

***The Corporation of the Municipality of Mississippi Mills***  
**Community and Economic Development Advisory Committee**

**AGENDA**

**Tuesday February 25, 2020 - 8:00AM**

**Municipal Office – Council Chambers**

- A. APPROVAL OF AGENDA**
- B. DISCLOSURE OF PECUNIARY INTEREST**
- C. DELEGATIONS/PRESENTATIONS**
- D. APPROVAL OF MINUTES;** January 2020
- E. BUSINESS ARISING OUT OF MINUTES**
  - 1. Business Breakfast
  - 2. Filming Policy
  - 3. Signage
  - 4. Promotional Items
  - 5. Resignation from Committee – Sanjeev Sivarulrasa
- F. ROUND TABLE**
- G. REPORTS**
  - Beautification – Verbal Report Bonnie Ostrom
  - Riverwalk – Verbal Report Tiffany MacLaren
  - Pakenham River Trail – Verbal Report Vic Bode
- H. INFORMATION/CORRESPONDENCE**
  - 1. Ride the LT
  - 2. Summer Students Advertising
  - 3. Workforce Presentation
  - 4. Carleton Place Chamber Breakfast Wednesday February 26<sup>th</sup>
- I. OTHER NEW BUSINESS**
  - 1. Mississippi Mills Visitor Guide Update
  - 2. Funders Forum
- J. MEETING ANNOUNCEMENTS**
  - Next Meeting Tuesday March 24, 2020
  - Business Breakfast, Thursday March 30<sup>th</sup>
- K. ADJOURNMENT**

CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS  
**COMMUNITY AND ECONOMIC DEVELOPMENT COMMITTEE**

January 21, 2020

8:00 a.m.

Municipal Office - Council Chambers

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PRESENT:            Scott McLellan (Chairperson)  
                         Councilor Gerard  
                         Greg Smith  
                         Vic Bode  
                         Helen Antebi  
                         Ron MacMeekin  
                         Mary Rozenberg  
                         Sanjeev Sivarulrasa (late 8:05)

STAFF/OTHERS:    Tiffany MacLaren, Community Economic & Cultural Coordinator  
                         Bonnie Ostrom, Recording Secretary  
                         Dawn McDonald- Administrative Assistant

REGRETS:            Deputy Mayor Minnille

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Chairperson, Scott McLellan called the meeting to order at 8:00 a.m.

**A. APPROVAL OF AGENDA**

**Moved by Greg Smith**

**Seconded by Helen Antebi**

**THAT** the January 21, 2020 C&EDC agenda be accepted as presented.

**CARRIED**

**B. DISCLOSURE OF PECUNIARY INTEREST OR GENERAL NATURE THEREOF**

None

**C. DELEGATIONS/PRESENTATIONS/TOURS**

None

**D. APPROVAL OF MINUTES: November 19, 2019**

**Moved by Ron MacMeekin**

**Seconded by Greg Smith**

**THAT** the November 19, 2019 minutes be accepted as presented.

**CARRIED**

## **E. BUSINESS ARISING OUT OF MINUTES**

### **1. Business Breakfast**

- Date changed to Thursday February 13, 2020
- Location to be determined
- Topic is HR training
- Speakers; Carleton Place Chamber re: Employee Benefits and Peninsula Group Limited re; Human Resources, Employment Relations, Health & Safety.

### **2. Mississippi Mills 200- 2023 Next Steps**

- CEDC received a letter regarding recognition of 2023 as the Bicentennial year to mark the evolution of communities within Mississippi Mills.
- Possible year round celebrations throughout Mississippi Mills and legacy projects would involve extensive planning, establishment of community working groups and submission of grant applications for potential funding opportunities.
- Councilor Gerard will advance this at Council

### **5. Summer Student Job Descriptions**

- Beautification summer student positions; 2 college students and 1 high school student to start later and hopefully end later in the season.
- Job descriptions to be forwarded to the Beautification Working Group for review.
- Information summer students; 2 college students.

## **F. ROUND TABLE**

- Pakenham Civitan Frost Fest weekends (January 17-19 and Jan 24-26)
- Planning has already begun for the Maple Run Studio Tour. New activities such as chainsaw art demonstrations etc.
- All vacant commercial properties have been filled in the Almonte downtown with new businesses coming to town and others expanding.
- Congratulations to the cast and crew of "Who Stole Christmas from Mississippi Mills". With five sold out shows this venture was a great success and a tribute to the performers of Mississippi Mills and to Rob and Kris Riendeau.

## **G. REPORTS**

1. Beautification Working Group Update (verbal) Ron MacMeekin
  - Inquiries re: surveillance cameras in the Almonte downtown. It was confirmed the camera is private property and not a municipal issue.
  - Parking on the OVRT – to be addressed by Lanark County- Spring 2020.
  
2. Riverwalk Working Group Update
  - Next meeting to be held on January 23.
  - Working on draft tender documents

## **H. INFORMATION/CORRESPONDENCE**

## **I. OTHER/NEW BUSINESS**

## **J. MEETING ANNOUNCEMENTS**

Next meetings: Tuesday, February 25, 2020 and March 24, 2020 at 8:00AM.  
Council Chambers

## **K. ADJOURNMENT**

**Moved by Mary Rozenberg**

**Seconded by Helen Antebi**

**THAT** the January 21, 2020 C&EDC meeting be adjourned at 9:33a.m.

**CARRIED**

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Bonnie Ostrom, Recording Secretary



## **Directional Signage for Municipal Assets in Pakenham**

The Hamlet of Pakenham in Lanark County is neatly bisected by County Road 29. There are a number of Municipal buildings and facilities and the Federal Government Post Office building, that are one block east of the highway. Directional signage is required to assist those from away to find these locations. While these locations primarily are serviced by the Municipality of Mississippi Mills, permission of Lanark County would be required for the installation of signage on County Road 29.

### **Signage requested and required on the white on blue County Signs:**

#### **Pointing East Side with signage in both directions.**

1) Stewart Community Centre and Arena

(Public Washrooms Available, Free Public Parking) **“Use Pictographs”**

2) Fred Millar Soccer Field, Ball Diamond, and Beach **“Use Pictographs”**

3) Pakenham Branch Public Library

(Public Washrooms Available) **“Use Pictograph”**

4) Canada Post Office

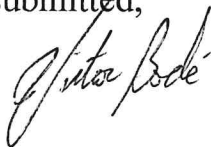
As a further courtesy, the Pakenham Curling Club could also have a directional sign pointing **West** from County Road 29.

Access to the Ottawa Valley Recreational Trail also requires **Signage** especially at where it crosses Waba Road.

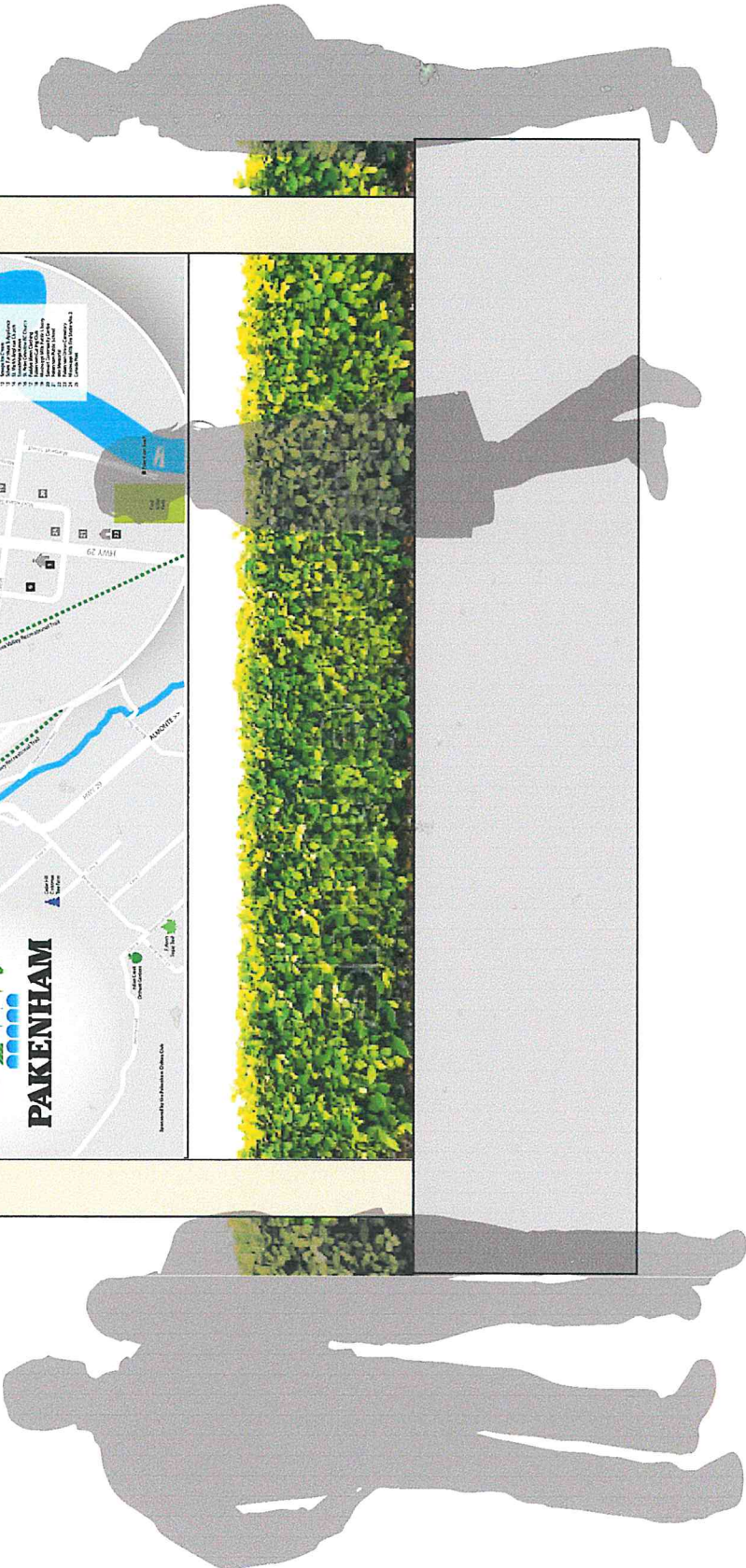
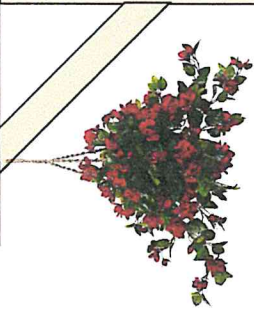
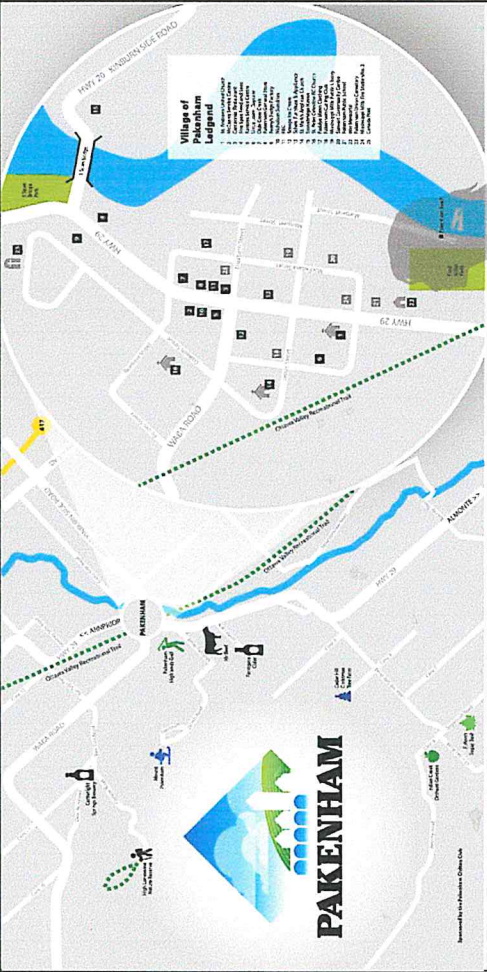
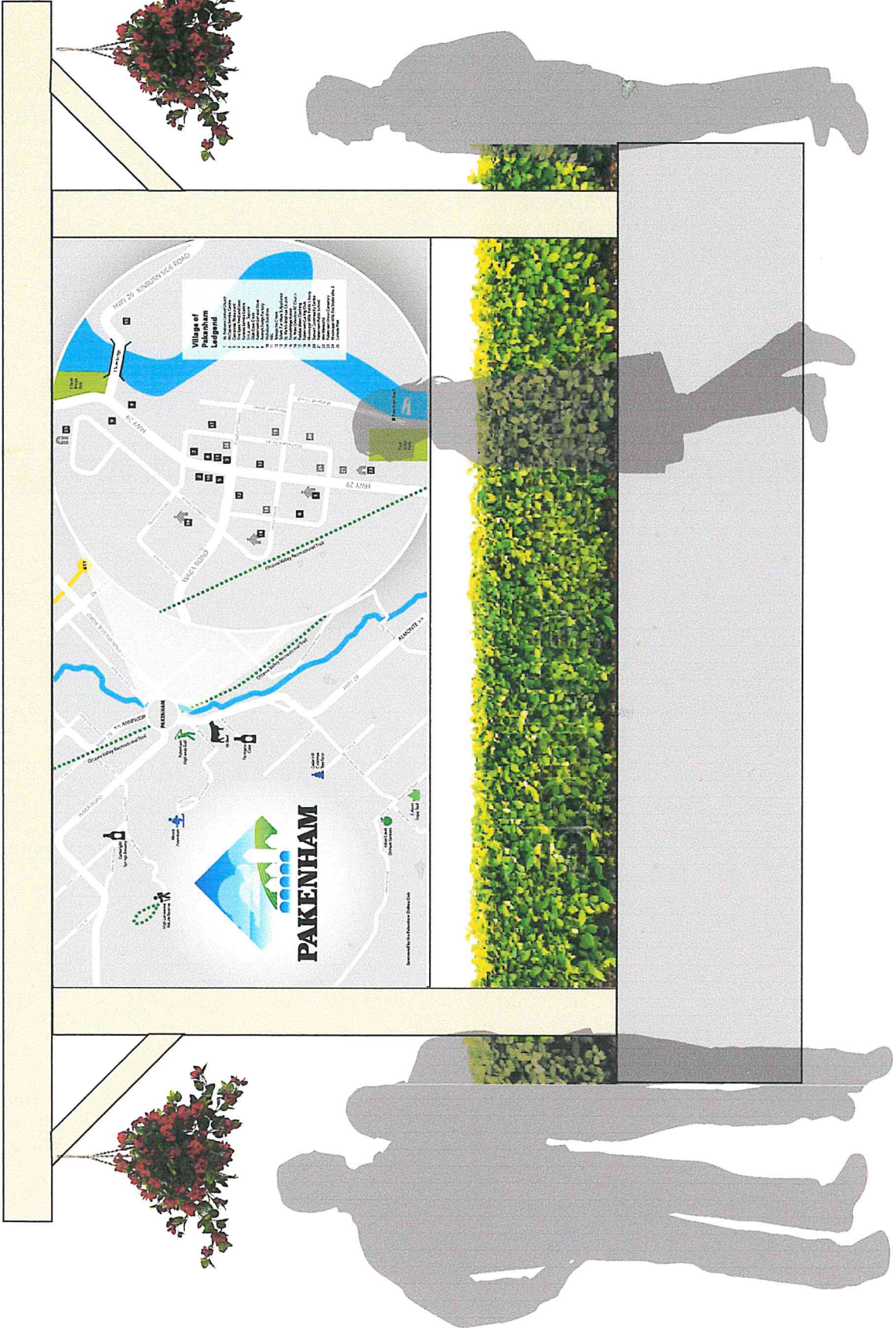
Respectfully submitted,

Vic Bode

Chairperson



Pakenham Business and Tourism Association



# DOWNTOWN Pakenham

 Bank

 Shopping & Restaurants

 Pharmacy

 Public Washrooms (Centennial  
Restaurant)



 Post Office

 Library



 Steward Community Centre



 Public Beach

 Fred Millar Park

 Pakenham Curling Club







----- Original Message -----

Subject: CEDC

From: "Sanjeev Sivarulrasa" <[director@sivarulrasa.com](mailto:director@sivarulrasa.com)>

Date: Tue, January 21, 2020 9:14 am

To: "[smclellan@storm.ca](mailto:smclellan@storm.ca)" <[smclellan@storm.ca](mailto:smclellan@storm.ca)>

Cc: "Tiffany MacLaren" <[tmaclaren@mississippimills.ca](mailto:tmaclaren@mississippimills.ca)>

Hi Scott,

As discussed with you and Tiffany earlier today, I'm writing to confirm that I would like to resign my membership in CEDC effective today. I have very much enjoyed being on the committee over the last couple of years and collaborating with so many talented people, but it has been difficult for me to attend the regular meetings given my work/family schedule. I would like to continue to volunteer on specific projects, such as the film policy development working group, or other community-oriented projects, which I can do in my individual capacity.

Thanks again to you and everyone for your ongoing work.

Kind regards,  
Sanjeev

Sanjeev Sivarulrasa, Director  
Cell: 613-293-2492

SIVARULRASA GALLERY  
34 Mill Street, P.O. Box 430  
Almonte, ON K0A 1A0  
[sivarulrasa.com](http://sivarulrasa.com)  
613.256.8033

# **“Ride the LT” in Mississippi Mills**

## **– Transportation Survey, February 2020**

### **What is the LT?**

The LT is a community bus service provided by Lanark Transportation Association.  
<https://lanarktransportation.com/>

Lanark Transportation Association is a not-for-profit that connects people with life enhancing supports and services. In 2018 they launched a new program called “Ride the LT”. A community bus service provided for the low fee of \$2 per person. This 1-day a week service provides an affordable transportation option to residents for shopping, banking, errands or simply to get out of the house and into the community.

“Ride the LT” currently runs weekly from Lanark Village on Tuesdays and within the Town of Carleton Place on Wednesdays.

### **Early in May 2020 they will be extending their service to include a 1-day a week bus in Mississippi Mills!**

This will be a fixed-route service with stops across Mississippi Mills & Carleton Place. Riders will need to register with Lanark Transportation in order to ‘book’ a place on the bus. There will be organized stops to ‘catch’ the bus; however, if getting to those stops is a challenge pick-up at your home can be arranged.

The Municipality of Mississippi Mills is assisting Lanark Transportation in determining what route will be most beneficial for our residents.

**Please complete this short survey and return it before March 23<sup>rd</sup>, 2020.** You can also fill this survey in online at: <https://www.surveymonkey.com/r/MMRidetheLT>

Paper printed surveys can be dropped off at the following locations:

- Clayton General Store – 2862 Tatlock Rd Clayton
- The Pakenham Library – 128 MacFarland St.
- Remedy’s Rx – 2547 Country Rd. No 29 Pakenham
- Almonte Old Town Hall – 14 Bridge St. Almonte
- The Almonte Library – 155 High St. Almonte
- Mississippi Mills Municipal Office – 3131 Old Perth Rd.

**If you have questions, please contact:**

Tiffany MacLaren, Mississippi Mills  
Community Economic & Cultural Coordinator  
613-223-3810  
[tmaclaren@mississippimills.ca](mailto:tmaclaren@mississippimills.ca)

***OVER FOR SURVEY...***



What day of the week do you feel this service would be the most useful?

- Monday     Thursday     Friday

What stop are you most likely to catch the bus at:

- |  |   |
|--|---|
| <input type="checkbox"/> Clayton Community Centre              | <input type="checkbox"/> Almonte Old Town Hall                          |
| <input type="checkbox"/> Pakenham Arena                        | <input type="checkbox"/> Maude Street Apartments, Almonte               |
| <input type="checkbox"/> Linn Bower Apartments, Clayton        | <input type="checkbox"/> I will need to be picked up at my home address |
| <input type="checkbox"/> 5 Arches Apartments, Pakenham         |   |
| <input type="checkbox"/> Country Haven/ Country St. Apartments |   |

Will you require day parking while you "Ride the LT"?

- YES     NO

What drop off spots would you find useful on the route?

- |   |   |
|---|---|
| <input type="checkbox"/> Downtown Almonte (Mill Street)         | <input type="checkbox"/> Walmart (Carleton Place)             |
| <input type="checkbox"/> Tim Hortons, Almonte                   | <input type="checkbox"/> Downtown Carleton Place (Bridge St.) |
| <input type="checkbox"/> Patrice's Independent Grocer (Almonte) | <input type="checkbox"/> Another spot that would be useful?   |
| <input type="checkbox"/> Equator Coffee Roastery, Almonte       | _____   |

Do you feel you will use this service?

- YES     NO

How often would you use this service?

- Weekly     Biweekly     Monthly     Occasionally (less than once a month)

***Please include some contact information if you would like us to contact you once this service is launched. (OPTIONAL)***

Name: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Email Address: \_\_\_\_\_

Thank-you for taking the time to complete this survey!



# Lanark County: Steering into the skid

## Managing the challenges of growth

David Campbell  
Jupia Consultants Inc.



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## Brief Bio

- Former Chief Economist with the NB government
  - Better title would have been Chief Economic Developer
  - Wrote the Economic Growth Plan
  - Implemented a government-wide approach to economic development
  - Wrote the white paper used to develop the Atlantic Immigration Pilot Project
- As a consultant:
  - Have worked with over 60 communities in six provinces on economic development strategy and related projects
  - Ontario: Sarnia, North Bay, Guelph, Chatham-Kent, Clarington, Halton Hills, etc.
  - 13+ years as an economic development columnist
  - Contributing author to five books on related subjects
  - Author of It's the Economy, Stupid! Blog, 3,600+ posts since October 2004.



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## Presentation overview

1. Would you rather be managing the challenges of growth or decline?
2. Lanark County is in growth mode.
3. What are the challenges of growth?
4. Managing the challenges of growth in Lanark County.
5. Rethinking economic development in the 2020s.
6. What is our ambition for Lanark County?
7. Discussion.



3

Would you rather be  
managing the challenges of  
growth or decline?

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## ↑ Challenges of growth

- Difficulties finding workers
  - Need to attract more population
  - Lack of housing, rising housing costs
  - Upward pressure on cost of living
  - Pressure on physical infrastructure (roads, schools, etc.)
  - Environmental impacts
- = Grumbling residents



## ↓ Challenges of decline

- High unemployment
  - Reduced business investment
  - Outward migration
  - Less tax revenue
  - Which schools to close?
  - Which services to cut?
  - High vacancy rates
- = Grumbling residents



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Lanark County is in  
growth mode.

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## Lanark County is in growth mode

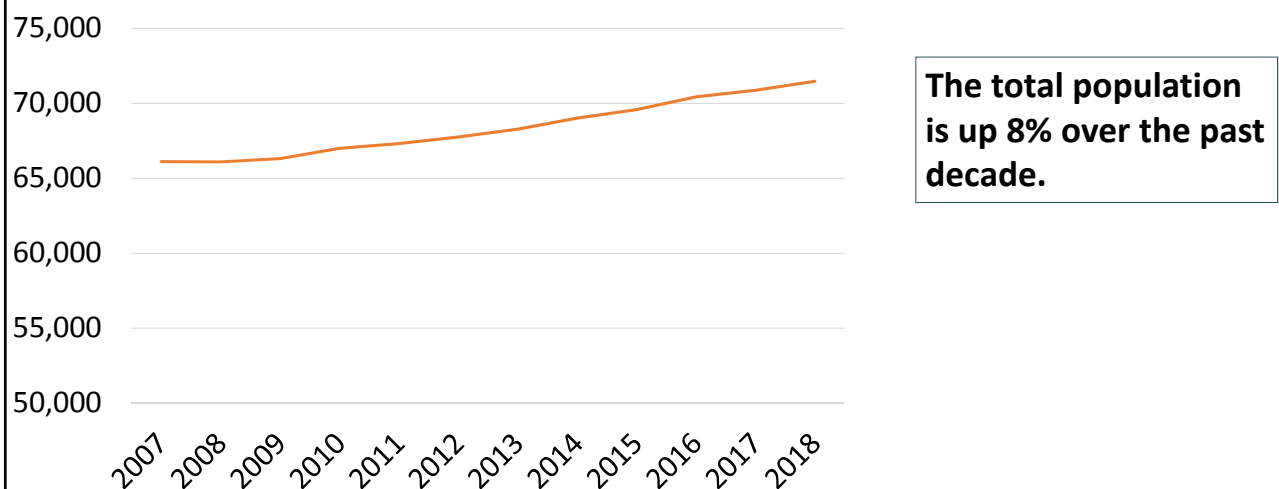
- ✓ Population is growing (modestly across the county).
- ✓ Significant inward migration of people from elsewhere in Ontario.
- ✓ A growing business base - 6% rise in the number of businesses in the past two years\*
- ✓ And businesses are in expansion mode.
- Putting pressure on the workforce, housing, services, etc.



\*Business location with employment. Source: Statistics Canada, Canadian Business Patterns.

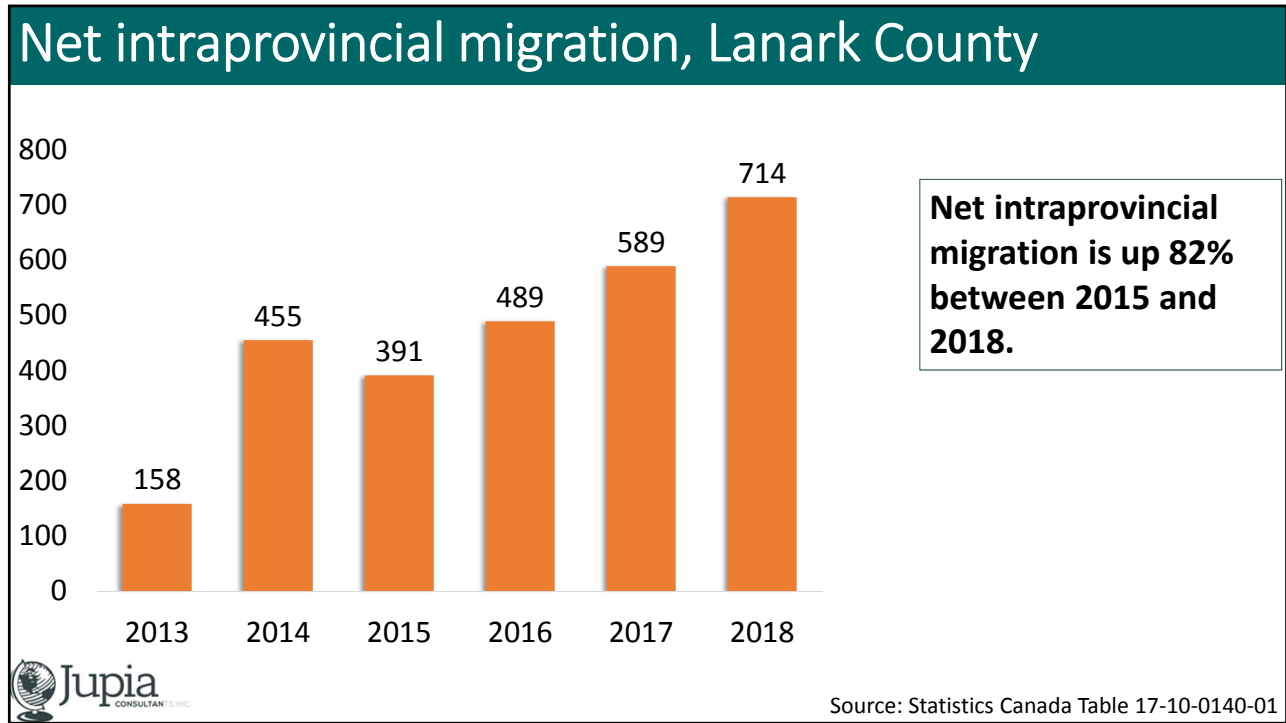
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## Population growth, by year, Lanark County

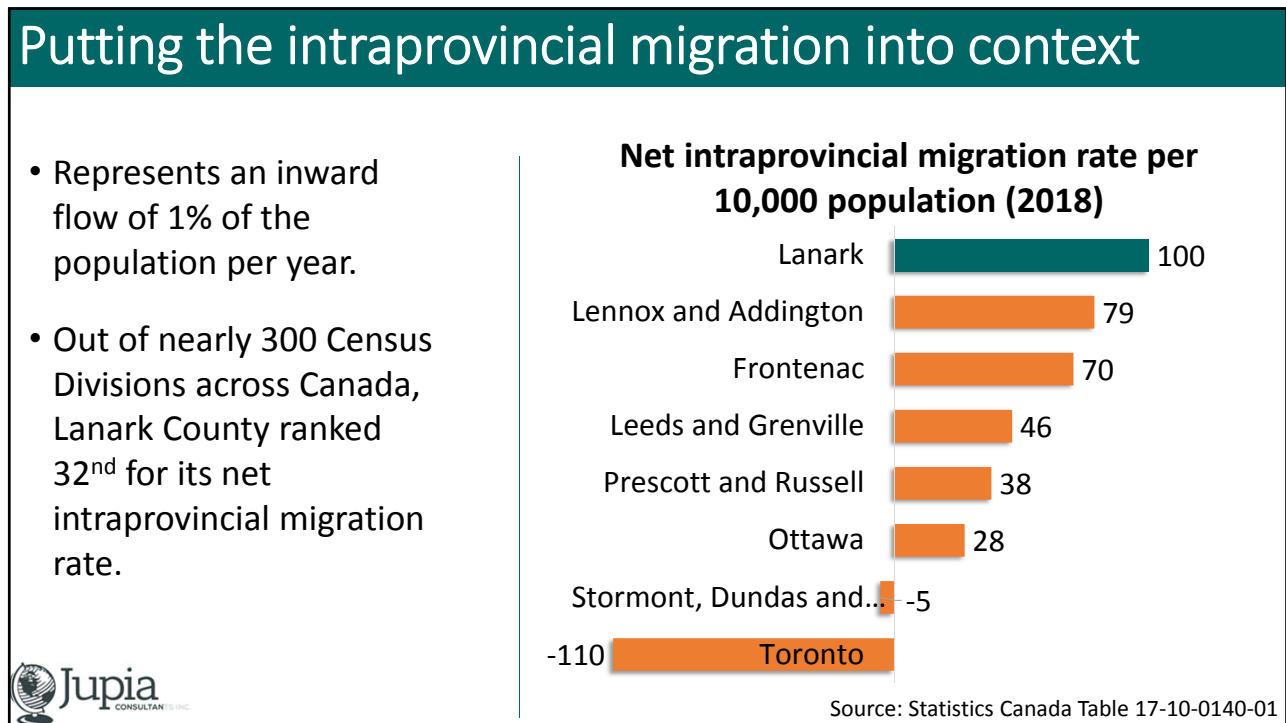


Source: Statistics Canada Table 17-10-0140-01

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## Growing business base, Lanark County

- Business expansion between 2017 and 2019:
  - 113 net new businesses\*
  - Farming – cannabis farms (+3), beef cattle (+4), combination farming (+2)
  - Construction (+32) - mostly trades contractor firms.
  - Manufacturing (14) – food and drink (+3), wood products (+3), cannabis.
  - Retail – auto parts (+3), home furnishings (+4), grocery (+3), convenience stores/gas stations (+10).
  - Financial services (+11).
  - Hair salons (+3)

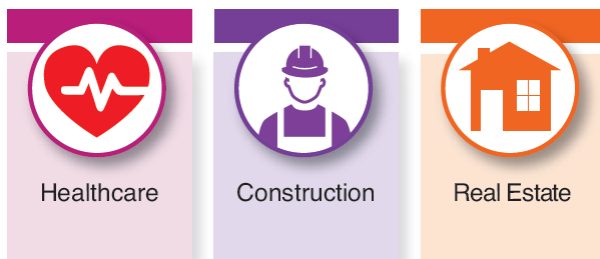


\*Business location with employment. Source: Statistics Canada, Canadian Business Patterns.

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## Lanark County businesses are in expansion mode

- In the 2018-2019 BR+E survey, 57% of firms said they added employees in the past three years.
- 50% said they were planning to expand in the next 18 months.
- 64% described their industry as growing and only 5% as declining.
- In total, 86 surveyed firms were expecting to add 619 jobs in the next 18 months.



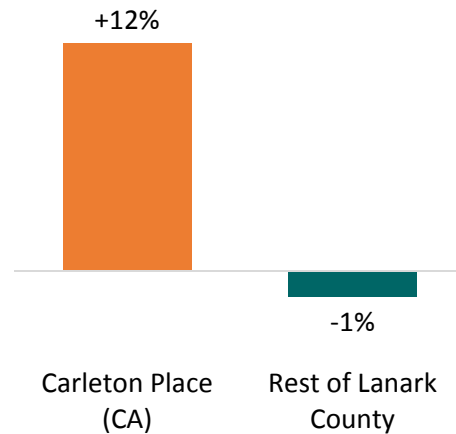
Source: Lanark County BR+E Survey

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## Trends: Carleton Place CA

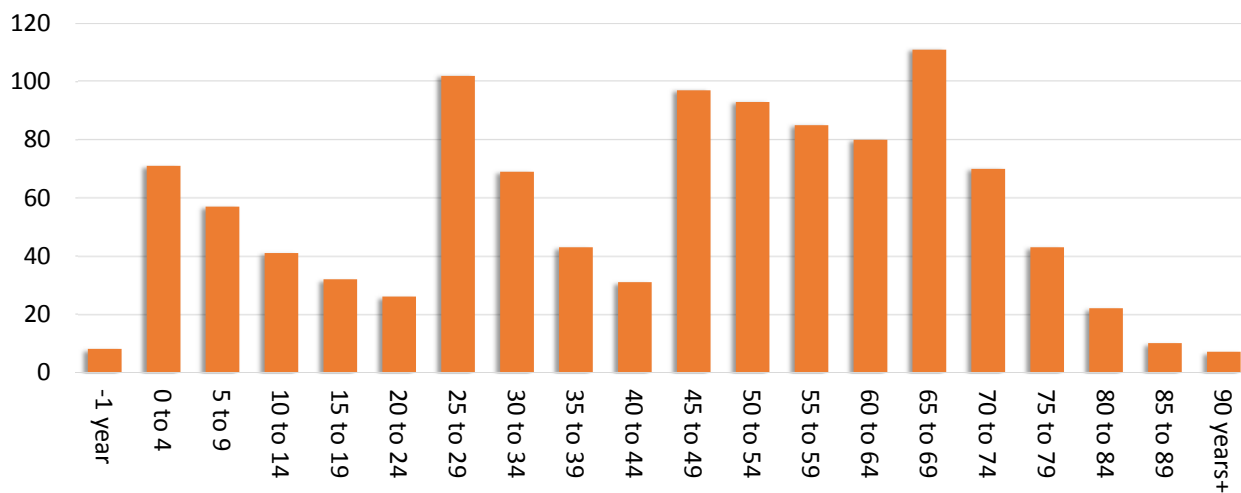
- Carleton Place (Census agglomeration) includes:
  - Beckwith (Township), Carleton Place (Town) and Mississippi Mills (Town)
- Accounts for all net population growth across the county in recent years.
- Reflects the aging dynamic – 35% of all taxfilers reported CPP income in 2017 (compared to 25% across Ontario).
- Substantial inward migration (+1,100 net intra- and interprovincial migration in 2018).

Population growth rate (2013-2018)



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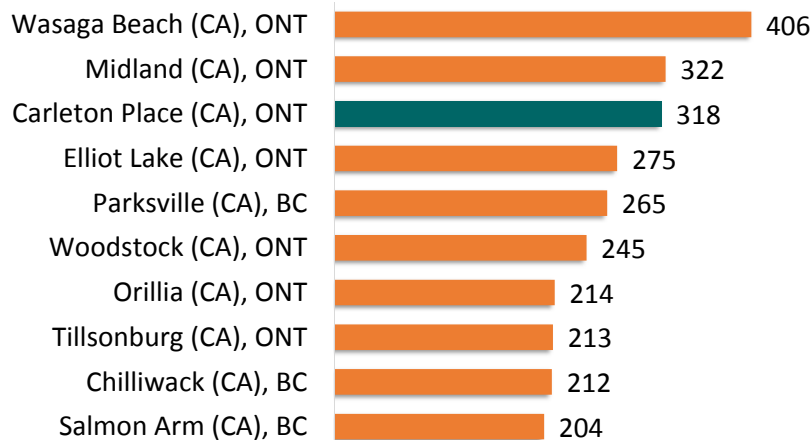
## Inward migrants by age group (2018), Carleton Place CA



Inter and intraprovincial migrants. Source: Statistics Canada Table 17-10-0136-01

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## Top 10 urban centres for inward migration, 2018 Rate per 10,000 population



Out of 152 urban centres in Canada (CMA/CA), the Carleton Place CA ranked third for combined intra- and interprovincial migration in 2018 (Note: excludes immigration).



Inter and intraprovincial migrants. Source: Statistics Canada Table 17-10-0136-01

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## Urban centre migrant flow (2017), Carleton Place (CA)

### Source of inward migrants to Carleton Place (CA):

Ottawa - Gatineau (CMA), Ontario	982
Non-CMA/CA, Ontario	708
Toronto (CMA), Ontario	55
Ottawa - Gatineau (CMA), Quebec	33
Arnprior (CA), Ontario	27
Edmonton (CMA), Alberta	27
Brockville (CA), Ontario	23
Kingston (CMA), Ontario	20

### Destination of outward migrants from Carleton Place (CA):

Non-CMA/CA, Ontario	428
Ottawa - Gatineau (CMA), Ontario	391
Toronto (CMA), Ontario	32
Kingston (CMA), Ontario	25
Arnprior (CA), Ontario	16
Calgary (CMA), Alberta	12
Petawawa (CA), Ontario	10
Vancouver (CMA)	9

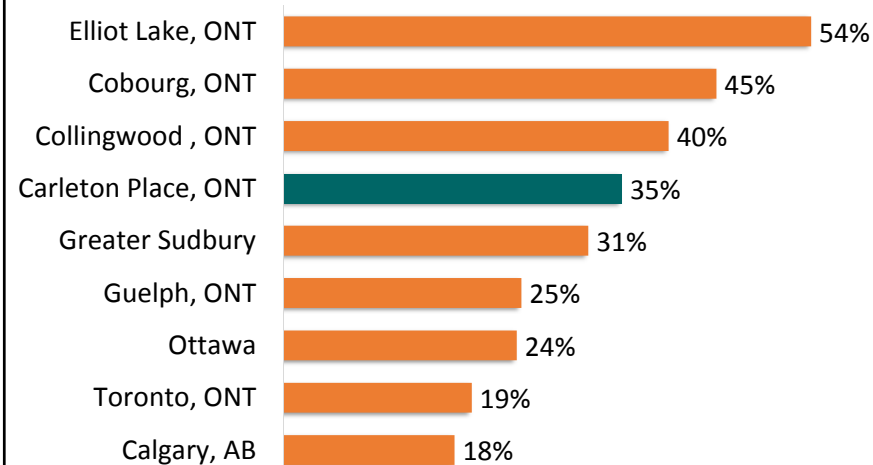


Source: Statistics Canada Table 17-10-0141-01

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## Percentage of taxfilers reporting Canada Pension Plan income (2017)



Carleton Place (CA) is much older than the average urban centre as measured by share of taxfilers reporting CPP income.



Source: Statistics Canada Table 11-10-0007-01

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## The challenges of growth: Lanark County

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## The challenges of growth

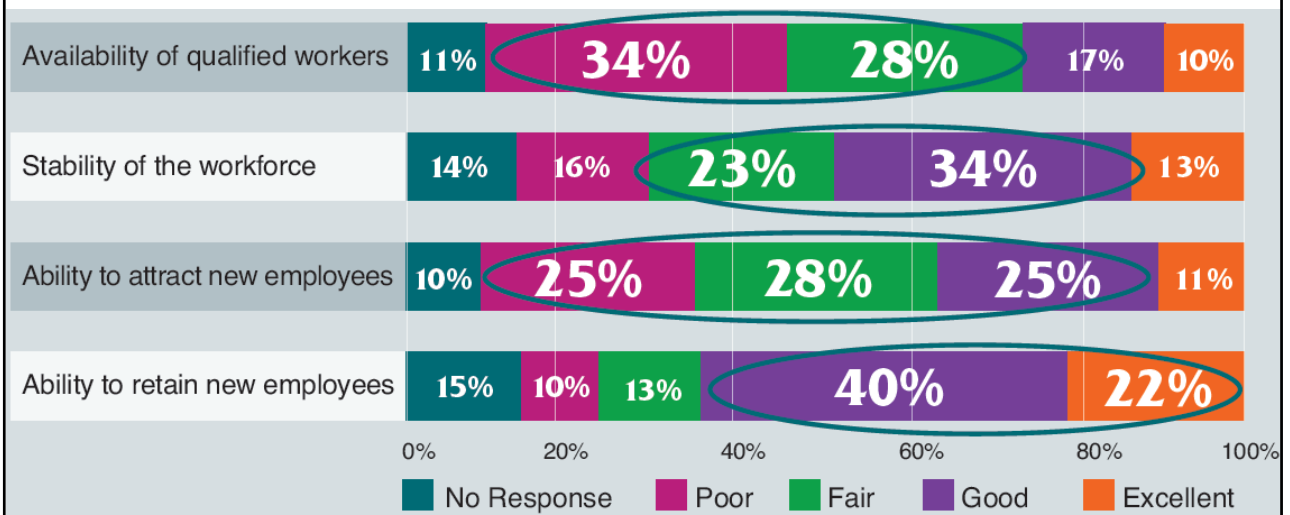
- Firms/organizations are struggling to find workers.
- Adjacent jurisdictions are competing for the workforce.
- Inward migration is pushing up housing costs and availability.



\*Business location with employment. Source: Statistics Canada, Canadian Business Patterns.

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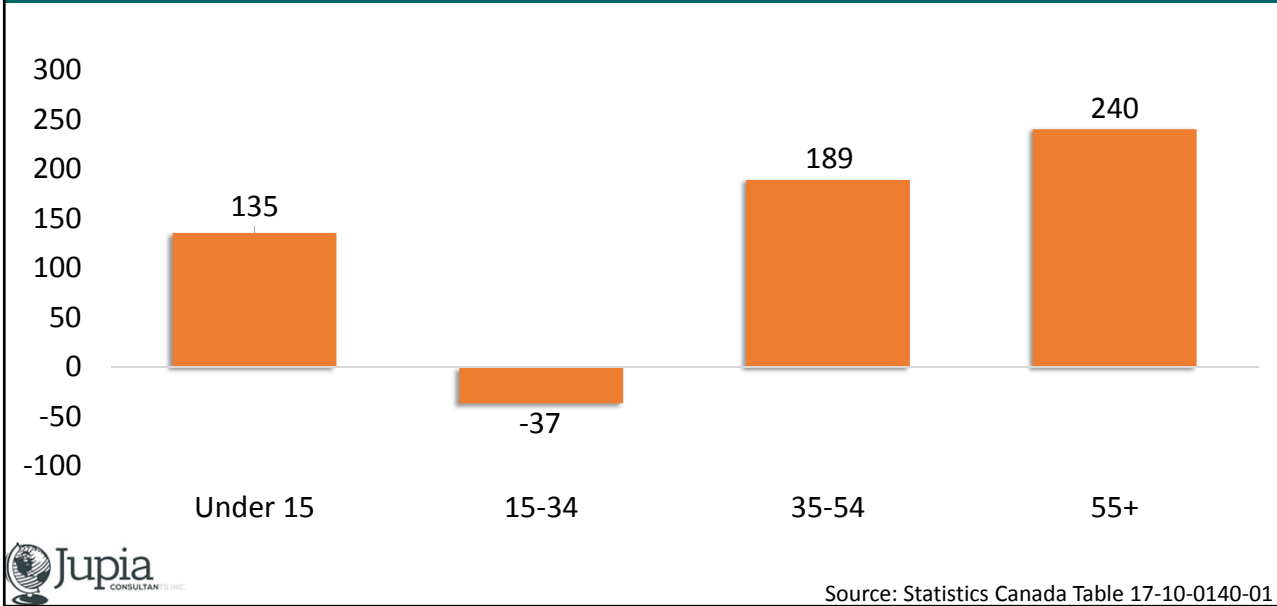
## Workforce-related factors, BR&E survey responses (% of total firms)



Source: Lanark County BR&E Survey

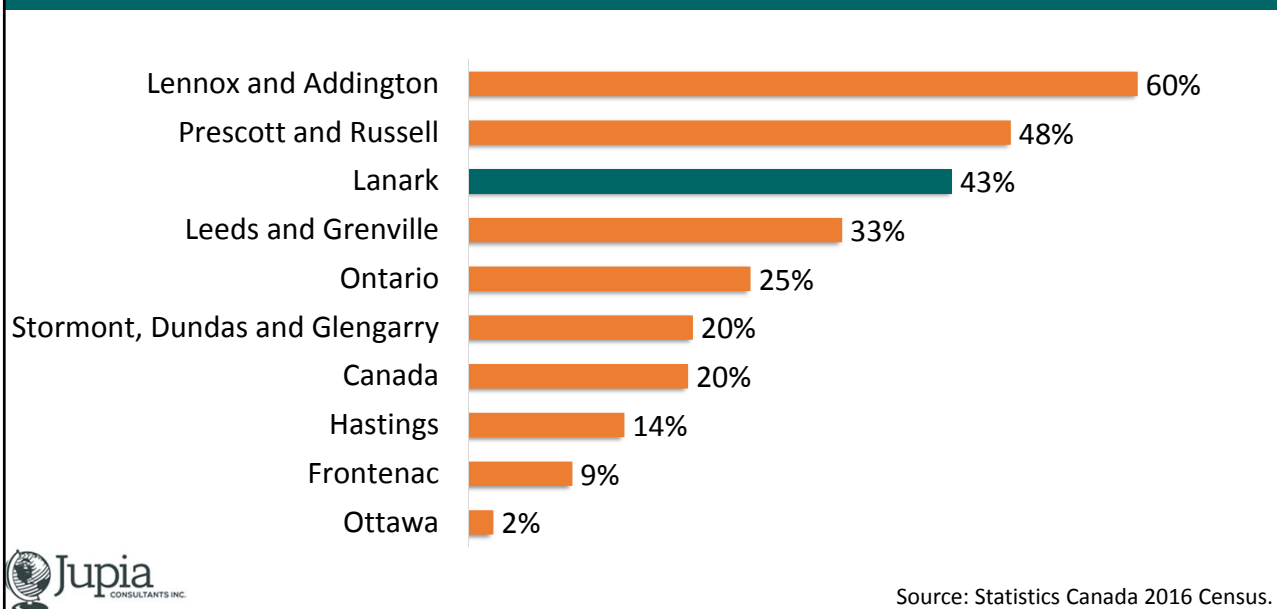
20

## Net intraprovincial migration by age group, five-year annual average (2014-2018), Lanark County



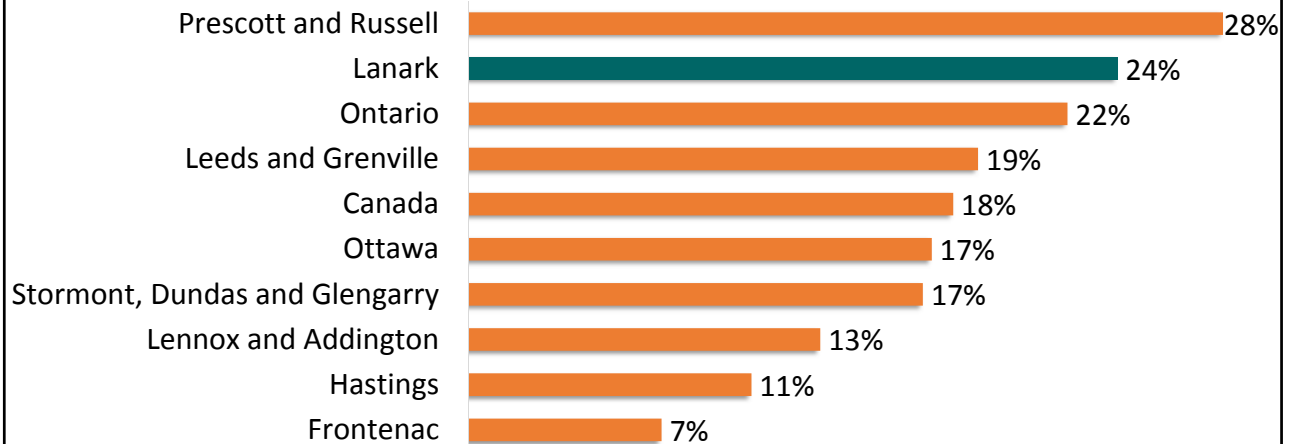
21

## Percentage of commuters who leave the county each day for work



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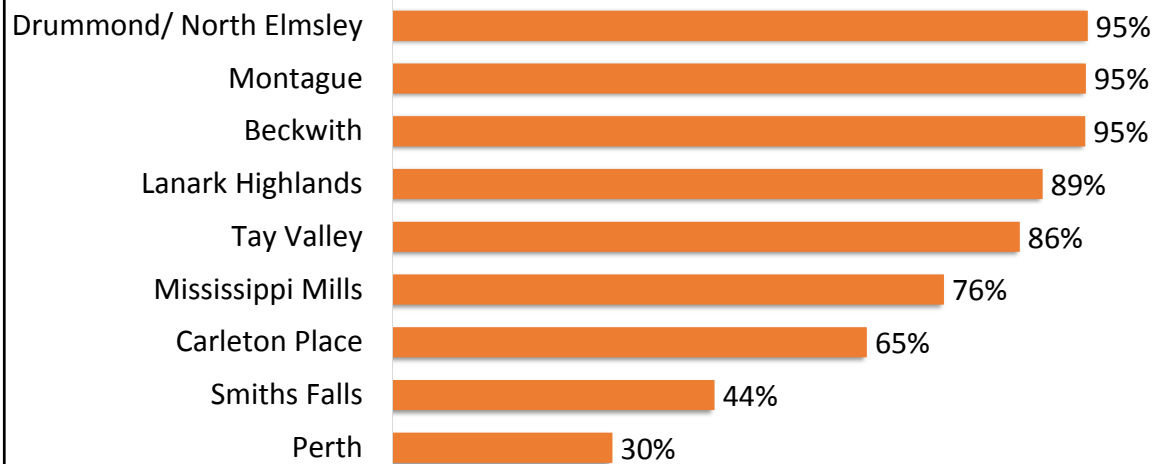
## Percentage of commuters with at least a 45-minute one-way commute each day



Source: Statistics Canada 2016 Census.

23

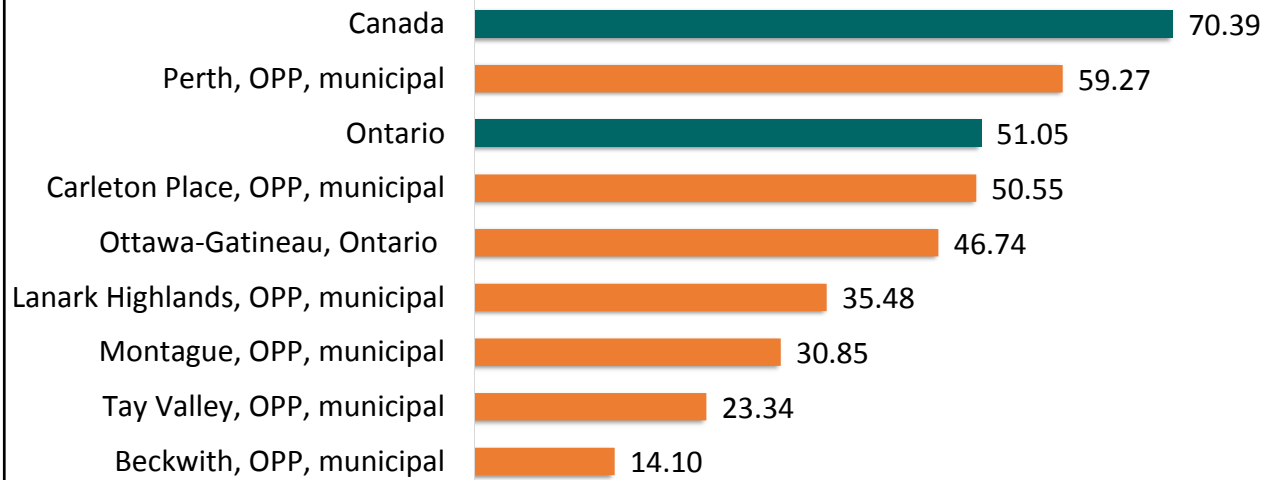
## Percentage of workforce commuting out of the community in which they live each day for work



\*persons with a usual place of work. Source: Statistics Canada 2016 Census.

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## Crime Severity Index (2015)



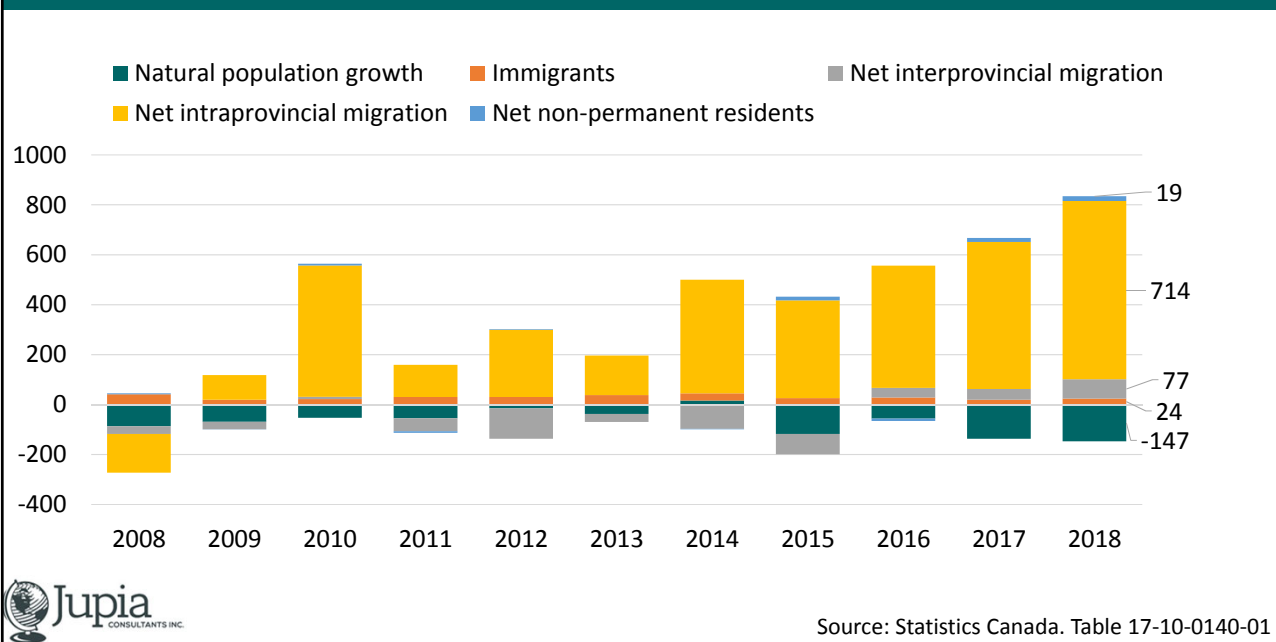
2006 = 1.00 (Canada). Source: Statistics Canada Tables 35-10-0026-01 and 35-10-0077-01

25

## Addressing the challenges of growth: Lanark County

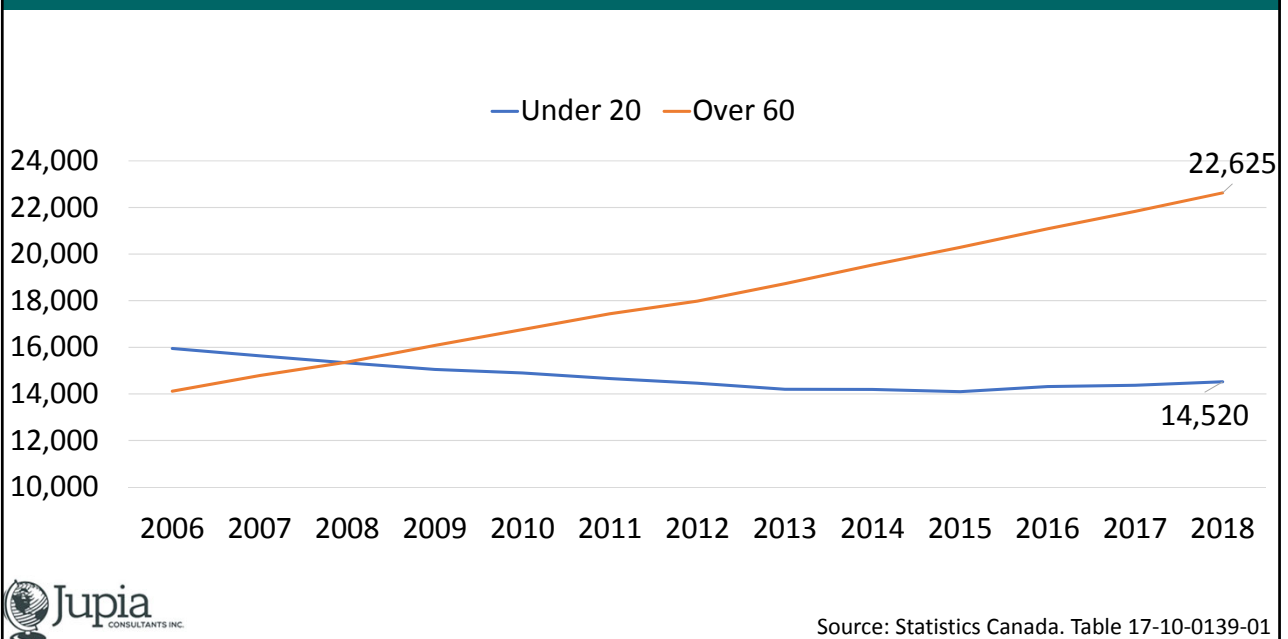
26

## Components of population growth, Lanark County



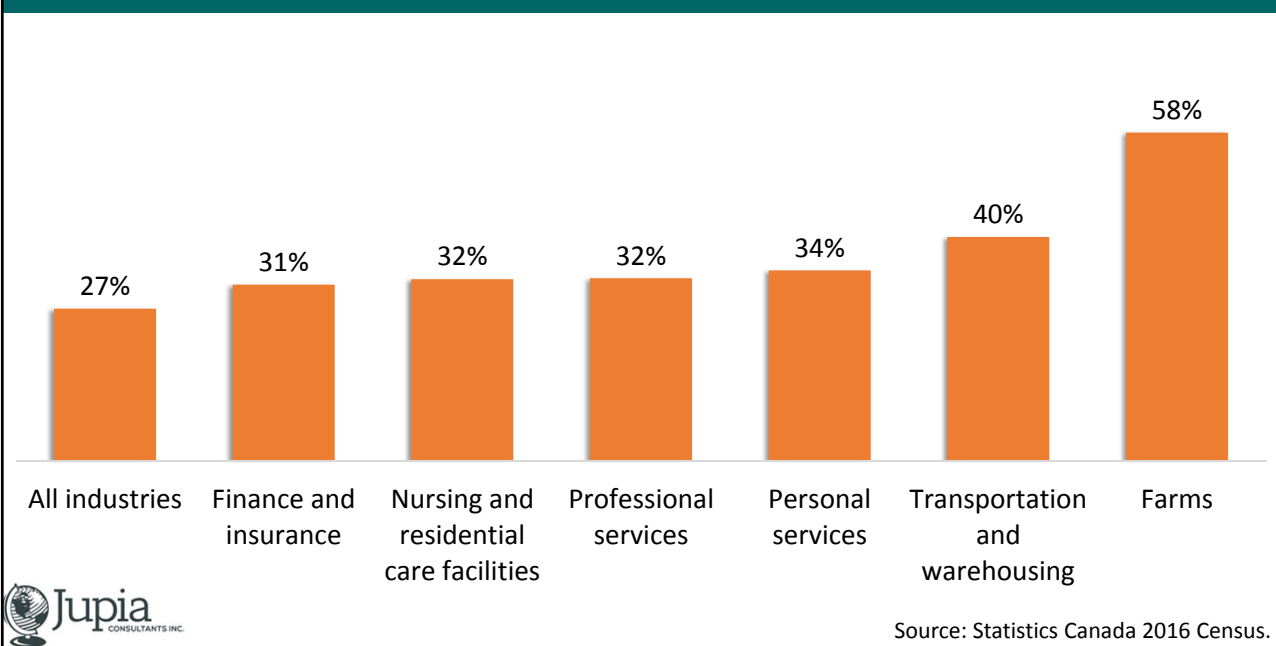
27

## Population by selected age group, Lanark County



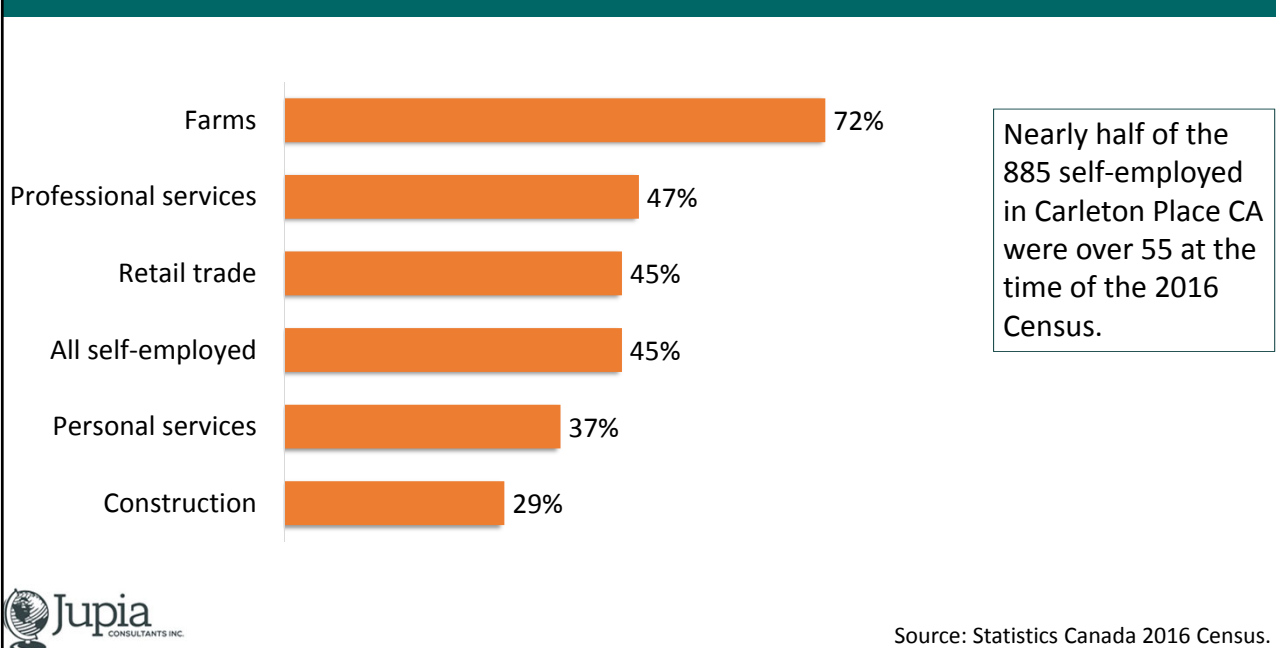
28

## % of the workforce over the age of 55, Lanark County



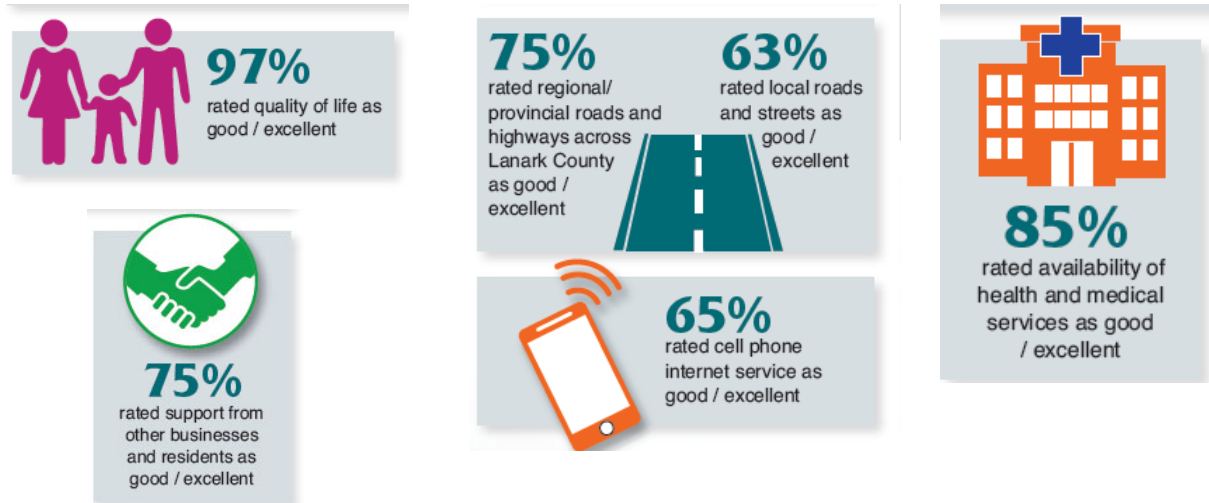
29

## % of self-employed over the age of 55, Carleton Place CA



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## Quality of life matters now more than ever Results from the BR+E Survey of business owners



Source: Lanark County BR+E Survey.

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# Ensuring Lanark County has a strong talent pipeline

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## Expanding the talent pipeline

- We need to focus on **people attraction**.
- **How do we boost the talent pipeline?**
  - Expand the number of students in post-secondary education.
  - Better align education to workforce needs.
  - Attract immigrants and temporary workers.
  - Boost labour market participation among the adult population.



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## Attracting people to Lanark County

- Lanark County will have to attract people if it wants to ensure there are enough workers to meet workforce demand.
- Attract people from elsewhere in Ontario and Canada, and beyond.
- Lanark County/Carleton Plan – very low immigration rates.
  - Immigration will be an important tool but there are challenges – many of the vacant jobs are part time or seasonal.
- Attract more international students.



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## Attracting entrepreneurs to Lanark County

- Across the county approximately 1,500 self-employed will retire within the next decade or so.
- Where are their replacements coming from?
- Deliberately work to attract entrepreneurs to the community both to address succession planning and to meet new demand for services and entrepreneurial opportunities.



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## At the firm/organization workforce recruitment level

We need to encourage our firms to:

- Expand the sources of your workforce.
- Recruit more immigrants.
- Embrace experiential learning.
- Focus on career paths (within and external to the company).
- Offer competitive remuneration.



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# Rethinking economic development

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## One definition of economic development



- *Activities that lead to a strong and sustainable economic foundation, which is necessary for the achievement of the broader community vision of providing the environment where residents can achieve a high quality of life.*

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What, then, is **local economic development**?

It can be anything that leads to a **strong and sustainable** economic foundation....



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If you don't have available land for development, you are in the **land development** business.



If there are not enough workers to meet local workforce demand, you are in the **workforce development** business.



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If the municipality is known for high taxes and a lot of red tape, you are in the **economic development policy development** business.



If you are not attracting enough entrepreneurs, you are in the **investment attraction** business.



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If you have a lot of gaps in local services and residents have to leave the community to access these services, you are in the **sales business**.



If your strategically important industries are unproductive and losing their competitiveness, you just might have to be in the **R&D business**.



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## The fundamentals matter now more than ever

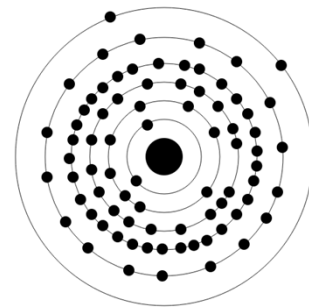
- Long term economic development is still based **on comparative advantage** – what about Lanark County sets it apart from the competition?
  - Geography
  - Natural resources
  - Urban proximity: Ottawa
  - Industry strengths: agriculture, manufacturing, construction, etc.



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## Catalyzing economic development

- The reality is dozens (more) of organizations are involved in economic development.
- In terms of \$\$ invested, local economic development spending might be as low as 5% of the total amount.
- So, the goal should be alignment of the 5% to the 95%.
- Properly done, this will provide the highest impact.



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## The economic development ecosystem

- Municipal or regional economic development organization.
- Post-secondary education, R&D organizations.
- Workforce development organizations.
- Other government economic development organizations and funding agencies.
- Other provincial and federal government departments.
- Other municipal government departments.
- Industry associations, Chamber of Commerce, Infrastructure providers.
- Large firms, business incubators, philanthropists.



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What is our ambition for  
Lanark County?

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## Time is of the essence

- The labour crunch is real.
  - This isn't 10 or 20 years out. It is happening right now. Job vacancy rates are on the rise. Many firms are struggling to find workers.
  - Won't technology solve our labour market problems? We can't afford to wait around and find out.
- The competition for business investment is forcing us to clarify our value proposition and focus economic development efforts.



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## Summary: Key findings

- Lanark County – particularly the Carleton Place CA is growing rapidly fuelled by inward migration – mostly from Ottawa and elsewhere in eastern Ontario.
- Much of the inward migration is older residents either retired to soon to retire.
- We need to focus on population attraction to ensure the workforce needs are addressed.
- We need to attract entrepreneurs to address succession planning and for growth opportunities.
- We need to focus on quality of life – the people moving in have many options – we need to ensure Lanark County continues to be attractive (housing, services, recreation, etc.)



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## Summary: Focusing efforts

- Need a plan, objectives and KPIs.
- Regional view: Carleton Place and other communities within Lanark County.
- How will we address people attraction?
- How will we address entrepreneur attraction?
- How will we address gaps in the value proposition?
- How will we work together as a county to address these opportunities?



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DISCUSSION



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