

Eastern Ontario Economic Development Strategy Refresh

Appendix A

2014 EOEDS STRATEGIC PRIORITIES PROGRESS REPORT





Strategic Priority: Workforce Development and Deployment

Strategic Objective: Strengthen the access and quality of labour market intelligence to address the needs of businesses and individuals

Status	Action #	Ongoing Action	Comments	Lead
Ongoing / Underway	1	Strengthen local labour market intelligence through a validated local job demand vacancy reporting system that is further informed through the region's Employer One survey results. The job vacancy reporting system captures near real time labour market demand by such criteria as industry activity, occupational demand, education, wages, municipality and/or county and/or Eastern Ontario	<p><u>Completed</u></p> <p>OEEDC received Sector Partnership Planning Project (\$50,000/2017) to identify the challenges with implementing a plan to rapidly respond to workforce issues in manufacturing sector and made recommendations to address the challenges.</p> <p>EORN provided funding and worked with Magnet to implement a region wide portal for employers and potential employees to utilize for filling job vacancies in Eastern Ontario. With the creation of EOLC this initiative was transferred to the larger group. The portal was implemented and Magnet worked with municipalities to create uptake and use of the portal. Although intentions were good uptake and use was and continues to be minimal at best. ONWARD has moved forward with a vacancy portal targeting municipal job vacancies. MUNIjobs.ca</p> <p><u>Ongoing</u></p> <p>With OLMP funding (\$305,000/2018-2020) received by OEEDC in partnership with Workforce Development Boards across the region the Employer One survey results have been rolled together to reflect the regional labour market intelligence. Additional data has been accessed to further support the LMI for the region.</p>	Multiple



Strategic Objective: Strengthen the access and quality of labour market intelligence to address the needs of businesses and individuals

Status	Action #	Ongoing Action	Comments	Lead
Challenged / Exploring Different Options	2	Create an Aggregated Job Posting Service which builds on but does not replicate existing services (e.g. http://ca.jobrapido.com/ ; EasternOntarioJobShop.com). This site would aggregate all job postings across Eastern Ontario as a means of informing job seekers, and demonstrating the depth of opportunities; such information offers significant value to those looking to relocate to an area. The manufacturing sector could be used to pilot a posting service that could later be migrated and perhaps modified to suit the needs of other sectors	Ontario East is creating a portal which captured the attributes of the region in partnership with Carleton University.	OEEDC, EORN; Workforce Training Boards; Post-Secondary Education Institutions
	3	Conduct a comprehensive labour force gap analysis that validates labour supply and demand at the municipal and regional level. Utilizing this intelligence to develop an evidence-based labour force strategy will ensure a collaborative approach to creating a skilled, resilient labour force that is poised to meet local employer demand, now and looking forward to 2025, and more effectively leverage the workforce planning efforts of community partners and the Province. The gap analysis is essential to understanding how jobs are changing in traditional sectors (manufacturing, forestry, agriculture) and how the region's training and education organizations can address this transitional gap	<p><u>Completed</u></p> <p>OLMP project (Workforce Development for the Manufacturing Sector) completed a gap analysis with the objective to address the current and anticipated future needs of the manufacturing sector in Eastern Ontario; with the specific goals of maximizing the labour pool available to manufacturing and increasing the positive perception of manufacturing in eastern Ontario.</p> <p><u>Challenge</u></p> <p>in absence of data re: 'comprehensive labour force gap analysis' this has not been done although the poor quality of labour force data is well known; agree that the EOLC should pursue (through partners) advocacy with federal government</p>	OEEDC; Workforce Training Boards; Post-Secondary Education Institutions



Strategic Objective: Strengthen the access and quality of labour market intelligence to address the needs of businesses and individuals

Status	Action #	Ongoing Action	Comments	Lead
Completed	4	Create an "Eastern Ontario Online Training Network"; a portal for suppliers of education and training services in Eastern Ontario to showcase their course offerings and assist with youth retention and re-attraction. Enable users to search by key word or topic and ensure provider responsibility for updating content. Include links to Massively Open Online Courses (MOOCs) and employment agencies, home-based business association; and links to innovation services and entrepreneurship.	<p>Developed a portal on the Ontario East website with the Eastern Ontario Taskforce (post-secondary) as the lead</p> <p>EORN as a part of the EOLC have been working with the Colleges and University (Presidents Taskforce) since 2016 on some of these issues. This group held a conference last fall at Carleton University with Strategy Corp acting as the facilitator. A final report from that day was created and is available through the EOLC. EORN sits as well on ONWARD who continues to work with both colleges and universities to create relevant municipally focused programing as well to create interest of a municipal stream as a career path.</p> <p><u>Challenge</u></p> <p>made an unsuccessful application to OMAFRA RED re: Eastern Ontario On-line Training Portal; application was for phase 1 (design); note that Colleges have a unif* ied portal but universities do not</p>	<p>OEEDC</p> <p>EORN; Post-Secondary Education Institutions</p>



Strategic Objective: Create opportunities to bring together business and education to increase dialogue focused on strengthening alignment between business needs and education programming and curriculum

Status	Action #	Ongoing Action	Comments	Lead
Ongoing / Underway	5	Build collaborative relationships between Economic Development and educational institutions in support of experiential learning opportunities or student to business connectivity. Information may flow from an on-site business visitation program whereby interest in experiential learning (co-op, internship, etc.) may be identified	<p><u>Completed</u></p> <p>OEMC 2017 and OEMC 2018 presented sessions on University/Colleges Partnership programs - Importance of Education & Business Collaborations</p> <p><u>Ongoing</u></p> <p>Monthly meetings with Ec Dev and educational institutions to share information and business information</p>	OEEDC; Economic Development Organizations; Sector Based Organizations (Manufacturing, Agriculture, Construction etc.)
Ongoing / Underway	6	Similar to a Rapid Response Team, create a Strategic Workforce Opportunities Team (SWOT) to inform ongoing strategic thinking on regional workforce issues and alignment of programming that advances employment growth and job retention across Eastern Ontario. Solicit participation from upper and single tier municipalities and external agencies and organizations that are actively engaged in site location decisions, business development and workforce planning.	OLMP Funding received for Eastern Ontario Workforce Development in the Manufacturing Sector	OEEDC; Upper and Single Tier Municipalities; Chamber of Commerce; Workforce Boards; Industry Associations



Strategic Objective: Strengthen an Innovative Economy through Diversity

Status	Action #	Ongoing Action	Comments	Lead
Hasn't proceeded	7	Educate local businesses on programs and supports to increase cultural knowledge and workplace diversity. Promote cultural diversity by utilizing such resources as Career Edge Organization, Canadian Immigrant Integration Program (CIIP), leedsgrenville.com/en/invest/our unique advantage/immigration.asp, to more effectively		Manufacturing Associations
Ongoing / Underway	8	Explore opportunities to increase immigrant attraction and retention. One option is to explore collaboration with The Association of Canadian Community Colleges (ACCC), through the Canadian Immigrant Integration Program. CIIP prepares newcomers for economic integration while still in their country of origin. CIIP helps immigrants prepare for economic success by providing information, planning and online support through partners in Canada. CIIP offices are located in China, India, Philippines and the United Kingdom and services are available in additional service delivery locations. www.newcomersuccess.ca	<p>Exploring immigration attraction and retention as strategy in the OLMP workforce development project.</p> <p>Relationships developed with the Toronto Workforce Innovation Group and a global talent recruitment firm located in Toronto for the purposed of recruitment</p> <p>Many municipalities participate in immigration projects and participate in job fairs in Toronto for workforce attraction.</p>	EO Network Inc.; OEEDC; Consortium Of Post-Secondary Education Institutions



Strategic Priority: Technology Integration and Innovation

Strategic Objective: Assemble competitive intelligence that will foster incubation, research and testing, peer-to-peer networking, and information sharing among regional businesses, organizations, and institutions

Status	Action #	Ongoing Action	Comments	Lead
Completed	9	Map and profile Eastern Ontario's Innovation Ecosystem to better understand the breadth of innovation services (local, provincial and federal), collaborative supports and local assets that can contribute to establishing a competitive advantage for the attraction of businesses and investors, contribute to the retention and expansion of existing businesses and assist with stimulate business start-ups. Include network of innovation sites, incubators, research partnering between universities and businesses, investment capital networks, and relevant workforce development programs.	Profile of EO Innovation Ecosystem completed in 2016 (Cukier report - Ryerson)	Academic Researcher/ Post-Secondary Education Institution e.g. Queen's Entrepreneurs Group or 1125 Carleton;
Ongoing / Underway	9.1	Identify and address gaps in innovation ecosystem	Gaps understood and Technology Integration and Innovation Working Group beginning to respond; PSE institutions beginning to participate in working groups; relationship development proceeding with innovation support services re: online client/business pathway tool (both initiatives to build interconnectedness of regional players); working on a parallel initiative to help municipalities be leaders with the region's early stage start-ups with an eye to encouraging them to stay and grow in the region	As above



Strategic Objective: Assemble competitive intelligence that will foster incubation, research and testing, peer-to-peer networking, and information sharing among regional businesses, organizations, and institutions

Status	Action #	Ongoing Action	Comments	Lead
Challenged / Exploring Different Options	9.2	Work with ecosystem partners to develop an online client/business pathways tool	Limited action on EO business performance data, although in-region data analytics capability is available when the BP data becomes available through OEEDC	As above
Hasn't proceeded	9.3	Leverage the programming and support of the Ontario Network of Entrepreneurs www.onebusiness.ca and the Industrial Research Assistance Program (IRAP)		As above
Completed	10	Host a 'Meeting of the Minds' gathering to explore the impact and opportunities for digital fabrication and additive manufacturing in Eastern Ontario. The event would bring together entrepreneurs, key leaders from traditional industries (manufacturing, forestry, agriculture and others), technology experts, academia and the investment community, to develop ideas for how the application of emerging technologies might be piloted and commercialized in the region. This should include showcasing work already under way in the region on the creation of prototyping fabrication labs and maker spaces, which could lead to the creation of a network of such capabilities across Eastern Ontario.		Hosted a "Meeting of the Minds" gathering at Manufacturing Association Conference in 2016. Deliberate decision not to prioritize the 'Meeting of the Minds' gathering on digital fabrication opportunities



Strategic Objective: Assemble competitive intelligence that will foster incubation, research and testing, peer-to-peer networking, and information sharing among regional businesses, organizations, and institutions

Status	Action #	Ongoing Action	Comments	Lead
Ongoing / Underway	11	Obtain Eastern Ontario business performance data from Statistics Canada including assets, liabilities, equity, investment, and other financial indicators by industry sector to improve understanding of how the regional economy is performing, its contribution to the larger provincial economy and the level of investment and innovation that is underway across the region.	OEEDC gathered business data for all municipalities in eastern Ontario and sorted by 6 digit NAICS and mapped on newly developed platforms. Data includes attributes that can now be tracked for performance and growth/ closure.	OEEDC; Academic Researcher/ Post- Secondary Education Institution;
Challenged / Exploring Different Options	12	Encourage existing industry associations to coordinate the creation of a regional manufacturing innovation network that brings together key institutional players and private sector business interests to identify research and joint venture opportunities.	Exploring options and strategies as part of OLMP Workforce Development grant – specifically in the goal of improving the perception of manufacturing in the region. In parallel to the WG's activity, the EOLC supported Ontario East's work on bringing together manufacturers associations re: an innovation network	OEEDC



Strategic Objective: Promote and expand the availability of traditional and non-traditional investment supports, and ensure accessibility for a wide range of local businesses and organizations

Status	Action #	Ongoing Action	Comments	Lead
Completed	13	<p>In partnership with the region's RTOs, develop an Eastern Ontario Tourism E-Kit to advance use of the internet/mobile internet/cloud computing to promote and enhance the contribution of tourism in the region.</p> <p>Provide the tools necessary to assist small and medium sized tourism businesses to more effectively market and manage their businesses online thereby enhancing the long term profitability and viability of tourism in Eastern Ontario.</p>	<p>EORN has created an e-tool kit targeting small businesses and one for municipalities with content that is relevant to businesses in tourism and at a municipal level through economic development offices. These e-tool kits are available on the EORN website. A specific tool kit targeted to tourism has not been created by EORN but EORN would be willing to share what data they have with any organization that would be willing to take this task on. Ontario East may be aware of an e-tool kit focused on tourism and there are other groups which have formed working on tourism and economic development in the region (St. Lawrence corridor has a group of municipalities working together and there is also a group which includes representation from Northern New York state).</p> <p>Development of an E-Toolkit for the region's SMEs, to stimulate further use of technologies</p>	EORN; EO RTOs



Strategic Objective: Promote and expand the availability of traditional and non-traditional investment supports, and ensure accessibility for a wide range of local businesses and organizations

Status	Action #	Ongoing Action	Comments	Lead
Completed	14	Develop new business models that will help agriculture, forestry and other natural resource sectors add value to their products. This will involve bringing these stakeholders together with bio-processing experts, manufacturers, marketers, transportation and logistics, technology and supply chain experts, and funders to ensure that the entire suite of required resources is addressed. Establish a working committee to identify opportunities to participate in research and development, formation of joint venture enterprises, industrial eco-systems and business parks, and other initiatives to develop and move innovations into the commercial marketplace. These initiatives are likely to build on farms and woodlots that grow/produce food or non-food products.	OEEDC partnered with Greater Golden Horseshoe Food and Farming Alliance to access primary agricultural producers data and accessed municipal and open data for value chain data. Two new software programs have been developed for use by Ontario East members.	OEEDC; EO Network Inc.
Challenged / Exploring Different Options	14.1	Provide financial and technical support to build a regional food network portal.	EORN has not provided support for this portal. Ontario East has been working on a portal which meets some of these criteria. EOLC put together an unsuccessful RED application on three technology integration issues (regional food network portal, Eastern Ontario On-Line Education, and event to bring together early stage companies with municipalities	EORN OEEDC



Strategic Priority: Enhanced Transportation Systems

Strategic Objective: Build the regional transportation infrastructure that improves Eastern Ontario's access to major domestic and international markets

Status	Action #	Ongoing Action	Comments	Lead
Hasn't proceeded	15	Develop an integrated transportation network that supports efficient, cost effective movement of goods and people within the region and connects Eastern Ontario to key domestic and international markets		
Hasn't proceeded	15.1	Leverage the forthcoming Canada EU Comprehensive Economic and Trade Agreement as the means to enhance Eastern Ontario's vital transportation connections, intermodal infrastructure and bridge crossings.		EO Network Inc.; EO Transportation Study Steering Committee; Manufacturing Associations
Ongoing / Underway	15.2	Optimize multimodal transportation infrastructure in Eastern Ontario through the development of new intermodal facilities in conjunction/identification of strategic hubs	Undertaking several preliminary tasks associated with assessing demand for/optimal multi-modal and intermodal facilities; have identified specific internal (within region) challenges plus external demand for Canadian Goods.	
Ongoing / Underway	15.3	Explore feasibility of non-traditional and innovative infrastructure including intraregional marine, shared storage, long combination vehicles, intelligent transportation systems and dedicated trucking infrastructure.	Relationship development with Canadian Urban Transit Research and Innovation re: the region as a test bed for autonomous vehicles and/or other ICT applications associated with the vehicular transportation system	



Strategic Objective: Build the regional transportation infrastructure that improves Eastern Ontario's access to major domestic and international markets

Status	Action #	Ongoing Action	Comments	Lead
Hasn't proceeded	16	Pursue a moratorium on the decommissioning of Eastern Ontario's ports infrastructure and the removal of rail infrastructure.		EOWC; EOMC
Hasn't proceeded	16.1	Investigate the feasibility of constructing new and revitalized deep water port facilities in select locations across the region and opportunities to modernize and expand the region's existing rail network through the northern areas of Eastern Ontario.		EOWC; EOMC
Hasn't proceeded	17	Advocate for provincial and federal investment in regionally beneficial transportation infrastructure including the upgrading and maintaining of major regional road corridors, MTO downloaded roadways and the widening of Highway 401 between Cobourg and the Quebec border.		No action on advocacy for provincial and federal investment in regionally-beneficial transportation (roads) infrastructure; project under way to understand aspirations for various communities with airports



Strategic Objective: Provide enhanced regional transportation services to area business and residents

Status	Action #	Ongoing Action	Comments	Lead
Ongoing / Underway	18	Develop a strategy to create a “smart” overlay for the region's transportation network that leverages the region's broadband investment to ensure that travel across the region is as efficient and safe as possible.	<p>EORN is currently working on securing funding for a Cell Mobility Project. One of the mandates of the project is to ensure adequate coverage and capacity on auxiliary roadways. EORN is also meeting with MTO to discuss the securing of surplus ministry towers and or lands where these surplus towers are located for the placement of new cellular towers. Mapping is underway now and EORN is looking at how they may be able to share this data publically.</p> <p>Published an information sheet on Long Vehicles, for use by municipal planners, roads departments, and economic development officials; premiered at 2018 EOMC</p> <p>'smart overlay' being pursued in early ways with institutional and federal authorities</p> <p>Preliminary work done on 'smart' overlay; working with institutional and federal government opportunities</p>	EORN; EOMC
Hasn't proceeded	19	Pursue a strategy to develop and operate 'non-traditional' transit systems over existing roads to support the commuting patterns of a regional workforce. This should include:		EOWC; EOMC;



Strategic Objective: Provide enhanced regional transportation services to area business and residents

Status	Action #	Ongoing Action	Comments	Lead
Hasn't proceeded	19.1	Opportunities for private/NFP operated shuttles in core hours, car pool lots, transfers nodes between transit and other forms of transportation, and more extensive networks of bike lanes and trails.		EOWC; EOMC; Private Transportation Firms
Hasn't proceeded	20	Advocate for the creation of an infrastructure investment fund to support upgrading, revitalization and expansion of regional airports including runway extensions, terminal expansion and customs services.		EOWC; EOMC; OEEDC