

TOWNSHIP OF EDWARDSBURGH/ CARDINAL

ECONOMIC DEVELOPMENT STRATEGY UPDATE

NOVEMBER 2017

PREPARED BY:



McSWEENEY
inspiring economic sustainability®

Township of Edwardsburgh/Cardinal Economic Development Strategy Update

November 2017

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EDWARDSBURGH CARDINAL



With the support of the Government of Canada
through the Federal Economic Development
Agency for Southern Ontario.

Canada 

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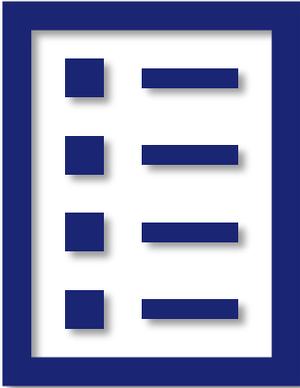
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PART 1

VISION & PURPOSE

1.1 Vision

The following Vision was originally crafted as a part of Edwardsburgh/Cardinal's 2012 Economic Development strategy.

After an in-depth community consultation, this Vision is currently still very relevant and should continue to be used as a guide to give the Township direction as the community remains focused on moving forward with its economic development efforts.



Edwardsburgh/Cardinal's 2017 Economic Development Vision

Edwardsburgh/Cardinal will be a united full-service community made up of several identities, including urban and rural, waterfront and inland attributes, and three distinct communities (Spencerville, Cardinal, and Johnstown) with their own histories, personalities, and opportunities. The community will work together as one for the betterment of the whole Township.

Edwardsburgh/Cardinal will be a location of choice as an inter-modal transportation distribution hub focusing on warehousing/ logistics/transportation, agriculture, and small/home-based/professional businesses, and the expanded and fully-utilized Port of Johnstown will be an essential part of the local economy. In addition, the waterfront will be developed, and tourism and arts, culture and heritage will be flourishing.

1.2 Purpose



In 2012, the Township of Edwardsburgh/Cardinal approved its first Economic Development Strategy. To view the Council approved 2012 Strategy, please visit:

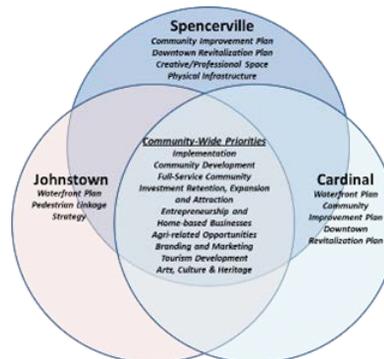
<http://www.twpec.ca/wp-content/uploads/2014/03/ec-strategy-final.pdf>

Since its endorsement, the Township has been actively engaged in undertaking and completing the priority actions listed in the original strategy. As such, it is now time to revisit the 2012 Strategy in order to better understand what is still relevant and to re-engage the community in a conversation to determine the Township's priority economic development actions for the next 5 years.

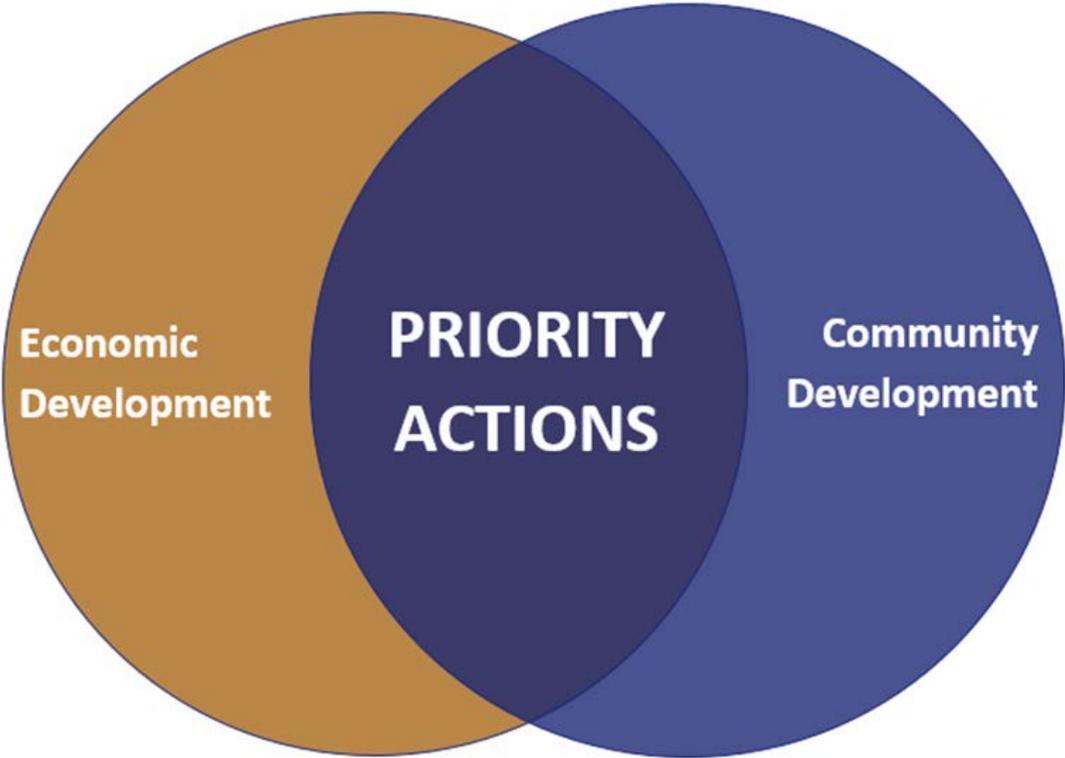
The purpose of this Economic Development Strategy Update is to provide a fresh perspective and guidance on the directions and actions previously identified in the Township's 2012 Strategy while examining new actions that will ultimately enhance the improvements and advancements in the Township's local economy.

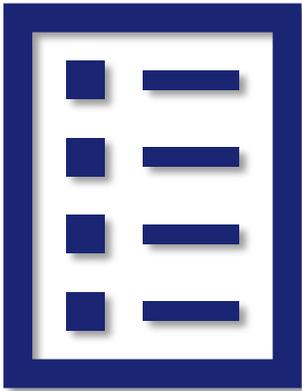
The main focus of this updated Strategy is to lay out the priority economic development actions that the Township can undertake over the next 3-5 years with the aim of realizing the community's economic development vision.

The 2012 strategy looked at actions that strengthened the 3 communities within Edwardsburgh/Cardinal.



The updated 2017 Economic Development Strategy takes a slightly different approach, and instead is suggesting economic and community development actions that will impact the entire Township.





PART 2
STRATEGIC PRIORITY
ACTION ITEMS

The following action items have been identified as the top strategic priorities for the Township of Edwardsburgh / Cardinal.

Similar to the 2012 priority actions, these priority actions are flexible and subject to change based on circumstance, opportunity and funding.

Finally, the success of the 2012 Economic Development Strategy was a result of the community working together with the Township. Although this 2017 Strategy update outlines actions for the Township to undertake, it will once again require the support and energy of the community and its various volunteer groups and partners to ensure a successful implementation.



2.1 Delivering on the Economic Development Strategy

Similar to the previous Economic Development Strategy, it is critical that the priority actions identified in the 2017 update be implemented. This will require dedication, focus and resources.

As the Township has demonstrated, by undertaking and completing the majority of the top 10 priority actions from the 2012 strategy, the community is dedicated to making positive economic and community development change. That being the case, the Township will need to continue their support and leadership in moving forward with its strategic economic development activities and initiatives. To do this, the Township should continue with the following activities:

1. The Community Development Committee (CDC) to remain engaged as the community champions responsible for the continued implementation of this Strategy. This proved successful to date and essentially there is no need for a change in this community driven leadership. The leadership role of the CDC will become more critical when the Township becomes fully engaged in actions such as a Township-wide Community Development Strategy, a Waterfront Master Plan, Industrial/Commercial Land Strategy and an expansion of the Township's CIP policies to include Brownfields Redevelopment.
2. Township resources are required to do the work of implementing the actions in the 2017 Economic Development Strategy. As the Township has created a Community Development Coordinator position to move forward with the actions identified in the 2012 strategy, it should remain the responsibility of this position to be the main implementer/coordinator of the actions in the 2017 updated strategy.



2.2 Top 10 2017 Strategic Economic Development Priorities

Similar to Edwardsburgh/Cardinal's 2012 Economic Development Strategy, the 2017 updated priority actions focus on providing initiatives which are specifically aimed at strengthening and diversifying two very distinct yet intertwined components - community and economy. In addition, the actions are identified as those which are on-going (continued from 2012) or brand new.

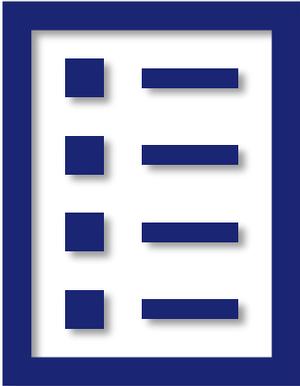
**PRIORITY
ECONOMIC
DEVELOPMENT
ACTIONS**

Ongoing = already started
Immediate = before the end of 2018
Short-term = before the end of 2020
Medium-term = before the end of 2022

Priority Actions	Timing
1. Undertake and implement an Industrial/Commercial Land Strategy.	New Immediate
2. Craft policies to ensure proceeds from the sales of Township owned commercial/industrial land are used to offset the cost of securing additional commercial/industrial land (as required).	New Immediate
3. Select one of the Township's highest priority commercial/industrial properties and apply for a Province of Ontario Investment Ready: Certified Site designation.	New Short-term
4. Create an on going formal business visitation program.	Unofficially Ongoing Short-term
5. Enhance and expand existing Community Improvement Plan (CIPs) to also include policies focusing on a Brownfields Redevelopment Program.	Ongoing Short-term
6. Better coordinate the Township's tourism assets with the different events (sporting events, festivals, etc.) to ensure maximum tourism spending in the community.	New Short-term
7. Continue expanding the Township's Communications / Marketing Program, to include a Value Proposition and Residential Attraction Program.	Ongoing Medium-term

Priority Actions	Timing
<p>8. Continue working with local internet service providers, the Edwardsburgh/Cardinal business community and funding partners to ensure accessible affordable high-speed broadband is available to the entire Township.</p>	<p>New Medium-term</p>
<p>9. Continue working towards creating a united Edwardsburgh/Cardinal by undertaking a Community Development Strategy (CDS) process.</p>	<p>New Medium-term</p>
<p>10. Undertake a waterfront plan to explore and incorporate the best and most effective use of Edwardsburgh/Cardinal's waterfront.</p>	<p>New Medium-term</p>





PART 3
COMPREHENSIVE
STRATEGY

3.1 Introduction

The Township of Edwardsburgh/Cardinal is situated within a one-hour drive of Ottawa, strategically located along the St. Lawrence Seaway. Because of its proximity to the Nation's Capital, the Township's residents enjoy access to Ottawa's airport, education and training programs, while enjoying a rural lifestyle along a beautiful waterfront. The community will have approximately 7,405 residents by the end of 2017, a number that has systematically grown over the past 3 census periods. The community offers remarkable quality of life as an all-season destination for recreationists and sports enthusiasts. Edwardsburgh/Cardinal is well positioned for economic growth given that an international bridge, a deep-water port, and the junction of two major Ontario highways are all within the Townships borders.



The local workforce possesses a high number of residents with a college, CEGEP or other non-university certificate but has a lower percentage of university educated residents when compared to the province. The most common field of study for residents in the Township is architecture, engineering, and related technologies.

The largest Industries by level of employment in Edwardsburgh/Cardinal are grain and oilseed milling, food manufacturing, and farms. The fastest growing industries based on level of employment, between 2012 and 2017, were amusement and recreation industries, general freight trucking, and support activities for road transportation. Furthermore, the Labour Flows (based upon 2011 NHS data), shows farming industries are the only ones importing employees into the Township.

As the Township had previously put in place strategic priorities, this Strategic Plan Update seeks to review those priorities, highlight those that are still relevant, and outline a new list of priority actions moving forwards. Thus, this document considers outstanding and completed actions from the previous strategy in conjunction with new recognized strategic directions needed to facilitate economic development in the coming 3-5 years.

3.2 Economic Development Successes to Date

3.2.1 Community and Economic Development Actions since 2012

In 2012, the Township undertook the completion of its first Economic Development Strategy. Since being approved by Council, the Township, in partnership with its residents, local business community and economic development partners has been very active in the implementation of the Edwardsburgh/Cardinal Economic Development Strategy. Highlighted completed actions include:



- Hiring a Community Development Coordinator and working with the Community Development Committee to assist in economic development activities.
- Completing a business strategy for the Port of Johnstown.
- Implementing Community Improvement Plans in Cardinal and Spencerville.
- Completing and implementing an Edwardsburgh/Cardinal branding exercise.
- Applying for and being granted a provincial Certified Site designation for the Industrial Park land.
- Creation of a new website and Industrial Park marketing strategy, which led in part to a large portion of the Industrial Park being purchased and developed by Giant Tiger.
- Promotion of tourism assets in partnership with the South Grenville Chamber of Commerce and the United Counties of Leeds and Grenville Economic Development Department.

3.2.2 Community and Economic Development Activities and Investment into the community since 2012

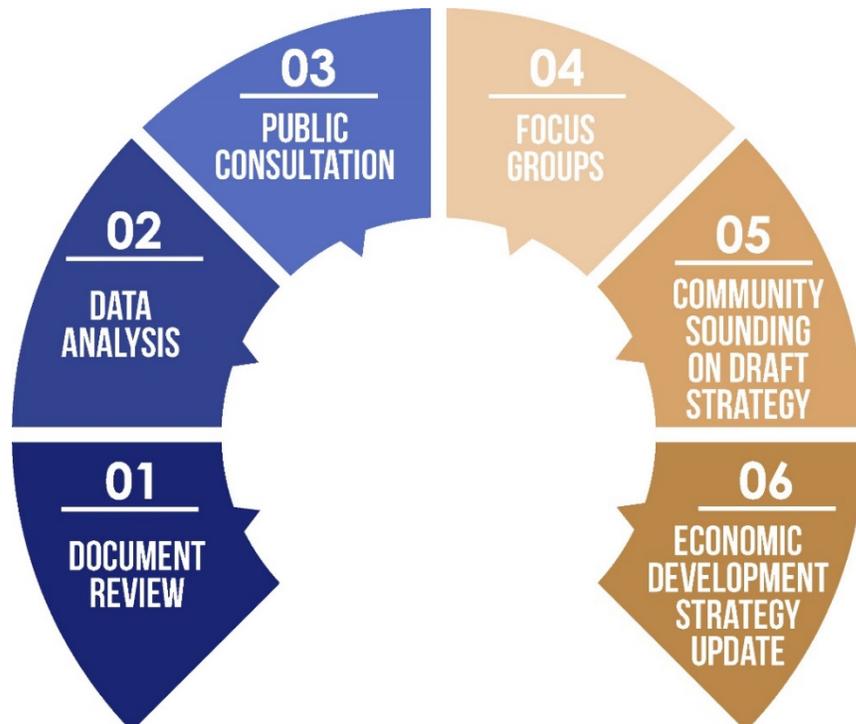
Air Liquide	Bluegrass Festival
Cardinal Arena	Cardinal Power
Cleary Farms	Giant Tiger
Ingredion	Jones Rail
Kings Lock Craft Distillery	Natural Gas (Union Gas)
New Ambulance Garage	Penn Energy
Port of Johnstown	Prysmian Cables & Systems
Joe's Spencer City Grill & JoeGym	Student Transportation of Eastern Ontario (STEO)
Team Industrial	Windmill Brewery

3.3 Strategy Update Process Followed

The process to update the Economic Development Strategic Plan for the Township of Edwardsburgh/Cardinal followed a defined and deliberate process that included:

- A review of Edwardsburgh/Cardinal's previous strategic reports/studies;
- A detailed analysis of community assets/data resulting in a Community Profile and Economic Base Analysis;
- A comprehensive consultation process consisting of:
 - one-on-one interviews;
 - an online public survey; and
 - focus groups with elected officials, municipal staff, businesses, community stakeholders and regional support agencies.
- The creation of a SCOAR™ analysis; and
- The Economic Development Strategic Plan Update.

The following diagram has been created to visually demonstrate the process followed during the preparation of the Township of Edwardsburgh/Cardinal Economic Development Strategic Plan Update:



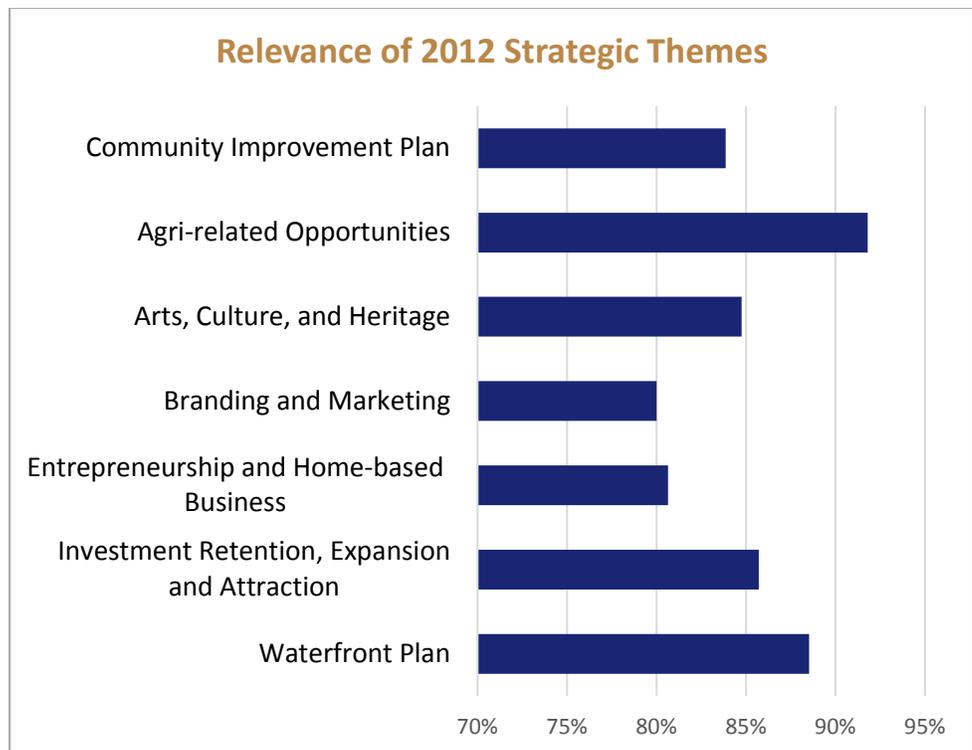
3.3.1 Interviews

Eight (8) interviews were conducted with various members of the business community and local stakeholders. There were seven (7) open-ended questions used to guide the interviews. These questions probed into the major strengths, opportunities, challenges and aspirations for the economic future of the Township.

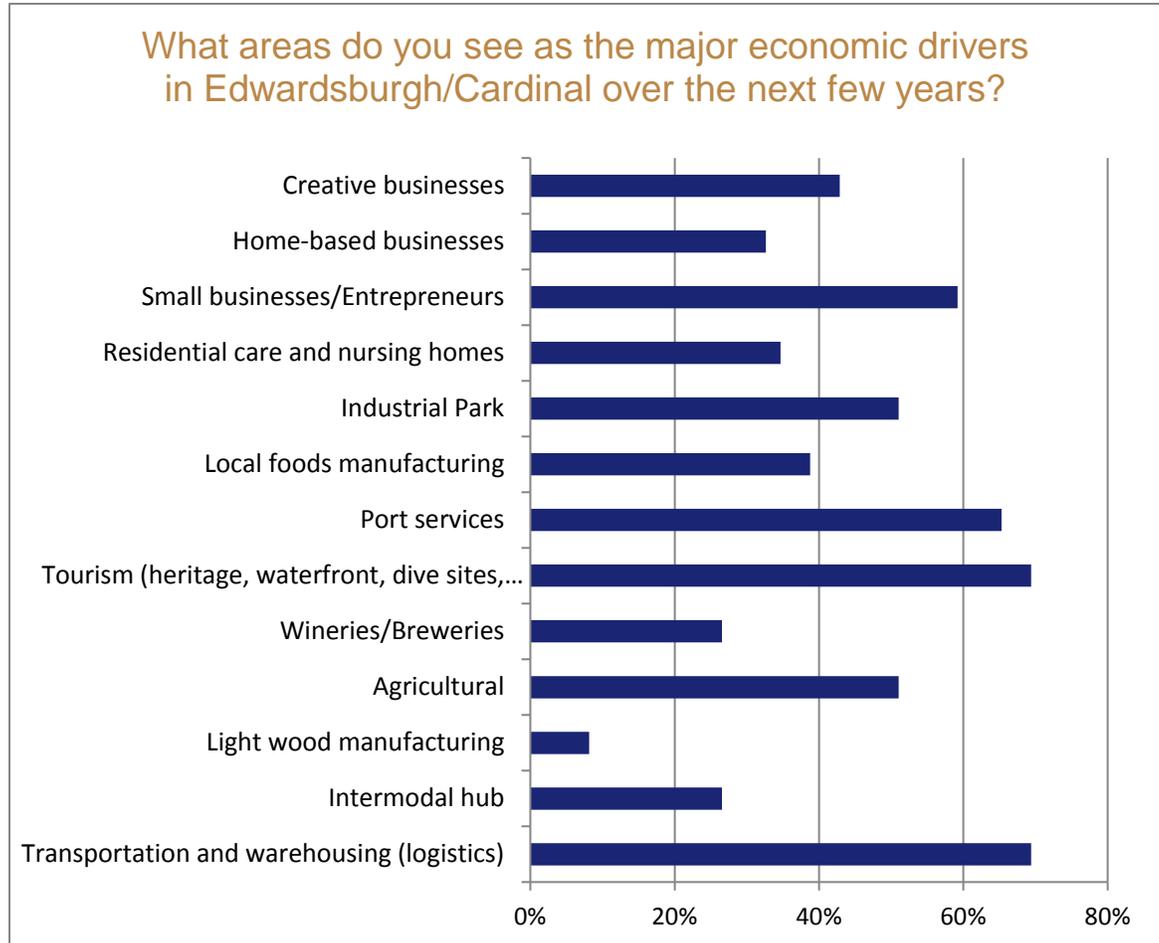
3.3.2 Online Survey

An online survey was created, made available to the public, and continuously promoted by the Township of Edwardsburgh/Cardinal. In total, sixty-three (63) respondents answered the twenty-eight (28) question survey.

The survey gauged the relevance of the identified themes during the 2012 Strategy. The figure below illustrates the theme's continued importance as a percentage of the voters that deemed them to be still relevant.



The following figure illustrates the sectors where the respondents of Edwardsburgh/Cardinal see the highest potential return on investment for the future.

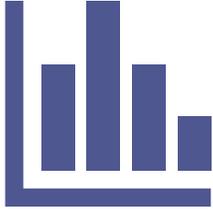


3.3.3 Focus Groups

To collectively brainstorm and engage in discussions with key stakeholders around specific topics, two (2) focus groups were held in October 2017. Stakeholders represented a variety of sectors including: elected officials, municipal staff, members of the CDC and local business community, economic development partners and support agencies.

The information gathered from the consultations was combined with the stats/data analysis and further analysed, summarized and presented as a detailed Strengths, Challenges, Opportunities and Aspirations and Results (SCOAR™) analysis.

3.4 Data Sources Used



Please note that every effort has been made to use the most current data available. The major sources of information for this document are:

- The 2006, 2011, and 2016 Census from Statistics Canada;
- SuperDemographics 2017 from Manifold Data Mining Inc.; and
- EMSI Analyst Data.

The most recent census was conducted in May 2016. Statistics Canada has indicated that all of the 2016 census results will be released before the end of 2017. SuperDemographics 2017 is the most up to date estimation of population characteristics, based on mathematical models that draw from various data sources.



Manifold Projection Method:

Manifold estimates demographic data annually, including population projections for 5 and 10 years in the future. Manifold methodologies are based on the following techniques:

- Enhanced cohort survival methods;
- Nearest neighborhood and regression techniques; and
- Structural coherence techniques.



Manifold Data Sources	
Statistics Canada	Real Estate Boards/Companies
Health Canada	Canadian Bankers Association
Regional Health Ministries	Bank of Canada
Citizenship and Immigration Canada	Canada Post Corporation
Regional School Boards	Consumer and business directories books
Brisc International Inc.	Publications of hospitals, CMHC, BBM and partners
Flyer Distribution Association	Proprietary survey and research

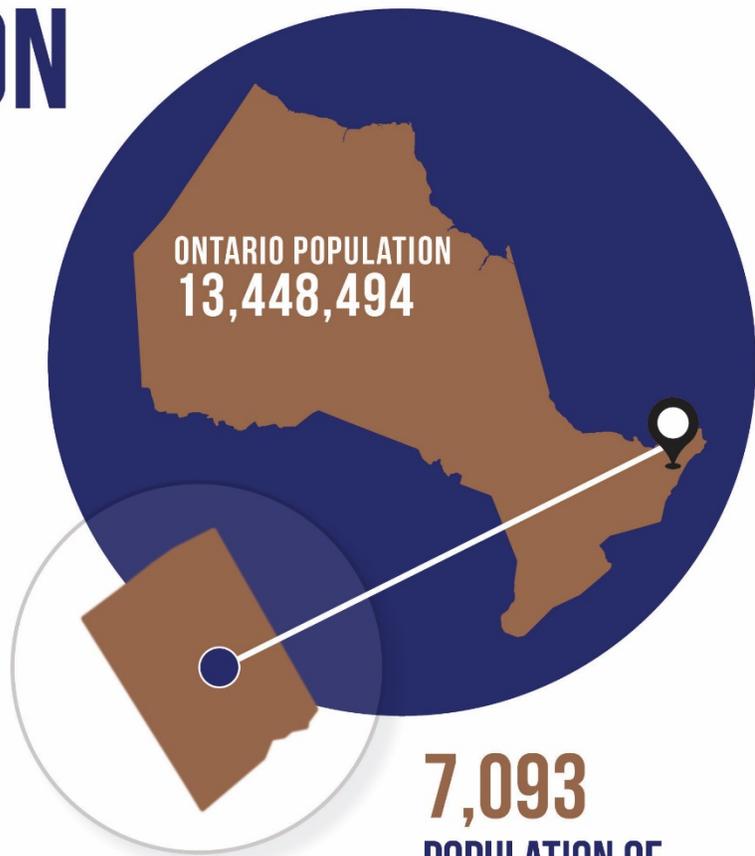
3.5 Statistical Analysis

A SNAPSHOT OF EDWARDSBURGH CARDINAL

LOCATION

The Township of Edwardsburgh Cardinal is located along the majestic St. Lawrence River Seaway. The communities of Johnstown, Cardinal and Spencerville, as well as numerous rural hamlets, form the backbone of this friendly township.

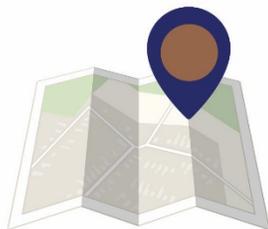
Historic sites, schools, recreational facilities, parks, and community businesses and organizations all provide welcoming opportunities for people to experience an excellent quality of life.



MARKET ACCESS

100km
to Ottawa

208km
to Montreal



330km
to Toronto

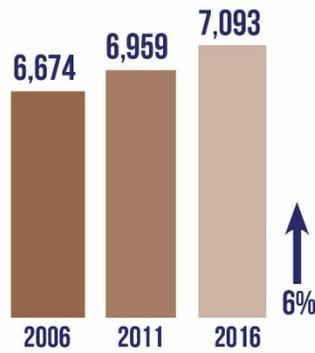
22km
to Ogdensburg

DEMOGRAPHICS



Between 2006 and 2016, the census population in Edwardsburgh/Cardinal grew by 6%.
Over the next 10 years, 25% of the township's population will enter retirement age leaving a significant employment gap.

CENSUS POPULATION



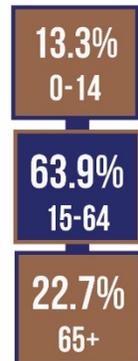
POPULATION BY GENDER



MEDIAN AGE



AGE PROFILE



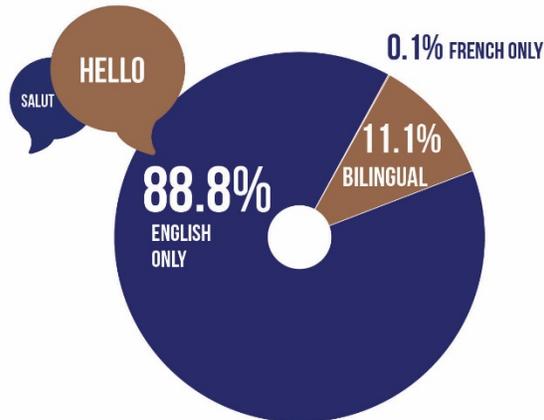
11.2%
1 YEAR MOBILITY

Residents that had moved within the previous year

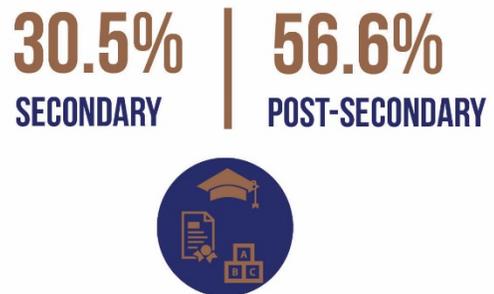
28.7%
5 YEAR MOBILITY

Residents that had moved within the previous 5 years

LANGUAGE



HIGHEST EDUCATION LEVEL



... data sourced from Manifold SuperDemographics unless otherwise specified.



LABOUR FORCE

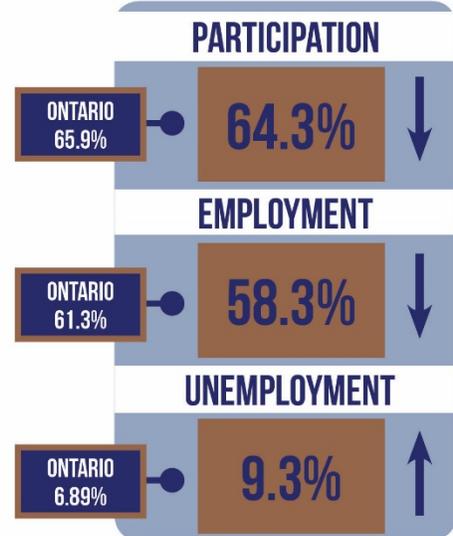
Edwardsburgh/Cardinal is home to a labour force that is over 4,000 persons strong. The community's labour participation and employment rates are both lower than the Ontario figures. The unemployment rate is above that of the province.

\$ **MEDIAN INCOME** | **AVERAGE INCOME**
\$ 34,360 | **\$ 42,173**

11% **COMMUTING**
of resident labour force commute outside of the community for work



6%
of the labour force reside outside of the community



TOP 5 SECTORS BY INDUSTRY*



Manufacturing
(17.5%)



Retail Trade
(14.6%)



Construction
(9.3%)



Public Administration
(8.1%)



Transportation & Warehousing
(6.4%)

TOP 5 SECTORS BY OCCUPATION*



Sales & Service
(21.6%)



Trades, Transport & Equipment Operators
(16.2%)



Business, Finance & Administration
(14.5%)



Management
(12.4%)



Manufacturing & Utilities
(10.3%)

* by labour force employment

All data sourced from Manifold SuperDemographics unless otherwise specified.

3.6 Statistical Overview

Table 1 provides an overview of census population changes for Edwardsburgh/Cardinal (census subdivision) and Ontario over the past 10 years.

Table 1: Overview of Census Population Age Profile for Edwardsburgh/Cardinal and Ontario

Topic	Demographic Variable	Edwardsburgh/Cardinal		Ontario	
		2006	2016	2006	2016
Population	Total Population	6,689	7,093	12,160,282	13,448,494
	Children & Youth (0-14)	Decreased		Decreased	
	Adult (15-64)	Increased		Increased	
	Segments 65 and up	Increased		Increased	

Source: McSweeney & Associates from Statistics Canada 2006 and 2016 Census data.

The following tables provide an overview of population and demographics for Edwardsburgh/Cardinal, from a statistical perspective. The tables provide 2017 population estimates, which are partially based on 2011 and 2016 census data.

Table 2: Edwardsburgh/Cardinal vs. Ontario Population Growth, 2017

Population	2006	2011	2016	2017*
Edwardsburgh/ Cardinal	6,689	6,959	7,093	7,405
% Change	0.2%	4.0%	1.9%	n/c
Ontario	12,160,282	12,851,821	13,448,494	14,125,923
% Change	6.6%	5.7%	4.6%	n/c

Source: McSweeney & Associates from Statistics Canada 2006, 2011 and 2016 Census data.
*Manifold SuperDemographics population estimate for 2017, not comparable with census population.

Table 3: Demographical Overview of Edwardsburgh/Cardinal vs. Ontario, 2017

Total Individual Income	Edwardsburgh / Cardinal	Ontario
Total population 15 years and over	6,418	11,839,798
Median income (\$) of total population 15 years and over	\$34,360	\$34,243
Average income (\$) of total population 15 years and over	\$42,173	\$49,938
Family Income	Edwardsburgh/ Cardinal	Ontario
Total number of economic families	2,347	4167857
Median family income \$	\$91,944	\$97,218
Average family income \$	\$98,110	\$121,508
Labour Force	Edwardsburgh/ Cardinal	Ontario
Total population 15 years and older	6,418	11,839,798
In the labour force	4,125	7,801,243
Participation rate %	64.27	65.89
Employment rate %	58.28	61.35
Unemployment rate %	9.32	6.89
Educational Attainment	Edwardsburgh/ Cardinal	Ontario
Total population 25 to 64 years	3,829	7,668,104
No certificate, diploma or degree	12.9%	11.5%
High school certificate or equivalent	30.5%	24.1%
Apprenticeship or trades certificate or diploma	11.7%	7.5%
College, CEGEP or other non-university certificate or diploma	31.2%	23.7%
University certificate, diploma or degree	13.6%	33.1%

Source: McSweeney & Associates from Manifold SuperDemographics 2017.

3.7 Economic Base Analysis

Labour market data (EMSI Analyst) and business counts data (Canadian Business Patterns – Statistics Canada) were used to identify growing, concentrated and competitive industries. Key results from that analysis are presented below. The following table shows the occupations most commonly employed in Edwardsburgh/Cardinal.

Table 4: Most employed Occupations, 2016

Occupation	Edwardsburgh / Cardinal	Ontario
Transport truck drivers	89	109,808
Retail and wholesale trade managers	43	135,299
Cashiers	43	137,075
Process control and machine operators, food, beverage and	32	24,517
Managers in agriculture	27	37,165

Source: EMSI Analyst 2017.

The following table shows the most concentrated industries based on Location Quotient (LQ); a measure that compares the relative rate of employment in Edwardsburgh/Cardinal in a given industry to the relative rate of employment of the industry in Ontario. An LQ higher than 1.25 indicates the industry is concentrated, while an LQ lower than 0.75 indicated the industry is insufficient to meet the local needs.

Table 5: Concentrated Industries, 2016

Industry	LQ
Grain and oilseed milling	176.15
Pesticide, fertilizer and other agricultural chemical manufacturing	8.63
General freight trucking	7.11
Clay product and refractory manufacturing	6.00
Other wood product manufacturing	1.58

Source: EMSI Analyst 2017

The following table shows the largest industries by number of businesses and growth of businesses, between 2011 and 2016. Canadian Business Patterns classifies business into two categories: those with determinate or indeterminate number of employees. This classification is reflected in the table below. The table illustrates businesses with an indeterminate level of employment, and the total (sum of all businesses with determinate and indeterminate levels of employment).

Table 6: Key Industries by Largest Positive Change in Total Businesses, 2011-2016

NAICS Code	Description	2016 Indeterminate	2016 Total	2011 Indeterminate	2011 Total	Total change 2011 to 2016	Indeterminate change 2011 to 2016
5311	Lessors of real estate	53	55	6	7	48	47
1110	Farms	54	69	41	58	11	13
2361	Residential building construction	13	23	11	17	6	2
4841	General freight trucking	15	18	7	13	5	8
5419	Other professional, scientific and technical services	4	5	0	0	5	4
5416	Management, scientific and technical consulting services	11	15	6	11	4	5
2383	Building finishing contractors	10	13	5	9	4	5
5415	Computer systems design and related services	4	6	1	2	4	3
2362	Non-residential building construction	2	5	0	2	3	2
5611	Office administrative services	4	4	1	1	3	3

Source: EMSI Analyst 2017, from Canadian Business Patterns produced by Statistics Canada

3.8 Strengths, Challenges, Opportunities, Aspirations and Results (SCOAR™)

The following comprehensive Strengths, Challenges, Opportunities, Aspirations, and Results (SCOAR™) Analysis was prepared by analyzing the current statistics and data, and the feedback from elected officials, staff, stakeholders and residents engaged in the consultation. A more detailed analysis is contained in the following section.



3.9 Detailed SCOAR™ Analysis

STRENGTHS

- Transportation and warehousing:
 - Port of Johnstown
 - Transportation hub
- Untapped tourism assets:
 - St. Lawrence River
 - Desirable waterfront
 - Sports facilities
- Community support local businesses/product
- Location at the intersection of the 401/416
 - Bridge to the USA/border crossing
- Market Access (Ottawa, Montreal, Toronto, USA)
 - Strong agricultural sector & great land quality
- Open for business:
 - New website
 - Branding and marketing efforts taking place
 - Township is very accommodating for businesses
- Quality of life:
 - Rural landscape
 - Friendly, community oriented people
 - Community amenities and services (parks/recreation/groups/activities)
- High rate of (new & young) volunteerism
 - Affordable and diverse real estate
 - Available housing stock in Cardinal
- Growing industrial base (CASCO, Greenfield Ethanol, etc.)

CHALLENGES

- Envision and embrace the future
- Increased amenities (health care, grocery store, shops, banks, etc.)
- Increased housing for seniors
- United community (Use of communication, work as one Township, North + South, etc.)
- Provide activities for youth/seniors/residents in general
- Increase job opportunities
- Increase local demand for local goods/services
- Develop information/communication infrastructure
- Secure land and buildings for continued growth of commercial and industrial base
- Engage in long-term visioning/planning
- Promote and prioritize effective leadership
- Continue momentum and follow through with Economic Development Strategic Plan Update
- Hydro stability
- Affordable and accessible high speed broad band
- Strategically located, shovel ready supply of serviced commercial and industrial land
- Further expanding natural gas throughout the Township
- Youth outmigration
- Increase recreation activities/community gathering places
- Engage local businesses and develop relationships
- Become known as “Open for Business”
- Not enough kids to keep schools open – need to attract more young families
- Succession planning

OPPORTUNITIES

- Branding/marketing
- Historical and Agri-Tourism
- Collaborate at a regional level
- Identify strategically located commercial and industrial land
- Find solutions for better broadband coverage
- Work to address issues with the stable delivery of reliable hydro (electrical power)
- Attract creative/internet-based businesses
- Plan for expansion of Port uses (container port, shipping hub, food hub/terminal, etc.)
- Logistics and warehousing cluster
- Intermodal hub
- Work as one Township - bring communities/community groups together
- Increase advertising for local events (inside and outside the Township, internet and physical)
- Provide amenities for seniors (housing, health care, transportation, activities, etc.)
- Develop appropriate investment attraction materials
- Community meeting place
- Provide activities/opportunities for youth
- Attract new businesses/industries (including basic amenities)
- Support and retain current businesses/industries
- Develop a culture of entrepreneurship

ASPIRATIONS

- Location of an intermodal hub
- Light manufacturing (wood/food/ transportation equipment/ chemical)
- Eco – Industrial Park
- Downstream Agricultural (food processing, Wineries/Brewery)
- Clean energy production
- Tourism (heritage, waterfront, dive, villages, etc.)
- Specialty shops
- Expanded Port services
- Planned developments/activities along the waterfront (St. Lawrence River)
- Basic amenities (grocery store, bank, etc.)
- Increased information communication technology
- Expanded Industrial Park
- Small businesses/Entrepreneurs
- Home-based businesses
- Plan to develop public transportation
- Downtown beautification
- Develop a tourism destination

RESULTS

- Affordable and accessible internet/broadband
- Sufficient and developed industrial and commercial land
- Diversified economy
- Value added economy; develop downstream industries from crop production, and transportation/warehousing
- Accessible amenities for all (health care, grocery store, shops, banks, etc.)
- Reliable and affordable energy
- Sustained and flourishing business base
- United community
- Available activities for youth/seniors/residents in general
- Increased job opportunities
- Built demand for local brands, goods and services
- Increased capacity of utilities across the township
- Tourism assets are identified and connected to event networks

3.10 Comprehensive Top 10 Strategic Actions

The following section provides the comprehensive list of the top 10-strategic priority economic development actions. These actions have been identified as a result of the stats/data analysis, review of the 2012 Strategy and the successes to date in its implementation, as well as the consultation undertaken to prepare Edwardsburgh/Cardinal's 2017 Economic Development Strategy Update.



Similar to the 2012 Economic Development Strategy, success of implementing the updated 2017 priority actions will only occur through the ongoing positive relationships, and cooperation between the Township, its residents and businesses, as well as its economic development partners.

The priority actions are listed in order of priority and contain recommended timing as follows:

Ongoing = already started

Immediate = before the end of 2018

Short-term = before the end of 2020

Medium-term = before the end of 2022



In addition, and as previously indicated, the success of any strategy lays in the implementation. To date, Edwardsburgh/Cardinal has seen success by implementing its original Economic Development Strategy. Through the leadership and efforts of the Township Council, the Community Development Committee, Township staff and the various local businesses, community groups and economic development partners Edwardsburgh/Cardinal will again be successful in implementing this updated strategy.

Going forward, and similar to the 2012 Strategy, all actions in the 2017 updated Strategy should be coordinated by the Township's Community Development Coordinator with the leadership of the Township's Council and Community Development Committee. That said, it will take a community to ensure positive community change so those partners that helped bring success to the Township's 2012 Strategy will once again be needed to help ensure success for this 2017 Strategy update.

Priority Economic Development Actions	Timing
<p>1. The Township has been very successful in growing its industrial base. To continue this trend the Township needs to ensure they have an adequate amount of commercial and industrial sites (land and buildings) that can accommodate new investments. The Township should consider undertaking an Industrial/Commercial Land Strategy that would include:</p> <ul style="list-style-type: none"> ■ Continuously review and if necessary update of Edwardsburgh/Cardinal's home-based business policies and bylaws to ensure they are best-in-class and up to date with changes in home based business requirements ■ Creating an inventory of all industrial and commercial sites currently available for sale/lease in the Township ■ Undertaking an assessment of the inventory to ensure it is sufficient to meet current and future investment demands and community needs ■ Create a plan to address any shortcomings in required land, including any shortcomings in required servicing (i.e. Water, sewer, natural gas, electricity, telecommunication infrastructure, etc.) 	<p>New Immediate</p>
<p>2. Develop policies to ensure proceeds from the sale of Township owned commercial/industrial land are being used to offset the cost of securing additional required commercial/industrial land, which will support the Township's investment attraction efforts.</p>	<p>New Immediate</p>
<p>3. A program that has proved very beneficial to Edwardsburgh/Cardinal in landing one of its largest investors was the Province of Ontario Investment Ready: Certified Site. Select one of the Township's highest priority commercial properties to apply for a Province of Ontario Investment Ready: Certified Site designation to ensure the Township continues to be on the Province's list of communities with sites shovel ready for development.</p>	<p>New Short-term</p>
<p>4. Create an on-going formal business visitation program. Start by generating a business directory to facilitate outreach. Meet the owners, learn about business operations, discuss any issues, opportunities or barriers to business. Work with the business to determine if/how services available from the Township can assist the business.</p>	<p>Unofficially Ongoing Short-term</p>
<p>5. The Township has identified specific areas within the community that are subject to the benefits of a Community Improvement Plan (CIP). Enhance and expand these CIP's to include policies focusing on a Brownfields Redevelopment Program. Considering a Brownfield site can include properties that are abandoned, vacant, or underutilized properties where past actions have resulted in actual or perceived environmental contamination and/or derelict or deteriorated buildings. This expansion to existing CIP policies could include Site Assessment Grants, Property Tax Assistance Programs, Rehabilitation Grants, etc.</p>	<p>Ongoing Short-term</p>

Priority Economic Development Actions	Timing
<p>6. The aim of the Township's tourism efforts is to better coordinate the tourism assets with the different events (sporting events, festivals, etc.) to ensure maximum tourism spending in the community. The actions include:</p> <ul style="list-style-type: none"> ■ Completing a tourism asset inventory of market-ready tourism experiences in the area (i.e. restaurants, retail offerings, breweries, etc.) ■ Connect festival and event coordinators with businesses within the tourism asset inventory to ensure people attending the festivals and events have an opportunity to spend money at local businesses 	<p>New Short-term</p>
<p>7. Continue expanding the Township's Communications / Marketing Program, including building out the Township's Brand, Logo, Community/Economic Development Website, Marketing Materials, updating the new Community Profile and continually update investment attraction materials.</p> <p>Finally add the Edwardsburgh/Cardinal value proposition (Why Invest in Edwardsburgh/Cardinal), as well as a Residential Attraction program to the marketing program.</p>	<p>Ongoing Medium -term</p>
<p>8. Continue working with local internet service providers and funding partners to help bring accessible affordable high-speed broadband to the entire Township.</p> <p>This includes:</p> <ul style="list-style-type: none"> ■ First surveying the local business community to identify service delivery gaps ■ Building a business case to provide to service providers <p>Taking advantage of larger regional initiatives aimed at addressing gaps in accessible affordable high-speed broadband service delivery (i.e. Eastern Ontario Regional Network).</p>	<p>New Medium-term</p>
<p>9. Continue working towards creating a united Edwardsburgh/Cardinal by undertaking a Community Development Strategy (CDS) process. Led by the Mayor, the CDC and the Township's CAO, undertake a holistic Community Development Strategy (CDS).</p> <p>The CDS should be based on community ideals valued by Edwardsburgh/Cardinal and should set a true community vision with priority actions for achieving the vision. Grounded through previous strategic planning efforts - Official Plan, Economic Development Strategy, CIP's, etc. - the CDS begins with:</p> <ul style="list-style-type: none"> ■ A common community vision identifying how residents see the ideal future of Edwardsburgh/Cardinal 	<p>New Medium-term</p>

Priority Economic Development Actions	Timing
<p>10. Undertake a waterfront plan to explore and incorporate the best and most effective use of Edwardsburgh/Cardinal's waterfront. The plan should include aspects such as:</p> <ul style="list-style-type: none"> ■ Passive and active development of the waterfront along the St. Lawrence – both private and public spaces ■ Reuse and redevelopment of the Galop Canal ■ Access to the waterfront to accommodate activities such as diving, boating, fishing as well as community gathering, public spaces for entertainment, etc. ■ Active transportation linkages incorporating east and west connections along the waterfront within and between Cardinal and Johnstown 	<p><i>New</i> Medium-term</p>

