



Brockville Economic Development Strategic Directions Update 2015

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1 Introduction

In 2009 the City of Brockville undertook a Corporate Analysis that resulted in an extensive and multifaceted planning process in four areas:

- Economic Development Strategy
- Integrated Community Sustainability Plan
- Downtown and Waterfront Master Plan and Urban Design Strategy
- Land Use and Growth Management Strategy

The emergent economic development strategy led to numerous high-level recommendations that advocated for processes that would build foundations for future development activities. The opportunities and corresponding actions outlined in this economic development strategic update shift the focus from the high-level directional adjustments of the previous strategy to more fine-grained, specific actions. The city completes an annual report on outcomes in order to track progress toward identified objectives.

A facilitated workshop was conducted with Brockville's community and business leaders to determine where future strategic directions are required to continue Brockville's economic development growth. The results were captured and incorporated into the strategic update in addition to reviews of progress since the previous strategy and socio-economic data from Statistics Canada. This strategic update contains three primary components:

- ***Beyond the 2009 Economic Development Strategy*** is a chapter dedicated to reviewing some broad directions of the previous strategy and a discussion of key activities undertaken by the City to move economic development forward in Brockville since 2009
- ***Where is Brockville Now?*** provides a strengths, weaknesses, opportunities and threats (SWOT) analysis and competitive advantages and disadvantages analysis to identify Brockville's current assets, challenges or barriers, and competitive positioning
- ***Where does Brockville Need to Go?*** translates the results of the preceding analyses into a series of opportunities and action areas, accompanied by performance measures, the role played by the local economic development office (as core or non-core focused), and potential partners to help translate actions into outcomes



2 Beyond the 2009 Economic Development Strategy

The most recent Economic Development Strategy undertaken by the City of Brockville was in 2009, in concert with three other key strategic documents, from which a primary master plan was constructed. The four strategic documents were:

- Economic Development Strategy
- Integrated Community Sustainability Plan
- Downtown and Waterfront Master Plan and Urban Design Strategy
- Land Use and Growth Management Strategy

At the time of constructing the four documents, a special effort was made to ensure continuities existed between them. It carried an emphasis on socio-economic wellbeing in conjunction with values and needs identified in the Integrated Community Sustainability Plan. Therefore, notions related to preparing the existing workforce and workforce of tomorrow for skilled labour and specialty trades or professions were key themes. In total, four themes represent the areas of attention articulated in the Economic Development Strategy:

- Investment attraction, retention and expansion
- Tourism industry expansion
- Entrepreneur attraction
- Workforce development

While interesting opportunities materialized within the themes, overall, one shortcoming of the strategy was that it lacked specific, actionable and measurable instructions because of an emphasis on macro-economic circumstances, conditions and organizational management. Exceptionally, content that shared overlap with the Integrated Community Sustainability Plan was accompanied by more specific actions and targets. Nonetheless, coming out of the 2009 Economic Development Strategy, the City of Brockville made progress within the strategic areas identified. The items discussed below represent specific examples of exercises and actions undertaken by the City or in which it supported a leadership role among other organizations or champions.

Residential Attraction – Since 2009, Brockville has made efforts to leverage its location along the St. Lawrence River and proximity to Ottawa and Montreal to draw more demographics to the area. Immigration became an area of strategic focus, resulting in Federal funding over a five year period beginning in 2013 and the creation of an ambassador network centred on local immigrant communities. Another direction taken was to market Brockville under a lifestyle initiative based



on a significant website overhaul and the introduction of social media presence in residential attraction. Retirees have also been a target for attraction because of the disposable income that typically accompanies the demographic, contributing to spending on local retail and services.

Waterfront Development – In conjunction with objectives to promote Brockville as a lifestyle location, waterfront development was identified as a means of improving the local quality of life. This included upgrades to Water Street and condominium developments such as Tall Ships Landing, each designed to attract more residents to the downtown core. Consistent with the Residential Attraction goal, downtown development goals marketed Brockville to silver spenders (i.e. retired people with large disposable incomes that initially discover Brockville via tourism and may want to take up residence). Aesthetic components of the waterfront development objective cross into the goals of other priority areas such as tourism, investment attraction and entrepreneur attraction.

Educating the Workforce of Tomorrow – The City of Brockville asserted itself early following the 2009 Strategy by attempting to attract a satellite university campus to the city. An agreement favoured by the City and Algoma University, would have led to a start-up program of initially 25 students, to be increased pending interest and uptake. Unfortunately, the Province failed to continue with the program of adding satellite campuses and initiatives across Ontario were suspended or cancelled. Nonetheless, the efforts undertaken by the City to identify possible partners and to provide Algoma with a vision and opportunity for expansion speaks to the commitment of the City to identifying and implementing actions that may lead to decreases in youth exodus and perhaps even draw young adults to the city. A more successful endeavor has been the City's facilitator role in bringing industry needs in touch with skills development through the brokering of a relationship between St. Lawrence College and the local workforce development board. The partnership is aimed at finding solutions to identified skills gaps.

Tourism Development and Attraction – In addition to improvements to the downtown core that has seen beautification and a push toward intensification of mixed-use living, the City has prioritized tourism development and associated sector growth through encouraging entrepreneurs to invest in local opportunities and championed two flag-ship initiatives that have enhanced tourism in the City. In 2013 the City played host to a Tall Ships Festival, which led to an annual spin-off festival participated in by two tall ships that offer visitors excursions among the 1000 Islands. In addition, the City has played a lead role in developing the Aquatarium, where the natural beauty of the 1000 Islands ecosystem, scenic views, activities, and education experiences come together. In development over the last two years, the Aquatarium is scheduled to officially open its doors later this year.

Regional Economic Development Collaborations – Following the 2009 Strategy, Brockville approached the United Counties of Leeds and Grenville in an aim to adopt a more regionally-centric approach to economic development. While the project did have some support, there were also complications associated with finding areas of common agreement and possible fears of competition. Though support is strong among Brockville industries toward a broader approach to



economic development, the various communities differ in interest. Ongoing interest in a regional approach still remains in Brockville, but because of the lack of reciprocity it has become a mid-term opportunity rather than an immediate priority.

City Infrastructure and Employment Lands – With growing interest in site development opportunities for business to business related services, light industrial manufacturing and logistics warehousing, Brockville has positioned itself as a community entering a renaissance of development opportunities. To address these and other demands for employment lands, the City has been working to bring another 130 acres of business park property in the northeast portion of the city online. Brockville’s serviceable infrastructure is currently only running at half capacity for water and waste-water processing and can therefore accommodate significant demands for growth.

Entrepreneurial Support – Since the 2009 Strategy, support of entrepreneurs and their potential Brockville has been active in securing funding for a pilot program related to youth entrepreneurship. In addition, the city has managed to attract angel investors from Kingston and Ottawa in growing numbers since 2012. The City has also collected data on small business consulting professionals to identify sector potential and has established a summer-company program for students with entrepreneurial business ideas. The target demographic of retirees the City is seeking to attract may also become part of the consultant economy as well as offer mentorship opportunities to young entrepreneurs embarking on their own careers.

As the examples above illustrate, some matters though well-intentioned and locally supported, become challenges that cannot be overcome by the efforts of Brockville alone. Other matters are more easily brokered and arranged by the City but also involve engagement with other partners or stakeholders. A common thread is that the economic development initiatives unfolding since the 2009 strategy share the need to form and maintain solid relationships and distinguish the roles different partners or participants play.

The strategic initiatives outlined in the previous strategy formed a high-level or macro blueprint for the management, structure and operations of the City’s economic development prospects that was essential at the time. Because of the high-level orientation of the previous strategy, specific opportunities for economic development that resonate more directly at the local level were not a strong component of the strategy. Going forward, the strategic recommendations outlined in this update will be rooted in a more detailed and action-oriented set of opportunities applicable to Brockville’s specific economic development aspirations.



3 Where Is Brockville Now?

This section provides an overview of the current on-the-ground economic reality in Brockville, derived by consultations conducted with business and community leaders and review of Statistics Canada data. These sources inform a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis and subsequent discussion of competitive advantages and disadvantages.

3.1 Strengths, Weaknesses, Opportunities and Threats

The items identified in the SWOT Analysis represent the workshop contributions of community and business leaders in combination with previous development progress and Statistics Canada Data. Because of the subjective perspectives offered by participants during consultation, some contributions illustrated gaps in understanding or opportunities to inform stakeholders of possible misconceptions. Where misconceptions exist they have been identified and addressed accordingly.

Figure 1 explains how different elements of a SWOT Analysis are associated with generating strategic actions. Each element of the SWOT is taken in turn below.

FIGURE 1: FEATURES AND IMPLICATIONS OF A SWOT ANALYSIS

	How Defined Strategically?	Strategic Action
Strengths	Unique or very strong factors that provide current competitive advantage	<ul style="list-style-type: none"> ▪ Protect it ▪ Further develop or capitalize upon it
Weaknesses	Areas of current competitive disadvantage relative to competition	<ul style="list-style-type: none"> ▪ Strengthen it ▪ Reposition it to eliminate the weakness (in reality or by creating alternative perceptions)
Opportunities	Situations that can result in new jobs, tax assessment, investment readiness, etc.	<ul style="list-style-type: none"> ▪ Feasibility testing ▪ Action planning
Threats	Situations that can result in lost investment and decline in community strength	<ul style="list-style-type: none"> ▪ Risk assessment ▪ Contingency planning



3.1.1 Strengths

Waterfront– Waterfront space is at a premium in most cities. Brockville boasts a large waterfront with diverse sceneries, activities, amenities and living arrangements, and an above average amount of public access and connectivity. The waterfront as an attraction also has positive spin-offs for local retail, food service and commerce from late spring through autumn.

Gateway to the 1000 Islands – The 1000 Islands represent an often quoted natural asset, a traditional part of the tourist draw and growing education-related development opportunities. Also, Brockville borders on the Frontenac Arch Biosphere, a UNESCO World Biosphere reserve, established in 2002.

Quality of life – The combination of location, scenery, amenities and population characteristics make for a positive quality of life valued by residents and visitors. The community is valued as a great place to raise a family with all needed amenities nearby, and an affordable cost of living that outperforms larger nearby urban centres such as Ottawa and Kingston.

Continued demand for industry – Despite the recent economic recession, Brockville remains a location of interest for investment in food production, life-sciences, and advanced manufacturing and logistics sectors.

Location – Proximity to Ottawa, Montreal, Kingston, Toronto and United States make Brockville an inviting place for entrepreneurs and industry that need to access those markets. Brockville has access to over 1 million people within an hour's travel.

No commute, no travel – Many people in search of a comfortable work-life balance appreciate that all amenities exist within the city as well as infrastructure to accommodate business needs, resulting in less commuting and travel to and from work or to needed services.

Infrastructure capacity – The City's infrastructure can withstand significant future growth or expansion in water and waste-water infrastructure. Water facilities currently operate at less than 50% capacity, leaving room for significant growth. In addition, the city has a broadband infrastructure as advanced as Kingston and Ottawa, which many surrounding communities do not.

Strong corporate citizens – Brockville hosts a large number of locally developed businesses whose proprietors are engaged within the community and willing to use their influence and professional networks to support investment attraction. They are also actively engaged in civic life and the community more broadly.



Regional hub – Brockville is a regional hub for employment, major services, commerce and recreational activity. It attracts more working commuters than it loses to other communities on a daily basis. The strength results in minimized economic leakage and a net-export economy in terms of tourism attraction, goods and services.

Regional investment attraction marketing – Brockville is an active member of the Ontario East Economic Development Commission's (OEEDC) investment attraction partnerships in logistics, advanced manufacturing, and food processing.

3.1.2 Weaknesses

Lack of awareness of economic development resources – Knowledge of existing economic development related programs and tools may be limited among existing and potential business owners, leading to missed opportunities for to receive appropriate aid, guidance or support. In particular, small businesses and independent entrepreneurs may not be aware of the extent of services and resources that may help them, such as help with business plans, accessing capital and other supports.

Inconsistent merchant operating hours – The variability of merchant hours of operation makes for inconsistent offerings and potential perceptual challenges associated with the ability to accommodate tourism and client-related demands.

Oversaturation and non-diversity of restaurants and retail – Increases in the number of restaurants and retail can potentially dilute market share, leading to stagnation in available choices and difficulty for new ventures to gain entry without an accompanying growth in population or increases in tourism.

Lack of regional collaboration – Despite a willingness of Brockville to initiate regional collaborations, the City lacks reciprocity from surrounding communities.

Lack of developable land – Based on recent investment interest available industrial land may become limited in the near future.

Skilled Labour – Access to skilled labour is a continuous challenge to some manufacturers and health care sector employers.

Declining youth population – Declines in the population of young adults represents a shortage of human capital, potential skilled labour and the next generation of entrepreneurs. Moreover, the outflow of youth also demonstrates a loss of potential local spending as the demographic is normally within the prime family producing and career development ages of 25 to 44.



Stagnant immigration growth – Despite efforts, the immigration population in Brockville has declined between 2006 and 2011 census years.

Broadband infrastructure perceptions – Despite having broadband infrastructure that is on par with Ottawa and Kingston, there is a misperception Brockville’s internet infrastructure is slow and does not have a wide bandwidth. While many rural communities surrounding the city do not have advanced broadband capabilities, Brockville is competitively positioned to meet residential and commercial broadband needs. The misperception is identified as a weakness because the myth continues to be perpetuated by some locals, thus hindering marketability.

3.1.3 Opportunities

Home-based professional business – Among the growing population of retired or semi-retired professionals in Brockville there is the potential to grow the number of home-based professional business, or “lone-eagles.” In addition, growth in this sector can lead to mentorship opportunities for young entrepreneurs, or be used to leverage attraction of people from their professional networks to make similar decisions.

Logistics and distribution – Supply chain minimization is an established science that is leading to consolidation and efficiencies around the globe. Brockville is geographically well-positioned to capitalize on some aspects of this business.

Infrastructure capacity – Brockville’s infrastructure capacity can accommodate many more industrial and residential developments, but because the community faces a shortage of developable land, alliances may need to be brokered with neighbouring municipalities to ensure investment grows in the region.

Centre of freshwater excellence – Concerns over water quality and adequate supply have become an important issue in Canada and the rest of the world. These concerns will become greater as the expanding human population puts more and more demand on this limited resource. Quality research and trained professionals capable of solving the complex problems related to sustaining or improving water quality to meet these demands is a projected area of growth in future employment forecasts. As a community on one of the largest freshwater ecosystems in the world, one that is trying established its waterfront as a destination (including the new Aquatarium) and a community that is near a number of important institutions that study these issues (e.g. St. Lawrence River Institute of Environmental Science, Queen’s Engineering and Applied Science, Clarkson University Institute for a Sustainable Environment, University of Ottawa Earth and Environmental Sciences) there is an opportunity for Brockville to establish itself as an administration centre as well as a launching point for science that is conducted in the region. Furthermore, the proximity of the UNESCO Frontenac Arch Biosphere reserve may lend to opportunities associated with the development of a United Nations Centre for Sustainable Tourism at or near the Aquatarrium.



Educational tourism – Building off the idea above, continue to promote opportunities for experiential learning via different tourism assets, such as the forth-coming Aquatarium and natural ecosystem, and in collaborations with St. Lawrence College and other nearby education institutions. Education opportunities include hydrogeology programs, scuba certification programs, marine biology and water-based science courses.

Multi-generational attraction – People nearing the age of retirement or that are in retirement are interested in locations such as Brockville because of its amenities and quality of life. The demographic is growing locally, representing an opportunity for using new arrivals as testimonials and ambassadors for attracting other retirees. At the same time, to counter-act the outflow of young adults, an opportunity exists to attract young adults to the area based on entrepreneurial, professional or trade-specific prospects.

Immigration attraction strategies – An opportunity exists to study what other communities have successfully accomplished in attracting a skilled immigrant labour force or entrepreneurs to their municipalities. Examples include Peterborough, Thunder Bay and North Bay.

Angel investment – Opportunities exist to continue the existing momentum in angel investor interest within the City.

Diversified manufacturing – Manufacturing can continue to diversify through growth in food processing, technology and supply-chain sectors via continual engagement with existing businesses and their networks, and through regionally oriented, sector specific working-groups within the OEEDC. Retaining a healthy manufacturing ecosystem will attract industries that identify advantages to being situated in Brockville.

All season tourism – Encourage tourism operations that can function year-round or be converted to suit seasonal conditions, including winter activities and festivals that will bring visitors to the community. The opportunity exists to also work with existing operators to expand or diversify their business offerings to capture clients year-round. The suggestion during the consultation was given for an all-season sport complex, as a possible draw.

Differentiating Brockville's waterfront – An opportunity exists for Brockville to differentiate its waterfront from other similar communities, particularly to the casual traveller. Case studies in successful waterfront marketing may bring forward best practices.

Economic development resources and services – A gap was identified related to misunderstanding the different resources and services offered by the City's Economic Development Office and other partner organizations, revealing an opportunity to better inform the business community of offerings.

Cruise ship and boat tour attraction – There is interest in attracting cruise ship and boat tours to the waterfront.



Waterfront taxi – An opportunity exists for entrepreneurs to develop water taxi services that allow visitors access to designated islands and excursions, including online and mobile-device booking and pre-payment options.

Farmers' market – An opportunity exists to enhance the promotion of the Farmers' Market to appeal to visitors and locals in conjunction with sustainability and buy-local values. Ensure it remains a component of waterfront promotion.

Craft brewing – Identify and collectively market craft brewers as a potential niche tourism sector.

Social media and marketing – The use of online marketing through social media may help differentiate Brockville from competitors and increase awareness of tourism assets. Cross-promotion between different amenities will also amplify exposure. For example, if local businesses use social media to help promote a local event, or when a restaurant promotes a local boat cruise. Small businesses can often benefit from online webinars that show how to effectively use social media in their marketing and promotion.

Regional approach – To address regional aspirations for investment attraction, a business plan can be created that argues a case for regional participation based on identified regional assets, benchmarks and projections. The business community must be engaged in the process as a voice for broader demand across the region in conjunction with ongoing brokering with other municipalities themselves. The Quinte Economic Development Corporation model was identified as a positive case study.

Certification designation – To enhance attractiveness to potential new residents and investment attraction, the City needs to continue to pursue certification designations such as being an age-friendly community, cycle-friendly community, and safe community, some of which have been achieved already.

3.1.4 Threats

Seasonal tourism - An over-focus on summer tourism attraction may result in large seasonal disparities in employment and income for operators.

Similar waterfront communities – Despite pride in Brockville's waterfront, the community struggles with differentiating itself from other communities along the St. Lawrence River and the 1000 Islands more specifically.

Cornwall and Kingston land availability – Given Brockville's shrinking available land and surrounding communities' lack of serviced land, prospective investors seeking 401 corridor access and/or access to the United States may choose Cornwall or Kingston as locations instead of the Brockville area.



Global economic/market conditions – Economic conditions imposed by the global economy may lead to off-shoring of local industry, plant-closures for multinational corporations in the City and/or reduced product demand for export industries.

Aging population – While increasing the overall appeal of the City to retirees remains of strategic interest to the City, an aging population also carries implications for local infrastructure that require advanced planning if complications are to be avoided.

Lack post-secondary education options – While St. Lawrence College provides some post-secondary education options, not all programs offered by the institution are available in Brockville, despite the need for specific trades and skill sets within the local workforce. In addition, a recent Algoma University satellite campus partnership was denied approval by the Province, leaving a continued gap in access to university-level courses for locals. The effect means that many young adults may relocate for education purposes at the risk of not returning upon completion of their programs or degrees.

Non-regional cooperation – Identified as a weakness, the lack of consolidated investment attraction at a regional level diminishes the competitiveness of the entire region, resulting in a threat to future development.

3.2 Competitive Advantages and Competitive Disadvantages

Competitive advantages are local assets or strengths that stand out among neighbouring or competing municipalities. Disadvantages are weaknesses or barriers relative to other municipalities. The intersection of different strengths and assets in Brockville can highlight competitive advantages if neighbouring communities are lacking in these qualities, while the inverse represents competitive disadvantages for Brockville, when other communities hold strengths and assets that Brockville does not.

Competitive Advantages

Diversified Economy – Brockville's economy boasts a mix of small and medium sized enterprises across diverse sectors including health care and social services, manufacturing, educational services, public administration, construction and transportation and warehousing. Even within the manufacturing sector there is diversification between heavy and light levels of industry, food production and supply chain materials. Public institutions including municipal and county government, health care, judiciary and school administration employ many residents at reasonable wages within an



affordable community. The tourism sector and retail/personal services also contribute to the diversity of local enterprises. When recessions occur Brockville's unemployment rate does not waver as acutely as the Provincial median. Therefore, its diversified economy ensures Brockville is never at the mercy of extreme changes in a specific sector.

Low labour costs – Brockville faces a double-edged sword in regard to labour costs. Many jobs in Brockville do not pay as well as in other areas of Ontario, with the city's annual household income being approximately \$15,000 below the Provincial median. The advantage is that the labour force is inexpensive, which positions the city well for potential investment attraction in need of unskilled labour. If there were more skilled labour within the existing workforce or employers that demanded it and trained up the workforce, the median household income distribution would be higher, and unskilled labour-related advantages would be reduced.

Strategic location – While there are some challenges in differentiating Brockville from some neighbouring communities with similar assets, Brockville's location as being within one hour of Kingston and Ottawa, neighbouring the United States, two hours from Montreal and four hours from Toronto make it a particularly great location for any industry that relies on any two of these cities for supplies or market access. Brockville is in the 'sweet spot'. The city is also on a main CN Rail line and VIA Rail train route along the Montreal-Windsor Corridor. Brockville's industrial park is within minutes of Highway 401 and sits on the shore of the St-Lawrence River and watershed. All of these factors combine to make the City competitive in attracting investment and a potential hotbed for entrepreneurs looking to escape congested cities such as Ottawa or Toronto.

Active and engaged corporate citizens – Many owners of large businesses in Brockville are residents of the city and are active in civic life. In other large businesses, executive and senior management are the face of the companies within the community. These corporate citizens are devoted to the broader economic wellbeing of the community and go to lengths to remain involved in different facets of growing the local economy. The local Chamber of Commerce and Business Improvement Association are active within the business community. These different stakeholder groups also work with the economic development office by providing feedback, advice or support on local initiatives. A number of ambassadors have emerged from within the corporate community participate in investment attraction, angel investment attraction or attracting specific demographics to the area. In short, the business community and its engagement in broader society make it an important ally of the City and champion for local and regional growth.

Competitive Disadvantages

Employment land availability – Brockville faces depletion of employment lands. While an employment lands strategy is in development to identify opportunities for amelioration, including partnerships with neighbouring municipalities or annexation of lands, the lack of available development land may mean Brockville loses out to communities such as Kingston and Cornwall that boast a combination of available serviced land and proximity to markets.



Lack of skilled labour and declines in youth – An out migration of young adults in combination with limited local options for post-secondary education has resulted in a local skilled labour shortage. Though the trend is endemic of most communities with populations smaller than 100,000 in Ontario, the proximity to Ottawa, Kingston and even Montreal as locations for post-secondary education take their toll on labour-force competitiveness, which can hold implications for investment attraction and small enterprise development. In addition to out-migration competitor communities with post-secondary institutions such as the above listed also draw students from other areas increases the competitiveness of those host communities, especially if they remain post-graduation. Thus, Kingston and Ottawa will always likely hold some competitive advantage over Brockville in regard to skilled labour availability, by virtue of their populations and institutions, but Brockville could reclaim some competitiveness if it had greater offerings in post-secondary education.



4 Where Does Brockville Need To Go?

Based on the results of the preceding SWOT and competitiveness analysis, a variety of action areas have emerged fitting within five broad opportunity directions, summarized in Figure 2. Within each opportunity area rationales are provided for corresponding action items. Each theme is addressed in turn below.

FIGURE 2: STRATEGIC ECONOMIC FOCI AND ACTION AREAS FOR THE CITY OF BROCKVILLE





Following each opportunity area is a table that outlines the following:

- Action Areas – This is a sub-heading below the opportunity area indicating where one or more corresponding actions fit within the broader opportunity
- Specific Actions – This listing identifies individual areas where activities are undertaken in support of an action area
- Key performance measures – These are identified means of tracking progress of specific actions recognized by the Economic Developers Association of Canada and Ontario Ministry of Agriculture, Food and Rural Affairs
- Core / Non-core Focus – A means of identifying actions that would traditionally fall within the operations of an economic development and tourism office¹ (core) or another municipal or partner jurisdiction (non-core) in which the economic development office plays a facilitator or support role but does not directly lead
- Possible Partners – Identified organizations (public, private or non-profit) that would be helpful in fulfilling action areas

¹ The City of Brockville is responsible for capital tourism development and infrastructure, while the Brockville Chamber of Commerce administers marketing and communications related to tourism.



4.1 Economic Diversification

The economic diversification opportunity area builds on existing strengths resulting in four priority action areas, summarized below in Figure 3. Diversification implies strength in multiple industry sectors so as to afford stability within the local economy, encourage innovative and interconnected business ecosystems and broaden assessment revenues and spin-off economic benefits. Retail is not discussed as a means of encouraging economic diversification because it is more often a result of a strong a growing economy and healthy population rather than a driver. Tourism, also being a component of a diversified economy, has its own opportunity area discussed below.

FIGURE 3: ECONOMIC DIVERSIFICATION ACTION AREAS AND RATIONALES





FIGURE 4: STRATEGIC ACTIONS FOR ECONOMIC DIVERSIFICATION

Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Investment attraction	<ol style="list-style-type: none"> 1. Conduct a value-chain analysis for manufacturing sector to identify gaps and opportunities for specific industry attraction that would be a good fit for local ecosystem and benefit from existing businesses and food sector 2. Work with local manufacturers to leverage supply chain networks to entice relocation or expansion to Brockville 3. Work with OEEDC sector teams devoted to investment attraction in advanced manufacturing, food production and life-sciences, technology and logistics to increase regional appeal of Eastern Ontario 	<ol style="list-style-type: none"> 1. List of potential industry leads obtained that fit identified gaps 2. Identify key industry ambassadors to connect EDO with supply chain components; list of leads developed; contact established and results recorded; follow-ups conducted; progress monitored 3. OEEDC Sector Team memberships obtained and contribution to groups at scheduled intervals 	<ol style="list-style-type: none"> 1. Core 2. Core 3. Core 	<p>Local industry OEEDC and other municipalities</p>
Lone Eagle attraction	<ol style="list-style-type: none"> 1. Identify potential lone eagle hot-spots in different sub-sectors and market opportunities and advantages of Brockville toward those sub-sectors 2. Initiate Lone Eagle working group consisting of local practitioners to aid in strategic planning and outreach 3. Create a zoning designation for home-based industry, which sets out parameters for safety, space requirements and sanctioned activities 4. Initiate awareness program 5. Examine licencing costs to encourage uptake 	<ol style="list-style-type: none"> 1. Analysis of industry sectors based on Canadian Business Patterns data for 2008 and 2014 to track growth in Brockville and competitor communities 2. Working group goals identified; regular meetings and follow-up; progress monitored 3. Zoning bylaw changed, refer to Fort St. John, BC as case study 4. Number of social media followers and shares; number of website hits; number of engagements where designation was promoted; press coverage 5. Number of licences sold 	<ol style="list-style-type: none"> 1. Core 2. Core 3. Non-core 4. Mixed 5. Non-core 	<p>Existing Lone Eagles community Planning department and CAO to lead, EDO to aid in outreach and promotion</p>



Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Centre of freshwater excellence	<ol style="list-style-type: none"> 1. Understand all channels of water-based environmental research and programs being completed by universities, non-governmental organizations and provincial/federal government. 2. A Freshwater Excellence Team should be established to bring local experts together on an ongoing basis to advise and direct economic development efforts. 3. Complete feasibility study for establishment of a Centre to identify the economic potential of the initiative. 	<ol style="list-style-type: none"> 1. Degree to which Brockville is home to this work or potential home to this research 2. Community-based partnerships will help to steer marketing campaigns and approaches, and provide real-time sector-based intelligence while ensuring that efforts are based in practical understandings of the target industry's needs 3. Understanding of the return on investment for such a Centre 	<ol style="list-style-type: none"> 1. Core 2. Core 3. Core 	<p>Aquarium, St. Lawrence College, private sector</p>
Angel Investors	<ol style="list-style-type: none"> 1. Continue to leverage existing network of local business connections to other cities, specifically Ottawa and Kingston 2. Attendance at Investor Networking functions in Ottawa and Toronto 	<ol style="list-style-type: none"> 1. Tracking of referrals from business community 2. Number of functions being offered versus attended 	<ol style="list-style-type: none"> 1. Core 2. Core 	<p>Local business leaders with strong track records in networking abilities</p>



4.2 Municipal Services and Government Relationships

This category brings together two areas that resonated within the SWOT and competitiveness analysis: municipal services and government relationships. For municipal services, challenges were identified in terms of bureaucratic hurdles and a lack of awareness of services and resources available to businesses or potential start-ups. The bureaucratic structure and practices are a challenge to businesses because of the different departments and levels of government requiring applications. The provision of clear and easy to find information for business operators about existing programs and services that may benefit them are scattered across multiple jurisdictions and offices.

It is one thing to be open for business. It is another thing to be open and ready for business. Good customer services will leave a positive impression, build and enhance business relationships, land deals for new development and ensure future referrals.

There are communities with processes in place to ensure excellence in client management and customer service for potential new investors and existing businesses. The Town of Ajax invented Ajax Priority Path², which uses a team of professionals to personally help companies navigate through the site plan approval process. Customers enjoy expedited site plan and building approvals, enabling them to fast-track their business plans. Priority Path was also accompanied by a strong branding strategy. The Township of North Grenville has also adopted a client-focused initiative, which has become part of its investment-readiness measures and drawn accolades from Ottawa-based developers, who are a key target market.



For government relationships there were notions raised regarding the relationship between the City, other neighbouring municipalities and United Counties of Leeds and Grenville. The consensus was in favour of a more unified and coordinated approach to investment attraction; however, the willingness for a regional approach is strained. The city has championed the position, but interest remains low among possible collaborators. While Brockville is open to enhancing regional development prospects, the urgency has shifted from a high priority to a long-term goal. Rather than advancing an aggressive agenda of integration Brockville will look to models of other successful regional partnerships such as the Quinte Economic Development Corporation model to identify best practices.

² <http://www.ajaxfirstforbusiness.ca/en/ajax/prioritypath.asp>



FIGURE 5: MUNICIPAL SERVICES AND GOVERNMENT RELATIONSHIP ACTION AREAS AND RATIONALES

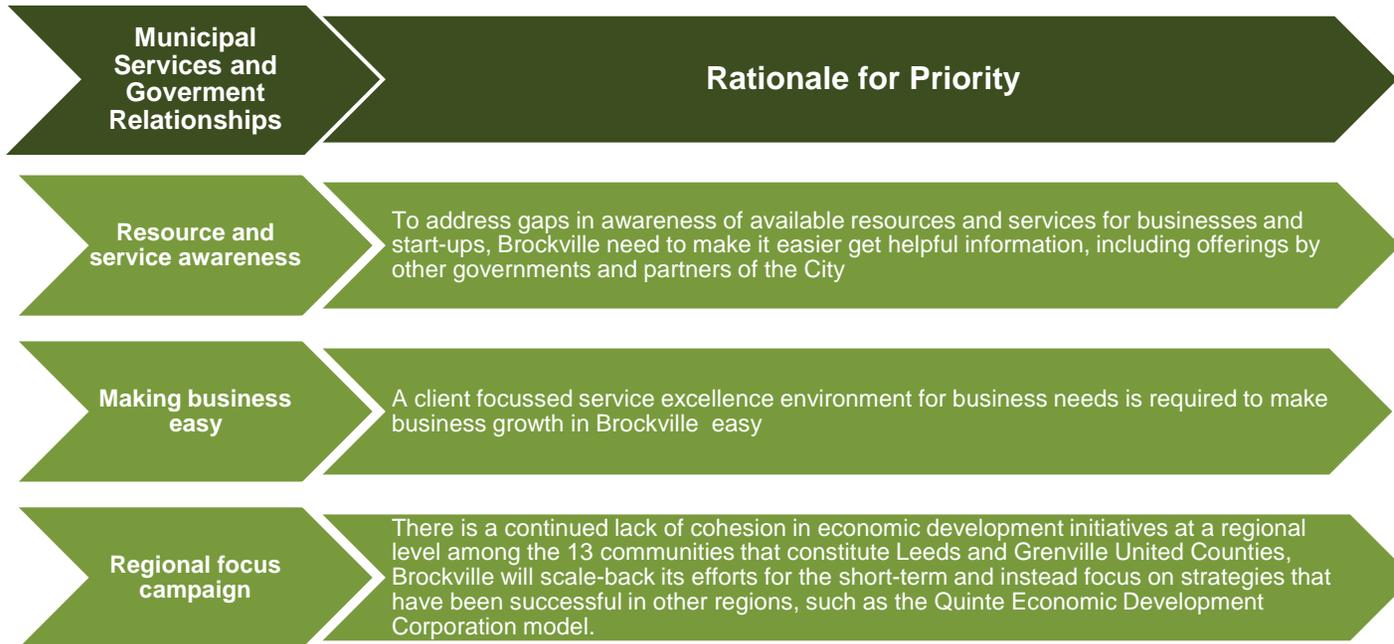




FIGURE 6: STRATEGIC ACTIONS FOR MUNICIPAL SERVICES AND GOVERNMENT RELATIONSHIPS

Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Resource and service awareness	<ol style="list-style-type: none"> 1. Develop a comprehensive inventory of all economic development assistance tools available to small businesses in collaboration with the Counties, Chamber of Commerce, CFDC and OEEDC; ensure the inventory is updated annually 2. Devote a specific place on a designated website to sharing the inventory in a list form with clear explanations of each item 3. Promote the site locally via social media, partner organizations and community champions 	<ol style="list-style-type: none"> 1. Inventory completion 2. Website visits 3. Social media followers and shares; email blast tracking 	<ol style="list-style-type: none"> 1. Core 2. Core 3. Core 	Chamber of Commerce, CFDC, OEEDC, Business leaders
Making business easy	<ol style="list-style-type: none"> 1. Identify a location to be a one-stop-shop for all business related needs 2. Ensure staff are trained in customer-care best practices 3. Identify redundant processes, forms or procedures that may add unnecessary hurdles or barriers to application or approval processes 4. Eliminate redundancies or streamline multi-jurisdictional processes; this must be done across the local government and with the Counties 	<ol style="list-style-type: none"> 1. Site selected 2. Enrollment in customer-care course or webinar for all front-line staff 3. Tracking of redundancies (possibly through consultation process) 4. Agreements reached/confirmed 	<ol style="list-style-type: none"> 1. Core 2. Core 3. Core 4. Core 	All municipal departments involved in approvals or application approval, CAO; Leeds and Grenville United Counties
Regional focus	<ol style="list-style-type: none"> 1. Remain open to regionally-oriented opportunities, but reduce level of local priority 2. Undertake an analysis of the Quinte Economic Development Corporation's regional approach to determine applicability to Leeds and Grenville 	<ol style="list-style-type: none"> 1. Retain open-door policy and track meetings where regional approaches were emergent themes 2. QEDC Strategy obtained and studied, similar indicators isolated and identified in Brockville 	<ol style="list-style-type: none"> 1. Core 2. Core 	Mayor, all municipalities in Leeds and Grenville; business leaders in each community; Quinte Economic Development Commission



4.3 Employment Lands and Infrastructure

As identified in the SWOT Analysis, Brockville faces the possibility of an employment land shortage. Steps have been taken by the City to assess its infrastructure capacity and expected employment land demands. The City's infrastructure can accommodate significant future growth, but land is in short supply. A forthcoming employment lands strategy will provide strategic advice to deal with employment land needs. The logical recommendation for this economic development strategy update is to defer to the strategic advice offered by the employment lands strategy. The only additional recommendation in that regard is to ensure a series of contingency options exists, including deal-making with neighbouring municipalities. The deal-making opportunity is addressed specifically as an action area, in addition to the recommendation that the City adopt strategic initiatives outlined in the employment land strategy and explore contingency options. The City, holding a service infrastructure that currently runs at half capacity, can service employment lands, while neighbouring municipalities are in the predicament of having employment lands but no servicing. Therefore, opportunities exist to forge agreements that would ensure the region benefits from investment attraction and multiple municipalities gain something they did not have before.

The other aspect of this section relates to telecommunications infrastructure, particularly the myth that Brockville has sub-optimal broadband connectivity. Because Brockville is located in an identified commercially competitive zone for customers, the city enjoys internet connectivity through major suppliers at the same level as large urban centres such as Ottawa and Kingston. Commercial and residential internet access comes at a cost, as is the same in any large urban centre. The larger the package, the higher the rates will be. While Brockville's internet infrastructure is secure, many surrounding communities do not have access to as advanced infrastructure or service options, which has resulted in a case where many people assume that Brockville's quality of broadband is the same as surrounding rural areas. Brockville needs to be proactive in its promotional materials by specifying its internet connectivity and broadband capacity as something on par with any large Ontario city. It also needs to continue to combat misperceptions when they are mentioned in media or by business or community leaders.



FIGURE 7: MUNICIPAL SERVICES AND GOVERNMENT RELATIONSHIP ACTION AREAS AND RATIONALES

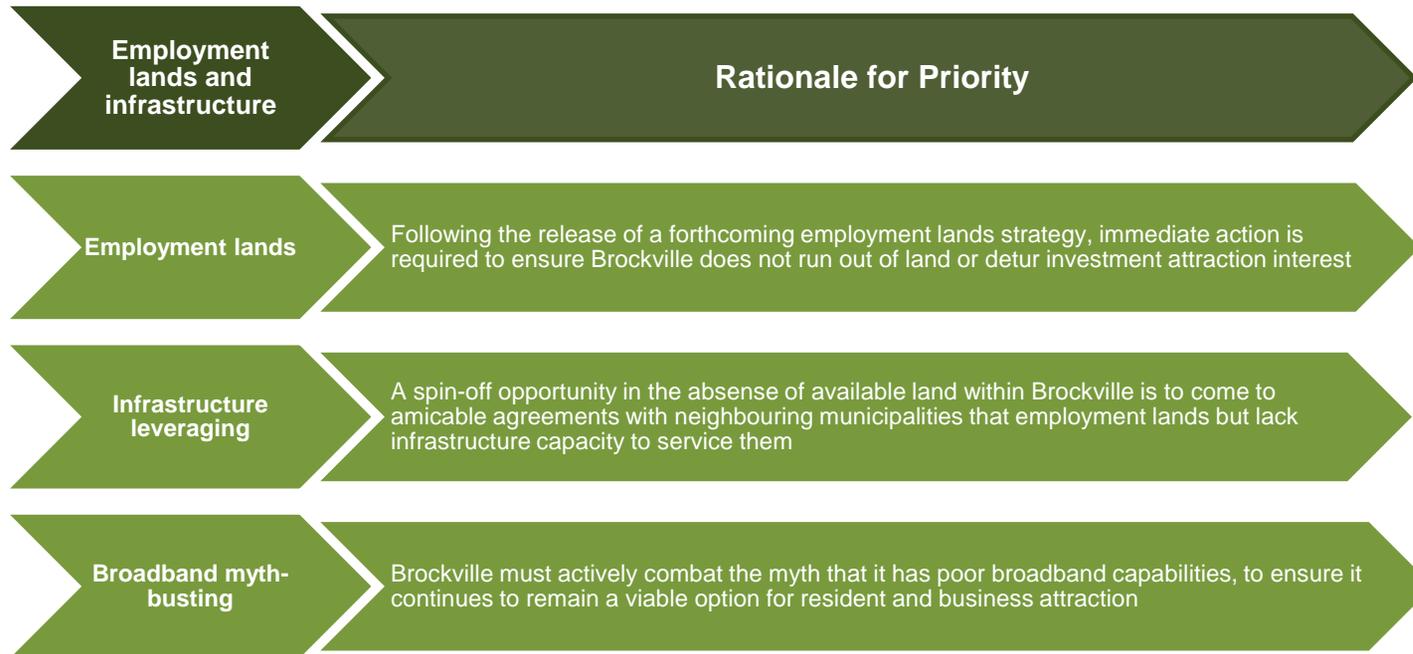




FIGURE 8: STRATEGIC ACTIONS FOR MUNICIPAL SERVICES AND GOVERNMENT RELATIONSHIPS

Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Employment lands strategy and contingencies	<ol style="list-style-type: none"> 1. Implement employment lands strategy 2. Identify contingency options (if not already specified in employment land strategy) 	<ol style="list-style-type: none"> 1. Based on study currently being completed for the City 2. List created; cost-benefits analysis conducted 	<ol style="list-style-type: none"> 1. Core 2. Core 	Planning department
Infrastructure leveraging	<ol style="list-style-type: none"> 1. Identify neighbouring municipalities with prime lands requiring servicing 2. Identify agreement principles for distribution of infrastructure capacity to neighbour in exchange for developable land 	<ol style="list-style-type: none"> 1. Sufficient land available for business attraction 	<ol style="list-style-type: none"> 1. Non-core 	Mayor, CAO and Planning Department
Broadband expansion	<ol style="list-style-type: none"> 1. Include broadband accessibility details in all promotional materials 2. Confront mistruths when they arise in media or among business or community leaders, supported by factual details 	<ol style="list-style-type: none"> 1. Number of promotional materials circulated with newly added information 2. Track instances and manner of response 	<ol style="list-style-type: none"> 1. Core 2. Core 	Mayor; CAO



4.4 Tourism Development and Promotion

Tourism as a sector is strong in Brockville with many assets offering visitors a variety of experiences. The anticipation of the Aquatarium and Tall Ships Festival suggest further interest and asset development opportunities. In the lead-up to Canada's 150th anniversary, there may be opportunities to secure special funding for events or to connect local events to larger celebrations.

Nonetheless, Brockville is in a position where it requires differentiation from other nearby communities along the St. Lawrence River and 1000 Islands and runs the risk of dormancy issues during off-seasons. In order to ensure this key element of Brockville's diverse economy remains strong and grows, a series of actions have been identified to aid the tourism sector. Brockville's Chamber of Commerce is indicated on the City of Brockville's website as the key lead in tourism development and promotion, whereas the City administers capital tourism product and infrastructure development. At a higher level, the local regional tourism office (RTO), which spans from Quinte West to the Quebec border handles promotion of local assets to areas outside the region and offers support to tourism operators within the region in collaboration with tourism development offices in different communities. The role of the economic development office is to support, help promote and aid in tourism development initiatives.



FIGURE 9: TOURISM DEVELOPMENT AND PROMOTION ACTION AREAS AND RATIONALES

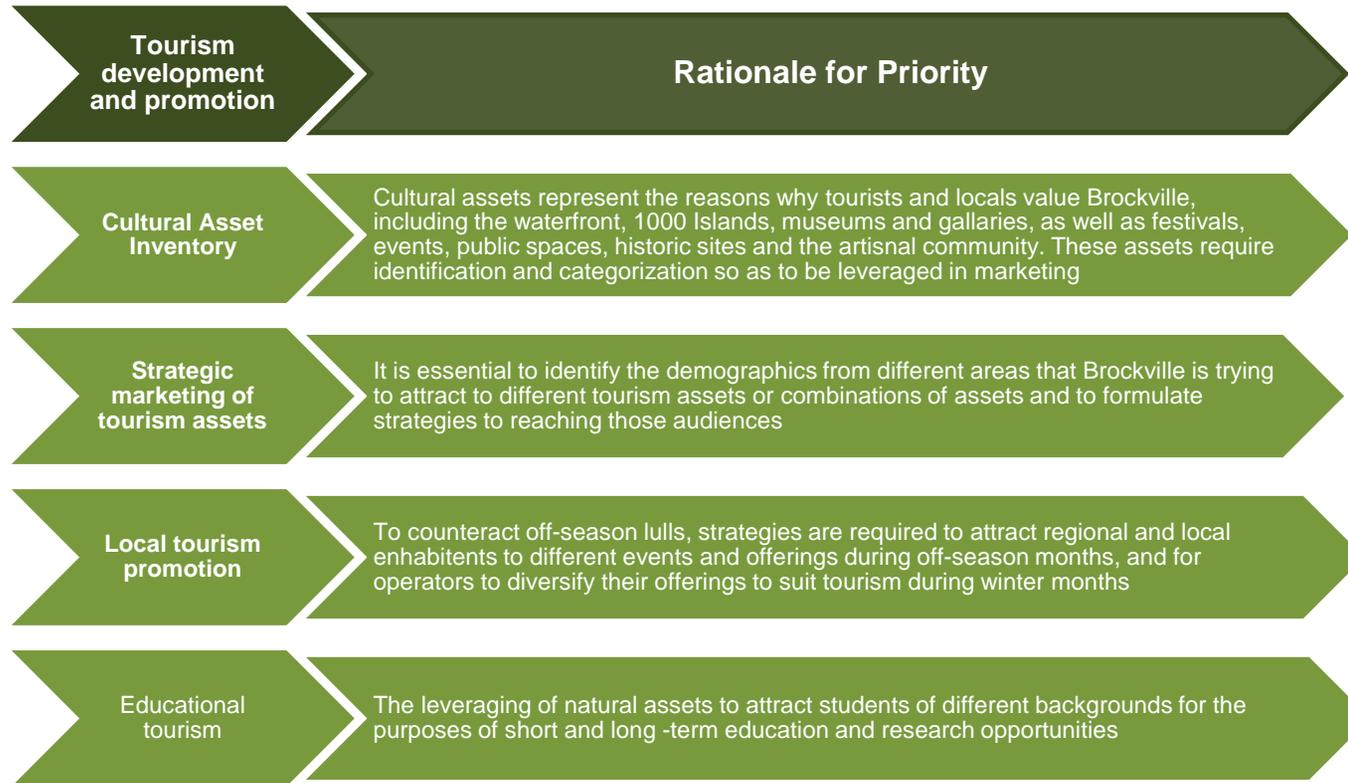




FIGURE 10: STRATEGIC ACTIONS FOR TOURISM DEVELOPMENT AND POMOTION

Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Cultural asset mapping	<ol style="list-style-type: none"> Undertake an asset mapping exercise to identify and categorize local cultural assets including tourism related amenities, sites and events; ensure the map is publicly accessible on relevant websites; a potential means of offsetting the cost is to collaborate across the Counties and a regional asset map or to apply for Community Futures Development Corporation funding Identify assets that complement each other and ensure operators are aware of possible cross-promotion opportunities Identify assets that differentiate Brockville from competitors and integrate findings into marketing strategies; Undertake case-studies in waterfront development to identify best practices 	<ol style="list-style-type: none"> Asset mapping completion; web traffic tracking Analysis of complimentary assets; notifications provided to operators Promotional materials created demonstrating competitive distinctions 	<ol style="list-style-type: none"> Non-core Non-core Non-core 	Collaboration with Counties of Leeds and Grenville; Arts Council; Chamber(s) of Commerce; Frontenac Arch Biosphere
Strategic marketing of tourism assets	<ol style="list-style-type: none"> Identify target demographics suitable to key cultural asset packages Formulate outreach strategies for demographics and conduct outreach via tourism office and through Great Water Way regional tourism office (RTO) Ensure operators are aware of social media techniques through workshops or access to webinars Provide operators with methodologies for enhancing cross-promotion 	<ol style="list-style-type: none"> Key demographics identified by age group, interests and geographic areas Number of promotional materials sent; website hits; number of emails and newsletters received and opened Number of participants Ongoing feedback and check-ins 	<ol style="list-style-type: none"> Non-core Non-core Non-core Non-core 	Chamber of Commerce tourism office; Regional Tourism Organization; Community Futures Development Corporation



Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Local tourism promotion	<ol style="list-style-type: none"> 1. Develop and promote year-round events and activities targeted at residents within the region surrounding Brockville and for Brockville residents to enjoy. Special emphasis is required on current lull periods where the City exhibits declines in external visitors. 2. Outdoor winter activities promoted regionally 3. Multipurpose Sportplex feasibility study conducted to determine marketability and uptake at regional level and potential for sport-tourism attraction; includes research about public-private partnerships and ROI projections 	<ol style="list-style-type: none"> 1. Events identified; radio and newspaper coverage tracked; online promotions tracked on website via traffic reports; social media followers and shares tracked; print materials distributed; schools outreach contacts 2. Same as above 3. Budget line item approved; study conducted; findings reported to Council 	<ol style="list-style-type: none"> 1. Non-core 2. Non-core 3. Non-core 	<p>Chamber of Commerce, CAO, Planning Department; Ministry of Tourism, Culture and Sport; OMAFRA; Private sector</p>
Educational tourism	<ol style="list-style-type: none"> 1. Identify relevant education programs related to water, hydrogeology, biology and leisure studies in the surrounding region 2. Conduct outreach with department heads about learning opportunities, including internships (where applicable) 3. Create linkages between learning opportunities and local anchor assets such as the Aquatarium through marketing efforts, thereby associating activities with a specific place; this will require marketing a brand centred on learning 	<ol style="list-style-type: none"> 1. Inventory of programs and courses completed 2. Log of outreach, call-backs, follow-ups 3. Online traffic on designated information and promotional websites; hashtag use in social media 	<ol style="list-style-type: none"> 1. Non-core 2. Non-core 3. Non-core 	<p>Chamber of commerce tourism office, Aquatarium, regional education institutions of different age groups</p>



4.5 Demographic Shifts

Brockville is aware of the need to grow its workforce and increase its population, and has taken some steps toward attracting new residents to the city. Census data indicates the population has increased by approximately 500 people between 2001 and 2011. Between these two census years, Brockville's largest growth age group was the pre-retirement and early retirement groups (55-74) for a total of about 1,400. On the other hand, the age group that suffered the largest declines was the 25 to 44 year old age group by approximately 1,000. The combined increase of the elderly age group and decrease in the young adult age group has resulted a median age increase from 44.2 years in 2001 to 47.1 in 2011.

If the City wishes to continue to attract a retirement population, which is normally accompanied by property acquisition and discretionary spending, it will also need to ensure the proper age-friendly policies and infrastructure are in place to accommodate the growing demographic. On the other hand, Brockville is also faced with a challenge related to its declining young adult population, who represent the prime family producing and career development age group. The age group also represents future entrepreneurs and missing skilled labour. Brockville is in need of a youth retention and attraction strategy. Similarly, immigrant attraction can provide growing families, needed skills and entrepreneurship to the local economy.

This section addresses attraction actions for retired and semi-retired populations, young professionals and tradespersons, and immigrants. Central to retired and immigration attraction actions is the leveraging of personal networks of people already living in Brockville to people and groups that are already familiar with the city. These relationships are based on trust and familiarity with some of the local assets that are appealing to them. This has already been undertaken by ambassadors, and must continue.



FIGURE 11: MUNICIPAL SERVICES AND GOVERNMENT RELATIONSHIP ACTION AREAS AND RATIONALES

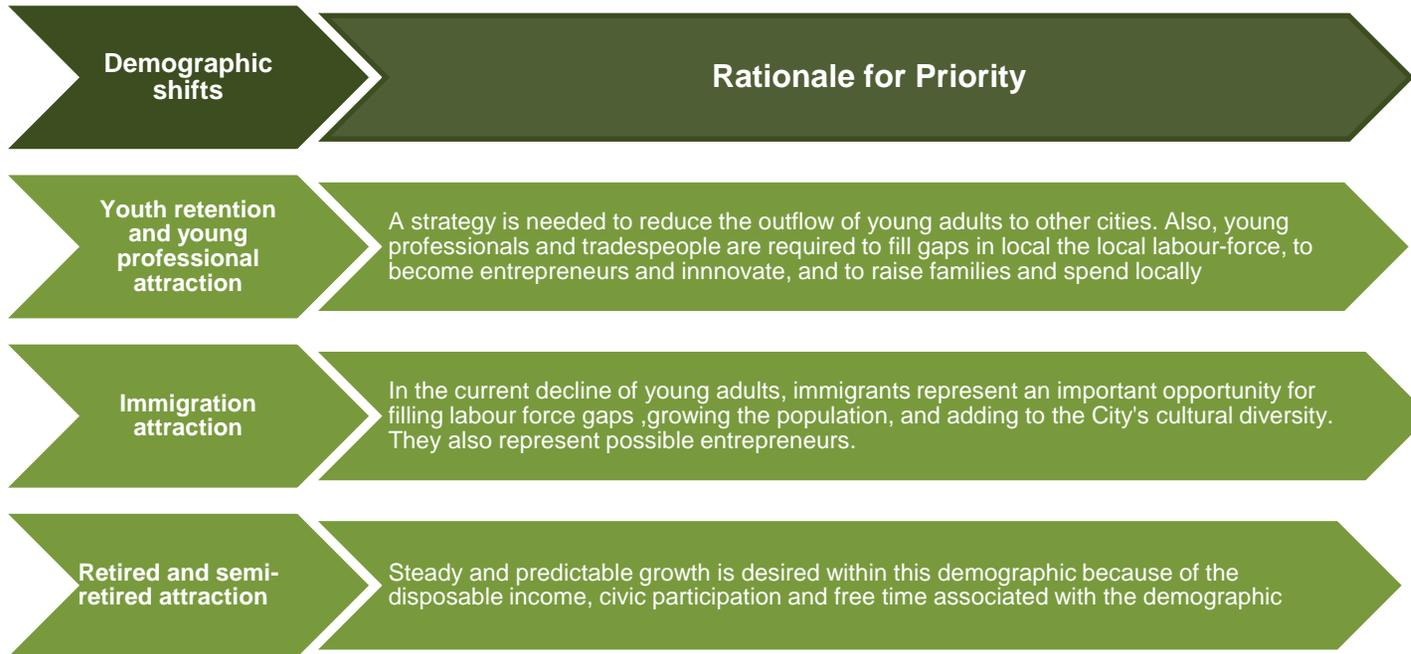




FIGURE 12: STRATEGIC ACTIONS FOR MUNICIPAL SERVICES AND GOVERNMENT RELATIONSHIPS

Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Youth retention and young professional attraction strategy	<ol style="list-style-type: none"> 1. A formal strategy is require to identify applicable solutions to combatting outmigration of young adults 2. Implement strategic recommendations and monitor deliverables 3. Identify educational institutions in Ottawa and Kingston to target professionals and tradespeople emerging from studies seeking employment 	<ol style="list-style-type: none"> 1. Firm engaged for strategy and strategy delivered 2. Frameworks for performance measurement developed (population tracking, etc.) 3. Institutions identified; promotion of job opportunities coordinated; tracked by number of website hits and applicants 	<ol style="list-style-type: none"> 1. Core 2. Core 3. Core 	Colleges and universities in Kingston and Ottawa; Chamber of Commerce for cross-promotion opportunities
Immigration attraction	<ol style="list-style-type: none"> 1. Continue to identify local champions with networks of former or current business colleagues, friends or family in other cities and promote relocation options and opportunities to them; target landed immigrants within personal networks 2. Ensure promotional materials are easily understood by communities whose primary language is not necessarily English 1. Undertake an age-friendliness strategy in pursuit of an age-friendly designation for the City 2. Market/promote the age-friendly designation to target audience and include in other information packages 	<ol style="list-style-type: none"> 1. Contact with ambassadors; estimates of discussions had and information packages shared 2. Quality control verification 3. Age friendly strategy completed; age friendly designation obtained 4. Number of materials distributed; social media hashtag shares 	<ol style="list-style-type: none"> 1. Core 2. Core 3. Core 4. Core 	Community groups; local community leaders



Action Area	Specific Actions	Key Performance Measures	Core / Non-core Focus for EDO	Potential Partners
Retired and semi-retired attraction	<ol style="list-style-type: none"> 1. Continue to identify local champions with networks of former or current business colleagues, friends or family in other cities and promote relocation options and opportunities to them; target people looking for a change in pace 2. Undertake an age-friendliness strategy in pursuit of an age-friendly designation for the City 3. Market/promote the age-friendly designation to target audience and include in other information packages 	<ol style="list-style-type: none"> 1. Contact with ambassadors; estimates of discussions had and information packages shared 2. Age-friendly strategy completed; age friendly designation obtained 3. Number of materials distributed; social media hashtag shares 	<ol style="list-style-type: none"> 1. Non-core 2. Non-core 3. Non-core 	Community groups; local community leaders