



MDBB
INSIGHT

Economic Development Strategy

Report for
Township of Augusta

December 2021





Contents

1. Executive Summary and Project Objectives	2
2. Competitive Positioning.....	7
3. SOARR Assessment.....	11
4. Land Development Priorities and Targets	21
4.1 Urban Border Lands.....	23
4.2 Hamlet/Rural Revitalization	26
4.3 Larger Industrial Opportunities	28
5. Strategy and Action Plans	31
5.1 Three Action Plans to Achieve Macro Ambitions.....	32
5.2 Investment Attraction Action Plan	35
5.3 Business Retention + Expansion Direction and Action Plan.....	41
5.4 Tourism/Resident Attraction and Marketing Action Plan.....	45
6. Summary of Strategic Directions/Critical Path	50



TOWNSHIP OF AUGUSTA
ECONOMIC DEVELOPMENT STRATEGY

01

EXECUTIVE SUMMARY AND PROJECT OBJECTIVES



2021





Ambitions Worthy of Its Name

One of the oldest municipalities in Ontario, the Township of Augusta finds itself at a critical point in its long history. The community was named after Princess Augusta Frederica of Great Britain in the ancient Roman imperial tradition. Augusta means great and majestic, which is appropriate as it is evocative of its community leaders' ambitions.

The township's community and business leaders see the potential for massive residential, commercial, and industrial growth. The township is a community of choice, residential demand is pushing new development along with renewed commercial and industrial opportunities. The main priority to achieving these goals is securing the infrastructure to support new investment. The heart of this strategy is recognizing the macro ambitions of the community and identifying the micro-actions that build the required infrastructure and systems. These activities will need to be resourced to be successful and the Township of Augusta's council has been supportive in taking steps to ensure the community has the capacity required to fully meet these opportunities.

A New Era for Augusta

The Economic Development Strategy is built around the highest impact opportunities. The dollar values are in the hundreds of millions, followed by other opportunities where the impact is less.

The aspirations are grand, but they are not without a realistic foundation. Four very significant changes in the Canadian and global economy are working in favour of these big win opportunities: the normalization of remote working pushing residential demand in rural communities, supply chain tightening and reshoring bringing investments back to Canada, senior government's commitment to spend on infrastructure that helps with the ongoing transition to a knowledge economy, and the drive to lower society's carbon footprint.

Urban Expansion Has the Clearest Path to a Big Win

Of all the possible big wins that Augusta can enjoy, the expansion of Prescott's water and sewer infrastructure into Augusta is the one with the clearest path to success. It is success that can be realized in the foreseeable future. The original intentions of the study were to examine growth potential to the north of the Town of Prescott however the feasibility of growing in that direction is greatly impacted by the cost of installing pipe underneath Highway 401. While it is an investment that the development community may still wish to take, the Township's primary attention should be on expansion to the west of Prescott.

Expansion to the west is made much easier because these lands are already a Designated Settlement Area, a major policy feature that takes years off the development timeline. Also, making it easier is that there are no significant physical barriers or topographical challenges to extending the utilities. Furthermore, it is a more natural extension of Prescott's urban street network and existing residential community. Beyond residential, the westward expansion offers synergies for the proposed Aquaworld project, opens up the potential for light industrial/commercial development closer to Highway 401, and maximizes the positive economic outcomes of the extension of Development Drive, which the Township and Town have worked hard to make a reality.



More Great Potential a Little Further West

Looking about four kilometres further west is another game-changing opportunity. Creating a new 401 interchange at Blue Church Road will bring life to several possibilities that will benefit Augusta and have positive implications for the province. Eastern Ontario has been a hotbed for warehousing, distribution, and transportation since Highway 401 was completed 50 years ago. Still, the scale of growth in this industry sector over the last decade has been phenomenal. Municipalities on Highways 417 and 401 from Casselman to Cornwall and Edwardsburgh Cardinal to Quinte West have been reaping the increased tax base and local jobs.

An LCV interchange at Blue Church Road brings a new hub for this kind of growth into play. With CNR's mainline, 200 acres of Township-owned industrial lands, and hundreds of abutting vacant acres at the Maitland Chemical Site, the location is prime for the long-term growth of a major logistics hub. As other transportation and distribution lands in Eastern Ontario fill up, the scale of this development can be provincial in scale and interest.

An interchange at Blue Church Road makes sense for the other benefits it brings to Augusta and Ontario. Of primary importance is the potential to shorten detour times when traffic is rerouted from Highway 401. An added benefit is removing detoured traffic from the more residential County Road 26 and eventually opening up new access to the Maitland Chemical Site. Industrial traffic can avoid the village of Maitland and more efficiently access the site.

The great news is the Township has already been in encouraging discussions with the Ministry of Transportation of Ontario, indicating that now is the perfect time to push for funding and support to secure this essential LCV interchange.

Maitland's Economic Juxtaposition Doesn't Hurt Unique Opportunities

On the township's southwestern boundary, the village of Maitland is, in itself, an interesting juxtaposition. The community has been home to one of Ontario's premiere chemical and bioindustrial manufacturing sites since the mid-1900s. That industrial activity takes place a kilometre or so from one of the region's most interesting heritage villages. Economic opportunities for each are real. Beyond the excellent prospects of a future logistics hub and potential cargo airport occupying portions of it, the Maitland industrial site is unique in Ontario. It is one of only two approved locations in the province for chemical manufacturing but brings a suite of utilities and services not found anywhere else. Developing at the site is a complex undertaking. Still, the opportunity is significant, especially for bioindustrial users investing in technologies that align with federal and provincial goals to cut carbon and bring environmental benefits to Canada and the world. Now is the time to ramp up the intensity of finding suitable investors.

Maitland village has heritage charm, and the renewed vision and current investment at the Maitland Tower property will draw even more attention to the community. The Tower and Chart House were the first to be restored. As improvements to buildings continue, so will programming that aligns with the site's sustainable living aspirations. The inspiration that is enveloping the community can extend to the rest of the village, where rejuvenation of underutilized commercial properties and development of new residential subdivisions will give Augusta all of the headlines it needs to show that the community is abuzz with excitement.



Amenities to Build Resident Pride Versus Focusing on Visitors

Most people love to have tourists in their community. It is verification that they live in an enjoyable place. Augusta sees a good amount of tourist traffic, but it does not experience a lot of tourist spending. Most traffic is driving through and enjoying the views of the St. Lawrence River or the township's rolling farmland – mostly by automobile, but sometimes by bicycle or snowmobile. Augusta is home to some destinations such as Bud the Spud, the dive park near Riverview Heights, and the races at Augusta Motorsports Park. When ready, the Maitland Tower site will be another featured destination. But there are very few places to stay overnight, and there are few restaurants and stores that make Augusta a go-to place for tourists. *When* Aquaworld is built, it will be great for the local economy. It will be a destination with opportunities for local businesses to partner. Still, it will also be a destination with a primary goal of keeping guests on its property for as long as possible.

Making Augusta a tourism destination will take a tremendous amount of time and money to be consistently invested for many years. All that time and money will be spent without the certainty of a positive return on investment. This strategy emphasizes enhancing the vibrancy of Augusta, but the difference is that the goals are to invest so that residents are the primary beneficiaries.

Augusta has always been a beautiful location to live, but the community has seen a record number of building permits in the last year. The economy has changed, and a lot of that change has to do with how the pandemic has normalized working from home. All of the data points to remote work becoming more prevalent, which will drive investment in rural communities. To capitalize, Augusta needs to modernize its land-use policies and invest in beautifying its hamlets so that developers and prospective home buyers see a progressive and enjoyable community to live in. In turn, the pride will encourage business owners and existing residents to spruce up their properties.

Augusta is Pro-Business. Brand It!

Business leaders and community leaders are proud to be in Augusta, and they have not been shy about telling their friends, relatives, and peers. Business leaders report that the Township works hard on their behalf. They understand Augusta staff go out of their way to assist, especially when it comes to overcoming provincial and federal regulations that are difficult to navigate. The Township is not perfect as some of its policies need an update, but the attitude is right.

A “get ‘er done” approach is not easy to find in local governments. The Township is encouraged to turn this attitude into a brand, which differentiates it from other communities in the region. Of course, it does not have to be “Get ‘er Done,” but getting that sentiment across to locals and developers alike will win the Township some attention.

How This Project Helps

The Township of Augusta and the Town of Prescott commissioned two distinct five-year Economic Development Strategies and a joint Land Development/Needs Analysis. This document is Augusta's Economic Development Strategy, and under separate covers are Prescott's Economic Development Strategy and the Land Development/Needs Analysis.

Economic development is the process of supporting a community's growth, adapting to change,



converting weaknesses into strengths, and seizing opportunities. The critical components of new development and investment attraction are investment readiness and land development. The Strategy is a tactical roadmap that capitalizes on these opportunities: the micro-actions that support macro ambitions.

The project's goal is to strengthen the region's economic base and contribute to sustainable economic prosperity for all while retaining youth and attracting new talent. These strategies set the future direction for economic development to increase opportunities for growth of existing businesses and establishing new firms, generate more high-quality employment opportunities, and realize the growth of new and existing sectors of the economy.



TOWNSHIP OF AUGUSTA
ECONOMIC DEVELOPMENT STRATEGY

02

COMPETITIVE POSITIONING

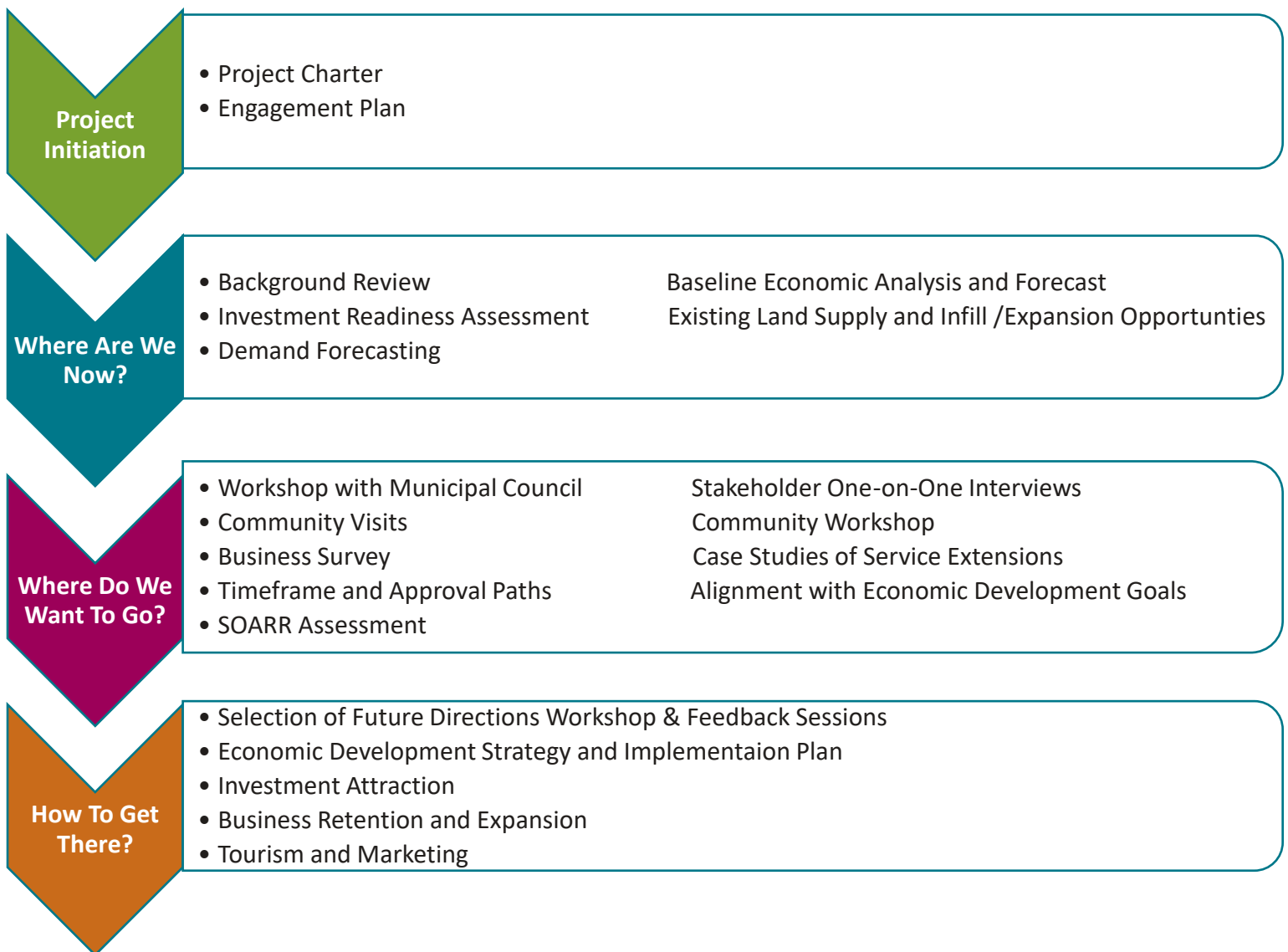
2021





The Town of Prescott and the Township of Augusta commissioned two distinct five-year Economic Development Strategies and a joint Land Development/Needs Analysis. This document is Prescott's Economic Development Strategy, and under separate covers are Augusta's Economic Development Strategy, and the Land Development/Needs Analysis. Authoring the documents were MDB Insight, EVB Engineering, Fotenn Planning + Design, and FBM, experienced economic development, engineering, planning, and market research firms.

Economic development is the process of supporting a community's growth, adapting to change, converting weaknesses into strengths, and seizing opportunities. The critical components of new development and investment attraction are investment readiness and land development. The consulting team has worked to identify the highest return on investment for the Township's lands and lay out the steps to achieve the desired growth.





Background Review

Relevant strategic and policy documents were assessed to understand the critical and common themes summarized. The review includes relevant industry publications, impacts of COVID-19, leading research related to development issues, technology impacts and talent attraction in a globalized market.

The reviewed policies and documents have been analyzed comparatively to uncover areas of thematic overlap. According to common themes, the key topics and policies have been catalogued to observe patterns – in essence, to find the “Common Themes” among them and are summarized below.

- The Common Themes identified among the policies and documents examined above include:
- Business Retention and Expansion (BR+E)
- Investment Readiness
- Sector Development
- Enhance Quality of Life and Quality of Place
- Regional Collaboration
- Workforce Development
- Cross-Border Trade

Baseline Economic Analysis and Forecast

Statistical data from various sources (Statistics Canada, Manifold Data Mining) was used to develop a portrait of the local social and economic composition, including population, housing, living, income, education, employment, industries and occupations, and business characteristics. Our sub-consultant metroeconomics also provided economic forecasting to identify areas of opportunity.

Themes from Engagement

Key informant interviews were completed with 33 identified stakeholders; these included educational representatives, businesses, local government, and service providers. These interviews directly supported a deeper understanding of the Township's residents' perception of the strengths, opportunities, aspirations, and risks facing the community and the results that would indicate success.

- An online survey was also completed with 17 additional business stakeholders to gather additional feedback.
- Workshops were held with the Township of Augusta's Council and Staff to gather information and provide feedback on the interim findings of the project.

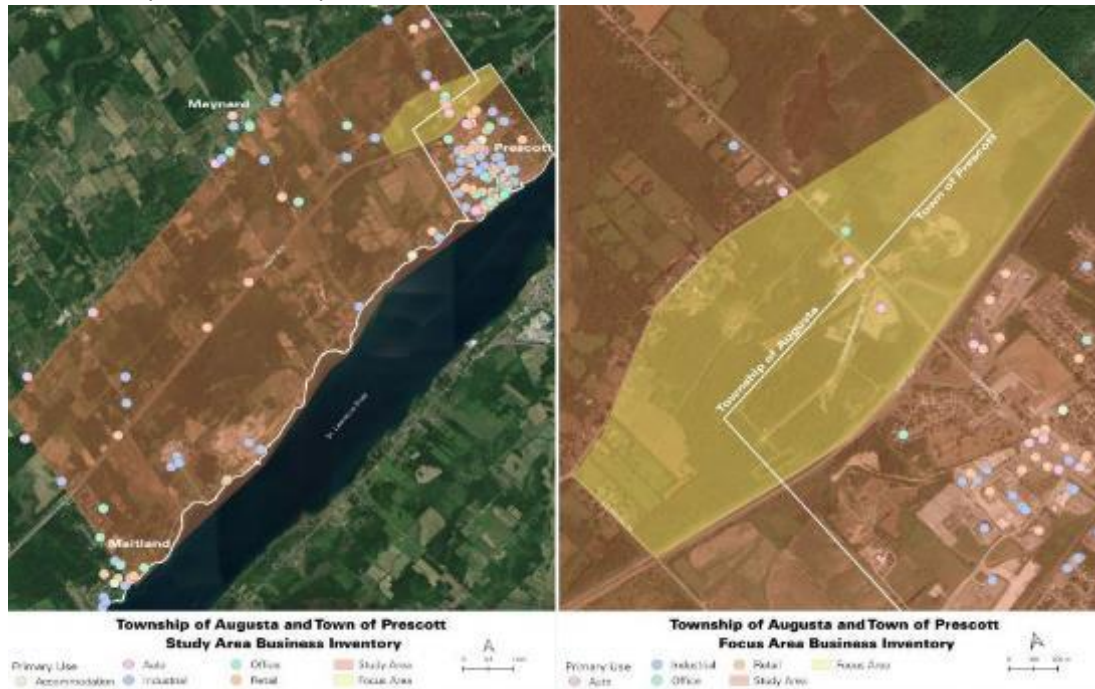
Investment Readiness Assessment Summary

An investment readiness assessment was conducted for the Township of Augusta. The Analysis applied a critical eye to assessing the Township's infrastructure and service delivery. The report assessed; Investor Intake and Tracking, Rapport and Collaboration, Land-Use Planning Regimen, Serviced Property Inventory, Readiness to Respond, Existing Business Intelligence and Marketing and Communications.



Commercial Gap Analysis Summary

The Analysis included developing a master business inventory listing for the Township, delineating the retail trade area, and documenting traffic counts and commuting patterns of trade area residents. This supported an estimate of the future supportable commercial inventory over the next ten years and the specific categories/store types and, as appropriate, specific tenants/franchises for which the local market could represent a compatible fit.



Land Needs Analysis

The Land Needs Analysis is a separate report within this project that covers two study areas.

- A smaller study area consisted of the portions of the Town of Prescott and Township of Augusta bordered by Highway 401 to the South, Edwardsburgh Cardinal to the east, County Road 26 (and its eastward road allowance) to the north and Merwin Lane to the west. As the analysis progressed and the value of westward urban expansion from Prescott became more apparent, the study area was expanded to include all property between Prescott's western boundary and Merwin Lane.
- A larger study encompassed the entirety of the Town of Prescott and the portion of the Township of Augusta that is south of County Road 26 (and its eastward road allowance), from the border of Elizabethtown-Kitley in the west to the border of Edwardsburgh Cardinal in the east.

The study included population and employment projections aggregated by sector, a review of policies and regulations which impact land use, and evaluation of the Town's water, wastewater and transportation systems to support growth in Augusta.



TOWNSHIP OF AUGUSTA
ECONOMIC DEVELOPMENT STRATEGY

03

SOARR ASSESSMENT



2021





A Strengths, Opportunities, Aspirations, Risks and Results (SOARR) Assessment reflects on strategic planning. It is a forward-looking model, taking elements of what would traditionally be affiliated with a Strengths Weaknesses, Opportunities and Threats (SWOT) analysis. The analysis reflects the themes and key data points identified in the secondary research and then incorporates insights from primary research gained through stakeholder consultations to inform what is desired for the future and determine when our aspirations have been met.

The concepts underpinning the SOARR model are outlined in the figure below. The SOARR Assessment is used in conjunction with the rest of the content of this Consultation Report. In essence, it represents a summary of all the important learnings uncovered to date so that some preliminary directions can be explored for the Workforce Development Strategy.





STRENGTHS

What can we build on?

- What are we doing well?
- What key achievements are we most proud of?
- What positive aspects have individuals and enterprises commented on?

Community Aligned for Growth: Political leadership in the community has committed to creating a supportive growth experience through streamlined planning and development processes.

Increasing Investment Interest: External and local investors have increased interest in the township's commercial, industrial, and residential development.

Strategic Location: Along with proximity to Toronto, Ottawa and Montreal, the township boasts access to rail, airports, shipping ports, the Ogdensburg-Prescott International Bridge and two 400-series highways. Most businesses cited location, including access to transportation, especially highways, as a major reason for selecting Augusta.

High Quality of Life: The township offers a wide variety of lifestyles and options, from traditional heritage villages to acreage properties, Limerick Forest and the prospect of more urbanized suburban living.

Charm: The township has a long cultural history with charming properties like the Maitland Tower and many century farmsteads throughout the rural area.

Agriculture Sector: Leeds and Grenville has a land base that supports a thriving agricultural and local food economy. An innovative vertical farming development is underway Augusta Township. Agriculture should continue to be a significant contributor to the overall economy, with new investments supporting food processing and agritourism.

Highly Skilled and Earning Residents: Augusta's residents have one of the region's highest percentages of attained education and household incomes.

Dedicated Lead Generation: The St. Lawrence Corridor and Sarnia-based Bio-industrial Innovation Canada and currently sourcing leads for alignment with the Maitland chemical site.

Grassroots Entrepreneurship: The larger businesses at the Maitland Chemical Site have historically garnered most of the attention, but the vast majority of the local business and employment base is due to the dreams of local entrepreneurs.

Reputation for Chemical Manufacturing: The community is known for its chemical sector strength, and the products made in Augusta are exported around the world.

Chemical Manufacturing Lands and Capacity: INVISTA is interested in hosting more industrial tenants and provides services valued by chemical and bioindustrial firms: natural gas, electricity, steam, security, rail shunting, fire suppression, potable water, and onsite biotreatment.

Quality of Life Amenities: Augusta offers a wide variety of lifestyle amenities near small cities like Brockville and major urban centres like Ottawa.

COVID-19 Recovery: Augusta's business base in the manufacturing, construction and agriculture & forestry sectors reduced the impact of COVID-19 and is projected to grow.



High Percentage of Homeowners: Augusta has a high proportion of homeowners at 91%. Homeownership has proven to create stronger communities and to create wealth for homeowners.

Diversified Business Base: Augusta has a significant concentration of workforce and businesses in real estate, construction, professional/scientific/technical services, health care and social assistance, manufacturing, and transportation.

Unique Business Concentrations: Augusta has higher relative workforce concentrations in ambulatory health care services (LQ of 6.19), chemical manufacturing (LQ of 2.42) and truck transportation (LQ of 2.33).

Supportive Business Community: Most businesses indicated their approval of the Township's approach to improving the development process to support new investment including the Township's excellent mapping services.



OPPORTUNITIES

What are our best possible future opportunities?

- What changes in demand do we expect to see in the future?
- What external forces or trends may positively affect development?
- What are the key areas of untapped potential?
- What weaknesses or threats can be converted into SMART improvements?

Reduce Outbound Flow of Workforce: On an average pre-pandemic working day, 2,660 Augusta residents work outside of Augusta compared to 300 non-residents who come to work in Augusta. Macro trends indicate more remote work in the future.

Westward Urban Expansion: Of the larger economic growth opportunities available to Augusta, the westward urban expansion of Prescott into the township is the most immediate. An expansion will create new zones for significant residential, light industrial and commercial development.

Development Drive Extension: The extension of Development Drive to Merwin Lane boosts the Aquaworld proposal. Combined with westward urban expansion, new opportunities are created for light industrial with 401 frontages.

New Long Combination Vehicle (LCV) 401 Interchange: A new LCV interchange at Blue Church Road has the ability to spur hundreds of millions of dollars in investment in the chemical manufacturing and logistics sectors, laying the groundwork for Eastern Ontario's next major logistics hub. Additional benefits include:

- A more effective emergency detour route for 401 traffic, reducing congestion at Prescott's Edward Street exit, and better access to new development zones on the west side of Prescott.
- Encouraging the development of a rail yard near the intersection of the CN rails and Blue Church Road. This potential railyard will be used by the August Industrial Park as well as offer alternatives to those potential companies who would like to establish on the Invista property.
- Provide easier access for traffic to/from Maynard and support development north of the interchange.



- Supporting the development of a South Service Road, which will run between Blue Church Road and Merwin Lane, encouraging more development and serving as an Emergency Detour Route (ETR) which bypasses the residential development on the north side of Highway 401.

Ministry of Transportation (MTO): In meetings with the MTO, Township of Augusta staff have been encouraged by the minister to bring their recommendations forward as they are currently developing long-range transportation plans for Eastern Ontario, which are expected to be completed by the end of 2021. Augusta staff was told the Task Force will be developing “action items” for the Eastern Ontario Transportation Plan that is expected to be adopted early in 2022. This creates a great opportunity for Augusta to push for the new 401 LCV interchange and support new development.

Chemical Manufacturing Industrial Zone: The township has a unique competitive advantage in the chemical manufacturing sector. Basic chemical manufacturing, Other chemical product manufacturing and Resin, synthetic rubber, and artificial fibres and filaments manufacturing represent a significant concentration of businesses and workforce. The community should continue to work with local bio-industrial facilities and regional partners to secure new investment. Finding the right tenant for the Maitland INVISTA property is a challenging task. Still, the site’s unique characteristics are such that it will be of interest to those in the bioindustrial and chemical sectors.

Rail Yard Development: Eastern Ontario is a hotbed for transportation and distribution firms. A new rail yard that supports cross-docking will kickstart development at the Township-owned industrial park and INVISTA lands. Combined with the new 401 interchange this opportunity sets the stage for massive investment.

Maitland Tower Site: This is one of the unique properties in the United Counties and perhaps Eastern Ontario. The social enterprise vision of the ownership and management, combined with the restored heritage, open space, and waterfront access, can create a vibrant community hub with enough appeal to attract many visitors.

Aquaworld: The development identified the land analysis as AP13: 1898 Merwin Lane if connected to municipal services via the lands west of Prescott identified as AP1: East of Merwin Lane, South of Highway 401 could create significant residential development opportunities and has already received developer inquires.

Village Revitalization: Augusta’s many villages/hamlets can share in the economic success – through investment in the quality of place amenities, they can draw in new families and retain local jobs. Exciting residential developments, from urban density, country estates and tiny homes, are being proposed, and new servicing technologies (e.g, haus.me) could open areas that cannot be serviced in traditional ways.

Business Confidence: Several businesses identified opportunities to expand despite the pandemic (and sometimes because of it).

Infrastructure for Residents and Visitors: Improving access to the waterfront, addressing safety issues along the Waterfront Trail, and improving facilities at Limerick Forest will make the area more enjoyable for current and future residents and visitors.

Augusta is a Labour Exporter: Augusta has a net export of 2,360 workers that represent an opportunity to attract local employers in the health care and social assistance (400 people), retail trade (370 people) and manufacturing (350 people) sectors.

Agriculture: Leeds and Grenville has a land base that supports a thriving agricultural and local food



economy. These sectors of the economy should continue to be significant contributors to the overall economy. In Augusta the agriculture, forestry, fishing, and hunting sector recorded 135 jobs with 30 businesses and imported purchases of \$2.3M. The sector is widely dispersed and has the potential to support value-added food manufacturing in the region.

Manufacturing: The township has a significant concentration of workforce in Other electrical equipment and component manufacturing. Two businesses were recorded across Prescott and Augusta for this industry sector, with one business recording more than 50 employees spending less than \$30,000 in imported purchases. Meeting with these businesses to better understand their needs and successful local buying strategy is recommended. Another manufacturing sub-sector, the Textile and fabric finishing and fabric coating has the highest location quotient in the region at 73, indicating it's relatively unique to the community and worth a BR+E engagement.

Professional and Technical Services: The Prescott and Augusta region is home to a growing professional and technical services cluster. The industries include Data processing, hosting, related services, Management, scientific and technical consulting services, and Other professional, scientific, and technical services. These three sectors account for 30 businesses, 77 well-paying jobs and \$1.27M in imported purchases.

Transportation and Logistics: There is a significant and growing concentration of workforce and businesses in the Town and Township in General freight trucking, Warehousing and storage, Specialized freight trucking and Automotive repair and maintenance. Collectively representing 298 jobs and \$11.3M in imported purchases.

Enhanced Investment Support Services: The Township has one employee handling the combined Planning and Economic Development portfolios. The ability of one person to respond quickly and accurately to investors promptly needs to be improved with additional human resources, implementation of a CRM system, and a revamped web page with a clear call to action for investors to reach economic development staff directly.

2030 Projected Land Needs: FBM projected Augusta would require an additional 8 acres (73,435 sq. ft.) of industrial space, 2.6 acres of retail space (33,596 sq. ft.) and 0.3 acres (5,140 sq. ft.) of commercial space.

Leadership in Strategic Environmental Restoration: Stakeholders have indicated there are opportunities for enhancement of both “good” agricultural lands with more conventional agricultural initiatives by expanding the Township’s Agricultural Resource Policy Areas, as well as enhancement of “poor” agricultural lands with less conventional agricultural initiatives such as pollinator meadows.

- This includes direction from national Bee City Canada and Canadian Wildlife Federation (CWF) that there are valuable opportunities to harvest seeds from native plants (i.e., seeds from native plants are far more valuable per bushel than conventional crops such as corn and soy).
- There is also an opportunity to support development through relocation of stands of what are labelled as significant woodlands through a “credit” system to enable development in more prime areas by promoting an incentive system in cooperation with CWF and Conservation Authorities, which are currently being pursued by Augusta staff.



ASPIRATIONS

What do we care deeply about achieving?

- What are we deeply passionate about?
- As a region, what difference do we hope to make (e.g. to residents, for institutions, to businesses)?
- What does our preferred future look like?

Local Jobs: Retaining locally-owned companies and having employment lands where start-ups and growing firms can do business is critical to maintaining a diversified tax base and local jobs.

Nationally Significant Hub for Warehousing and Logistics: The growth of this industry sector across Eastern Ontario has been dramatic over the last decade, and people in Augusta want to see it booming in the community.

Determine a Plan for the Augusta Industrial Park: Somewhat orphaned for many years, a plan for the Augusta Industrial Park is needed.

401 Interchange at Blue Church Road: An interchange at Blue Church Road brings to life a significant number of possibilities that benefit Augusta and Ontario as a whole.

Expansion of Water and Sewer into Augusta: Extending urban services from Prescott has been on Augusta's radar for many years.

Capitalize on Extension of Development Drive: Currently in the works, pushing Development Drive through to Merwin Lane opens up the potential for Aquaworld and light industrial developments.

A Municipality That's Recognized for Being Pro-Business: The pro-business attitude expressed by Augusta's officials can be turned into a competitive advantage that differentiates the township from other municipalities.

Re-energized Villages Where You Can Live, Work and Play: There is a desire to re-energize Augusta's villages with more residential development, a return of convenience retailers, and lands designated for light industrial/commercial uses.

Maximize Assets at the INVISTA Site: The Maitland heavy industrial site is unique in Ontario – one of only two approved sites for chemical manufacturing. Developing at the site is a complex undertaking, but there are so many essential amenities that new investment exists.

Working with Neighbours: Augusta's aspirations require neighbourly relations in the case of water and sewer services and will have a greater chance of success when appealing to upper levels of government for investments in infrastructure.

Improved Waterfront Access: Augusta has many kilometres of the St. Lawrence River waterfront but little to no reasonable public access to it. There's a desire to change this for locals and visitors alike.

Official Plan and Zoning By-Law that Recognizes these Aspirations: The Township's Official Plan and Zoning By-Law are nearly ten years old and do not adequately incorporate the aspirations of this strategy.

Enhancing the Maitland Settlement Area: Encourage new residential and commercial development while retaining the community's-built heritage.



R **RISKS**
How will we recognize and mitigate or eliminate potential risks?

- What challenges do we need to be aware of?
- What policy shifts could impact our aspirations?
- What contingencies should we have in place to address threats or unexpected consequences?

Major Investments in Infrastructure: Major investments in infrastructure will be required to change Augusta's decades-long trend of low growth.

Ageing Population and Limited Growth: The township of Augusta's population has been ageing faster and growing slower than its neighbours, and the Province of Ontario, with the community, is only projected to maintain its population into 2030. The region's excellent work/life balance needs to be emphasized to ensure the attraction and retention of young families.

Lower Education Levels: Residents of the township have relatively lower levels of educational attainment.

Continued Depreciation of the Maitland Chemical Site: Employment at the site has gone from thousands to hundreds. Securing additional investment at the Maitland Chemical Site is a complex process that requires years of marketing investment.

Policies that are not Aligned with Aspirations: Augusta's main policy documents, the Official Plan and Zoning By-law need to be updated for this strategy's aspirations to become a reality. Carrying that forward to ensure an efficient permitting process will be necessary for the Township to use its resources efficiently.

Not Earning Tourism Dollars: Currently, there are very few spots for travellers to stop and spend money or stay overnight in Augusta.

Available Workforce: The number one challenge to employers in Augusta is the availability of workers. This is a regional challenge but one that will, long-term, affect the ability to attract employers.

High-Speed Internet: Broadband access is not readily available, which makes attracting businesses and residents. Speeds are improving, but there is no indication they are coming to Augusta any more quickly than other rural communities.

Low Diversity: Augusta has less than 5% visible minority population, with the remaining 97.5% of the population predominantly of European descent. This could indicate that the community is not as attractive to a diverse population and not a destination for new immigrants.

Investment Attraction Capacity: The Township of Augusta scored 58% in the Investment Readiness Assessment; the municipality has one employee handling the combined Planning and Economic Development portfolios. The ability of one person to respond quickly and accurately to investors promptly may need to be improved.

Technology Adoption: Township staff are currently using spreadsheets to track enquiries and business retention and expansion activities. Off-the-shelf software tools such as (CRM) customer relationship management systems to track investor inquiries and follow-up would help staff improve communications and monitor outcomes.

Augusta is a Labour Exporter: Augusta has a net export of 2,360 workers. The industries that export the most workers to other communities include health care and social assistance (400 people), retail trade



(370 people) and manufacturing (350 people). This indicates while the community has the workforce in these industries, it does not currently have the requisite employment opportunities.

Non-Disclosure Agreement Procedure: Elected representatives and municipal staff are always eager to see investment outcomes as soon as possible. However, any public disclosures of investor inquiries, discussions, and negotiations (“off the record” or otherwise) will damage the confidence of site selectors and developers confidence and potentially kill a project. Confidentiality is sacrosanct until the company chooses to announce any project on its terms. The Township currently has this procedure in place.

	RESULTS How will we know we are succeeding?	<ul style="list-style-type: none">• What are the key goals we would like to accomplish in order to achieve these results?• What meaningful measures will indicate that we are on track toward achieving our goals?• What resources are needed to implement our most vital projects and initiatives?
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Infrastructure Expansion into Augusta: The expansion of water, sewer and internet services in Augusta will be a tangible result of regional collaboration, investment, and engagement. These services will support residential, commercial, and industrial development.

Regional Collaboration: A community of Augusta’s size and resources needs partners to achieve its aspirations. Collaborating with regional partners, including the Town of Prescott, United Counties, and St. Lawrence Corridor to improve lead generation and investment readiness.

Residential Development and Population Growth: The building and filling of new homes in the Township are essential to support the community's development goals.

Lead Generation: Tracking leads generated through BR+E activities, regional partners, and proactive outreach provides necessary feedback on these initiatives' success.

Marketing Assets and Reach The development of key digital and traditional marketing collateral to effectively increase the Township’s capacity to attract investment in targeted sectors. Tracking the expanded reach of marketing materials by utilizing partner networks is a key metric. **Investment Attraction:** Tracking new jobs and investment in the community and reporting on success will be the definitive

Streamlined Development Processes: A branded process (i.e. creating a new process and establishing a brand name to promote its usage) to support landowners in new projects and product development.

Investment & Development Dashboards and Key Performance Indicators: Deploying a new Customer Relationship Management (CRM) system to track business retention, expansion, and investment attraction successes, including businesses retained, jobs created lead-to-conversion ratios. The resulting dashboard can provide up-to-date, easy-to-understand data that showcases the return on investment for economic investment & development activities that can keep the Mayor, Council, and public are well informed and supportive of initiatives.

Economic Impact Narratives: Developing economic impact narratives that quantify a new development’s overall economic impact, including total investment, jobs created, property tax assessment and GDP, are powerful ways to track results.



Labour / Workforce Development: Collaboration between municipalities and business community to track labour force demand to understand/address sector needs and challenges. The Township needs to work closely with academic institutions and workforce agencies to monitor, support, advance and retain talent in the community to sustain businesses and the economy.



TOWNSHIP OF AUGUSTA
ECONOMIC DEVELOPMENT STRATEGY

04

LAND DEVELOPMENT PRIORITIES AND TARGETS



2021





Several development opportunities are possible in the Township of Augusta in cooperation with the Town of Prescott and/or private developers. These opportunities are considered at length in the Land Needs Analysis, a separate report within this project.

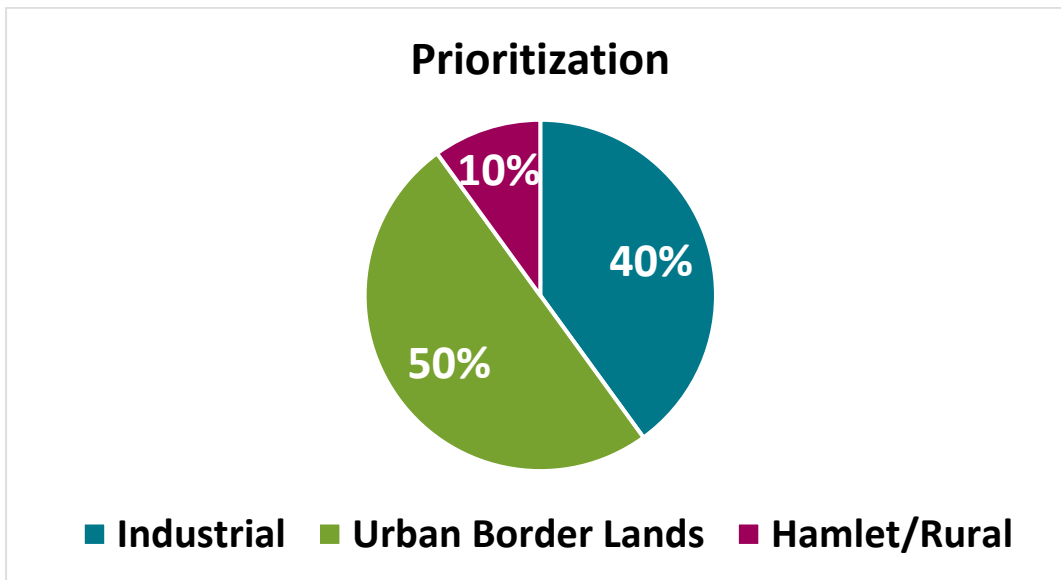
The study included population and employment projections aggregated by sector, a review of policies and regulations which impact land use, and evaluation of extending the Town of Prescott’s water, wastewater, and transportation systems to support growth in Augusta. The full Land Needs Analysis report is available separately in the technical appendix.

The consulting team has broken down the Township’s lands into three categories:

- Larger Industrial Opportunities
- Urban Border Land and,
- Rural/Hamlet Revitalization

The prioritization of these categories has been identified in the graphic below.

Land Development Prioritization



Within these categories, the top five lands by priority are ranked in the following figure.

Top Five Priorities

Lands	Category	Priority Ranking	Top Priority Action
AP1S	Urban Border Lands	1	Secure Servicing from Prescott
AP12	Larger Industrial Opportunities	1	Secure 401 Interchange
AP4	Larger Industrial Opportunities	2	Secure Servicing Agreements
AP13	Urban Border Lands	4	Secure Servicing from Prescott

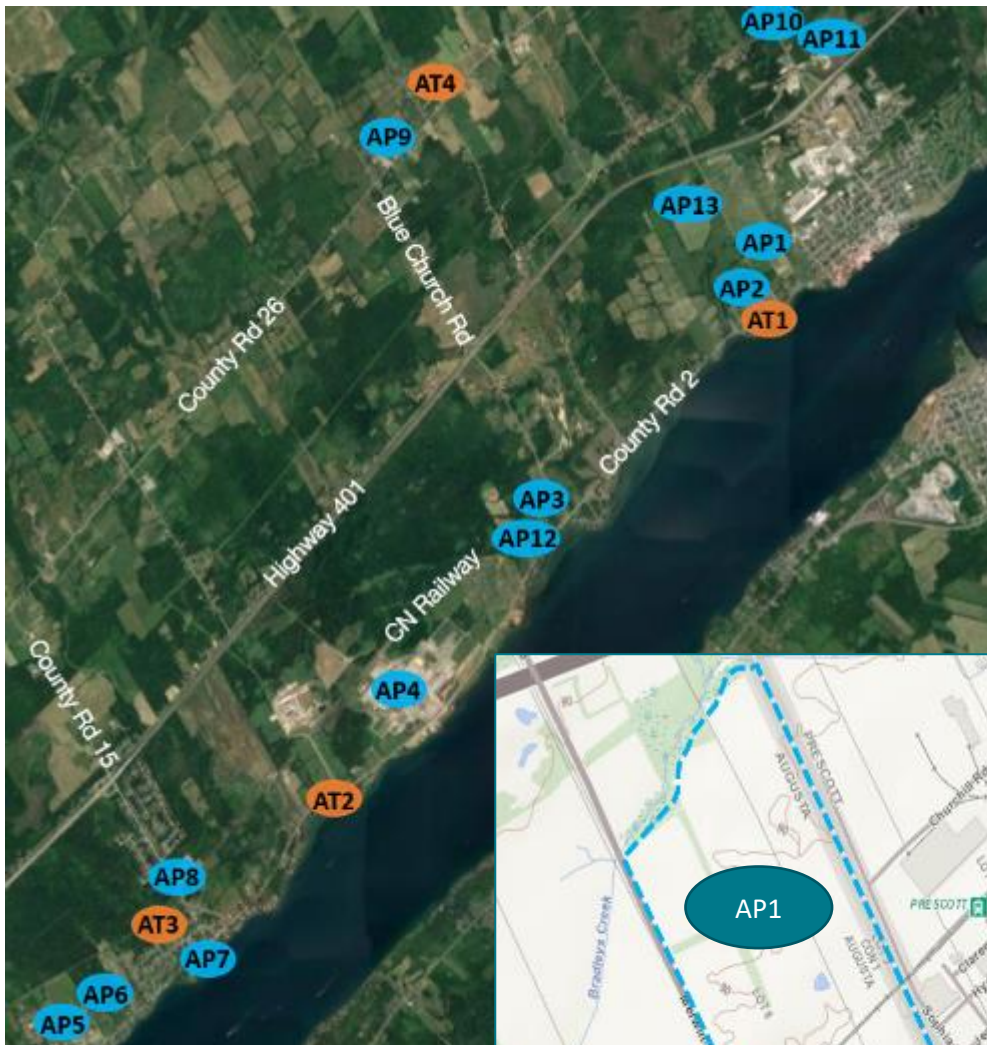


4.1 Urban Border Lands

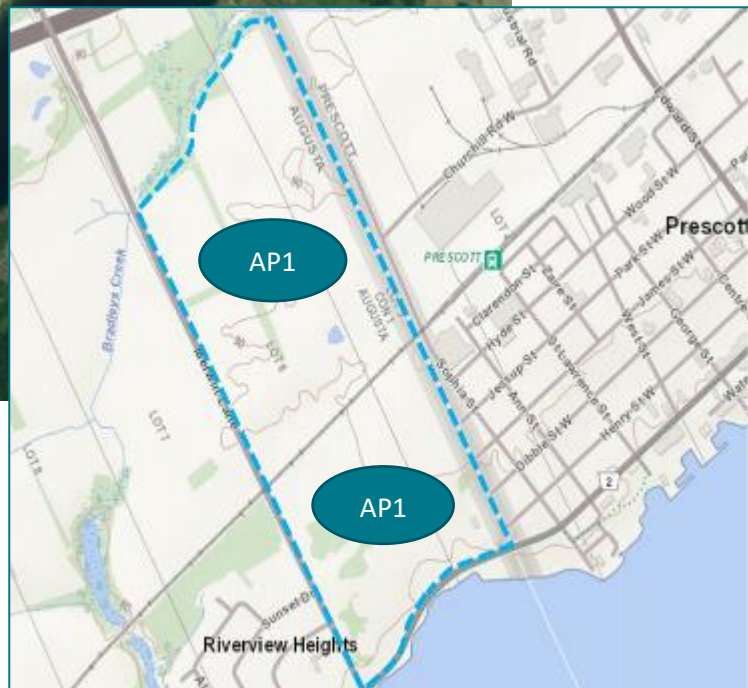
The Township of Augusta shares a border with Prescott along the town's north and west boundaries. The Town is an urban hub and supports a wide range of amenities that the residents of Augusta access regularly. The Land Needs Analysis made it clear that residential development in the Township is most cost-effective in the lands directly west of Prescott and, more specifically, lands between County Road 2 and the railroad.



Township of Augusta Targets Map



Labels correspond to sites identified in tables on the following pages.





Residential Development

Priority	Rationale	These steps need to be taken to prepare the sites for development or wait until privately led
<p>High</p> <p>AP1S: East of Merwin Lane, south of rail line, west of Town boundary, north of County Road 2</p>	<ul style="list-style-type: none"> ▪ Designated Settlement Area in Proximity to Prescott. ▪ The natural extension of Prescott’s Street network. ▪ Lowest servicing and operational costs due to gentle topography, preferable soils, and no physical encumbrances. ▪ Immediate access to amenities in the town, including recreation, RiverWalk District, new recreation centre and shopping. ▪ Intensification would help reduce servicing and infrastructure costs. ▪ Access to Broadband: Bell Wireless, Cogeco 1G. ▪ Supports future water or sewer extensions into Riverview Heights subdivision. ▪ Brings value to the investment required to extend Development Drive. 	<ul style="list-style-type: none"> ▪ Joint servicing agreement between Prescott and Augusta ▪ Develop a concept plan for the new neighbourhood. ▪ Provincial approvals for water and sewage infrastructure (Prescott). ▪ Municipal Environmental Assessment and/or Plan of Subdivision (Augusta). ▪ Amendments of Official Plans and Zoning Bylaws (Augusta, Prescott, UCLG). ▪ Construct additional water storage (Prescott). ▪ Undertake improvements to water treatment and distribution, wastewater collection and treatment, and stormwater systems (Prescott, Augusta). ▪ Construct street extensions into Augusta Township. ▪ Construct municipal servicing extensions into Augusta Township from the Town of Prescott.
<p>Medium</p> <p>AP1N: east of Merwin Lane, south of Highway 401, west of Town boundary, north of the rail line</p>	<ul style="list-style-type: none"> ▪ All of the rationales stated in the row above (AP1S) except it’s not quite as natural of a residential extension of Prescott and does not assist Riverview Heights. Also, the servicing costs are higher than AP1S but still the second most cost effective of all the considerations. ▪ Allows easier servicing to Aquaworld and lands further west. If those developments move along, then this could become a higher priority. 	<ul style="list-style-type: none"> ▪ Same as AP1S, above. ▪ Churchill Road Extension
<p>Medium-Low</p> <p>AP11: North of Prescott on the east side of County Road 18/Edward Street</p>	<ul style="list-style-type: none"> ▪ Close to Highway 401 and Prescott. ▪ There is developer interest, and should a developer wish to pay for water/sewer extension, this could become a higher priority. 	<ul style="list-style-type: none"> ▪ Municipal Environmental Assessment and/or Plan of Subdivision (Augusta). ▪ Amendments of Official Plans and Zoning Bylaws (Augusta, Prescott, UCLG). ▪ Water/Sewer extension as above. ▪ Site access issues to be rectified



Light Industrial and Supply Chain Commercial

Priority	Rationale	These steps need to be taken to prepare the sites for development or wait until privately led
High AP2: Augusta Business Centre (1652 County Road 2)	<ul style="list-style-type: none"> Proximity to existing employment, services, and infrastructure. Lower servicing and operational costs due to gentle topography. In Settlement area. 	<ul style="list-style-type: none"> Secure Planning Approvals, Potential Amendments of Official Plans and Zoning Bylaws (Augusta, UCLG).
Medium AP11: North of Prescott on the east side of County Road 18/Edward Street	<ul style="list-style-type: none"> Planning policies envision/permit a wide range of uses. Proximity to existing employment, services, and infrastructure. Close to Highway 401 and Prescott. There is developer interest, and should a developer wish to pay for a water/sewer extension, this could become a higher priority. 	<ul style="list-style-type: none"> Municipal Environmental Assessment and/or Plan of Subdivision (Augusta). Amendments of Official Plans and Zoning Bylaws (Augusta, Prescott, UCLG). Water/Sewer extension. Site access issues to be rectified.

Aquaworld Development Commercial and Residential

Priority	Rationale	These steps need to be taken to prepare the sites for development or wait until privately led
High AP13: 1898 Merwin Lane	<ul style="list-style-type: none"> Establishes new recreational assets supporting quality of life for residents. New destination tourism destination that will bring significant direct and indirect spending to Augusta and Prescott. Brings value to the investment required to extend Development Drive. In proximity to Prescott and a logical extension of utilities from AP1N or AP1S (the latter providing an additional challenge due to the railroad). Approved development subject to appeal. Municipal Services to the Aquaworld site would enable future phases of residential development in the settlement area. Residential growth supports industrial development in Maitland through increased workforce availability. 	<ul style="list-style-type: none"> Continue to prioritize working with the developer to complete the proposed project. Longer-term considerations for Prescott service extension: <ul style="list-style-type: none"> Joint servicing agreement between Prescott and Augusta. Construct municipal servicing extensions into Augusta Township from the Town of Prescott. Provincial approvals for water and sewage infrastructure (Prescott). Construct additional water storage (Prescott).



4.2 Hamlet/Rural Revitalization

The Township of Augusta covers a large land base with many historical hamlets that are the municipality's social, cultural, and recreational hearts. These communities are centres of new opportunities for residential development and employment nodes that have had development impeded by outdated planning policies.



Opportunities for these hamlets have been broken down into three priority areas, residential development, employment lands/nodes and residential and visitor amenities.

Residential Development

Priority	Rationale	These steps need to be taken to prepare the sites for development or wait until privately led
High AP8: Maitland, North Augusta, Domville, and Maynard Settlement Areas*	<ul style="list-style-type: none"> ▪ Developers are interested in building homes in Augusta. ▪ The potential for lower-density residential within each of these settlement areas is possible. ▪ Large land parcels are vacant and zoned Rural Village in each of the hamlets. ▪ Roebuck has vacant lands but will be severances along County Road 18 rather than new rural subdivisions 	<ul style="list-style-type: none"> ▪ Plan of Subdivision required for all significantly sized developments.
Medium AP6: Vacant land between Apple Blossom Drive and former college*	<ul style="list-style-type: none"> ▪ Large area of land. Owner motivation is unknown. ▪ Lower Density Residential. ▪ A significant opportunity to expand the footprint of the hamlet. 	<ul style="list-style-type: none"> ▪ Expansion of the Settlement Area is required if development style similar to Apple Blossom Drive is desired ▪ Fewer restrictions if country estate style development is proposed

*Note these sites are outside the Land Development/Needs Analysis Study Area but have been identified as having high-level development potential.



Employment Lands/Nodes

Priority	Rationale	These steps need to be taken to prepare the sites for development or wait until privately led
High AP5: 1000 Islands Village (1120 County Road 2)*	<ul style="list-style-type: none"> Former Grenville Christian College property is now owned by foreign interests under the banner Maple Leaf Schools. 	<ul style="list-style-type: none"> Municipal Environmental Assessment and/or Plan of Subdivision (Augusta). Amendments of Official Plans and Zoning Bylaws (Augusta, UCLG). Removal of heritage constraints.
Medium AP10: County Road 18 Commercial Strip	<ul style="list-style-type: none"> Local Entrepreneur Base. Demand for light industrial land and buildings. Development of rural infrastructure that supports aging in place, such as retirement and nursing homes. Hamlets can be home to new businesses through allocation of employment lands. Land/Parcels available. 	<ul style="list-style-type: none"> Municipal Environmental Assessment and/or Plan of Subdivision for larger proposals (Augusta).
Medium AP7: Maitland Tower* Broadband (Bell Fibe)	<ul style="list-style-type: none"> Potential as a community hub. Investor currently developing the site. Considerations for hospitality and recreational services should be encouraged. 	<ul style="list-style-type: none"> Amendments to Official Plans and Zoning Bylaws (Augusta, UCLG).
Medium AT3: MERC Hall* Township Owned Broadband (Bell)	<ul style="list-style-type: none"> Potential as a community hub with additional institutional uses. Low priority commercial location Township has invested in updating the building. 	<ul style="list-style-type: none"> Amendments of Official Plans and Zoning Bylaws (Augusta, UCLG).
Medium AT4, AP9 and Commercial Village properties in North Augusta, Maynard, Domville, Maitland, and Algonquin*	<ul style="list-style-type: none"> Encourage zoning/identification of new Commercial Village lots in the rural hamlets to satisfy current and future entrepreneur base. There is a demand for light industrial buildings, especially contractor services. Consider supporting aging in place, such as retirement/nursing homes. 	<ul style="list-style-type: none"> Township should give consideration for these opportunities during updates to Official Plan and Zoning Bylaw. New prospects handled on an individual basis.
Medium AT4: Township Office* Township Owned Broadband (Bell)	<ul style="list-style-type: none"> Potential as a community hub. Hamlets can be home to new businesses through allocation of employment lands. Land/Parcels available. 	<ul style="list-style-type: none"> Municipal Environmental Assessment and/or Plan of Subdivision (Augusta). Amendments of Official Plans and Zoning Bylaws (Augusta, UCLG).

*Note these sites are outside the Land Development/Needs Analysis Study Area but have been identified as having high-level development potential.



4.3 Larger Industrial Opportunities

Augusta is uniquely situated to take advantage of large industrial opportunities, split into two distinct priorities based on the land analysis: Bioindustrial & Chemical and Logistics Hub.

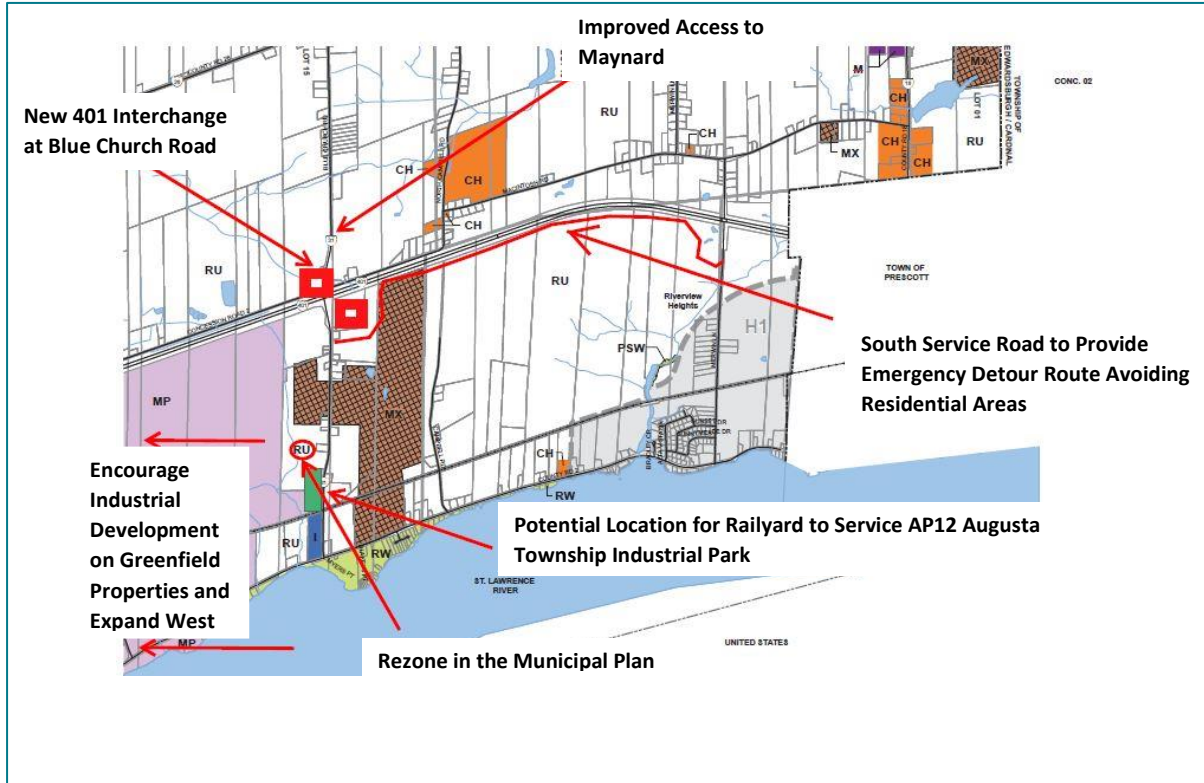


Bioindustrial & Chemical

Priority	Rationale	These steps need to be taken to prepare the sites for development or wait until privately led
<p>High</p> <p>AP4: INVISTA Maitland (1400 County Road 2)</p>	<ul style="list-style-type: none"> ▪ Servicing available through excess electrical generation. ▪ Interest from Multiple Businesses. ▪ Brownfield sites are unsuitable for other uses. ▪ Specialized industrial chemical zoning permitted uses. ▪ Rail service with spurs. ▪ Potential to attract start-ups and major manufacturers. ▪ Internationally recognized businesses on site. ▪ Regional efforts are underway to promote the sector and lands. ▪ Industrial investment attraction has the potential to drive commercial and residential development in Augusta. ▪ Broadband (Bell Fibe). ▪ Fire prevention infrastructure. ▪ Large buffer zones. 	<ul style="list-style-type: none"> ▪ Establish utility agreements with businesses on site. ▪ Secure site planning approvals and prepare environmental assessment.



Potential Infrastructure and Planning Actions





Logistics Hub

Priority	Rationale	These steps need to be taken to prepare the sites for development or wait until privately led
<p>High</p> <p>AP12: Augusta Township Industrial Park</p>	<ul style="list-style-type: none"> ▪ Proximity to 401, rail, U.S. border and major market reach. ▪ The site has rail service without spurs. ▪ Up-to-date property information, including hydrogeology, archaeological, environmental, and mapping. ▪ Zoned Industrial Park, permitting a variety of industrial, commercial, and limited retail. ▪ Greenfield attributes lessen the risk of any required cleanup of contaminants or compatibility issues with specialized chemical uses. ▪ Large buffer zones. ▪ Broadband (Bell Wireless, Cogeco 1G). ▪ Industrial investment attraction has the potential to drive commercial and residential development in Augusta. 	<ul style="list-style-type: none"> ▪ Municipal Environmental Assessment to determine the feasibility of heavy and/or large-scale industrial uses. ▪ Plan of Subdivision to create development lots with a variety of flexible lot sizes to improve shovel-readiness for industrial uses. ▪ Purchase Lands at the northwest corner of Blue Church Road and the CN railroad Augusta Industrial Park to provide additional frontage and access to the industrial park. ▪ Road Infrastructure: <ul style="list-style-type: none"> ▪ Secure new interchange at Highway 401 and Blue Church Road to improve access to the industrial park and potential railyard within the park. ▪ Develop a south service road to provide an Emergency Detour Route that avoids travel through the residential developments and alternate truck access. ▪ Rail Infrastructure: <ul style="list-style-type: none"> ▪ The industrial park would benefit from a railyard to facilitate the movement of raw materials and finished products, which would produce lower greenhouse gas emissions, be more fuel-efficient, and reduce highway congestion. ▪ A parcel of land 250 m x 700 m would be required to support a functional railyard. ▪ Geotechnical conditions on the site should be explored to ensure the site can support this type of development.



TOWNSHIP OF AUGUSTA
ECONOMIC DEVELOPMENT STRATEGY

05

STRATEGY AND ACTION PLAN



2021





5.1 Three Action Plans to Achieve Macro Ambitions

Augusta Township's Mayor, Council, and staff have big plans for the community, including growth at a scale unseen since the establishment of the Maitland industrial sites. As described in the Executive Summary, there is an opportunity to attract growth driven by residential demand, industrial expansion, and the unprecedented long-term effects of the COVID-19 pandemic.

Building on the research and engagement activities aligning with the community's goals, three interconnected action plans have emerged to frame the Economic Development Strategy and guide major economic development decisions and initiatives. The figure to the right identifies those action plans and the relative amount of time and money that should be spent on them.

The action plans detail the initiatives required to develop the sites that are seen as having the greatest potential for development and the highest return on investment. Sometimes these actions are site-specific, but more often, they will positively impact the development of several sites. Being efficient is possible because many of the sites first require achieving a minimum level of investment readiness. Several systems, technologies, and processes need to be in place to support target site development.

The strategic theme of micro-actions and macro ambitions highlights the wide range of actions the municipality and partners can take to support the achievement of the future desired state. For example, continued and enhanced coordination with regional partners to lobby and access funding from senior levels of government is an essential component to achieving nearly all the community's goals.

The Strategy has been developed with the understanding that some initiatives to varying degrees are underway in the region. Wherever possible, the project team has referenced these initiatives to understand that they may be selected or adapted for regional implementation to avoid duplication.





Definitions and Terms Used in the Action Plans

The Economic Development Strategy is supported by three interconnected action plans anchored by four pillars to qualify all objectives and ensuing actions over the next five years. These recommendations support the stated priorities of the Township and the desired outcomes of the strategic planning process.

The timing of actions is articulated as (O) ongoing (life of the project), (S) short (within one year), (M) medium (2 to 3 years), or (L) long-term (4 years or more).

Under the strategic frameworks, several acronyms are used to conserve space as follows:

- OEEDC = Ontario East Economic Development Commission¹
- CFDC = Grenville Community Futures Development Corporation²
- EOWC = Eastern Ontario Wardens' Caucus
- EWIB = Eastern Workforce Innovation Board³
- Fed Dev Ontario = Federal Economic Development Agency for Southern Ontario
- SLCEDC = St. Lawrence Corridor Economic Development Corporation⁴
- SGCC = South Grenville Chamber of Commerce⁵
- UCLG = United Countries of Leeds and Grenville
- Augusta = Township of Augusta
- Brockville = City of Brockville
- EODF = Eastern Ontario Development Fund⁶
- EORN = Eastern Ontario Regional Network⁷
- EOMC = Eastern Ontario Mayors' Caucus⁸
- FCLGL = Food Core Leeds Grenville Lanark⁹
- RTO9 = Regional Tourism Organization South Eastern Ontario Tourism Region¹⁰
- MEDJCT = Ministry of Economic Development, Job Creation and Trade
- PC = Parks Canada¹¹
- PJ = Port of Johnstown

¹ ontarioeast.ca

² grenvillecfdc.com

³ workforcedev.ca/index.php/en

⁴ slcedc.com

⁵ southgrenvillechamber.ca

⁶ ontario.ca/page/eastern-ontario-development-fund

⁷ eorn.ca/en/news/eastern-ontario-officials-respond-to-provincial-broadband-funding.aspx

⁸ eomc.ca/members

⁹ foodcorelgl.ca

¹⁰ southeasternontario.ca

¹¹ pc.gc.ca/en/lhn-nhs/on/wellington



- SLC = St. Lawrence College¹²
- LGSBC = Leeds Grenville Small Business Centre¹³
- BIC = Bio industrial Innovation Canada¹⁴
- CIAC = Chemistry Industry Association of Canada¹⁶
- CN = Canadian National Railway
- CRM = Client Relationship Management Software
- UCLG = United Counties of Leeds and Grenville
- TEC = Township of Edwardsburgh Cardinal
- EORN = Eastern Ontario Regional Network¹⁵
- SSG = Site Selectors Guild ¹⁷
- ISED = Innovation, Science and Economic Development Canada¹⁸
- OMAFRA = Ontario Ministry of Agriculture, Food and Rural Affairs
- MTO = Ministry of Transportation of Ontario

¹² stlawrencecollege.ca

¹³ lgsmallbusiness.com/about

¹⁴ bincanada.ca

¹⁵ eorn.ca/en/news/eastern-ontario-officials-respond-to-provincial-broadband-funding.aspx

¹⁶ canadianchemistry.ca

¹⁷ siteselectorsguild.com

¹⁸ ic.gc.ca/eic/site/139.nsf/eng/h_00006.html



5.2 Investment Attraction Action Plan

Investment readiness is a prerequisite to investment attraction. Creating processes that allow the municipality to identify, prioritize, and develop the lands and buildings that support the community's goals. Investment readiness also includes securing forward-thinking infrastructure, improving transportation, ensuring land-use policies are aligned with development goals, delivering an efficient and consistent development approvals process and the marketing data that supports investment attraction.

Investment readiness also depends on collaborative engagement with businesses; a theme explored more deeply in the Business Retention and Expansion Direction and Action Plan. Businesses provide critical feedback on how to improve a community's investment readiness. Meeting with these businesses can generate leads and support investment readiness through awareness and education.

Attracting new jobs and investment to Augusta requires generating business leads and working those prospects to a successful conclusion. A prerequisite is to craft a clear and compelling value proposition focused on what is special about Augusta's strengths. Investment attraction activities should complement broader economic development activities in the region, including those of the Town of Prescott, United Counties of Leeds and Grenville, St. Lawrence Corridor Economic Development Commission, and Ontario East Economic Development Commission. The Township of Augusta will need to target its investment attraction activities to avoid duplication and confusion in the broader market and effectively use its available resources. The Township will also need to invest in human resources to support enhanced organizational capacity to capitalize on opportunities.





Identify and Prioritize Target Opportunities

Objectives	Actions	Timing	Regional
Investment Readiness	Adapt existing tools (OEEDC Zoom Prospector ¹⁹ , UCLG Property Lookup Tool ²⁰) to maintain a single comprehensive, accessible database of community data, employment lands and buildings. Embed or link to these tools through the Township’s website.	S/O	Potential to team up with OEEDC UCLG SLCEDC Prescott
	Collaborate with landowners and developers to sell and promote the recommended sites identified through the Land Analysis.	S/O	Potential to team up with OEEDC, UCLG, SLCEDC, Prescott, Landowners, Developers
	Continue to streamline and digitize the development approvals process to support a branded concierge service that can be promoted as a competitive advantage for the township, improving its reputation as open for and supportive of investment. ²¹	S/O	Potential to team up with UCLG, Prescott
	Continue to support flexible and responsive permitting/zoning.	S/O	Potential to team up with UCLG, Prescott
Support Residential Development	<p>Work with developers and landowners to secure new residential housing projects with a focus on site lands identified in the Lands Needs Analysis (AP1N: East of Merwin Lane, South of Highway 401, AP11: North of Prescott on the east side of County Road 18/Edward St. AP13: 1898 Merwin Lane, AP8: Maitland Settlement Area and AP6: Old Orchard Drive / Apple Blossom Drive) by:</p> <ul style="list-style-type: none"> ▪ Securing a joint servicing agreement with Prescott ▪ Develop concept plan for the new neighbourhood ▪ Municipal Environmental Assessment and/or Plan of Subdivision ▪ Amendments of Official Plans and Zoning Bylaws ▪ Undertake improvements to water treatment and distribution, wastewater collection and treatment, and stormwater systems ▪ Construct street extensions and municipal servicing extensions into Augusta Township from the Town of Prescott 	S/M	Potential to team up with UCLG, SLCEDC, Prescott, OEEDC, OMAFRA, MEDJCT, Landowners, Developer
Support Commercial /Industrial Development	Continue to work with investors to develop new commercial, shared office, and light industrial properties in the township identified in the analysis of the land (AP2 Augusta Business Centre (1652 County Road 2), AP7 North of Prescott on the east side of County Road 18/Edward St., AP10 Sparkle City Commercial Strip, AP7 Maitland Tower, AT3 MERC Hall, AP9 Brockville Tractor-Trailer Maintenance/Steve	S	Potential to team up with OEEDC, UCLG, SLCEDC, Prescott

¹⁹ Ontario East ZoomProspector, ontarioeast.ca/why-ontario-east/available-properties. UCLG is a member of OEEDC and has access.

²⁰ Leeds and Grenville Maps and GIS, leedsgrenville.com/en/services/maps-and-gis.aspx

²¹ Excellent examples of municipalities doing this type of branding include Mount Pearl “Consider it Done Commitment”, Town of Ajax “Priority Path™”, Niagara Canada “Expedited Services”, City of Hamilton “COVID Concierge for Business”.



	<p>and Sons, AP5 Highway 15 Corridor between CN Rail and County Road 26, AT4 Township Office) by:</p> <ul style="list-style-type: none"> ▪ Complete Municipal Environmental Assessment and/or Plan of Subdivision ▪ Amendments to Official Plans and Zoning Bylaws ▪ Meet with landowners to assess willingness to sell 		
	<p>Improve Shovel Readiness of AP12: Augusta Township Industrial Park</p> <ul style="list-style-type: none"> ▪ Secure development of 401 Blue Church Road interchange ▪ Purchase Lands at the northwest corner of Blue Church Road and the CN railroad Augusta Industrial Park to provide additional frontage and access. ▪ Secure access to the property from Blue Church Road and work with CNR to obtain rights to a rail spur. ▪ Municipal Environmental Assessment to determine the feasibility of heavy and/or large-scale industrial uses. ▪ Plan of Subdivision to create development lots with a variety of flexible lot sizes to improve shovel-readiness for industrial uses. ▪ Geotechnical conditions on the site should be explored to ensure the site can support a new rail yard 	S/O	<p>Potential to team up with UCLG, SLCEDC, OEEDC, MTO, Prescott, MEDJCT, OMAFRA</p>
	<p>Support Development of AP4 INVISTA Maitland (1400 County Road 2)</p> <ul style="list-style-type: none"> ▪ Investigate a partnership with INVISTA to purchase bulk utilities to support new investment in the park. ▪ Secure Site Planning Approvals and Prepare Environmental Assessment 	S/O	<p>Potential to team up with BIC, MTO, UCLG, OMAFRA Site Selectors Guild EODF, CIAC, OEEDC, SLCEDC, INVISTA, Prescott, MEDJCT</p>

Performance Metrics

Quantitative

- Absolute growth in non-residential tax assessment (Total \$)
- Change in the number of businesses in a community, a region or in a specific sector
- Increased diversity of businesses (number of sectors, number per sector)
- The absorption rate of employment lands and by type (industrial, commercial-retail, commercial-office)
- Total number of inquiries received for new employment lands

Qualitative

- Reputation as a good location for business growth
- Feedback on the range of information products in demand by investors and the business community
- Level of engagement with the business community



Secure Infrastructure Investment

Objectives	Actions	Timing	Regional
Secure Additional Utility Capacity	Partner with the Town of Prescott to secure water and sewer infrastructure for new residential development through a new service agreement.	S/O	Potential to partner with Prescott, SLCEDC, UCLG, EORN, MEDJCT,
	Continue to work with regional partners and the private sector to secure high-speed internet investment.	S/M	Potential to partner with Prescott, SLCEDC, UCLG, EORN, MEDJCT, ISED, OMAFRA
	Utilize the targets identified in the strategy to focus on accessing provincial and federal funding to support municipal infrastructure investment that enhances existing business and industrial parks to meet target sector needs.	S/O	Potential to partner with Prescott, SLCEDC, UCLG, EORN, MEDJCT, ISED
Provincial Regulatory Challenges	Continue to support developers in mitigating provincial regulatory challenges through facilitation and flexibility.	S/O	Potential to partner with Prescott, UCLG, Province of Ontario
Secure Improved Transportation Access	Continue to build on lobbying efforts with the MTO and secure/rally regional partner support a bid for a Highway 401 LCV interchange at Blue Church Road for consideration in the Eastern Ontario Transportation Plan. Securing the interchange would support industrial development south of the 401 and commercial and residential north of the 401.	S/M	Potential to partner with Prescott, SLCEDC, UCLG, MEDJCT Ministry of Transportation, OMAFRA
	Work with investors, rail operators and regional partners to improve rail access through facilitating collaboration and accessing grant funding.	S/M	Potential to partner with Prescott, SLCEDC, UCLG, MEDJCT, CN



Product Development	Develop investment incentives by designating the zones identified by the land analysis into community and business improvement zones that can access new programming, including Community Improvement Plans and Foreign Trade Zones ²² to kickstart new projects in the township. ²³	S/M	Potential to partner with Prescott, SLCEDC, UCLG, MEDJCT, FedDev Ontario
	Utilize the land use analysis and site data to support developers through the predevelopment, feasibility, and site analysis stages.	S/O	Potential to team up with OEEDC, UCLG, SLCEDC, Prescott, Land Owners, Developers
	Support product development by publicly identifying target sites and site assessment data that showcase the value proposition for those sites to attract investors.	S/O	Potential to team up with OEEDC, UCLG, SLCEDC, Prescott, Land Owners, Developers

Performance Metrics	
<p>Quantitative</p> <ul style="list-style-type: none"> ▪ # Investment Grants Applied ▪ \$ Investment Secured ▪ # Partners <p>Qualitative</p> <ul style="list-style-type: none"> ▪ Provincial and regional awareness of the Township’s potential ▪ Recognition of the Township as an investment destination 	

²² Foreign Trade Zones, canada.ca/en/department-finance/programs/international-trade-finance-policy/foreign-trade-zone.html

²³ The City of Quinte West, for instance, has seen considerable success with its Industrial Lands Community Improvement Plan.



Lead Generation

Objectives	Actions	Timing	Regional
Leverage Lead Generation Partners	Continue to work with regional, provincial and federal partners to generate and work leads in the sectors identified in the Supply Chain Analysis. Also, leverage BR+E activities to generate leads for proactive outreach in partnership with local businesses.	S/O	Potential to team up with SLCEDC, Prescott, OEEDC, UCLG, CIAC, BIC, MEDJCT, GCFDC
	Develop investor-focused marketing materials for identified target sectors and lands. Share these materials through partner marketing channels.	S	Potential to team up with SLCEDC, Prescott, OEEDC, UCLG, CIAC, BIC, MEDJCT, GCFDC, RTO9
Establish Relationships with Site Selection Community	Become active supporters of partner network trade shows and event delegations in the bio-industrial, transportation, and logistics sectors. Leveraging grant funding (CanExport) participation should include developing marketing materials and lead generation agreements with partners.	M/O	Potential to team up with CIAC, BIC, SLCEDC, Prescott, OEEDC, UCLG
	Investigate hosting or supporting a regional Familiarization Tour with the site selectors guild in the residential construction, bio-industrial, transportation, and logistics sectors.	M	Potential to team up with SLEDC, Brockville, Prescott, OEEDC, UCLG
Performance Metrics			
<p>Quantitative</p> <ul style="list-style-type: none"> ▪ Number of leads ▪ Number of converted leads ▪ Total number of inquiries received for new employment lands <p>Qualitative</p> <ul style="list-style-type: none"> ▪ Reputation as a business-friendly municipality ▪ Reputation as an innovative community ▪ Level of engagement with the business community ▪ Feedback on the range of information products in demand by investors and the business community 			



5.3 Business Retention + Expansion Direction and Action Plan

Business Retention + Expansion (BR+E) is the quintessential tool of modern economic development providing the highest return on investment in both jobs created and investment attracted. Local businesses create and preserve employment, support the tax base, and generate leads for new investment. Successful initiatives prioritize the municipality's relationship with the business community and typically have dedicated staff, tech-enabled engagement platforms, consistent communication and demonstrate value. In many cases, value is measured in communicating essential data, improving access to programming, and streamlining processes.

Research and the experience of economic development leaders suggest that efforts spent nurturing and enabling growth among existing businesses provide a more effective return on investment in time and resources than pursuing new businesses through investment attraction efforts. Developing a deep understanding of the need of the local business community is essential to identify ways to improve programming policies and services to support investment attraction.

Recognizing that business retention and expansion is a priority for the Township and that the community's resources are limited, leveraging regional economic development activities and resources as well as investing in additional human resources is essential. The BR+E Direction and Action Plan are divided into three pillars to support a successful program:

1. **Targets:** To efficiently marshal resources identifying specific targets for proactive engagement, leveraging regional support.
2. **Technology:** Leveraging existing technology tools to reduce the time required to support businesses and maintaining the flexibility to react to new opportunities.
3. **Communications:** Improving access to information while leveraging communications platforms improves service delivery.





Targets

Objectives	Actions	Timing	Regional
Target Sectors	Chemical Manufacturing: The township has a unique competitive advantage in the chemical manufacturing sector with Basic chemical manufacturing, Other chemical product manufacturing and Resin, synthetic rubber, and artificial fibres and filaments manufacturing represent a significant concentration of businesses and workforce. The community should continue to work with local bio-industrial facilities and regional partners to secure new investment.	S/O	Potential to team up with SLEDC, Prescott, OEEDC, UCLG, CIAC, BIC
	Agriculture: Leeds and Grenville has a land base that supports a thriving agricultural and local food economy. These sectors of the economy should continue to be significant contributors to the overall economy. Locally the sector recorded 135 jobs with 30 businesses and imported purchases of \$2.3M. The sector is widely dispersed and has the potential to support value-added food manufacturing in the region.	S/O	Potential to team up with OMAFRA, SLEDC, OEEDC, UCLG, LGSBC
	Manufacturing: The township has a significant concentration of workforce in Other electrical equipment and component manufacturing. Two businesses were recorded across Prescott and Augusta for this industry sector, with one business recording more than 50 employees spending less than \$30,000 in imported purchases. Meeting with these businesses to better understand their needs and successful local buying strategy is recommended. Another manufacturing sub-sector, the Textile and fabric finishing and fabric coating has the region's highest location quotient at 73, indicating it is relatively unique to the community and worth a BR+E engagement.	S/O	Potential to team up with SLEDC, Prescott, OEEDC, UCLG, LGSBC
	Professional and Technical Services: The Prescott and Augusta region is home to a growing professional and technical services cluster. The industries include Data processing, hosting, related services, Management, scientific and technical consulting services, and Other professional, scientific, and technical services. These three sectors account for 30 businesses, 77 well-paying jobs and \$1.27M in imported purchases.	S/O	Potential to team up with SLEDC, Prescott, OEEDC, UCLG, LGSBC
	Transportation and Logistics: There is a significant and growing concentration of workforce and businesses in the Town and Township in General freight trucking, Warehousing and storage, Specialized freight trucking and Automotive repair and maintenance. Collectively representing 298 jobs and \$11.3M in imported purchases.	S/O	Potential to team up with SLEDC, Prescott, OEEDC, UCLG, LGSBC
Performance Metrics			
<p>Quantitative</p> <ul style="list-style-type: none"> ▪ Increased business engagement – the number of businesses, number of people ▪ The total number of businesses assisted ▪ Number of entrepreneurs assisted through the economic development department ▪ Change in the numbers of creative entrepreneurs in the community ▪ Change in the number of businesses in the Township ▪ Number of staff hours dedicated to economic development activities <p>Qualitative</p> <ul style="list-style-type: none"> ▪ Reputation as a business-friendly municipality ▪ Reputation as an innovative community ▪ Level of engagement with the business community 			



Technology

Objectives	Actions	Timing	Regional
CRM	As identified by the investment readiness assessment establishing or adapting a regional CRM to track the municipality's relationships with the business community is essential for a successful BR+E program and tracking investment leads.	S/O	Potential to team up with SLEDC, Prescott, OEEDC, UCLG, LGSBC
Engagement Platforms	Developing or adapting tools to support a business-centric and investment-focused website with up-to-date industry-standard data is needed to successfully support the local business community and compete to attract investment. (Leeds and Grenville Funding Programs and Incentives ²⁴ , OEEDC Zoom Prospector ²⁵)	S/O	Potential to team up with SLEDC, Prescott, OEEDC, UCLG
KPI Tracking	The development of easy-to-understand and track KPIs through either the CRM or engagement platform is required to communicate the return on investment and value add the BR+E program supports.	S/O	Potential to team up with SLEDC, Prescott, OEEDC, UCLG

Performance Metrics

Quantitative

- Increased business engagement – the number of businesses, number of people
- The total number of businesses assisted
- Number of entrepreneurs assisted through the economic development department
- Change in the numbers of creative entrepreneurs in the community
- Change in the number of businesses in the Township
- Number of staff hours dedicated to economic development activities

Qualitative

- Reputation as a business-friendly municipality
- Reputation as an innovative community
- Level of engagement with the business community

²⁴ Invest Leeds Grenville, invest.leedsgrenville.com/en/leeds-grenville-economic-development-resources/funding-programs-and-incentives.aspx?mid=14835

²⁵ Ontario East ZoomProspector, ontarioeast.ca/why-ontario-east/available-properties



Communications

Objectives	Actions	Timing	Regional
Dashboarding	Utilizing the KPIs tracked through technology platforms, develop a public-facing dashboard that identifies progress on identified metrics.	S/O	Potential to team up with SLEDC, Prescott, OEEDC, UCLG
Initiative Development	The data collected through BR+E visitation supports programming development and enhances the municipalities' relationship with the business community.	M/O	Potential to team up with SLEDC, Prescott, OEEDC, UCLG
Alignment with Partners	Ensure communications are aligned with regional messaging and leverage the broad reach of the partner network.	M/L	Potential to team up with SLEDC, Prescott, OEEDC, UCLG
	Create or leverage a centralized database of existing business support programming and resources to improve access to available resources.	S/O	Potential to team up with SLEDC, Prescott, OEEDC, UCLG
Performance Metrics			
<p>Quantitative</p> <ul style="list-style-type: none"> ▪ Increased business engagement – the number of businesses, number of people ▪ The total number of businesses assisted ▪ Number of entrepreneurs assisted through the economic development department ▪ Change in the numbers of creative entrepreneurs in the community ▪ Change in the number of businesses in the Township ▪ Number of staff hours dedicated to economic development activities <p>Qualitative</p> <ul style="list-style-type: none"> ▪ Reputation as a business-friendly municipality ▪ Reputation as an innovative community ▪ Level of engagement with the business community 			



5.4 Tourism/Resident Attraction and Marketing Action Plan

Due to the relatively low number of purpose-built tourism amenities, attractions, and accommodations, the Township is not a well-known tourism destination. To maximize success, these assets must be viewed in the context of a larger travel region, not simply as being in Augusta. Actions regarding visitor marketing and destination development are suggested to remain with regional organizations that are charged with this responsibility.

The Tourism and Marketing Action Plan was identified as a deliverable in the original RFP, but as the project progressed, it became apparent that this section needed to be more about improving resident quality of place. The action plan is positioned in this manner.

Tourism-related assets significantly impact a community's sense of place and quality of life. Often the reasons people visit a community are the same that attract them to live in a community. This action plan places importance on enhancing the vibrancy of Augusta through these assets. Still, the difference is that the goals are to invest so that residents (existing and future) are the primary beneficiaries. This, in turn, supports the business community who are clamouring for labour.

There are three pillars of the tourism and marketing action plan designed to support the broader economic development strategy through resident attraction to the Township of Augusta.

The value proposition pillar is focused on developing this sense of place and improving the existing amenities in the Township.

The marketing pillar builds off the township's value proposition and supports direct engagement with the two key target markets, visitors and residents/workforce.

The last pillar is focused on new assets, attractions and infrastructure investments that support the region's value proposition, product development and marketing.





Value Proposition

Objectives	Actions	Timing	Regional
Support Sense of Place	Establish or reinforce Augusta’s branding and identity by defining what it means to visit and live in the township and capitalize on the strength of local volunteer communities to strengthen the local culture.	S/O	Potential to team up with Prescott, UCLG, Brockville, RTO9
Improve Facilities, Assets and Attractions	Continue to upgrade and support public and private facilities, signage, and recreation amenities that support quality of life, including bike lanes on Country Road 2, Limerick Forest and sites identified in the land analysis AT2: Lemon Point Lane (beach), AT1: Rothesay Dive Site (1671 County Road 2), AP7 Maitland Tower.	S/O	Potential to team up with Prescott, UCLG, Brockville, RTO9, CFDC, OEEDC, PC
	Develop comprehensive profiles of all community assets and attractions and represent them through regional tourism organizations.	S/O	Potential to team up with Prescott, UCLG, Brockville, RTO9, CFDC, OEEDC, PC
Performance Metrics			
<p>Quantitative</p> <ul style="list-style-type: none"> Percentage of sales to tourists tracked through surveys Visits and views of tourism campaigns and websites <p>Qualitative</p> <ul style="list-style-type: none"> Awareness of the Township with investors and visitors Awareness and acceptance of Township’s value proposition Township’s reputation as a tourism destination 			

Without paved shoulders, The Waterfront Trail (County Road 2) throughout Augusta is unsafe for cyclists.







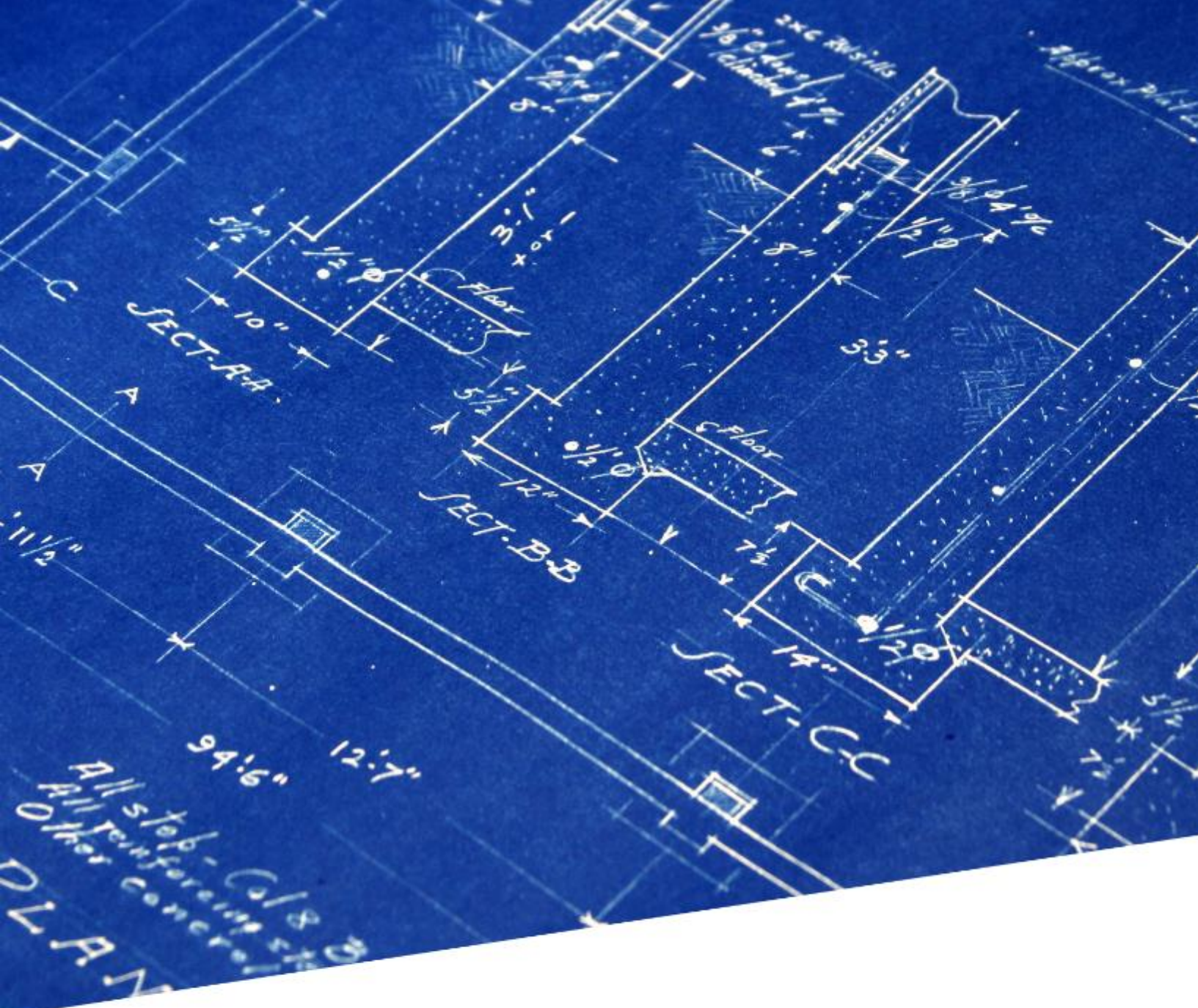
Marketing

Objectives	Actions	Timing	Regional
Visitor Attraction	Continue developing and refining the community's value proposition and target markets through engagement with tourism operators (e.g. Augusta Motorsports Park, Maitland Tower Site, Maitland Garden of Hope, Dewar's Inn) and visitor input.	S/O	Potential to team up with RTO9, UCLG, SEO, SLP, Prescott, Business
	Develop value proposition data and share with partners to update and leverage regional marketing platforms and channels to promote the Township to a broader audience.	S/M	
Resident and Workforce Attraction	Continue to develop and refine a resident attraction-focused community value proposition.	S	Potential to team up with RTO9, UCLG, SEO, SLP Prescott, Business, EWIB
	Coordinate with regional employers to develop welcome packages for new residents to support recruitment efforts and share through partner marketing channels.	M	Potential to team up with RTO9, UCLG, SEO, SLP, SLEDC, OEEDC, Prescott, Business, EWIB
Performance Metrics			
<p>Quantitative</p> <ul style="list-style-type: none"> ▪ Number of dwelling absorptions ▪ Number of businesses utilizing attraction materials <p>Qualitative</p> <ul style="list-style-type: none"> ▪ Business satisfaction in workforce and training availability ▪ Feedback on the range of information products in demand by investors and the business community ▪ Level of engagement with the community 			



Infrastructure

Objectives	Actions	Timing	Regional
Attraction and Asset Development	Continue to support the identification, development and promotion of attractions and assets in the region through the Township’s Business Retention and Expansion program, leveraging regional asset development support.	S/O	Potential to team up with RTO9, UCLG, SEO, SLP Prescott, Business
Secure in Infrastructure Investment	Continue to work with regional partners to lobby for and access grants to invest in community assets and amenities, including updated signs, improved online presence, trails, conservation areas such as Mill Run and Limerick Forest, waterfront access, and bike lanes (Country Road 2).	S/O	Potential to team up with RTO9, UCLG, SEO, SLP Prescott, Business
	Initiate land purchases and partnership agreements to improve public access to the St. Lawrence River on sites identified in the land analysis (AT2: Lemon Point Lane, AT1: Rothesay Dive Site (1671 County Road 2), AP7 Maitland Tower) for residents and visitors.	M	Potential to team up with RTO9, UCLG, SEO, SLP Prescott, Business
Performance Metrics			
<p>Quantitative</p> <ul style="list-style-type: none"> ▪ Number of tourism assets ▪ Number of visitors ▪ Percentage of sales to tourists tracked through surveys ▪ Visits and views of tourism campaigns and websites <p>Qualitative</p> <ul style="list-style-type: none"> ▪ Awareness of the Township with investors and visitors ▪ Township’s reputation as a tourism destination 			



TOWNSHIP OF AUGUSTA
ECONOMIC DEVELOPMENT STRATEGY

06

SUMMARY OF STRATEGIC DIRECTIONS/CRITICAL PATH



2021





Critical Path

Action		2022	2023	2024	2025	2026
Investment Attraction						
Adapt existing tools to maintain a single comprehensive, accessible database of community data, employment lands and buildings.	Investment Readiness	●	○	○	○	○
Collaborate with landowners and developers to sell and promote the recommended sites identified through the Land Analysis.		●	○	○	○	○
Continue to streamline and digitize the development approvals process to support a branded concierge service.		●	○	○	○	○
Continue to support flexible and responsive permitting/zoning.		●	○	○	○	○
Work with developers and landowners to secure new residential housing projects.	Support Residential Development	●	○	○	○	○
Continue to work with investors to develop new commercial, shared office and light industrial properties in the township.	Support Commercial/Industrial Development	●	○	○	○	○
Improve Shovel Readiness of the Augusta Industrial Park		●	○	○	○	○
Investigate a partnership with INVISTA to purchase bulk utilities to support new investment in the Maitland industrial park.		●	○	○	○	○
Partner with the Town of Prescott to secure water and sewer infrastructure for new residential development through a new	Secure Additional Utility Capacity	●	○	○	○	○
Continue to work with regional partners and the private sector to secure high-speed internet investment.		○	●	○	○	○
Utilize the targets identified in the strategy to focus on accessing provincial and federal funding to support municipal infrastructure		●	○	○	○	○
Continue to support developers in mitigating provincial regulatory challenges through facilitation and flexibility.	Provincial Regulatory Challenges	●	●	●	○	○
Lobby to secure Highway 401 interchange at Blue Church Road.	Secure Improved Transportation Access	●	●	●	●	●
Improve rail access through collaboration and grant funding.		●	●	●	●	●
Develop investment incentives.	Product Development	●	●	○	○	○
Support developers through the predevelopment, feasibility, and site analysis stages.		○	●	○	○	○
Support product development by publicly identifying target sites and assessing data		○	●	○	○	○
Work with partners to generate and work leads.	Leverage Lead Generation Partners	●	○	○	○	○
Develop investor-focused marketing materials for identified target sectors and lands.		●	○	○	○	○
Become active supporters of partner network trade shows and event delegations in the bio-industrial, transportation, and logistics sectors.	Establish Relationships with Site	○	○	●	○	○



Action		2022	2023	2024	2025	2026
Investigate hosting or supporting a regional Familiarization Tour.	Selection Community	○	○	○	●	○
Business Retention + Expansion Direction and Action Plan						
Prioritize BR+E Engagement with the target sectors.	Target Sectors	●	●	○	○	○
Establish or adapting a regional CRM.	CRM	●	○	○	○	○
Develop or adapt tools to support a business-centric and investment-focused website.	Engagement Platforms			●	○	○
Develop easy-to-understand and track KPIs.	KPI Tracking	●	●	●	○	○
Develop a public-facing dashboard that identifies progress on	Dashboarding		●	○	○	○
Programming development to support relationships with the business community.	Initiative Development			●	○	○
Ensure communications are aligned with regional messaging and leverage the broad reach of the partner network.	Alignment with Partners	●	●	○	○	○
Create or leverage a centralized database of existing business support programming and resources.		●	○	○	○	○
Tourism and Marketing Action Plan						
Establish or reinforce Augusta’s branding and identity.	Support Sense of Place	●	●	●	○	○
Continue to upgrade and support public and private facilities, signage, and recreation amenities	Improve Facilities, Assets and Attractions	●	○	○	○	○
Develop comprehensive profiles of all community assets and attractions.						
Continue developing and refining the community’s visitor value proposition and target markets.	Visitor Attraction	●	●	○	○	○
Develop value proposition data and share with partners to update and leverage regional marketing platforms.		●	●	●	●	●
Continue to develop and refine a resident attraction-focused community value proposition.	Resident and Workforce Attraction		●	●	○	○
Coordinate with regional employers to develop welcome packages for new residents.						
Continue to support the identification, development and promotion of attractions and assets in the region	Attraction and Asset Development	●	●	●	●	○
Continue to work with regional partners to lobby for and access grants to invest in community assets and amenities.	Secure in Infrastructure Investment	●	○	○	○	○
Initiate land purchases and partnership agreements to improve public access to the St. Lawrence River.				●	○	○