an analysis of the social and economic impact of the contribution of the creative and culture industries to the local community, including a review of the results of Municipal Cultural Planning Forums that have taken place in Ontario;
 - c. Develop a strategy to enhance current arts and cultural amenities to further support, attract, and retain the creative class i.e. arts and cultural programming, museums, art galleries, and festivals/events⁷;

⁶ This mapping should include surrounding areas.

⁷ The Trillium Foundation has granted \$230,500 over two years for the implementation of a strategic plan to build the capacity of Ontario communities, helping them adopt local cultural planning and form learning networks to share practices and knowledge about municipal cultural planning. (Municipal Cultural Planning Partnerships c/o Community Cultural Impresarios)

- d. Plan for a collective approach to promote the economic and cultural benefits of arts and culture and the importance of integrating creative and cultural industries within the overall economic development approach;
- e. Organize networking opportunities for the arts and cultural communities;
- f. Marketing of arts and culture beyond municipal boundaries;
- g. Consider building upon the strength of the arts and cultural components of North Grenville in any future branding, particularly as it relates to tourism;

4.4.2 Heritage and History

Desirable Future State

The cultural heritage⁸ of North Grenville and its contribution to the historical development of the County and area is an integral part of North Grenville's identity. North Grenville's historic hamlets are the showcases of North Grenville's heritage. Cultural heritage not only includes the built environment, but also includes the natural environment and Rideau River. The heritage and history is fully appreciated, valued and promoted through development of school programs, public education for residents, the use of a Municipal History Centre/Museum/Archive, and through heritage walking tours. This preservation and celebration of heritage and history is a fundamental part of community pride in North Grenville, and an important contributor to tourism.

Recommendations

Following are the recommendations regarding heritage and history development in North Grenville.

1. Support for the North Grenville Historical Society to take on additional responsibilities for the overall development of heritage and history within the Municipality, based upon a specific annual plan of action.

⁸ Wikipedia definition of cultural heritage: "Cultural heritage ("national heritage" or just "heritage") is the legacy of physical artifacts and intangible attributes of a group or society that are inherited from past generations, maintained in the present and bestowed for the benefit of future generations. Often though, what is considered cultural heritage by one generation may be rejected by the next generation, only to be revived by a succeeding generation.

Physical or "tangible cultural heritage" includes buildings and historic places, monuments, artifacts, etc., that are considered worthy of preservation for the future. These include objects significant to the archaeology, architecture, science or technology of a specific culture. "Natural heritage" is also an important part of a culture, encompassing the countryside and natural environment, including flora and fauna.

These kind of heritage sites often serve as an important component in a country's tourist industry, attracting many visitors from abroad as well as locally. The heritage that survives from the past is often unique and irreplaceable, which places the responsibility of preservation on the current generation."

2. The following specific actions should be undertaken by the Society⁹:
 - a. Identification, documentation, and prioritization (by importance) of the cultural heritage and historical assets of North Grenville (including natural heritage);
 - b. Inventory and catalog archival holdings of the Society and Municipality;
 - c. Consider projects which would raise awareness of heritage and history of North Grenville, particularly projects which would be accessible by visitors and residents alike;
 - d. Undertake an oral history project to capture taped/filmed interviews with older and knowledgeable residents to create an oral history library of recent history;
 - e. Development of historical/heritage walking/cycling/motor tours such as interpretive trails along the South Branch, with some focus on the Rideau waterway, historical hamlets, and Ryan's Well;
 - f. Promote the completion of a feasibility study to establish a combined museum and archival facility within a heritage structure;
 - g. Promote and encourage strategic alliances with owners of heritage buildings, the arts and cultural community, and business).
3. That the Heritage Advisory Committee more aggressively identify and designate the most important heritage assets in consultation with their property owners.

4.4.3 Recreation, Waterfront, & Agri-Tourism Development

Desirable Future State

North Grenville provides a multitude of opportunities for residents and visitors to engage in recreation, both passive and active, particularly with respect to use of the Rideau River and the South Branch, the Ferguson and Limerick Forests, and growing trail network, and equine resources – all of which add to the quality of life enjoyed in North Grenville.

Recommendations

Following are the recommendations for the recreation, waterfront, and agri-tourism development in North Grenville.

1. Expand the Parks, Recreation & Culture Department's responsibilities to include:
 - a. Preparation of a recreation master plan that:
 - i. Identifies the needs of the current and future population;
 - ii. Identifies the opportunities to meet those needs through current and future assets (public and private) and programming;
 - iii. Identifies future sites for recreational uses (or green space) and pathways, and reserves these sites for the designated recreational/open space uses.
 - iv. Prioritizes implementation actions.

⁹ This work could be facilitated by applications for funding, and by high school students fulfilling volunteer hours. Some of these projects should be undertaken in cooperation with others such as the Heritage Advisory Committee.

- b. The planning and environmentally sensitive development of recreational and waterfront assets including:
 - i. Creating partnerships with Rideau Provincial Park to promote and raise awareness of North Grenville and the South Branch as a recreation and tourism location;
 - ii. Developing the South Branch to become more “boater friendly”;
 - iii. Development of docking facilities and a boat launch in close proximity to the Ferguson Forest Centre, complete with signage;
 - iv. Promotion of the use of all of the recreational and leisure assets (and active living in cooperation with the Kemptville District Hospital) of North Grenville (not just municipally owned assets);
- c. Continue the planning and development of North Grenville’s trail networks including:
 - i. Developing partnerships with the Ferguson Forest Centre and the Ministry of Natural Resources to promote and raise awareness of the trail network resource;
 - ii. Development and promotion of the trail networks linking North Grenville’s hamlets;
- d. Work with the equine community and economic development to plan and develop of North Grenville’s equine industry and horse tourism generally, including:
 - i. Riding trails and tours;
 - ii. Assist the equine community to establish a program promoting stables; shows; and tours throughout North Grenville;
 - iii. University of Guelph degree program.

4.5 Industrial Land Development

As part of the development of the economic development strategy, a market analysis for industrial land in North Grenville was completed. The contents of this analysis may be found in the “Economic Analysis” report prepared as part of this strategy. Following is a summary of the highlights of industrial land market analysis.

The consumption of vacant industrial land in Ottawa due to development has been 35 ha in each of the past three years. The loss of industrial land through redesignation to other uses has been much greater. Supply has tightened significantly, particularly in the western part of Ottawa, and as a result prices are rising rapidly. Recent sale prices for Ottawa west urban industrial land area range from \$700,000 to \$900,000 per ha¹⁰. Historically, the industrial development has been strongest in the western part of the City, followed by the south, with weakest demand in the east.

4.5.1 North Grenville’s Locational Advantages/Disadvantages

¹⁰ Joel Freedman, Metro-Suburban Realty

North Grenville offers the following competitive locational advantages for industrial development:

- It is on Highway 416, the major connector between Ottawa and Highway 401, North America's busiest highway, serving Montreal and Toronto;
- It is likely to be one of the first areas to receive "spill-over" demand not capable of being satisfied in Ottawa (Brockville has received some of this demand already);
- Highway 416 has significantly "shortened the perceptual distance" to/from Ottawa, thereby making industrial development more attractive;
- North Grenville can offer lower land costs and quicker (and hopefully less expensive) development approvals;
- Lands most likely to be developed in North Grenville have excellent access (and some have visibility) from Highway 416.

North Grenville has the following competitive locational disadvantages for industrial development:

- North Grenville has insufficient serviced designated industrial land;
- North Grenville may at this time be perceived by many to be "too far", although this perception will be largely overcome with the first major development.

4.5.2 Market Potential for Industrial Land

Annual consumption of industrial land in municipalities outside of Ottawa has been almost non-existent in recent years. It is the opinion however of the consultant, Colonnade Development and Joel Freedman of Metro-Suburban Realty:

- that tightening supply, and rising prices, combined with higher costs of development will begin driving industrial development outside of Ottawa within the next two years;
- that North Grenville must offer fully serviced lands to be able to attract industrial development;
- and that a serviced land price of approximately \$185,000 to \$210,000/ha would be attractive to small industrial owner-occupant users requiring small lots of approximately 0.25 to 0.5 ha.

4.5.3 Industrial Land Market Conclusions

- There is a limited vacant serviced land supply within the City, and much of it is NOT on the market;
- Serviced industrial land prices are rapidly escalating in Ottawa;
- Development costs are higher in Ottawa;
- Businesses requiring lower cost industrial accommodation will begin being pushed out to lower cost locations: Clarence-Rockland; Arnprior; North Grenville; Carleton Place;
- Brockville has already been attracting development from Ottawa, particularly logistics operations;
- Logistics is a growth industry, is growing in Eastern Ontario; North Grenville is well positioned on Highway 416, with good connections to Highway 401 eastbound and westbound, to serving Ottawa, Montreal (and eastern Canada), and Toronto.

- **It is therefore realistic to expect that North Grenville (with reasonable market exposure) could see an average of at least 0.5 to 1.0 ha of industrial development per annum, provided that:**
 - **the land is serviced and competitively priced as noted;**
 - **the land is located reasonably close to Highway 416;**
 - **that there is land available for purchase for owner occupants, in addition to opportunities for “build to suit” lease opportunities;**
 - **and provided that development costs and approval timeframes are significantly more favourable than in Ottawa.**

Recommendations

1. That the Municipality immediately begin planning for the acquisition and development of industrial/business park lands.
2. That the Municipality explore the possibility of public/private partnerships for business/industrial land development provided that the following conditions would be met:
 - the land becomes serviced and competitively priced;
 - the land is located reasonably close to Highway 416;
 - that there is land available for purchase for owner occupants, in addition to opportunities for “build to suit” lease opportunities.
3. The planning and development work will likely require an official plan and zoning amendment, as well as a servicing strategy.
4. That the Municipality complete other work as noted in the Economic Development section, which would include marketing collateral for available properties in North Grenville, and undertake a marketing program for industrial lands once servicing is near completion.
5. That the Municipality communicate the importance of industrial land development investment to ratepayers.
6. That the Municipality provide guidelines and incentives to encourage “Green” industrial development such as complying with LEED Canada standards and a greener landscape.

Appendix: North Grenville Economic Development Strategy Implementation Plan

The Economic Development Strategy Implementation Plan contains information related to the timing of implementation, expected leadership and support for implementation; and progress measures which can be utilized to monitor progress in implementation of the Economic Development Strategy Plan.

The timing and urgency with which to begin implementation of most action plans has been indicated as being “immediate”, “short-term”, “mid-term”, or “long-term”, with the following general timeframes:

- Immediate: by the end of 2007;
- Short-term: by the end of 2008;
- Mid-term: by the end of 2010;
- Long-term: after 2010;

The lead role for implementation is also indicated, along with any major supporting roles required for successful implementation. Finally the progress measures provide assistance to answer the question “how will we measure progress towards achieving the outcome?”

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
Economic Development	1) That the Municipality and community create an economic development committee that actively ensures implementation of this and future economic development strategies, including tourism product development.	Council	Within existing resources	An Economic Development Committee is established	Immediate
	2) That an annual budget be provided by the Municipality based upon the submission of: <ol style="list-style-type: none"> a. An annual report on achievements related to the previous year’s business plan by the Committee; b. Semi-annual progress reports to Council and community plan committee; c. An annual business plan and budget for economic development and tourism product development. The annual business plan is to implement the economic portions of this strategy (and subsequent economic development strategies), and specifically Kemptville downtown improvements, tourism and related development (arts, culture, heritage, etc.), work with “economic generators” and industrial land development. 	Council/ ED Committee	To be determined	Semi-annual & annual reports by committee. Budget provisions made annually by Council for Economic Development Strategic Plan implementation.	Annual

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
Economic Development	3) That upon approval of the first and subsequent budgets, the Municipality should staff with an appropriately trained economic development professional(s) to undertake the approved work plan, who will report administratively to the Municipality, while the committee will provide overall functional direction based upon the economic development strategy.	ED Committee/ Council	To be determined	An economic development professional is engaged.	On-going
	4) While some current information exists, it is recommended that the first year economic development budget ¹¹ consider amongst other work items, the development of the following typical first year program of marketing collateral materials: <ul style="list-style-type: none"> a. Development of an economic development identity; b. An economic development web site (over 90% of site selection searches utilize the web); c. Quick facts brochure; d. An economic profile; e. A lure brochure; f. Kit folder, sales letters, E-newsletter, hard copy newsletter, feature sheets for each sector targeted for development within the municipality; g. Display banner; h. Industrial and office space availability inventory. 	ED Staff/ ED Committee	External assistance required. Overall budget: \$20K to \$40K depending upon internal vs external resources utilized.	Marketing collateral materials are produced.	Short-term
	5) That the Municipality take appropriate actions to become more client-focused and supportive of local businesses and economic development;	Council	Within existing resources.	Annual survey of businesses	Continuous
	6) That the Municipality support the strengthening of community based leadership.	Council	Within existing resources. Plus approx. \$2K to 5K purchased services.	community leadership forums	Short-term
Local Economic Generators	Encourage and collaborate with the Kemptville District Hospital, the Ferguson Forest Centre, and the University of Guelph Kemptville Campus in acting on the opportunities identified as contributing further to the economic development of North Grenville.	Municipal Council and Community	Within existing resources	Evidence that the local economic generators and Council/ community are collaborating toward new opportunities	Mid-term

¹¹ External funding is available to partially fund this work

North Grenville Economic Development Strategy Implementation Plan

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing	
Downtown Kemptville	1) Establish a longer term organization to be responsible for: a. overall downtown revitalization effort; b. building consensus and cooperation amongst stakeholders; c. to provide leadership to the design and physical improvement of downtown; d. To encourage and promote investment in the downtown.	ED Committee/ Council	Within existing resources	A Downtown Organization is established	Short-term	
	2) That the downtown organization immediately begin work by: d. preparing a time frame and plan to implement the two sections that follow: "design and improvement"; and "economic restructuring";	Downtown Organization	Requires regular meetings of the organization with support from the ED staff – approx 10-15% of available time.	Timeframe and Plan has been approved.	Short-term	
	e. track performance against the plan, and for the downtown overall (vacancies, turnover, absorption rates, degree of target mix achieved);			Ability to demonstrate the performance of various indicators over a period of time	Mid-term to long-term	
	f. and that funding be applied for as necessary and as available to assist in completing the following work.			A number of submitted and approved funding applications/ year.	Short-term	
Design and Physical Improvement of Public and Private Property	3) That the Municipality undertake a review of, and amend land use and development regulations to achieve the following: a. Confirm the streets and area to be considered to be "downtown";	Municipal Planning and Building Dept. & Downtown Organization/ Council		Downtown streets/ area "identified".	Short-term	
	b. Review and amend the zoning as necessary: i. Which streets should have at grade retail and limited services as the only permitted ground floor use, and encourage offices/other services and residential uses above grade. ii. Provide for zero front/side yard setback on designated streets to encourage continuous facades or storefronts; iii. Approve of appropriate locations for higher densities and heights for residential development in downtown area.			Zoning has been reviewed, amended, and approved.	Short to mid-term	
	c. Develop signage and building design guidelines for designated streets to encourage façades that are sympathetic to the heritage character of North Grenville;			external expertise may be required	Guidelines have been developed and approved, and information distributed to business owners and others as well as accessible on-line.	Short to mid-term
	d. Consider designation of the downtown area as a Community Improvement Area under Planning Act;			Staff time	Adopted by Council and approved by Ministry.	Short-term to mid-term

North Grenville Economic Development Strategy Implementation Plan

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
	4) Upon designation as a Community Improvement Area, that the Municipality consider financial incentives (including outside organization incentives) for those who voluntarily comply with signage and building design guidelines: <ul style="list-style-type: none"> i. For compatible façade design work; ii. Municipal fees exemptions; iii. Façade improvement (low cost/interest free loans or grants); 	Council	Staff time	Incentive-based programs implemented, marketed, measured, and monitored.	Mid to long-term
	5) That the Municipality consider designation and restoration of heritage assets, including publicly owned assets;	Downtown Organization & Heritage Advisory Committee/ Council	To be determined	Number of downtown heritage assets designated with restoration plans	Mid-term to long-term
	6) That the downtown organization plan downtown parking solutions;	Downtown Organization/ Council	To be determined	Number of downtown parking spaces added. Perception that parking is not an issue.	Mid-term
	7) That the Municipality initiate comprehensive planning for the integration of the waterfront and downtown, to include the old town hall site. The architecture of any new development constructed on the old town hall site (such as a library) should provide a leading example of design that is reflective of Kemptville's heritage and history;	Downtown Organization/ Council	External assistance may be required	A plan on the integration of the area and the design of new development has been approved	Mid-term
	8) That recreational and cultural opportunities/spaces within the downtown be improved to better enable community events, and to encourage multi-generational residents and visitors to "spend the day". Specific initiatives identified include improving access and amenities at the waterfront, a boardwalk, initiatives to permit more boaters to come downtown, services (power outlets, washrooms, picnic tables) within Curry Park and Rotary Park.	ED Staff/ Downtown Organization	To be determined	# of events, residents, tourists, age, etc. can be measured periodically	Mid to long-term
	9) That the Municipality ensure that the visible physical infrastructure of downtown remains in a state of excellent repair;	Downtown Organization	To be determined. Annual budgetary allowance should allow for prompt repairs & seasonal maintenance.	Visible physical infrastructure is in excellent condition.	On-going
	10) That signage be placed at strategic locations to direct visitors to downtown and its services.	Downtown Organization/ ED Committee	To be determined, relatively low cost.	Signs directing downtown are visible, inviting, and well placed	Short to mid-term
Economic Restructuring	11) Review and document the current store/service mix by location, size, quality;	Downtown Organization/ ED Staff	Consultant	A current and accurate list is maintained and available	Short to mid-term

North Grenville Economic Development Strategy Implementation Plan

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
Economic Restructuring	12] Document contact information for downtown property owners;	Downtown Organization/ Municipality Staff	Staff time		Short-term
	13] Identify and maintain a list of vacancies and upcoming lease renewals/potential vacancies;	Downtown Organization/ ED Staff	Staff time	A current and accurate list is maintained and available	Short-term
	14] Develop downtown's "ideal" merchandise mix, through the use of a professional retail analysis that would: a. Identify primary and secondary market areas b. Identify demographic characteristics of the current and potential customers; c. Assessment of retail competition; d. Propose the most desirable retail/service mix and specific retail types; e. Consider the contribution of arts/culture as an important part of mix; f. Identify the desirable uses that are missing or not well located within the downtown; g. Prepare marketing materials necessary to support the attraction of targeted types of retailers to downtown	Downtown Organization/ ED Staff	Consultant Tasks 11 & 15, approx. \$15-18,000	Document showing the ideal merchandise mix	Short-term to mid-term
	15] Recruit progressive client-focused businesses to fill vacancies, and encourage owners to fill to desired merchandise mix;	ED Staff/ Downtown Organization	To be determined	% of vacancy and # of businesses that meet the desired merchandise mix	Mid-term to long-term
	16] Provide ongoing customer service training to owners/employees (perhaps in a variety of formats and ongoing messaging);	Chamber of Commerce/ BIA	Within resources of BIA, Chamber, or external training, possibly in conjunction with Municipality staff training as mentioned above	Number of customer service reps trained. Customer "Service" satisfaction survey.	Long-term
	17] Develop consensus on extended and consistent store hours;	BIA/ Chamber of Commerce		Consistent hours that meet consumers' needs	Short-term to mid-term
	18] Examine the potential to utilize vacancies for arts window displays, or other creative use of vacant spaces.	Downtown Organization		Number of art displays in vacant windows	Short to mid-term

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
Promotion and Marketing of Downtown Strengths	19] That the Business Improvement Area be re-activated to focus on developing and implementing a strategy to: <ol style="list-style-type: none"> a. market and promote the downtown to residents, visitors and tourists, (vs. to potential businesses); b. Upon completion of much of the preceding downtown work, proceed to develop a downtown brand to assist in marketing the new "downtown product"; Organize and/or collaborate on an annual program of downtown special events, and cooperate/collaborate with other special events and promotions within North Grenville for the benefit of downtown (cross-checked against other North Grenville events, and events of other communities).	BIA	External assistance may be required	A strategy is developed and implemented. Number of events organized or collaborated on.	Mid-term
Tourism Development	1] That the economic development professional actively engage the multitude of tourism interests through the economic development committee to undertake the approved tourism product development work plan.	ED Staff/ ED Committee	ED staff time	Evidence that the tourism product development work plan is supported and followed by tourism interests	Short-term
	2] Review, confirm and fully understand the tourism segments North Grenville can draw on: Sunday drivers, sports attendees, boaters, music lovers, heritage/history buffs, cyclists, nature lovers, etc. What is the demographic of each segment? What is each demographic looking for in a tourism experience?	ED Staff/ ED Committee	ED staff time	Tourism segments and their demographic fully identified and understood.	Short-term
	3] Review and document the current assets with the potential to draw tourists. Consider undertaking Premier-ranked tourism destination methodology, or a variation thereof.	ED Staff/ ED Committee	ED staff time or consultant	Current tourism assets documented	Short-term
	4] Identify gaps in product or service to be improved as well as opportunities that can be exploited (signage was explicitly stated as a service gap that needs to be identified, especially in regards to the Municipal Centre, the downtown, the Ferguson Forest Centre, and the entrance to Kemptville on Highway 43).	ED Staff/ ED Committee	ED staff time or consultant	Gaps and opportunities identified	Mid-term
	5] Address gaps in products or services and exploit opportunities (product development).	ED Staff/ ED Committee	As required depending on # and nature. Decreasing yearly.	# of gaps and services improved and opportunities developed	Mid-term

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
	6) Begin planning and implementing experience-based marketing program, including appropriate signage and marketing collateral materials. One project which could be considered is low-power FM radio programming in Kemptville and in the hamlets which could provide local tourist information, information on festivals, events, directions, information on local heritage, etc.	ED Staff/ Chamber of Commerce	Budget for signage & materials could range \$30K-\$70K. Tourism partnership opportunities exist. Sponsorships and volunteers can offset cost.	Experience-based marketing program implemented. Signage and marketing collateral materials produced and in-place.	Long-term
Arts and Culture	1) That Municipal Council support the North Grenville Arts & Culture Council in its responsibility for the development of arts and culture in North Grenville. This support is to be based upon a specific annual plan of action and reporting of achievements much like the economic development committee.	Council/ North Grenville Arts & Culture Council	Budget allocated by Council.	Plan of actions, reports, and budgets approved by Municipal Council annually	Short-term and on-going
	2) The following specific actions should be undertaken by the North Grenville Arts & Culture Council:	North Grenville Arts & Culture Council	ED staff time	Inventory of current arts and cultural assets completed.	Short-term
	a. Creating an inventory of current regional creative, arts, and cultural assets, events, resources, and programs ¹² ;	North Grenville Arts & Culture Council/ ED Staff	ED staff time	Analysis completed	Short-term to mid-term
	b. Undertake an analysis of the social and economic impact of the contribution of the creative and culture industries to the local community, including a review of the results of Municipal Cultural Planning Forums that have taken place in Ontario;	North Grenville Arts & Culture Council	External assistance may be required	Strategy completed	Short-term to mid-term
	c. Develop a strategy to enhance current arts and cultural amenities to further support, attract, and retain the creative class i.e. arts and cultural programming, museums, art galleries, and festivals/events;	North Grenville Arts & Culture Council/ ED Committee	ED staff time	Evidence that arts and culture is integrated in economic development initiatives	Mid-term
	d. Plan for a collective approach to promote the economic and cultural benefits of arts and culture and the importance of integrating creative and cultural industries within the overall economic development approach;	North Grenville Arts & Culture Council	Within existing resources	Strong network established	Mid-term
e. Organize networking opportunities for the arts and cultural communities;					

¹² This mapping should include surrounding areas.

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
Heritage and History	f. Marketing of arts and culture beyond municipal boundaries;	North Grenville Arts & Culture Council/ ED Staff	Budget for marketing starting at \$10K +.	Good awareness of municipal arts and culture activities beyond municipal boundaries	Mid-term to long-term
	g. Consider building upon the strength of the arts and cultural components of North Grenville in any future branding, particularly as it relates to tourism;	North Grenville Arts & Culture Council & ED Staff/ ED Committee	Within existing resources	The tourism branding of North Grenville reveals the art and cultural quality of the region	Mid-term
	1) Support for the North Grenville Historical Society to take on additional responsibilities for the overall development of heritage and history within the Municipality, based upon a specific annual plan of action.	Council/ North Grenville Historical Society	To be determined	Evidence that support has been accorded by Council	Short-term
	2) The following specific actions should be undertaken by the Society ¹³ :	North Grenville Historical Society/ Heritage Advisory Committee	Within existing resources	Documentation and prioritization of the assets are approved	Short-term
	a. Identification, documentation, and prioritization (by importance) of the cultural heritage and historical assets of North Grenville (including natural heritage);	North Grenville Historical Society	To be determined	Inventory and cataloguing of existing archival holdings completed. Methodology established for future holdings	Mid-term
	b. Inventory and catalog archival holdings of the Society and Municipality;	North Grenville Historical Society & ED Staff/ Heritage Advisory Committee	Within existing resources	# history awareness projects completed/ year	Short-term plus on-going
	c. Consider projects which would raise awareness of heritage and history of North Grenville, particularly projects which would be accessible by visitors and residents alike;	North Grenville Historical Society	To be determined	# of oral interviews recorded and catalogued/ year	Short-term to long-term
d. Undertake an oral history project to capture taped/filmed interviews with older and knowledgeable residents to create an oral history library of recent history;					

¹³ This work could be facilitated by applications for funding, and by high school students fulfilling volunteer hours. Some of these projects should be undertaken in cooperation with others such as the Heritage Advisory Committee.

North Grenville Economic Development Strategy Implementation Plan

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
	e. Continued development of historical/heritage walking/cycling/motor tours such as interpretive trails along the South Branch, with some focus on the Rideau waterway, historical hamlets, and Ryan's Well;	North Grenville Historical Society & ED Staff / Parks, Recreation & Culture Department	Dependant on the number of volunteers & entrepreneur involvement. Budget for signage & marketing collateral materials: \$5K to \$18K	# and type of historical tours available / year	Short-term to long-term
	f. Promote the completion of a feasibility study to establish a combined museum and archival facility within a heritage structure;	North Grenville Historical Society/ Heritage Advisory Committee	External assistance may be required	A feasibility study has been completed	Long-term
	g. Promote and encourage strategic alliances with owners of heritage buildings, the arts and cultural community, and business.	North Grenville Historical Society/ Heritage Advisory Committee	Within existing resources	An increase in strategic alliances is recognizable	Mid-term
	3) That the Heritage Advisory Committee more aggressively identify and designate the most important heritage assets in consultation with their property owners.	Heritage Advisory Committee/ North Grenville Historical Society	Within existing resources	All heritage assets identified. # of designated per year.	On-going
Recreation, Waterfront, & Agri-Tourism Development	1) Expand the Parks, Recreation & Culture Department's responsibilities to include: <ul style="list-style-type: none"> e. Preparation of a recreation master plan that: <ul style="list-style-type: none"> i. Identifies the needs of the current and future population; ii. Identifies the opportunities to meet those needs through current and future assets (public and private) and programming; iii. Identifies future sites for recreational uses (or green space) and pathways, and reserves these sites for the designated recreational/open space uses. iv. Prioritizes implementation actions. 	Parks, Recreation & Culture Department/ Council	External assistance may be required	Master Plan approved	Short-term

Strategic Theme	Recommendations	Lead Role/ Supporting Role	Estimated Resources	Progress Measures	Timing
	<p>f. The planning and environmentally sensitive development of recreational and waterfront assets including:</p> <ul style="list-style-type: none"> i. Creating partnerships with Rideau Provincial Park to promote and raise awareness of North Grenville and the South Branch as a recreation and tourism location; ii. Developing the South Branch to become more "boater friendly"; iii. Development of docking facilities and a boat launch in close proximity to the Ferguson Forest Centre, complete with signage; iv. Promotion of the use of all of the recreational and leisure assets (and active living in cooperation with the Kemptonville District Hospital) of North Grenville (not just municipally owned assets); 	Parks, Recreation & Culture Department	To be determined	# of boaters (powered and non-powered) that travel on the South Branch and # who dock per year.	Mid-term
	<p>g. Continue the planning and development of North Grenville's trail networks including:</p> <ul style="list-style-type: none"> i. Developing partnerships with the Ferguson Forest Centre and the Ministry of Natural Resources to promote and raise awareness of the trail network resource; ii. Development and promotion of the trail networks linking North Grenville's hamlets; 	Parks, Recreation & Culture Department	To be determined	# of Kilometers of trails. North Grenville's trail networks are extensive, reputable, and popular with residents and tourists alike. Information on trails is easily found.	Mid-term
	<p>h. Work with the equine community and economic development to plan and develop of North Grenville's equine industry and horse tourism generally, including:</p> <ul style="list-style-type: none"> i. Riding trails and tours; ii. Assist the equine community to establish a program promoting stables; shows; and tours throughout North Grenville; iii. University of Guelph degree program 	Parks, Recreation & Culture Department & ED Staff/ ED Committee	To be determined based on # of initiatives and level of equine community involvement.	# of equine services, tourism products, and events developed since start of initiative. # of Kilometers of trails	Long-term
Industrial Land Development	1) That the Municipality immediately begin planning for the acquisition and development of industrial/business park lands.	Council/ Planning & Building Dept.	To be determined		Immediate to short-term
	2) That the Municipality explore the possibility of public/private partnerships for business/industrial land development provided that the following conditions would be met: <ul style="list-style-type: none"> • the land becomes serviced and competitively priced; • the land is located reasonably close to Highway 416; • that there is land available for purchase for owner occupants, in addition to opportunities for "build to suit" lease opportunities. 	Planning & Building Dept. & ED Staff/ Council	Within existing resources. Budget to be determined.	Different public/partnership land development options identified and decided upon.	Short to mid-term
	3) The planning and development work will likely require an official plan and zoning amendment, as well as a servicing strategy.	Planning & Building Dept./ Council	External assistance may be required. Budget to be determined.	Official plan, zoning amendments, and servicing strategy adopted	Short-term to mid-term