

South Stormont Economic Development Strategic Plan



UPPER CANADA
Region

Prepared by:

Lapierre & Associates

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1. Introduction

An Economic Development Strategic Plan should stimulate and guide economic prosperity for a region that is both appropriate and sustainable. The key to success in building a healthy community in a smaller municipality is to create an Economic Development Strategic Plan that maximizes the community's strengths and minimizes its weaknesses.

In 2006, the Township of South Stormont adopted an Economic Development Strategic Plan that identified the following four main strategic goals:

1. Maintain the basic supports for a favourable business climate and a healthy community.
2. Promote growth and development for residents and businesses.
3. Support business retention and expansion in identified primary economic sectors.
4. Cooperate with other economic development partners for regional and international marketing and business development.

With the assistance of the Eastern Ontario Training Board, funded partially by the Province of Ontario, this Economic Development Strategic Plan has been developed for the Township of South Stormont to serve as a blueprint for future economic development in the Township.



2. Economic Development Plan Update Process

2.1 Stakeholder Consultations

The initial stages of the Economic Development Strategic Plan update were highly collaborative. Members of Council and administration participated in a **S.W.O.T.** analysis to review and discuss the Township's **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats.

Residents and business owners were invited to participate in a series of three community consultation sessions. As part of the public consultation process, residents and business owners were asked to share their thoughts about the Township's advantages and disadvantages. They were also asked what the economic development priorities should be for the Township, and what specific actions should be taken to achieve them. While attendance at the public meetings was light, some excellent feedback was gathered.

In addition to the public sessions held at the Community Hall in Long Sault, an on-line survey was made available to gather as much feedback as possible from the residents and business owners of South Stormont.

2.2 Alignment with Regional Strategic Plan

This Economic Development Strategic Plan was developed while taking into consideration information from the SD&G Economic Development Strategic Action Plan, in order to ensure alignment of Township and regional initiatives, where appropriate.

3. Demographics

The statistics used in this report have been gathered from multiple sources, including:

- Census Data (2006, 2011) - Statistics Canada
- Statistics Canada - Taxfiler
- Business Pattern Data (2011, 2012) - Statistics Canada
- Labour Force Data Survey (2011 – 2012) - Ontario Ministry of Agriculture, Food, and Rural Affairs
- Economic Modeling Specialists International (EMSI)

<p>Population: 2001 to 2011</p>	<ul style="list-style-type: none"> • The estimated population in South Stormont in 2011 was 12,617. • South Stormont’s population increased 0.8% from 2006 to 2011, which is slightly higher than Stormont, Dundas and Glengarry’s 0.7 increase; however, Ontario and Canada both posted rates over 5%. • The overall population in South Stormont is much older than that of Ontario. The South Stormont median age is 45.5, about five years older than Ontario’s 40.4.
<p>Incomes: 2000 to 2010</p>	<ul style="list-style-type: none"> • Average earnings for employees in 2012 were \$45,600.
<p>Education: 2011</p>	<ul style="list-style-type: none"> • The five largest post-secondary fields of study for residents of South Stormont include: business, management, marketing and related support services; health professions and related programs; education; mechanic and repair technologies/technicians; construction trades. • The percentage of South Stormont residents who have a college diploma was higher than the provincial percentage in 2011 (29.6% vs. 21.6%). The same advantage held true with trade certificates (13% vs. 8.3%). • The percentage of South Stormont residents who have a university degree was less than half that of Ontario in 2011 (12.7% vs. 26%).
<p>Mobility: 2011</p>	<ul style="list-style-type: none"> • In 2011, the percentage of South Stormont residents that had moved within the previous year (6.2% movers) was less than the percentage of “movers” in Ontario (11.6%). • People moving to South Stormont are more likely to be relocating from other parts of Ontario as opposed to moving from outside of the province.

3. Demographics, continued

<p>Language: 2011</p>	<ul style="list-style-type: none"> • 93.9% of South Stormont residents speak English at home. 5.6% speak French at home • However, 31.6% of residents have knowledge of English and French, which is triple that at the provincial level of 11%.
<p>Dwellings: 2008 to 2013</p>	<ul style="list-style-type: none"> • South Stormont has competitive housing prices - the average sale price of dwellings increased from \$163,028 in 2008 to \$214,556 in 2012. • This was still significantly lower than the provincial average in 2012 (\$369,000).

4. South Stormont Economy - compared to SD&G and Ontario 2008-2012

Industries	2008 Jobs	2012 Jobs	Absolute Change in number of jobs	Percent Change	Percent Change (in ON)	Average Earnings/ Job 2012	Average Earnings/ Job 2012 (in ON)
11 – Agriculture, Forestry, Fishing, Hunting							
South Stormont	32	26	(-6)	(-19%)	7%	\$15,328.	\$22,562.
S.D. & G.	771	1,078	307	40%		\$18,185	
21 – Mining, Quarrying and Gas Extraction							
South Stormont	10	<10	--	--	(-14%)	--	\$85,298.
S. D. & G.	19	18	(-1)	(-5%)		\$64,110.	
22 - Utilities							
South Stormont	<10	<10	--	--	2%	--	\$88,827.
S. D. & G.	237	213	(-24)	(-10%)		\$88,629	
23 - Construction							
South Stormont	333	296	(-37)	(-11%)	6%	\$50,543.	\$56,664.
S. D. & G.	2,602	2,979	377	14%		\$49,179.	
31/33 - Manufacturing							
South Stormont	672	804	132	20%	(-13%)	\$58,628.	\$54,017.
S. D. & G.	7,011	6,805	(-206)	(-3%)		\$48,129.	
41 – Wholesale Trade							
South Stormont	105	110	5	5%	(-1%)	\$53,216.	\$57,339.
S. D. & G.	1,831	1,970	139	8%		\$51,338.	
44/45 – Retail Trade							
South Stormont	184	249	65	35%	0%	\$27,589.	\$26,939.
S. D. & G.	4,927	5,129	202	4%		\$24,034.	
48/49 – Transportation and Warehousing							
South Stormont	176	141	(-35)	(-20%)	3%	\$48,445.	\$46,410.
S. D. & G.	2,338	2,284	(-54)	(-2%)		\$44,304.	
51 – Information and Cultural Industries							
South Stormont	<10	<10	--	--	0%	--	\$57,676.
S. D. & G.	517	655	138	27%		\$48,218.	
52 – Finance and Insurance							
South Stormont	64	86	22	34%	4%	\$56,019.	. \$58,743.
S. D. & G.	900	1,032	132	15%		\$44,284.	
53 – Real Estate, Rental and Leasing							
South Stormont	18	20	2	11%	(-7%)	\$38,869.	\$46,710.
S. D. & G.	566	563	(-3)	(-1%)		\$39,797.	
54 – Professional, Scientific and Technical Services							
South Stormont	81	99	17	21%	(2%)	\$65,759.	\$65,869.
S. D. & G.	950	1,147	197	21%		\$60,407.	
55 – Management of Companies and Enterprises							
South Stormont	0	0	0	0%	(-17%)	\$0.00	\$59,313.
S. D. & G.	0	0	0	0%		\$0.00	
56 – Administrative and Support, Waste Management and Remediation							
South Stormont	155	206	51	33%	(-4%)	\$32,678..	\$36,496.
S. D. & G.	4,475	3,975.	(-500)	(-11%)		\$32,650.	

4. South Stormont Economy - compared to SD&G and Ontario 2008-2012, continued

Industries	2008 Jobs	2012 Jobs	Absolute Change in No. of Jobs	Percent Change	Percent Change (in ON)	Average Earnings /Job 2012	Average Earnings/ Job 2012 (in ON)
61 – Educational Services							
South Stormont	194	198	4	2%	4%	\$52,104.	\$54,250.
S.D. & G.	3,058	3,041	(-17)	(-1%)		\$52,678.	
62 – Health Care and Social Assistance							
South Stormont	250	320	70	28%	12%	\$29,564.	\$44,075.
S. D. & G.	5,352	6,631	1,279	24%		\$37,127.	
71 – Arts, Entertainment and Recreation							
South Stormont	<10	11	--	--	(-1%)	--	\$28,930.
S. D. & G.	616	622	6	1%		\$25,912.	
72 – Accommodation and Food Services							
South Stormont	133	176	43	32%	3%	\$16,322.	\$18,105.
S.D. & G.	2,874	3,110	236	8%		\$17,179.	
81 – Other Services (except Public Administration)							
South Stormont	97	91	(-6)	(-6%)	1%	\$32,871.	.\$35,314.
S. D. & G.	1,492	1,646	154	10%		\$33,664	
91 – Public Administration							
South Stormont	241	248	7	3%	2%	\$52,195.	\$62,418.
S. D. & G.	2,561	2,584	23	1%		\$50,289.	
X0 - Unclassified							
South Stormont	34	80	46	135%	116%	\$47,245.	\$47,245.
S. D. & G.	522	1,191	669	128%		\$47,245.	
S. Stormont TOTAL	2,801	3,178	377	13%	2%	\$45,465.	\$46,815.
S.D. & G TOTAL	43,620	46,675	3,055	7%		\$39,757.	

5. Labour Force

<p>Key Indicators: 2011</p>	<ul style="list-style-type: none"> • Participation and employment rates in South Stormont are similar to those of Ontario. • The unemployment rate in South Stormont was lower than that of Ontario in 2011 (6.9% vs. 8.3%).
<p>Labour Force by Occupation: 2011</p>	<ul style="list-style-type: none"> • Within South Stormont, the top occupations were: professional occupations in education services; industrial, electrical and construction trades; service representatives and other customer and personal services occupations; sales support occupations.
<p>Commuting Patterns: 2011</p>	<ul style="list-style-type: none"> • 75.9% of the workers living in South Stormont commute to work outside of South Stormont (mainly to Cornwall, South Dundas, and Ottawa). • 39.6% of the workers working in South Stormont live elsewhere (mainly in Cornwall, South Glengarry, and North Stormont).
<p>Net Import & Export of Labour Force: 2011</p>	<ul style="list-style-type: none"> • South Stormont is a net 'exporter' of at least 3,735 employees to other communities. This represents 75.9% of the employed labour force. • South Stormont residents who commute to work outside of the Township work in almost all industries.

6. Key South Stormont Economy Highlights

- With a 13% increase in the number of jobs in South Stormont between 2008 and 2012, the community's economy is growing more rapidly than Stormont, Dundas and Glengarry (SD&G) (7%) or Ontario (2%).
- Average Earnings are over 14% higher in South Stormont than in SD&G and just under 3% of the provincial average.
- Manufacturing is a key sector to economic prosperity in South Stormont. Job creation grew by 20% while falling 3% in SD&G and 13% in Ontario. With the exception of Professional, Scientific and Technical Services, wages are also the highest in this sector.
- The industries associated with tourism are growing in South Stormont. Job creation in Accommodation and Food Services grew by 32% as compared to 8% in SD&G and 3% in Ontario although wages are lower in South Stormont than in SD&G and Ontario. Arts, Entertainment and Recreation in the area prior to 2012 had less than 10 jobs so data was suppressed; however, the industry has grown.
- While Retail Trade was stagnant in Ontario and grew by 4% in SD&G, the industry grew by 35 percent in South Stormont. Wages in this sector are higher than in SD&G and the province.
- Finance and Insurance grew by 34% with wages in line with provincial averages but considerably higher than in SD&G.
- Administrative and Support, Waste Management and Remediation grew by 51 jobs or 33% in South Stormont while in decline in SD&G and Ontario. This industry includes employment services, business support services, security, services to buildings, waste management and remediation services.
- Health Care and Social Assistance Services grew by 28%. Wages are significantly lower in South Stormont than in SD&G and Ontario.
- The increase in Professional, Scientific and Technical Services by 17 jobs (21%) and a wage rate in line with the provincial average is important to note as this sector is often viewed as a key contributor to the knowledge-based economy. Similarly the increase in "unclassified industries" can be viewed as a sign of increased innovation in new industries.
- Agriculture is not as prevalent in South Stormont compared to SD&G and it has declined in South Stormont by six jobs. Wages are lower in the sector when compared to SD&G and Ontario.

6. Key South Stormont Economy Highlights, continued

- Construction has lost 37 jobs and declined by 11% while the sector grew by 14% in SD&G and 6% provincially.
- While wages are higher in the Transportation and Warehousing sector compared to SD&G and Ontario, the number of jobs has decreased by 35 (20%).

7. Strengths, Weaknesses, Opportunities and Threats

7.1 Strengths

Location.....proximity to

- Montreal and Ottawa
- Along the 401 corridor
- Rail
- Border/USA
- St. Lawrence River/waterfront

Business

- Attractive location for business
- Available land for business and industry
- Available workforce
- Business parks
- High speed internet infrastructure
- Accessible and approachable municipal staff and administration

Lifestyle/Quality of Life

- Lower cost of living
- Great retirement community
- Churches – several denominations
- Retirement homes
- Seniors support centre/seniors clubs
- Scenery/green space
- Waterfront
- You know your neighbours
- Municipal water and sewer
- Easy commute to major centers
- Close to airports
- Low crime rate/safe place to live
- Clean air/limited pollution
- Good road systems
- Lots of amenities
- No high rises
- Welcoming, approachable, caring people

Real Estate/Housing

- Reasonable real estate prices
- Lower taxes
- Large residential lots
- Affordable energy sources (gas, electric, etc...)

History

- Creates interest in the area
- Drives tourism
- Battle of Hoople Creek, 1813
- War of 1812
- Lost Villages
- Upper Canada Village
- St. Andrew's

Sports and Recreation

- Arena and ball fields
- River access
- Lots of camping options
- Trails/bike paths
- Boating and snowmobiling
- Sport/recreational Fishing
- Picnic areas
- New splash pad

Tourism

- Close to Upper Canada Village
- Close to Upper Canada Playhouse
- Lost Villages
- Parks/camping
- High speed internet infrastructure
- Annual events/fairs
- Cornwall Motor Speedway
- Close to bird sanctuary

7. Strengths, Weaknesses, Opportunities and Threats, continued

7.2 Weaknesses

Location

- Proximity to Cornwall - harder to attract businesses
- No waterfront access
- Proximity to the USA – competition – not spending locally
- Customer loyalty – lack of support for local businesses
- Transportation to schools – travel time
- Lack of public transportation
- Close proximity to larger centers – challenges keeping resident shoppers
- Travel/commute time and expenses
- No public transit or taxi service

Business Attraction, Retention and Expansion

- Lack of business associations – Chamber of Commerce not active/visible
- Lack of shovel-ready, serviced land
- Lack of prime/high traffic retail space
- Lack of available land for business and industry
- Empty industrial spaces
- Lack of good paying employment opportunities
- Brain drain/exodus
- Lower wages – hard to attract/keep people in the area

Marketing and Visibility

- Lack of marketing – messaging and branding not defined
- Perception of having to be bilingual to work in the area
- Lack of business signage

Tourism and Recreation

- No waterfront development happening
- Lack of hotels/motels and year-round accommodations
- Limited recreation activities and facilities
- Limited availability for children's ice time hours
- Lack of high caliber sports and recreation facilities
- Marina – lack of services
- Lack of year-round attractions and facilities
- Only weather driven/seasonal activities

Community Development

- Youth retention – nothing to keep youth here
- Lack of educational opportunities, trades classes, technology training in the area
- Limited medical clinics/offices
- Limited shopping opportunities
- Appearance of shopping centres – upgrades required
- Mindset – don't want to see change

Budget/Administration

- No economic development officer
- Administration wearing too many hats – overburdened
- Provincial and Federal Government challenges
- Lack of senior level Government funding

7. Strengths, Weaknesses, Opportunities and Threats, continued

7.3 Opportunities

- Growth – residential, commercial and industrial
- Marketing – branding, messaging and signage
- Tourism – year round opportunities
- Accommodations
- Waterfront access and development
- Youth retention – academic and employment opportunities
- Small business/entrepreneurship attraction
- Home-based business growth
- Logistics/distribution and spin-off companies
- Develop vacant Township-owned lands
- Regional partnerships
- Business Association revitalization

7.4 Threats

- Lack of shovel-ready serviced land
- Lack of communication and marketing
- Resistance to change
- Youth outmigration = aging population = losing workforce
- Lack of Provincial Government interest in Eastern Ontario
- Competition for government funding
- Environment regulations on land use
- Ability to develop municipally owned land
- Infrastructure...maintenance costs, etc...
- Continued government downloading
- Government regulations and reporting requirements – burden on staff resources
- Uncontrollable senior level government spending
- Neighbours/competition (USA – cost of goods)
- International bridge access

8. Vision for the Future

- Effective marketing and signage promoting South Stormont
- Partnership with St. Lawrence Parks Commission
- Year round cultural, tourism and recreational activities
- Well developed waterfront with enhanced marina
- Well established industrial/business park with good job opportunities
- Strong regional economic development partnerships
- Thriving business community with strong local support
- Completed beautification projects – gardens, facades of plazas
- Well maintained infrastructure (gas/water/sewer, etc...) supporting on-going commercial and mixed residential growth

9. Economic Development Strategy Recommendations

The following are recommended initiatives that can assist the Township of South Stormont to stimulate and guide economic prosperity and sustainability for the region.

It should be noted, that some of the initiatives outlined in this Plan may have been identified in previous planning documents, and may in fact currently be in progress. They have been highlighted again in this document, as continued attention to these initiatives will assist the Township in achieving successful economic development milestones.

9.1 Economic Development Programming

A strong economic development program requires vision, planning and commitment. In order to achieve economic success, municipalities generally invest in dedicated resources to manage the on-going day-to-day elements of their economic development program.

Proposed Action:

1. Recruit and hire an Economic Development Officer who can manage and complete specific projects, including but not limited to:
 - On-going business retention and expansion efforts
 - Maintaining investment attraction data and marketing material
 - Coordinating the development of marketing material and activities
 - Economic Development web page maintenance and updates
 - Fostering strategic partnerships

9. Economic Development Strategy Recommendations, continued

9.2 Marketing & Visual Identity

Clear and effective marketing and visual identity strategies have the potential to better communicate what South Stormont has to offer residents, tourists and business owners. A successful economic development strategy must include the investment in appropriate marketing collateral and the implementation of an effective marketing campaign.

Proposed Actions:

1. Develop and maintain professional quality marketing materials geared at promoting South Stormont as a great place to live and run a business in order to attract professionals and entrepreneurs.
2. Enhance the economic development section on the South Stormont website, which can act as a key marketing and communication tool; offering relevant and timely information to residents, businesses and tourists, and to attract potential investment in the Township.
3. Using the strategies proposed by TD Graham and Associates, implement a clear and uniform signage program for the Township, incorporating the newly adopted "Upper Canada Region" brand.

9.3 Investment Readiness and Attraction

The Township of South Stormont must ensure that it is investment ready and is actively seeking opportunities for economic development. Being prepared to respond to investment inquiries will play an important role in securing new investment in South Stormont.

Proposed Actions:

1. As part of its most recent Economic Development Plan, the Counties of SD&G have identified tourism, logistics, bio-tech, agricultural and food processing, as well as agricultural research as target sectors for attraction, investment and development. South Stormont should consider focusing on these key sectors as well as related spin-off industries, as targets for attraction, investment and development.
2. Undertake a best-use analysis of vacant industrial/commercial buildings to determine their investment viability. Promote/advertise available industrial and commercial properties through an online inventory on the Township's website.

9.3 Investment Readiness and Attraction, continued

3. Use the Township's website to promote the availability of commercial land (serviced or otherwise) in an attempt to increase the commercial tax base. Serviced land should be clearly mapped-out to identify road access, utilities (natural gas, municipal water/well, sewer/septic system, broadband etc...).
4. Conduct a demand analysis of needed services in South Stormont (retail, professional, medical, etc). Contact target service providers/retailers/business owners and offer a business case for establishing a presence in South Stormont.
5. Develop and maintain up-to-date investment attraction materials in order to respond to investment inquiries in a timely manner.

9.4 Business Retention and Expansion

Retaining and expanding existing local businesses will allow for a strong economic base for the Township, through a mix of businesses and industries, which will create/maintain employment opportunities for the residents.

In order to ensure that local businesses remain viable, the Township must promote an attractive, business-friendly environment, and the community must support its local business owners.

Proposed Actions:

1. Conduct a new Business Retention & Expansion study for South Stormont businesses and industries. Maintain an ongoing Business Retention and Expansion program with local businesses and industries to understand their needs, identify needs and develop/implement required solutions.
2. Support workforce development, training and skills development at local businesses and industries, where required.
3. Attract and support service-related professionals/businesses that will cater to the needs of residents, including but not limited to medical/dental offices, services for the elderly, pharmacy, etc.
4. Educate Township residents on the importance of local businesses in South Stormont and the need to support them. Implement a "shop locally" campaign.

9.4 Business Retention and Expansion, continued

5. Spearhead/support the revitalization of the South Stormont Chamber of Commerce and promote cooperation among local businesses to increase membership/participation.

9.5 Small Business and Entrepreneurship

Actively promoting the benefits of entrepreneurship and operating a small business to residents of South Stormont can encourage new business development in the Township, leading to a more diverse economy and the creation of additional employment opportunities.

Proposed Actions:

1. Hold self-employment information sessions for Township residents interested in starting their own business, and invite the SD&G Community Futures Development Corporation, the Cornwall Business Enterprise Centre and the St. Lawrence College Self Employment Assistance Program to make presentations.
2. Work with the SD&G Community Futures Development Corporation to promote and support home-based businesses in South Stormont.
3. Partner with the Cornwall Business Enterprise Centre to coordinate and deliver seminars, workshops and networking events for small business owners in South Stormont.
4. Promote youth entrepreneurship programs available through the SD&G Community Futures Development Corporation and the Cornwall Business Enterprise Centre to the youth of South Stormont.

9.6 Tourism and Recreation

South Stormont has a number of assets that can be marketed to drive tourism and recreation in the Township, including its history (Lost Villages, etc...), open spaces and natural beauty (trails, cycling paths, parks and campgrounds), as well as the St. Lawrence River.

Enhancing these tourism assets and recreational facilities can assist the Township in taking full advantage of its tourism potential. It can also contribute to the quality of life for the residents of South Stormont.

9.6 Tourism and Recreation, continued

Proposed Actions:

1. Continue to work toward developing strong working relationships with St. Lawrence Parks Commission for the enhancement of local parks and campgrounds, and the development of the waterfront.
2. Ensure that tourism assets and recreational facilities are appropriately maintained in order to provide quality user experiences by tourists, visitors and Township residents.
3. Work to increase the inventory of available year-round attractions/events in the Township.
4. Review the 2011 Building the Culturescape in Cornwall and the Communities of Stormont, Dundas and Glengarry report, and implement any recommendations relevant to the Township of South Stormont.
5. Work closely with Cornwall and the Counties Tourism to develop a strategy to effectively market tourism and recreational activities available in South Stormont.
6. Partner with other stakeholders to jointly promote tourism and recreational opportunities from a regional perspective; including the promotion of year round (not just seasonal) activities.
7. Encourage and support an extensive marina redevelopment project that will attract and welcome boaters, fishermen and other water-sports enthusiasts to the shores of South Stormont.

9.7 Community Improvement Planning

Proposed Actions:

1. Use the recently completed Community Improvement Plan as a strategic guide and implementation mechanism to promote private sector investment in the retail and commercial areas within the Township.
2. Encourage and support the revitalization of South Stormont's primary retail areas through façade improvements, beautification programs, etc...
3. Identify contaminated properties within the Township and support their remediation and redevelopment.

9.7 Community Improvement Planning, continued

4. Encourage the growth of the current population base in South Stormont, by promoting and supporting the development of a wider range of housing options.

9.8 Community Development (Residential Lifestyle and Quality of Life)

Affordable, safe and inviting neighbourhoods are fundamental elements to quality of life in the Township. Throughout the community consultation process, Township residents clearly communicated lower cost of living, scenic beauty, ample green space, clean air, low crime rate and welcoming people, as some of the Township's key strengths.

To remain attractive to those seeking relocation, the Township must continue to support and promote these and other key "Lifestyle/Quality of Life" strengths.

Proposed Actions:

1. Use the Township's natural beauty and abundant green space as a key asset when marketing to potential businesses and industries, as businesses will be interested in locating where their workers can have quality of life.
2. Encourage the growth of the current population base in South Stormont by promoting and supporting the development of a wider range of housing options.
3. Attract and support health care service providers as well as those offering services for retirement living.
4. Capitalize on the Township's small town feel and the friendly neighbourhoods when marketing the area to families and others looking to locate outside of larger cities.
5. South Stormont continues to have the lowest residential taxation rate in Stormont, Dundas and Glengarry. Strive to maintain reasonable tax rates, in order to attract and grow the residential population in the Township.

9.9 Regional Partnerships

Proposed Actions:

1. Participate in regional economic development initiatives in partnership/cooperation with the City of Cornwall and the Counties of SD&G.
2. Participate in SD&G's Economic Development working group.
3. Work with the City of Cornwall and the Counties of SD&G, to develop and implement strategies for the retention of local youth and the attraction of youth and young families to the region.

10. Plan Implementation

The intent of this Economic Development Strategic Plan is to identify and recommend priority initiatives that can guide the Township of South Stormont toward economic success over the next few years.

An implementation plan has not been included. The implementation plan should be developed by Council and administration, based on priorities and budget as well as future opportunities that may present themselves.

As with any Strategic Plan, this should be a living document, which should be reviewed regularly and updated within three to five years.