



ECONOMIC DEVELOPMENT STRATEGIC PLAN

Township of
Montague
Country living at its best!



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TOP
10

1. MONTAGUE'S TOP 10 PRIORITY ACTIONS

The **Top 10 Priority Actions** are focused on providing initiatives which are necessary to be carried out first and are the underlying actions required for preparing the Township for investment. These initiatives are aimed at strengthening both the community and economy.

PRIORITY ACTIONS	TIMING
1. Undertake a comprehensive review of the Official Plan to reflect the Township's real community values and it's 20-year vision for the future.	<i>Immediate</i>
2. Allocate budget for economic development activities and assign economic development duties to the Clerk Administrator.	<i>Immediate</i>
3. Develop a new visual identity for Montague.	<i>Short-term</i>
4. Create a new updated website using the new visual identity and include a comprehensive Economic Development site.	<i>Short-term</i>
5. Encourage residential development opportunities based on the new Official Plan amendments.	<i>Short-term</i>
6. Undertake a tourism asset inventory and share with the larger regional tourism organizations.	<i>Short-term</i>
7. Build relationships with the business community by implementing an annual business visitation program.	<i>Short-term</i>
8. Become Investment Ready <ul style="list-style-type: none"> ■ Community Profile ■ Economic development website ■ Industrial/employment/commercial land and building inventory ■ Inventory of industrially designated lands ■ Business directory ■ Investment readiness coaching and training for Council and staff ■ On-going formal business visitation program ■ Site selection process for handling site selection requests. 	<i>Short-term</i>
9. Bring broadband high-speed internet services across the entire Township.	<i>Short-term</i>
10. Develop and implement a wayfinding signage program.	<i>Long-term</i>

Immediate: before the end of 2018 | **Short-term:** before the end of 2020 | **Long-term:** before the end of 2022





2. PREAMBLE

The Township of Montague is located in the southeast corner of Lanark County in Eastern Ontario. It covers 283 square kilometers, with the Rideau Canal to the south, the City of Ottawa to the east and the Town of Smiths Falls to the west. The Township has seen its population increase over the past two census periods by 17.2%, reaching a total of 3,761 persons in 2016. The Township is a bedroom community for Smiths Falls, as well as for nearby Ottawa with 95% of the residents commuting outside of Montague for work. The residents enjoy a rural lifestyle, with easy access to a large urban centre.

The Township has a long history dating back to the 1700's when it was originally surveyed. In the 1830's through to the 1850's there was a mass influx of Irish immigrants giving the Township its distinctive ethnic character. The main settlement is the Village of Numogate, followed by the hamlets of Nolans Corners, Rosedale and Kilmarnock (Kilnarne).

Three Rideau Canal lock stations are accessible in Montague Township and the north bank of the Rideau Canal is an ideal destination for tourists and residents alike.

Montague is home to the Russ Beach Smiths Falls-Montague airport, run by the Smiths Falls Flying Club. The airport has about 40 hangars, that services aviation enthusiasts from the surrounding area. The airport is owned jointly, 25% by the Town of Montague and 75% ownership by the Town of Smiths Falls.

With the growth of the Township and its close proximity to Ottawa, the Township is realizing the need to plan for the future and is taking the initial steps in putting together an economic development program. This Economic Development Strategic Plan will provide Montague's staff and Council with principal actions to guide Montague through the next five years. The initial recommendations are focused on becoming investment ready before the Township undertakes any formal investment attraction program.





3. PROCESS FOLLOWED

The process followed to create the 2018 Township of Montague Economic Development Strategic Plan focused primarily on document review, statistical analysis and community consultation. The strategic plan was completed in conjunction with an analysis of Montague, including Smiths Falls.

Beginning with a statistical analysis of the Township's economy and demographics and following with a thorough stakeholder consultation that included a series of one-on-one interviews, an online survey, and a Working Session, the Economic Development Strategic Plan was based on a comprehensive understanding of the Township and the surrounding area.





4. STAKEHOLDER CONSULTATIONS

4.1. Strategic Plan Update Consultation Process

Over 20 stakeholders were consulted throughout this process. The consultations consisted of confidential one-on-one interviews, as well as an online survey open to the public and a Working Session.



**OVER 20
KEY
STAKEHOLDERS
WERE
CONSULTED**

4.1.1. Interviews & Community On-Line Survey

Interviews were undertaken with various economic development stakeholders. The same eight open-ended questions were used to guide the interview and on-line survey. These questions probed into the major strengths and challenges of doing business in the Township and looked forward to defining future opportunities, aspirations and results. The results were discussed during the Working Session. A total of 15 stakeholders provided feedback on the questions.

4.1.2. Working Session

The Working Session was attended by 10 key community stakeholders which included representation from council, the public, Smiths Falls Economic Development staff, and Township of Montague staff.



Informal Investment Readiness Review

McSweeney & Associates undertook an informal investment readiness assessment by reviewing the adequacy of the Township's tools and indicators including: web presence; economic profile; industrial and commercial land and building inventories; investment marketing tools; adequacy and readiness of employment lands; and, how site selection requests are handled.

After assessing these basic elements required for investment readiness, it was determined that the Township of Montague is not yet prepared and that work needs to be undertaken through a number of actions in order to get Montague more investment ready. These actions are found in the 'Preparing for Economic Development' on page 23.

Document Review

A document review was undertaken looking at various documents including:

- Lanark County Economic Development Strategic Plan 2017
- Lanark County Tourism Marketing Plan 2018
- Labour Market Group of Lanark Renfrew Local Labour Market Planning 2017
- Montague Official Plan 2010

Russ Beach Smiths Falls-Montague Airport

A document review was also undertaken looking specifically at various documents pertaining to the Russ Beach Smiths Falls-Montague Airport including The Economic Impact of The Russ Beach Smiths Falls - Montague Airport (2008), and the Montague Airport Agreement.





5. STATISTICAL ANALYSIS

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

- The 2006 and 2016 Census from Statistics Canada;
- SuperDemographics 2017 from Manifold Data Mining Inc.;
- EMSI Analyst Data; and
- Canadian Business Patterns from Statistics Canada.

Statistical analysis is partly based on 2017 data estimates of demographic variables. Estimates are different from data collected by Statistics Canada via Census every five years, which essentially counts the responses of those who answered the survey. The most recent Census was conducted in May 2016. There is normally one to two years' time lag between collecting and publishing Census data.

Manifold Projection Method

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

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

Manifold Data Sources include:

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

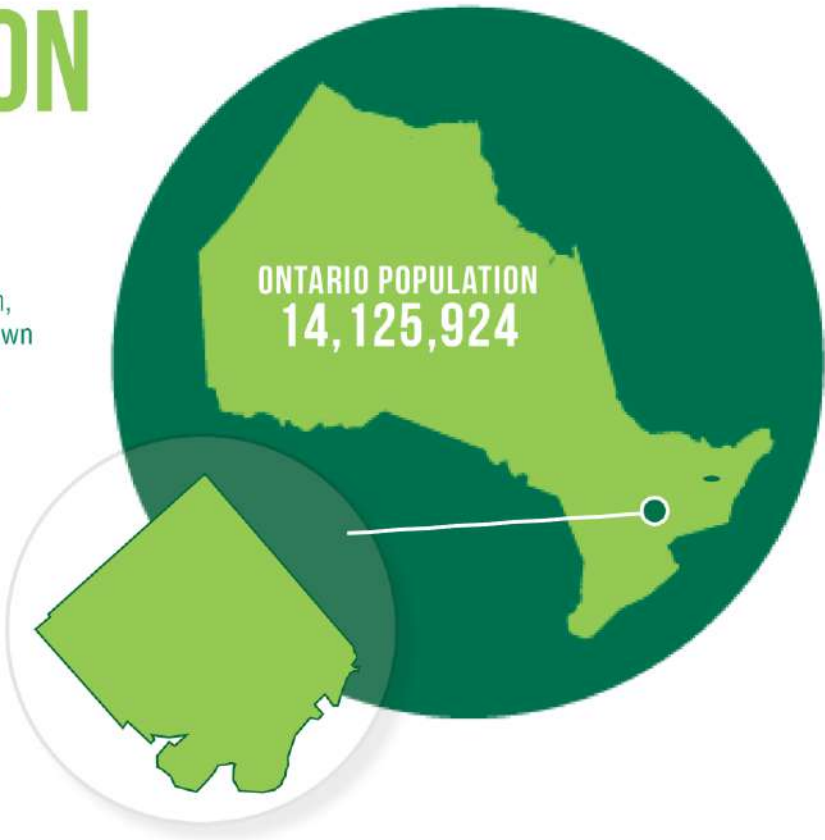


A SNAPSHOT OF THE TOWNSHIP OF MONTAGUE

LOCATION

The Township of Montague is situated in Lanark County, in Eastern Ontario. It covers 283 square kilometers, with the Rideau Canal to the south, Ottawa to the east and the Town of Smiths Falls to the west. The mostly rural community is made up of the Village of Numogate and a number of smaller hamlets.

It is a bedroom community for Smiths Falls and Ottawa.



MARKET ACCESS



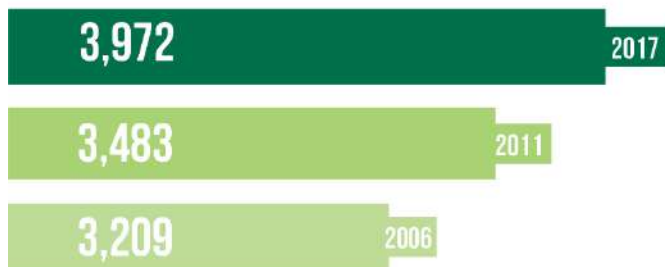
75km	Downtown Ottawa
75km	Ogdensburg, NY
245km	Montreal
356km	Toronto



DEMOGRAPHICS



POPULATION



MEDIAN AGE



AGE PROFILE



POPULATION BY GENDER



6%

1 YEAR MOBILITY

Residents that had moved within the previous year

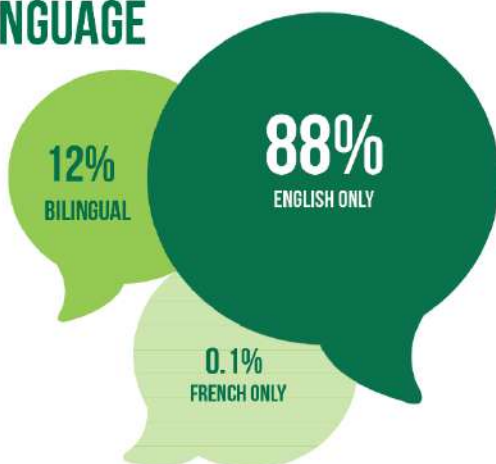


25%

5 YEAR MOBILITY

Residents that had moved within the previous 5 years

LANGUAGE



HIGHEST EDUCATION LEVEL

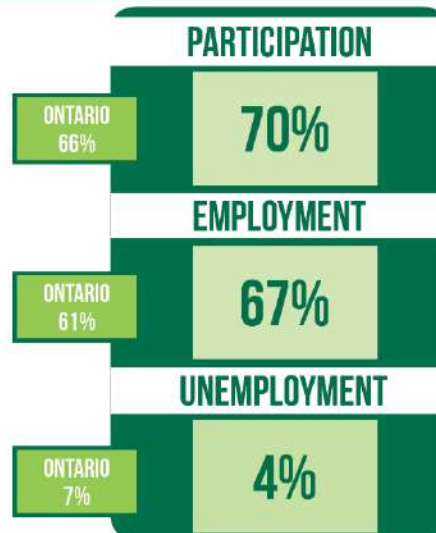


All data sourced from Manifold SuperDemographics unless otherwise specified.





LABOUR FORCE



TOP 5 SECTORS BY INDUSTRY*



Construction
(16%)



Retail Trade
(15%)



Health Care & Social Assistance
(13%)



Manufacturing
(10%)



Public Administration
(9%)

TOP 5 SECTORS BY OCCUPATION*



Trades, Transport & Equipment Operators
(29%)



Sales & Service
(20%)



Business, Finance & Administration
(14%)



Management
(9%)



Education, Law & Social, Community & Govt Services
(8%)

* by labour force employment

All data sourced from Manifold SuperDemographics unless otherwise specified.





6. SITUATIONAL ANALYSIS

The analysis is derived from Manifold SuperDemographics 2016 and Statistics Canada Census data.

6.1. Key Findings

- The Census population in Montague grew from 3,209 (in 2006) to 3,761 (in 2016) over the last two census periods for a total of 17.2% increase.
- Montague's population is slightly older than the province as it has a larger percentage of residents 65 years and older.
- 95% of the workers living in Montague commuted to work out-of-town (mainly to Ottawa, Smiths Falls, Perth, and Carleton Place)

6.2. Demographics

Census Population: 2006 to 2016 and beyond

- The Census population in Montague grew from 3,209 (in 2006) to 3,761 (in 2016) over the last two census periods for a total of 17.2% increase.
- Montague's population is estimated to be 3,972 in 2017 (by Manifold Data Mining).
- Montague's projected population is expected to grow by 7.61% by 2022, for a total of 4,274.



Age Profile for 2017

- Montague's population is slightly older than the province as it has a larger percentage of residents 65 years and older.
- Average age in Montague is 43 years compared to 42 years in Ontario.
- Median age in Montague is 46 years compared to 42 years in Ontario.



Incomes: 2017 (based on 2016 incomes)¹

- Average individual income (\$48,278) is slightly lower than in the province (\$49,938).
- Median individual income is higher in Montague (\$38,689) than in the province (\$34,243), which is indicative of less residents at the extremes of the income scale.
- A similar pattern is observed in household incomes: the median (\$82,539) is higher than in Ontario (\$74,648), while the average (\$97,730) is lower than the provincial figure (\$99,778).



Highest Level of Education: 2017 (persons aged 24-65)

- 80% of Montague residents have a certificate, diploma or degree.
- 43% of Montague residents have a post-secondary education (vs 64% in Ontario).
- The most common level of educational attainment is high school (37% of residents).
- There is also a large percentage of residents with College certificates/diplomas (24%).
- The largest post-secondary field of study (by percentage of the population for persons 15 years or older) was Architecture, engineering and related technologies. This percentage is larger than that of Ontario.



Mobility: 2017

- The percentage of residents that had moved within the previous year (6%) was less than the percentage of "movers" in Ontario (12%).
- In the past five years people moving to Montague were "migrant movers": likely to be relocating from other parts of Ontario as opposed to moving from outside of the province or country.



Knowledge of Official Languages: 2017

- 88% of residents speak English only (compared to 86% - English only in Ontario).
- 12% of Montague residents identify as bilingual (English and French), which is slightly higher than the provincial level (11%).



¹ Please note that the 2016 Manifold data uses 2015 income data, as it is the most recent information available.



6.3. Labour Force

Key Indicators: 2017

- Participation (70%) and employment (67%) rates in Montague are higher than in Ontario (66% and 61%, respectively).
- The unemployment rate in Montague (4%) is lower than Ontario (6.9%).



Labour Force by Occupation: 2017

Compared to Ontario, a higher percentage of the labour force in Montague works in the following occupations:

- Trades, transport and equipment operators and related occupations (687 persons, 29% of the labour force).
- Health occupations (164 persons, 7% of the labour force).
- Occupations in Manufacturing and utilities (155 persons, 7% of the labour force).
- Natural and applied sciences and related occupations (128 persons, 5% of the labour force).



Labour Force by Industry: 2017

Compared to Ontario, a higher percentage of the labour force in Montague works in the following industries:

- | | |
|-------------------------------------|--|
| ■ Construction | ■ Transportation and warehousing |
| ■ Retail trade | ■ Wholesale trade |
| ■ Health care and social assistance | ■ Administrative and waste management remediation services |
| ■ Public administration | ■ Agriculture, forestry, fishing and hunting |



Commuting Patterns: 2016

- 95% of the workers living in Montague commuted to work out-of-town (mainly to Ottawa, Smiths Falls, Perth, and Carleton Place).
- 46% of the persons working in Montague lived elsewhere (mainly in Smiths Falls, and Drummond/North Elmsley).
- The top 5 industries attracting labour to Montague are: Construction, Retail trade, Manufacturing, Health care and social assistance, & Public administration.



7. STRENGTHS, CHALLENGES, OPPORTUNITIES, ASPIRATIONS, RESULTS

7.1. High Level SCOAR™ Analysis

The following comprehensive SCOAR™ (Strengths, Challenges, Opportunities, Aspirations, Results) Analysis was prepared by analyzing the current stats and data, plus the feedback from elected officials, staff, stakeholders and residents engaged in the consultation.



7.2. Community Input

The following points were gathered during the online survey and one-on-one interviews:

***What are the major assets, top 2-3 economic strengths, that the Township has to offer?
In other words, what makes your community a great place to do business?***

- location – bordering Ottawa, the Rideau River and Smiths Falls
- Russ Beach Smiths Fall-Montague airport
- strong municipal leadership - Township council and staff
- beautiful natural habitat – Rideau River, rural landscape, trails
- heritage – historic, well preserved log and stone homes and a long settlement history, antique air museum
- abundant agricultural lands with dairy, sheep and lamb producers
- existing industrial lands available for sale/lease
- potential for growth due to its proximity to larger urban centres



What are the greatest challenge(s) you see for future economic growth? In other words, what makes it difficult to do business in your community?

- brand recognition of Montague
- the ability to upgrade infrastructure and services due to costs affects the ability to attract business
- land restrictions by the conservation authority on potential developable lands
- issues around industrial lands
- small government with a small tax base
- difficult to develop the airport and the land around it
- being viewed as a bedroom community for Ottawa
- lack of a downtown/urban growth centre to attract business to
- working relationship with Smiths Falls for servicing adjacent lands
- attracting young people and families to the Township
- access to broadband
- maintaining and retaining farms due to farmers retiring
- attracting industry
- large, diverse, disconnected community that makes it difficult to be a cohesive community



***What issues need to be resolved or addressed
by the Township to encourage future growth in
the local economy?***

- the need for an increased tax base to invest dollars back into the Township
- working collaboratively with neighbouring municipalities
- defining what the Township (council and community) wants collectively
- broadband access across the Township
- work more closely with Economic Development resources i.e. Valley Heartland Community Futures, Eastern Ontario Economic Development, Lanark County Economic Development
- improve communications to the residents, businesses in the Township

***What are the top 2-3 opportunities you feel
represent 'real' opportunities for future growth?***

- being investment ready
- airport development and development of aviation related industries around the airport
- tourism attraction and related businesses
- regional collaboration with local municipalities, economic development organizations,
- residential development
- industrial land development



***What one action should be taken by Montague
to improve the economic and business
environment in the Township?***

- hire an economic development officer or assign economic development duties to someone on staff, and allocate an annual budget towards community and economic development
 - improve infrastructure to support business and residential growth
 - update Official Plan to reflect the way the Township (council, business and residents) wants to grow
-

***If you were to visualize the Township of
Montague in 5-10 years, how would you describe
it?***

- will have grown through deliberate, sustainable and balanced growth
 - will have improved infrastructure to support growth
 - has a rural feel to the Township with small working farms that provide local products
 - is a bedroom community for Ottawa and area
 - there is a community hub with amenities
 - would have a fully self-sustaining airport that contributes to the economy of the Township
 - has new businesses and industry to balance the residential tax base
-



What types of business and industry do you envision expanding/locating in the Township in the next 5-10 years?

■ aviation-related businesses around the airport	■ tourism-related investment
■ agricultural based	■ technology
■ value-added food	■ light manufacturing
■ home-based businesses	■ agri-tourism



8. ECONOMIC DEVELOPMENT SUCCESS FORMULA AND ITS USE IN MONTAGUE

McSweeney & Associates developed the **Formula for Economic Development Success** to better simplify and organize the many ongoing activities that take place within the realm of economic development.

The **Process** wheel represents the notion that the work of economic developers is never finished. Projects need to be revisited and refreshed to ensure the local economy is healthy. Each colour denotes a different category of action. Below is the visual representation of the formula.

Formula *for* Economic Development Success®





The Formula for Economic Development Success involves **People** and organizations working in collaboration, to leverage to the Economic Development Process and to Inspire Economic Sustainability in communities.

People	Process	Power of Economic Development
The right attitude and belief of people and organizations that they can affect change resulting in growth and sustainability	The McSweeney E.D. Process Wheel indicates a logical build order for economic activities. Preparing activities are fundamental, upon which Analyzing and Strategizing activities can occur, all of which support Economic Doing™ activities that are core to economic development, such as business visitation and investment attraction.	Increase the economic sustainability (and quality of life) by keeping, growing, and getting businesses that succeed – thereby supporting other aspects of community development.

With regard to the Township of Montague's 2018 5-year Economic Development Strategic Plan, both the **People and the Process** portions are applicable.

The McSweeney E.D. Process Wheel illustrates a logical order of economic activities. **Preparing** activities are fundamental, upon which Analyzing and **Strategizing** activities can be applied, all of which support **Economic Doing™** activities that are the core of economic development, such as business visitation and investment attraction.



Preparing	Strategizing	Economic Doing™
These activities form a strong foundation for economic success and include: current year data; economic profile; available property inventory; maps, and economic development website.	One of the great challenges of economic development is focus. Analyzing and strategizing activities (such as preparing an economic development strategy) provide the focus required to achieve the greatest return on economic development resources.	These are the pay-off activities (such as BR+E, investment attraction) whereby economic development officers interact directly with businesses to help them prosper. Preparing and Strategizing activities enhance chances of success.

As Montague is in the infancy stages of creating an Economic Development program, its Economic Development Strategic Plan will be built around the **Formula for Economic Development Success**. The following section lays out Montague 's Strategic Economic Development Actions, and essentially sets out a plan to help the community take the initial steps towards creating a realistic and doable Economic Development program. This is not an strategy based on sector development but instead is a strategy based on addressing fundamental economic development activities (i.e. Investment Readiness).

The strategic actions will be categorized according the **People** component of the Formula for Economic Development Success as well as to where they fit within the **Process** wheel:

- Preparing for Economic Development;
- Strategizing for Economic Development Success; and
- Economic Development Doing.





9. MONTAGUE ECONOMIC DEVELOPMENT ACTION PLAN

The following actions are recommended as priorities for the Township of Montague in community and economic development.

9.1. Economic Development Success Through People

As the Township embarks on its economic development program the following People actions need to be undertaken:



People Actions

Number One Priority: Allocate budget for economic development activities and assign economic development duties to the Clerk Administrator.

Create an ongoing outreach to connect with the Montague business community to help identify employers in the community, their needs and any opportunities for growth or expansion

Continue **building relationships** with Montague's partners in economic development including:

- The Town of Smiths Falls
- Lanark County
- Lanark County Tourism
- Valley Heartland Community Futures
- Labour Market Group of Lanark-Renfrew
- Ontario East Economic Development Commission
- Various Provincial Ministries with a focus on economic development (i.e. Economic Development and Growth and Agriculture, Food and Rural Affairs)

Hold an **annual economic development working session** with Council, municipal staff and economic development partners to grow the Township's economic development knowledge base and capacity. Initial topics to include investment readiness training, and tourism as an economic driver



9.2. Preparing for Economic Development



Preparing Actions

New

INVESTMENT READINESS

Become investment ready by:

- Completing a Community Profile to include information required by site selectors. Ensure the data in the profile is updated annually.
- Creating an economic development website as a part of the Township's website and include maps to ensure investors have a good understanding of where Montague is located in relation to Canada, Ontario and Ottawa.
- Creating an industrial/employment/commercial land and building inventory of all the land for sale or lease in Montague. (can be included in the Community Profile).
- Creating an inventory of industrially designated lands (including name of owner, owners/operators of the businesses, servicing, etc.) and ensure that the inventory is kept up-to-date and made available on the economic development website
- Developing a business directory (including home based businesses, agricultural businesses, etc.)
- Undertaking Investment readiness coaching and training for Council and staff
- Creating an on-going formal business visitation program.
- Develop a site selection process for handling site selection requests.

AIRPORT

- Create an inventory of the parcels of land available for development in and around the airport (ensure the inventory includes any available servicing (i.e. natural gas, high speed fibre, etc.)
- Engage the Town of Smiths Falls and the Smiths Falls Flying Club in a conversation to better understand those aviation-related business that can be developed around the airport.
- Create an investment package to provide to investors that are interested in investing at the airport.






Preparing Actions

	<ul style="list-style-type: none"> ■ Infrastructure upgraded to accommodate potential industry at the airport.
	<p>TOURISM</p> <ul style="list-style-type: none"> ■ Undertake a Tourism Asset Inventory to better understand what assets currently exist in the Township. that can be promoted and used as the base for Montague's tourism initiatives. ■ Work with the Town of Smith's Falls, Parks Canada, and LeBoat to Investigate business development opportunities along the Rideau River. ■ Undertake an assessment of the Township's waterfront in order to explore how to best and most effectively use the waterfront for tourism opportunities.
	<p>COMMUNITY DEVELOPMENT</p> <ul style="list-style-type: none"> ■ Work towards creating a united Montague by undertaking a Community Development Strategy (CDS) process (engage the community to create an overarching vision illustrating how residents envision their community in the future). ■ Develop a wayfinding signage program.
In Partnership	<ul style="list-style-type: none"> ■ Continue working in partnership with Lanark County to improve broadband infrastructure (fixed and mobile) throughout the entire Township of Montague



9.3. Strategizing for Economic Development Success

 <h2>Strategizing Actions</h2>	
New	COMMUNITY DEVELOPMENT <ul style="list-style-type: none"> Engage the community to develop a new visual identity for Montague.
	OFFICIAL PLAN <ul style="list-style-type: none"> Completely redo Montague's Official Plan (not an update or a review). Identify a new urban core with a main street. Identify where the community wants to grow and designate growth areas for residential, community, commercial and industrial. Go through a true community consultation process that outlines a vision and reflects the community values and what the community wants to look like in 20 years. Consider the best location for community infrastructure and services and create a servicing plan/infrastructure master plan to outline servicing needs. Ensure the Official Plan includes provincial policies and best practices concerning on-farm processing and associated businesses related to farming and are highlighted in the Official Plan. Undertake a "Best-in class" home-based business review to ensure Montague has the most aggressive home-based business policies.
	INVESTMENT READY <ul style="list-style-type: none"> Create an annual business visitation program to determine needs, issues and opportunities effecting the local business community. Develop aggressive home-based business policies.
In Partnership	<ul style="list-style-type: none"> Once the Montague tourism asset inventory is complete, engage Lanark County to ensure Montague is included in any County tourism efforts.



9.4. Economic Development Doing

 Economic Doing Actions	
New	TOURISM <ul style="list-style-type: none"> Collaborate with agri-businesses and cultural and heritage attractions (i.e. Artists, painters, etc.) to create and implement a one-day (to start) tour focused on Heritage and/or Agricultural based tourism attractions in Montague. Engage the Township's tourism assets with different events taking place in the area (sporting events, festivals, cycling routes, etc.) to ensure maximum tourism spending in the community.
	INVESTMENT READINESS <ul style="list-style-type: none"> Implement the Montague business visitation program (note: this is an on-going annual program not just a one-time project). Keep investment readiness data current and up-to-date.
	AIRPORT <ul style="list-style-type: none"> Collaborate with the Town of Smiths Falls and the Smiths Falls Airport to be an attraction as part of a Doors Open Ontario Event (Smiths Falls) to elevate the visibility of the airport to the public.
	COMMUNITY DEVELOPMENT <ul style="list-style-type: none"> Implement the way finding signage program. Implement the new visual identity on all corporate and marketing materials.
In Partnership	<ul style="list-style-type: none"> Partner with Valley Heartland Community Futures to support their business visitation program and ensure that all of Montague's businesses are included in their data base.
	<ul style="list-style-type: none"> Partner with Lanark County Tourism to better coordinate Montague's tourism assets with the County's tourism program.



TOP
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9.5. Top 10 Priority Actions & Timelines

PRIORITY ACTIONS	TIMING
1. Undertake a comprehensive review of the Official Plan to reflect the Township's real community values and it's 20-year vision for the future.	<i>Immediate</i>
2. Allocate budget for economic development activities and assign economic development duties to the Clerk Administrator.	<i>Immediate</i>
3. Develop a new visual identity for Montague.	<i>Short-term</i>
4. Create a new updated website using the new visual identity and include a comprehensive Economic Development site.	<i>Short-term</i>
5. Encourage residential development opportunities based on the new Official Plan amendments.	<i>Short-term</i>
6. Undertake a tourism asset inventory and share with the larger regional tourism organizations.	<i>Short-term</i>
7. Build relationships with the business community by implementing an annual business visitation program.	<i>Short-term</i>
8. Become Investment Ready <ul style="list-style-type: none"> ■ Community Profile ■ Economic development website ■ Industrial/employment/commercial land and building inventory ■ Inventory of industrially designated lands ■ Business directory ■ Investment readiness coaching and training for Council and staff ■ On-going formal business visitation program ■ Site selection process for handling site selection requests. 	<i>Short-term</i>
9. Bring broadband high-speed internet services across the entire Township.	<i>Short-term</i>
10. Develop and implement a wayfinding signage program.	<i>Long-term</i>

Immediate: before the end of 2018 | **Short-term:** before the end of 2020 | **Long-term:** before the end of 2022



9.6. Russ Beach Smiths Falls-Montague Airport

This airport, located in Montague, is jointly owned by Smiths Falls and Montague. The airport is operated and maintained by the Smiths Falls Flying Club with some funding from both municipalities.

There is an opportunity to attract aviation related commercial activities to the airport. This will require some pre-requisite actions for the airport to become more "investment-ready", which include, but are not limited to:

- Any investment at the airport by a private business will likely require a more formal arrangement for land occupation than what currently exists. Likely a form of long term lease would be required.
- An understanding and agreement by the owners on the nature, form and length of lease, types of businesses that will be acceptable, areas of land that are "leasable", draft lease agreements and offers to lease, any infrastructure investment required (power extension), etc. It will also require a simple process for negotiating and granting a lease.
- Once the above has been formalized, a marketing effort is required to draw attention to the investment opportunity.

Given the above, a joint project (of the two municipalities and the Flying Club) is recommended to undertake all the necessary steps to make the airport "investment-ready".





APPENDIX A: ECONOMIC BASE ANALYSIS

This section examined the economic base of the **Township of Montague plus Smiths Falls**. This is done in order to capture trends in the area beyond the local economy. First, changes in employment in the largest industries, between 2012 and 2017, are presented in the following table. Employment is categorized by North American Industry Classification System (NAICS) Canada 2012. Negative changes in employment are in **bold** text.

Largest Employment Industries				
Industry	2012 Jobs	2017 Jobs	Change in Jobs (2012-2017)	% Change
Full-service restaurants and limited-service eating places	510	500	-10	-2%
Building equipment contractors	344	366	22	6%
Elementary and secondary schools	330	529	199	60%
General medical and surgical hospitals	231	195	-36	-16%
Automobile dealers	230	266	36	16%
Provincial and territorial public administration	227	180	-47	-21%
Rail transportation	207	271	64	31%
Grocery stores	197	588	391	198%
Residential building construction	191	232	41	21%
Department stores	190	173	-17	-9%

Source: EMSI Analyst economics modelling tool supported by OMAFRA

² For more details see: <http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=118464>



Currently, the fastest growing industries in the area are **Grocery stores, Elementary and secondary schools, Rail transportation, Traveller accommodation, and Wired telecommunications carriers.**

Fastest Growing Industries				
Industry	2012 Jobs	2017 Jobs	Change in Jobs (2012-2017)	% Change
Grocery stores	197	588	391	198%
Elementary and secondary schools	330	529	199	60%
Rail transportation	207	271	64	31%
Traveller accommodation	41	102	61	149%
Wired telecommunications carriers	69	122	53	77%
Employment services	131	181	50	38%
Warehousing and storage	91	140	49	54%
Residential building construction	191	232	41	21%
Lawn and garden equipment and supplies stores	30	69	39	130%
Automobile dealers	230	266	36	16%





Furthermore, Location Quotient (LQ) Analysis is used to identify specialized industries in the area. LQ is a way of comparing regional employment by industry group to a benchmark; here we use the Canadian economy. This helps to reveal industry concentrations based on employment. The following table identifies the to 10 most concentrated industries in **Montague and Smiths Falls**.

Major Employment Sectors				
Industry	2012 Jobs	2017 Jobs	% Change	2017 LQ
Water, sewage and other systems	108	84	-22%	18.08
Rail transportation	207	271	31%	14.58
Cement and concrete product manufacturing	132	166	26%	13.52
Medical equipment and supplies manufacturing	89	125	40%	14.88
Consumer goods rental	71	39	-45%	7.25
Converted paper product manufacturing	132	145	10%	11.91
Funeral services	64	56	-13%	7.86
Heritage institutions	86	85	-1%	8.19
Office furniture (including fixtures) manufacturing	77	73	-5%	8.10
Business-to-business electronic markets, and agents and brokers	119	146	23%	10.81

Source: EMSI Analyst economics modelling tool supported by OMAFRA

An LQ greater than 1.25 signifies industry concentration.





Employer Structure Analysis

The municipalities of **Montague and Smiths Falls** had a combined 730 businesses (in 2011), and 1,025 businesses (in 2016), that is, the total number of businesses grew by 40% over a 5-year period.

Business Counts 2016

Industries with the Largest Number of Businesses				
Description	2011 Total	2016 Total	% of Total	Change 2011 - 2016
Lessors of real estate	38	173	16.11%	135
Full-service restaurants and limited-service eating places	36	39	3.63%	3
Other financial investment activities	24	34	3.17%	10
Farms	19	31	2.89%	12
Residential building construction	24	29	2.70%	5
Offices of real estate agents and brokers	13	23	2.14%	10
Building equipment contractors	20	23	2.14%	3
Other specialty trade contractors	7	21	1.96%	14
Services to buildings and dwellings	17	21	1.96%	4
Automotive repair and maintenance	17	21	1.96%	4
Offices of other health practitioners	11	20	1.86%	9
Foundation, structure, and building exterior contractors	12	19	1.77%	7
Building finishing contractors	24	19	1.77%	-5
Offices of physicians	10	18	1.68%	8
Management, scientific and technical consulting services	12	16	1.49%	4

Source: EMSI Analyst economics modelling tool supported by OMAFRA



Fastest Growing Industries by Change in Number of Businesses

Description	2011 Total	2016 Total	% of Total	Change 2011 - 2016	% Change
Lessors of real estate	38	173	16.11%	135	355.26%
Other specialty trade contractors	7	21	1.96%	14	200.00%
Farms	19	31	2.89%	12	63.16%
Other financial investment activities	24	34	3.17%	10	41.67%
Offices of real estate agents and brokers	13	23	2.14%	10	76.92%
Offices of other health practitioners	11	20	1.86%	9	81.82%
Offices of physicians	10	18	1.68%	8	80.00%
Foundation, structure, and building exterior contractors	12	19	1.77%	7	58.33%
Accounting, tax preparation, bookkeeping and payroll services	6	13	1.21%	7	116.67%
Agencies, brokerages and other insurance related activities	9	15	1.40%	6	66.67%
Residential building construction	24	29	2.70%	5	20.83%
Clothing stores	3	8	0.74%	5	166.67%
Other miscellaneous manufacturing	2	6	0.56%	4	200.00%
Management, scientific and technical consulting services	12	16	1.49%	4	33.33%
Other professional, scientific and technical services	10	14	1.30%	4	40.00%
Services to buildings and dwellings	17	21	1.96%	4	23.53%
Automotive repair and maintenance	17	21	1.96%	4	23.53%

Source: EMSI Analyst economics modelling tool supported by OMAFRA

