



TOWNSHIP OF SOUTH GLENGARRY

Economic Development Strategic Action Plan

July 2013



Table of Contents

1.	MISSION STATEMENT	3
2.	SUMMARY.....	3
3.	ALIGNMENT WITH REGIONAL STRATEGIC PLANS.....	3
4.	THE BACKGROUND	3
	Demographics	4
	Labour Force	5
5.	COMMUNITY CONSULTATION	5
6.	SWOT SUMMARY: STAKEHOLDER CONSULTATION.....	5
	Key Strengths	6
	Key Weaknesses.....	6
	Key Opportunities	6
	Key Threats	7
7.	FUTURE VISION: STAKEHOLDER CONSULTATION.....	7
	Businesses & Industries - 5 to 10 years	7
	Most Valued Aspect of South Glengarry to build on	7
	Other High Priority Economic Development Issues.....	7
8.	KEY SECTORS OF FOCUS.....	7
9.	PRIORITY ACTIONS	7
	Economic Development.....	8
9.1	Investment Readiness and Attraction.....	8
9.2	Fostering Entrepreneurship	8
9.3	Business Attraction, Retention and Expansion	8
9.4	Developing a Friendly Community Image	8
	Communications.....	8
9.5	Communication with the Community.....	8
9.6	Marketing & Visual Identity	8
10.	ONGOING SUPPORT FOR SOUTH GLENGARRY'S ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN.....	8
11.	IMPLEMENTATION WORK PLAN	9



1. MISSION STATEMENT

The Council and Administration of the Township of South Glengarry (“South Glengarry”), a proud rural community with a vibrant heritage, are committed to excellence in the delivery of municipal services and shall, with a competitive tax rate and focused on our prescribed legislative mandate, balance the demands on the Corporation and proved the efficient delivery of services that maximizes the quality of life of its diverse communities and residents.

2. SUMMARY*

This report is based on an analysis of:

- the United Counties of Stormont, Dundas and Glengarry’s Economic Development Strategic Action Plan (June 2012) which compiled information on the six townships, South Dundas, North Dundas, South Stormont, North Stormont, South Glengarry and North Glengarry;
- the Economic Development Strategic Action Plan sub-plans for North Dundas and South Dundas that were finalized as of May 2012;
- the economic development components from the South Glengarry 2007-2010 Strategic Plan, as prioritized by council;
- attributes that are strategic factors in South Glengarry’s economic growth.

3. ALIGNMENT WITH REGIONAL STRATEGIC PLANS

The South Glengarry Economic Development Strategic Action Plan was crafted using information from the SD&G Economic Development Strategic Action Plan. As such, information pertinent to South Glengarry was gleaned from the SD&G process and incorporated in to the South Glengarry Economic Development Strategic Action Plan to ensure that projects are aligned with the SD&G Economic Development Strategic Action Plan, when appropriate.

At the time of preparation of this report, the Eastern Ontario Warden’s Caucus has issued a Request for Proposal for an Economic Development Strategy. The goal of the proposed economic development strategy is to utilize the research completed by the EOWC, and other agencies and organizations to identify specific regional actions that will improve the economy of Eastern Ontario or improve the conditions for economic development throughout Eastern Ontario.

4. THE BACKGROUND

South Glengarry is strategically located at in the south-eastern corner of Ontario, immediately adjacent to the Province of Quebec (to its east) and the St. Lawrence River (to its south).

* Notes: This report uses multiple sources of data in its different sections.

- Census Data for 2001, 2006 & 2011 from Statistics Canada
- 2003 to 2011 Labour Force Data from Rural Development Division, Ontario Ministry of Agriculture, Food, and Rural Affairs



SOUTH GLENGARRY ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN

South Glengarry is within close proximity of major urban centres (Ottawa, Cornwall, Montreal, Brockville as well as the USA).

South Glengarry is one of six Townships (North and South Stormont, North and South Dundas, and North and South Glengarry) within the United Counties of Stormont, Dundas and Glengarry (“SD&G”) which is home to approximately 65,000 residents (excluding the City of Cornwall and Akwesasne). South Glengarry’s population, according to the 2011 Census, stands at 13,162 residents.

South Glengarry is primarily rural but has several urban settlements. Agriculture is one of the main sectors of activity. It is located on a major distribution hub (Highway 401, the CNR and CPR main lines, the St. Lawrence Seaway, in proximity to an international border crossing to the USA, two major international airports and a regional airport) providing South Glengarry with ample economic development possibilities.

Demographics

Population: 2011	<ul style="list-style-type: none">The estimated population of South Glengarry in 2011 was 13,162.South Glengarry’s population has been increasing slowly.The average age of the population is older than that of Ontario (47.7% vs. 40.4%).
Incomes: 2007	<ul style="list-style-type: none">The median household income in South Glengarry is \$62,120 and generally, average and median incomes (total, family, household) have increased since 2000. In Ontario the median household income is \$60,455.The average cost of owned dwellings in South Glengarry is \$204,531 compared to the average for Ontario at \$297,479.
Highest Level of Education: 2011	<ul style="list-style-type: none">The largest post-secondary field of study is architecture, engineering and related technologies - this percentage is larger than that of Ontario (12.15% vs. 10.99%).The percentage of South Glengarry residents who have a college, CEGEP or other non-university certificate or diploma is higher than the provincial percentage in 2011 (23.42% vs. 19.77%).However, the percentage of South Glengarry residents who have a university certificate or diploma is significantly lower than that of Ontario in 2011 (14.98% vs. 23.37%).29.54% of residents have at minimum a High School diploma, which is significantly higher than for Ontario at 26.75%.
Mobility: 2007	<ul style="list-style-type: none">In 2007, the percentage of residents that had resided in South Glengarry for longer than 5 years stood at 89.79%.People moving to South Glengarry were more likely to be relocating from other parts of Ontario as opposed to moving from outside of the province.
Language: 2011	<ul style="list-style-type: none">65.8% of residents’ maternal tongue English, 28.5% is French and 52.6% of residents are bilingual. 5.5% speak non-official languages.

Labour Force

Key Indicators: 2011	Participation and employment rates in South Glengarry are higher than in Ontario. The unemployment rate is significantly lower than that of Ontario in 2011 (4.6% vs. 8.4%).
Labour Force by Occupation: 2011	Compared to Ontario, a higher percentage of the labour force in South Glengarry works in the following occupations: Natural and applied sciences, Health occupations, Management, Education, Business, Trades, Sales and services.
Labour Force by Industry: 2011	Compared to Ontario, a higher percentage of the labour force in South Glengarry works in the following industries: Agriculture, Construction, Transportation and warehousing, Educational services, Retail trade and Health care.
Commuting Patterns: 2006	68.83% of the workers living in South Glengarry commuted to work outside of the Township.
Net Import & Export Labour Force: 2006	South Glengarry is a net ‘exporter’ of at least 3,555 employees to other communities. This represents 51.35% of the employed labour force.

5. COMMUNITY CONSULTATION

As part of the development process for the June 2012 SD&G Economic Development Strategy Action Plan, South Glengarry community stakeholders were consulted and the following actions were taken to collect input:

Round Table Exercise: Thirteen (13) stakeholders were interviewed. As a part of the process to develop the SD&G Economic Development Strategic Action Plan a focus group was facilitated in South Glengarry. Stakeholders with an interest in South Glengarry’s economic well-being were in attendance and much of the information gathered was considered during the development of the SD&G Economic Development Strategic Action Plan.

One-on-one: Ten (10) individual consults Stakeholders with a broad range of local interests were interviewed for this process.

Public comment: As part of the consultation process, South Glengarry’s Economic Development Strategic Action Plan was made available to the community for comment (i.e., on-line on the Township’s website, in paper format at the Township Office).

6. SWOT SUMMARY: STAKEHOLDER CONSULTATION

The information below summarizes the findings of the Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis which was compiled from input obtained during the consultation process for SD&G’s Economic Development Strategic Action Plan[†]. Though the majority of these were listed in the SD&G Economic Development Strategic Action Plan, they are also relevant to South Glengarry.

[†] The responses are not listed in any specific order of importance. For a more detailed reporting of the SWOT, please refer to the SD&G Economic Development Strategic/Action Plan Consultation Process: Compilation of Comments Received document.

SOUTH GLENGARRY ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN

These responses, obtained from participants, are based on perception and were provided by the community when asked specific questions.

Key Strengths

- Location
 - Highways 401, 417
 - Proximity to Province of Quebec
 - Access to Rail
 - St. Lawrence Seaway/Lake St. Francis
 - International crossing to the US
 - Regional & International airports
 - Close to Cornwall, Montreal, Ottawa
- Telecommunications
 - High speed internet to over 96% of South Glengarry
- Culture & History
 - Historical buildings
 - Loyalist Settlement
 - Militia Trail / War of 1812
- Quality of life
 - Small town lifestyle close to major centres
 - Access to health care
 - Affordable
 - Natural environment
 - Care for aging population
- Agriculture industry
 - Prime Land
 - Cash crops (soy, corn, wheat), dairy
- Tourism
 - St. Lawrence River
 - Williamstown Fair
 - Glengarry Highland Games
 - Natural environment

Key Weaknesses

- Not united as one Economic Development community with SD&G
- Communication
 - With other tiers of governments
 - Inter-municipal
- Tourism (limited year round tourism destinations)
- Lack of shovel-ready, serviced land
- Lack of jobs (professional, skilled)
- Workforce skillsets
- Youth leaving – Aging population - Declining population
- Lack of public transportation
- Lack of amenities/vibrant city life
- Majority of tax base is residential
- Mindset – don't want to see change

Key Opportunities

- Tourism
 - Eco
 - Arts, Culture and Heritage
 - Agri-tourism
 - Accommodations
 - Year-round
- Maximizing of “Glengarry – Ontario’s Celtic Heartland” brand marketing
- Communication – internal and external
- Youth retention
- Small business/entrepreneurship attraction
- Agriculture
 - Value-added processing
 - Research and development
 - Organic foods/local produce
 - Greenhouses
- Home-based businesses
- Retirement residences, diversity of housing
- Logistics/distribution and spin-off companies
- Develop vacant lands
- Regional Airport expansion



Key Threats

- Not unified
- Lack of shovel-ready serviced land
- Limited technological infrastructure (broadband)
- Lack of communication and marketing
- Lack of funds
- Resistance to change
- Abundance of untrained/unskilled workers
- Youth outmigration = Aging population = Losing workforce

7. FUTURE VISION: STAKEHOLDER CONSULTATION

These comments were compiled from the SD&G Stakeholder consultations and are applicable to South Glengarry.

Businesses & Industries - 5 to 10 years

- Agriculture / Value-added processing
- Health care / Services for retirement living
- Small businesses/entrepreneurship/creative economy
- Tourism / Agri-tourism
- Commercial / retail outlets
- Growth in high-tech related companies
- Logistics / transportation
- Professional jobs

Most Valued Aspect of South Glengarry to build on

- History, culture, heritage, people
- Small town – quality of life, unique character
- Cost of living – affordable
- Agriculture (history, community and industry)
- St. Lawrence (recreation, tourism, environment)

Other High Priority Economic Development Issues

- Unity amongst the municipalities
- Identify community and political champions
- Marketing at local level and at county level
- Investment attraction - leads protocol
- Business retention/expansion
- Raise level of economic development services
- Shovel ready industrial land
- Investments in strategic infrastructure (ie. water, sewer, roads, land, broadband, etc.)

8. KEY SECTORS OF FOCUS

- Agriculture
- Logistics/Distribution
- Tourism
- High-end Residential Development
- Small Businesses / Home-based Businesses

9. PRIORITY ACTIONS

An Economic Development Action Strategic Plan is a program, not a project. As part of this program, several specific projects will need to be completed, but there will also be a requirement to manage and deliver on the day-to-day aspects of an economic development program.



Acknowledging that the achievement of economic success will take time as well as ongoing effort from the community as a whole, the following actions are being recommended for South Glengarry under two categories – Economic Development and Communications. View section 11 for the Implementation Work Plan.

Economic Development

9.1 Investment Readiness and Attraction

Promotion of land (serviced or otherwise) and/or other assets that will increase the Townships commercial tax base. Focus investment attraction initiatives on target sectors.

9.2 Fostering Entrepreneurship

Support entrepreneurship in South Glengarry. Attract, retain (encourage expansion) of businesses in South Glengarry.

9.3 Business Attraction, Retention and Expansion

Support business attraction, retention and expansion to ensure continued growth in South Glengarry.

9.4 Developing a Friendly Community Image

South Glengarry continues to be a growing rural community by ensuring that it is an attractive place to live, work, play and visit.

Communications

9.5 Communication with the Community

That development and change be seen positively by the South Glengarry community.

9.6 Marketing & Visual Identity

Increase recognition of branding “Glengarry – Ontario’s Celtic Heartland”.

10. ONGOING SUPPORT FOR SOUTH GLENGARRY’S ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN

Once established, ongoing annual economic development efforts will include:

- Evaluating and aligning the Plan to ensure that focus actions are relevant to the Township's strategic vision;
- Participating in and supporting Counties-wide economic development initiatives;
- Maintaining and creating networks and partnerships;
- Continued business retention and expansion efforts (business visitation);
- Continued updating of investment attraction data and material;
- Understanding and capitalizing on investment (residential, commercial and tourism) opportunities;
- Updating and monitoring success of marketing material and websites;
- Communicating success stories through newsletters, social media and other methods.



SOUTH GLENGARRY ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN

11. IMPLEMENTATION WORK PLAN

ECONOMIC DEVELOPMENT - 9.1 Investment Readiness			
Priority Action	Lead Role / Supporting Role	Progress Measures	Timeline
1. Participate in SD&G initiatives focusing on Investment Readiness. Assist SD&G and regional Economic Development working group by sharing skills, knowledge and economic development expertise during training sessions and through economic development information sharing. • Investment Training through EDAC.	SG EDO	Investment Readiness Training Program has been developed and is rolled out throughout SDG.	August 2013
2. Work with SD&G and other municipal partners to develop a leads handling protocol, i.e., asset documentation, contact, site visits, familiarization tours.	Township & SD&G EDO	Leads handling protocol published.	December 2013
3. Communicate Investment Readiness to Community Stakeholders & Business leaders. • Track all industrial and commercial property investment opportunities. • Work closely with developers to understand their needs and areas where the Township can provide support.	Township & SD&G EDOs	Procedures developed/implemented to ensure that all stakeholders understand /fulfill roles as required for site selector/investment opportunities. Inventory of assets.	Fall 2013 Ongoing
4. Investment Readiness Assessments - Make all investment attraction material for all industrial and commercial property investment opportunities available to external marketing partners through an online inventory and property tool. • Community Profile - Quick Facts - Economic Development Website - Investment Data (i.e. demographics, available local workforce, etc.) - Sector Profiles.	SG EDO in partnership with SD&G	Roll-out to partners - SD&G Economic Development Website, Ontario East Economic Development Commission.	Fall 2013
5. Pursue avenues for collaboration on water and wastewater for key strategic areas (i.e., Boundary Road and Regional Water Project).	SG Council, CAO, EDO, GMs	Partnerships/collaborations on water / wastewater.	Ongoing
6. Industrial site plan for Boundary Road Area	SG CAO, EDO, GMs	Servicing plan.	TBD
7. Collaborate with partners, MP and MPP to promote and leverage the Cornwall Airport expansion project.	SG Council, CAO, EDO, GMs	Partnership / collaborations to move expansion forward.	Ongoing

SOUTH GLENGARRY ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN

ECONOMIC DEVELOPMENT - 9.2 Fostering Entrepreneurship			
Priority Action	Lead Role / Supporting Role	Progress Measures	Timeline
1. Keep an updated on-line database of local entrepreneurs.	SG EDO	Business Directory on SG website & SD&G website.	Ongoing
2. Facilitate local “meet and greets”, lunch and learns, and connect mentors with new start-up entrepreneurs.	SG EDO / Cornwall Business Enterprise Centre / CFDC / Glengarry Interagency Group	Partner to promote and deliver entrepreneurship programs in South Glengarry: <ul style="list-style-type: none">• 1 Business / Mayor’s event per year;• 3 E-Biz seminars per year.	2013 onwards
3. Encourage entrepreneurs to participate in regional meet and greet opportunities	SG EDO / Cornwall Business Enterprise Centre / CFDC / Glengarry Interagency Group	Distribution of regional meet and greet opportunities through on-line database.	Ongoing
4. Direct established and new entrepreneurs to the appropriate government partners/programs that could offer support for their businesses.	SG EDO	Client meetings.	Ongoing
5. Support youth entrepreneurship.	SG EDO / Cornwall Business Enterprise Centre / CFDC	Collaborate with strategic partners who: <ul style="list-style-type: none">• have youth employment and entrepreneurship programs;• have established relationships with local schools to introduce the concept of entrepreneurship to elementary and high school youth;• connect youth with entrepreneur-mentors.	Ongoing

SOUTH GLENGARRY ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN

ECONOMIC DEVELOPMENT - 9.3 Business Attraction, Retention and Expansion			
Priority Action	Lead Role / Supporting Role	Progress Measures	Timeline
1. Document existing demand for additional retail and/or services within South Glengarry. Contact target retailers or service providers and provide demand and rationale for establishing a presence in South Glengarry.	SG EDO	Work with any interested investors to assist in the development of a business case.	Ongoing
2. Continue the business visitation program (could be conducted in cooperation with the United Counties of SD&G - If delivering the program with SD&G share the high-level results of the visitation program with project/municipal partners).	SG & SD&G EDO	<ul style="list-style-type: none"> • Build positive relationships and networks; • Get a better understanding of local business needs and challenges and areas of opportunities or assistance; • Share information - direct entrepreneurs to the appropriate government partners/programs that could offer support for their businesses. 	Ongoing

SOUTH GLENGARRY ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN

ECONOMIC DEVELOPMENT - 9.4 Developing a Friendly Community Image

Priority Action	Lead Role / Supporting Role	Progress Measures	Timeline
1. Work with community groups who may be interested in community revitalization projects such as Community Improvement Plans, design guidelines, streetscape plan, implementation and incentives.	SG EDO	Direct community groups to appropriate government partners/programs that could offer support to projects.	2014 - onwards
2. Encourage (year-round) community-sustained tourism.	SG EDO / Coordinator SDG Culture Council / Cornwall & the Counties Tourism	<ul style="list-style-type: none"> • Connect volunteer and not for profit groups to the government partners/programs that would offer support (financial or otherwise) for their tourism events; • Collaborate with volunteer and not for profit groups in South Glengarry, Cornwall & the Counties Tourism and the Arts Council for promotion of South Glengarry tourism events throughout the year; • Forwarding of information for the County-wide Culture asset inventory & mapping strategy; • Creation of region-wide calendar of events to promote minimal conflict between tourism drivers; • Tourism and customer service workshops to local businesses to ensure that recipients are aware of the impact and importance of customer service for tourism. 	Ongoing
3. Use of Website and Facebook to promote the Township of South Glengarry at large.	SG EDO	Support above mentioned endeavours through internet and social media.	Ongoing

SOUTH GLENGARRY ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN

COMMUNICATIONS - 9.5 Communicating with the Community

Priority Action	Lead Role / Supporting Role	Progress Measures	Timeline
Ensure that all stakeholders are aware of the economic development initiatives and actions in the community.	SG EDO / media / Cornwall Business Enterprise Centre	Regular communication with Council, businesses, volunteer organizations, and local residents on South Glengarry on activities and success stories (through website, Facebook, newsletters and news stories).	Ongoing

COMMUNICATIONS - 9.6 Marketing and Visual Identity

Priority Action	Lead Role / Supporting Role	Progress Measures	Timeline
1. Develop supplemental marketing material to promote South Glengarry as a full service community with investment opportunities – promote both residential and economic growth opportunities.	SG EDO / media / Cornwall Business Enterprise Centre	Regular communication with Council, businesses, volunteer organizations, and local residents on South Glengarry on activities and success stories (through website, Facebook, newsletters and news stories).	Ongoing
2. Marketing of “Glengarry – Ontario’s Celtic Heartland” unique visual identity that captures the strengths and assets of this identifier.	SG EDO	<ul style="list-style-type: none"> • Promote consistent use of branding for South Glengarry; • Ensure that marketing material is consistent with marketing material format being developed by SD&G. 	Ongoing