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***We're on the Move  
... And We're Just Getting Started!***

Regional Economic Development  
in Eastern Ontario

Background Material – Eastern Ontario Leadership Council

September 14, 2017

Ontario East Municipal Conference



Eastern Ontario's  
**Leadership  
Council** Economic  
Development

# Presentation Outline

- Where is Eastern Ontario 'at' in regional economic development terms?
  - Governance Model
  - Working Group Approach
- What's Happening on...
  - Workforce Development and Deployment
  - Technology Integration and Innovation
  - Integrated, Intelligent Transportation System
- Opportunities where we work together... regionally



# Where is Eastern Ontario 'at' in Regional Economic Development Terms?

- **Governance Model Now Formalized and Operating:**

- Membership determined and 'populated'; co-chairs from EOWC and EOMC
- Representation from five regionally-minded groups: EOWC, EOMC, EORN, Ontario East Economic Development Commission, and Community Futures Ontario East
- Initial funding obtained to get the EOLC structured and operating
- EOLC is based on an unincorporated, collaborative, 'pay to play' model; four of five members are incorporated; annual budget set by EOLC based on consultation and commitments from members; budget managed by one EOLC member
- EOLC responsible for oversight of strategy implementation, identifying & responding to issues affecting *regional* economic development

# Where is Eastern Ontario 'at' in Regional Economic Development Terms?

- **Governance Model Now Formalized and Operating:**
- EOLC Membership:
  - Co-chairs: Mayor Robert Quaiff (EOWC); Mayor Leslie O'Shaughnessy (EOMC)
  - EOWC: Kelly Pender and Andy Brown; EOMC: Gerard Hunt and Maureen Adams
  - EORN: David Fell and Lisa Severson
  - Ontario East: Dan Borowec and Bonnie O'Neill
  - CFDC Ontario East: Andrew Wallen and Bruce Smith
  - Staff support: Justin Bromberg and Kathryn Wood
- EOLC has approved Terms of Reference

# Where is Eastern Ontario 'at' in Regional Economic Development Terms?

- **Using 'Working Group' Model to:**

- Guide EOLC's deliberations and offer recommendations on implementation priorities and directions
- Build broader collaborations across the region
- Draw on widespread expertise, to suit the task at hand
- Provide opportunities for participation from across region, across sectors (e.g. private sector, post-secondary education)
- Multiple EOLC members sit on Working Groups; each Working Group chaired by an EOLC member or designate

# Where is Eastern Ontario 'at' in Regional Economic Development Terms?

- Using 'Working Group' Model to:
  - Determine how best to implement each of three themes identified in the Strategy:
    - Workforce Development and Deployment (Chair: Craig Desjardins)
    - Technology Integration and Innovation (Chair: David Fell)
    - Intelligent, Integrated Transportation System (Chair: Andrew Wallen)
  - Each Working Group has a Terms of Reference to guide discussions, link to EOLC
  - There can be sub-groups developed (*based on interest*) to tackle specific challenges or pursue specific opportunities.

# Where is Eastern Ontario 'at' in Regional Economic Development Terms?

- EOLC does not control or dictate:
  - Local economic development, or
  - Economic development initiatives already developed (e.g. food and beverage region; incubators, new programs at our colleges or universities)
- Focus is on pan-regional work that benefits most if not all communities in the region
- Opportunities may exist to leverage the region's assets (e.g. many PSE institutions for a region of this size ; higher than average rates of self-employment; geographic location)
- EOLC is a 'made-in-Eastern-Ontario' model; considered leaders in regional economic development

*Question: what could we do regionally to capitalize on our assets (all kinds), our opportunities, and get ready for the 'new economy'? What would that look like to you?*

## What's Happening in ... Workforce Development & Deployment

- First Working Group formed (2016)
- At same time, regional Post-Secondary Education (Institutional) Task Force formed; led by Carleton University (decision to focus on regional economic development)
- Participation in consultation with, and submission of multiple funding applications re: Premier's Expert Panel on Highly-Skilled Workforce
- Link to ONWARD (provincial initiative to address oncoming wave of retirements in municipal government and changing nature of municipal government work); co-chair from Eastern Ontario



## What's Happening in ... Workforce Development & Deployment

- Working with Magnet as platform for regional labour force 'matching' (employers and job-seekers) as well as (ultimately) providing close-to-real time data on regional labour market
- Establishing close working relationships with Ontario Centre for Workforce Innovation (OCWI has regional coordinator for Eastern Ontario)
- Major issue in region: succession for small businesses in multiple sectors
- EOLC worked with Ontario East to secure Sector Planning grant to design and build support for a 'rapid response' system for region's manufacturing sector

*Question: what could we do regionally to address the reality that our workforce and labour markets are regional as much as local?*



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## What's Happening in... Technology Integration & Innovation

- Working Group now up and running; representation from municipalities, Queen's University, EORN, and private sector... so far
- Innovation Ecosystem 'mapping' project now complete (action called for in 2014 strategy); subject of presentation/workshop in conjunction with 2016 Ontario East Municipal Conference; consideration of implementation now on Working Group agenda
- eBusiness toolkit assembled to help businesses evaluate and introduce information & communications technologies to their workplaces

# What's Happening in...

## Technology Integration & Innovation

- Working Group defines 'innovation' broadly (technology, products, services, business models, marketing, financing etc.)
- Working Group considering what initiatives would best:
  - Spur and support start-ups in scaling enterprises
  - Accelerate adoption of other technologies in our organizations, especially related to physical infrastructure

## What's Happening in... Technology Integration & Innovation

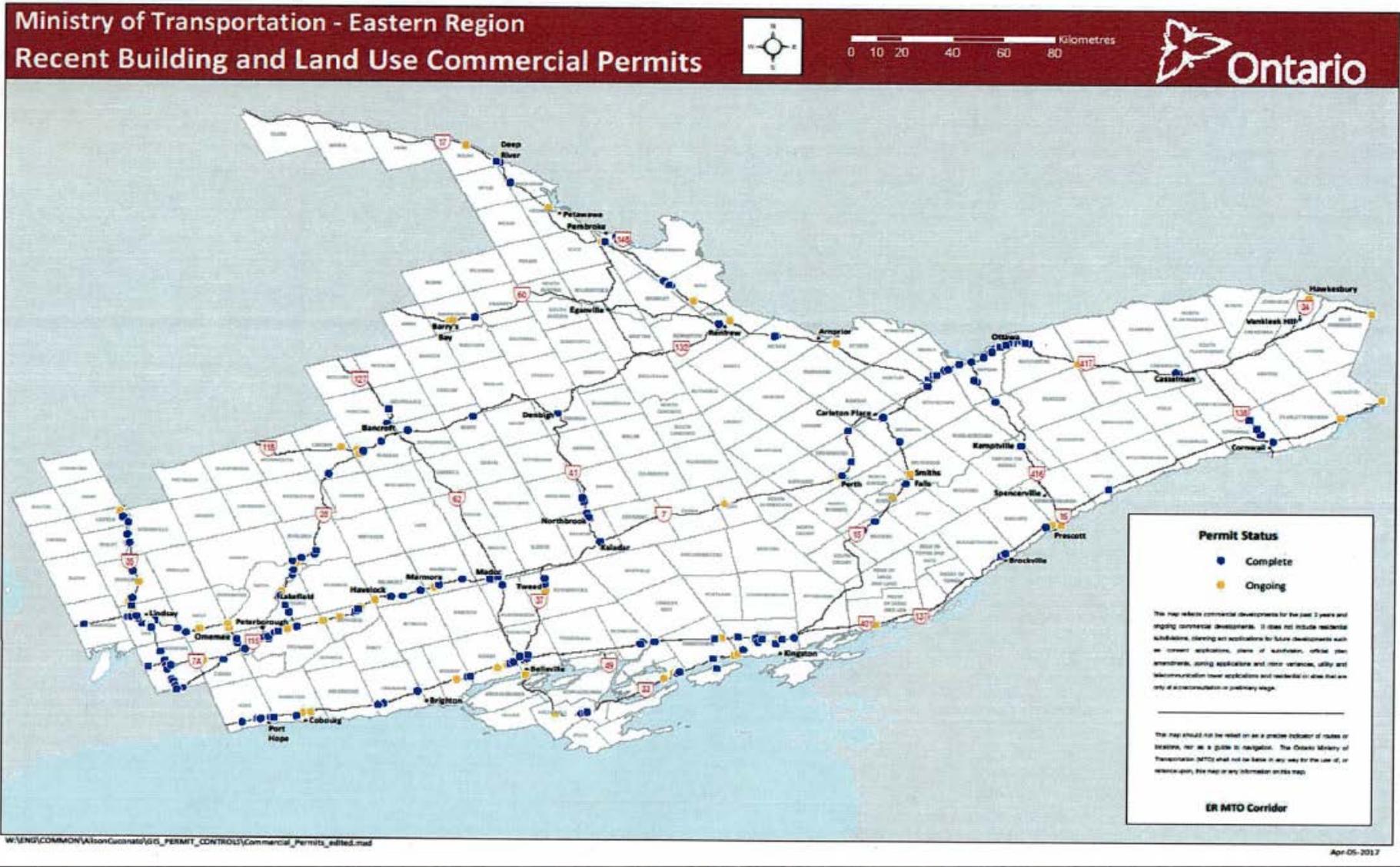
- EORN (in parallel with Working Group) has completed and submitted (to both levels of government) the business for case cell/mobile broadband project
  - To address gaps in region's cell service
  - Create a first responder system for public safety
  - Follows successful \$175M project to design, introduce a regional broadband network
  - Broadband project has brought international recognition to the region

*Question: what could we do regionally to help businesses grow here in the region, be more productive and become known as a really well-connected, tech-savvy region?*

## What's Happening in... Integrated, Intelligent Transportation System?

- Working Group now up and running; representation from municipal governments, MTO, Queen's University, EORN, CFDCs... so far
- Reviewing companion study to Strategy: Eastern Ontario Transportation Needs Analysis
- Collaborating with MTO to explore opportunities for data, technology and infrastructure integration (example: interchanges) for movement of goods and people; also consolidating data resources to provide regional view of transportation dynamics and 'transactional' data (*example on next page*)

# Eastern Region Development



## What's Happening in... Integrated, Intelligent Transportation System?

- Exploring opportunities for becoming a *regional* test bed for zero emission and other technologies; interested in commutershed deployment, and seamless, efficient freight movement
- EOLC members continuing advocacy for infrastructure investments
- Following VIA plans for a dedicated 'Northern route' passenger service connecting Toronto and Ottawa, and stopping at multiple points in the region; also noting VIA's 40% retirement profile

*Question: what could we do regionally to help people and goods move through (and beyond) the region easily, efficiently and safely... and become known for being REALLY good at that?*



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## Some Examples of Regional Opportunities in Economic Development

- **Artisan food and beverage sector** (leverages history with award-winning cheese, then wine; now adding craft breweries and spirits; well-positioned in midst of major 'demanding' markets; geographic terroir; potential significant opportunity in goat dairy industry; good defensive and offensive measure in relation to CETA)
- **Multi-modal transportation system management** (leverages large and varied 'pool' of infrastructure assets --- roads, regional and national airports, ports, ferries, transit; freight and passenger rail services, freight logistics; border crossings; design and asset management expertise, road materials innovation; deployment site for new technologies)
- **Adventure tourism** (wilderness parks and lodges, rafting, mixed terrain for marathons, triathalons, long distance cycling, regattas; trails and hiking 'challenges'; backwoods 'survivor' events; niche markets in sport tourism; dark skies; high performance/wilderness watercraft, leverages region's history with canoes, B&B developments, glamping)

What regional opportunities do YOU see?  
What aspects of the EOLC's work are you most interested in?

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## Questions? Comments?

For further discussion or information:

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