

Horton Township



Township of Horton Community-Based Economic Development Plan 2017 - 2022



Chris Drost Avis Price

Grant Writing Solutions



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I. Greetings from the Mayor

On behalf of Horton Township Council and Staff, I am pleased to present the Community-Based Economic Development Plan for 2017 – 2022. As Mayor of the Township of Horton, I felt it was extremely important for the residents, businesses, Council and Staff, to have a clear vision and direction for the future of our community. A Strategic Plan for Economic Development was a high priority on my list during my term of office. This will be a roadmap to guide our plan and priorities for the future of Horton Township. The Plan reflects input from members of the community, which was a very important component and is a true reflection of our community outlining a framework from which we can move forward giving direction to the present Council and future Councils.

On behalf of Council, I wish to thank the CAO and Staff as well as the many individuals who actively participated in the development of our Community-Based Economic Development Plan and the moderators who led us through the collaborative process.

As we look forward to the future, there continues to be ongoing need for responsible decision making, new and innovative ways to meet the needs of the residents, and good Council leadership, in order to move forward on our path of growth and prosperity for Horton Township.

Thank you to our Council, Staff and CAO and all who contributed in any way to help us develop our roadmap to the future in order to achieve the identified goals and outcomes.

As we see projects and ideas become reality, we can all be proud of the work we accomplished. Together, we make Horton Township a better place to live, work and play in our present time and for those who follow us.

We are here to be of service to all residents of the municipality.

Robert Kingsbury
Mayor, Horton Township

II. Acknowledgments

CAO/Clerk Suzanne Klatt acknowledges the following individuals and agencies on behalf of Council and Staff. Special thanks to...

- All the members of our community who contributed valuable input to the economic future of Horton Township by participating in focus groups, completing the survey and/or attending the public meeting.
- Council members for recognizing the need and benefits of developing a strategic economic vision and having the commitment to making the community an integral part of the process.



Robert
Kingsbury
Mayor



Robert
Johnston
Deputy Mayor



David
Bennett
Councillor



Glen
Campbell
Councillor



Jamey
Larone
Councillor

- *Brock University* Geography Professor Chris Fullerton for facilitating the focus groups, analyzing the information and preparing the reports.
- Karen Fischer of the *Ontario Ministry of Agriculture, Food & Rural Affairs* for facilitating the public meeting.



- Chris Drost & Avis Price of *Grant Writing Solutions* for their expertise in planning and organizing the project, preparing and conducting the survey and writing the Economic Development planning document.



- *Community Futures of Renfrew County* for generous financial support towards the project.



This project is funded by the Government of Canada through the Federal Economic Development Agency for Southern Ontario.



III. Council endorsed Economic Vision and Mission Statements

Vision

Horton Township. The best in rural living...within urban reach.

Mission

To “set the community apart” by retaining the kind of welcoming environment that attracts new residents, new business and visitors through innovation, strong communication and pro-active planning.

IV. Purpose of the Plan/Community-based Process

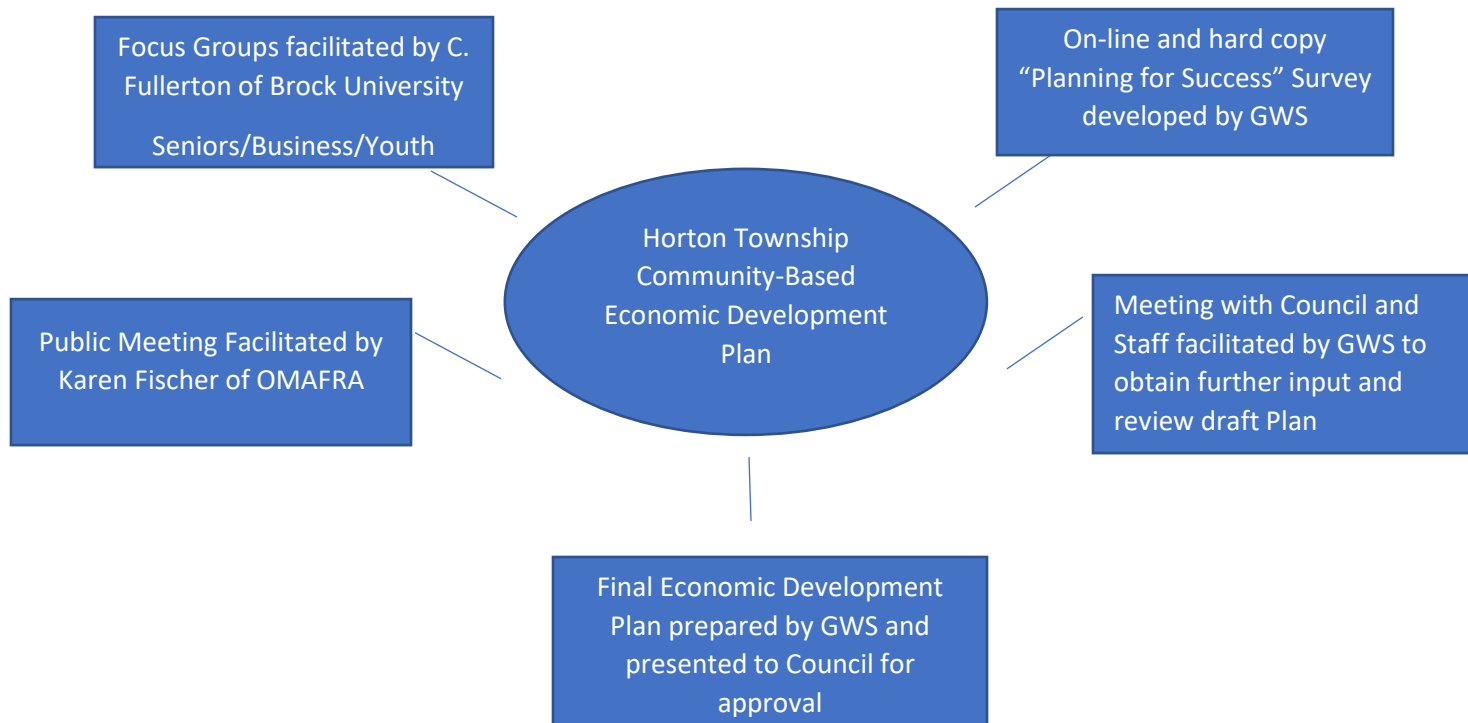
Recognizing the value to the Township of having a strategic economic development plan, Horton Township Council made the decision in early 2017 to “plan for success” by embarking on a “community-based” process that would result in the Horton Township Community-Based Economic Development Plan 2017-2022.

The purpose of the Plan is to:

- Ensure economic development and growth in Horton Township is being guided by a long-term strategy that has the input and approval of the community
- Provide the current and future Councils with direction
- Incorporate long term financial strategies to reflect the asset management plan
- Ensure the core and soft services currently offered by the Township are reflected in the economic development strategy
- Establish priority actions for the Township
- Identify resources and a timeline needed to achieve goals
- Provide evidence of community need and priorities for accessing funding opportunities
- Establish Horton Township as a forward-thinking community that is “open for business”

While some communities develop plans based entirely on the input of Council and Staff, Horton Township Council established early on that this plan must be based on input from the permanent and seasonal residents and business owners who call Horton Township home.

Sue Klatt, CAO, having been involved in a community-based process elsewhere, re-established connections with Chris Fullerton, Professor of Geography at Brock University, Avis Price and Chris Drost of Grant Writing Solutions (GWS), the Ontario Ministry of Agriculture, Food & Rural Affairs (OMAFRA) and the local Community Futures of Renfrew County (for access to funding). In February 2017, Council agreed to a multi-pronged approach to creating the Community-Based Economic Development Plan.



V. Executive Summary

Recognizing the value of creating a formal municipal economic development plan, the Council of the Township of Horton began the economic development planning process in the spring of 2017. Funding was secured from the Eastern Ontario Development Program (EODP). Chris Fullerton, Professor of Geography at Brock University conducted focus groups with seniors and the local business community to solicit input and ideas from those community groups. Karen Fischer of the Ontario Ministry of Agriculture, Food & Rural Affairs (OMAFRA) facilitated the public consultation meeting. Chris Drost and Avis Price of Grant Writing Solutions of Bancroft, coordinated the process, developed, conducted and analyzed the Planning for Success 2017 on-line survey, facilitated the Action Planning and Plan Review meeting with Council and consolidated all the information into the final “Community-Based Economic Development Plan 2017-2022” for the Township of Horton.

The main components of this Economic Development Plan are the five prioritized Goals and Action Plans which form the work plan for the Township and community to follow in the next five years.

The top prioritized Goals with associated Action Items include:

1. Residential Attraction

Attracting new residents to Horton Township for the opportunity it will bring to expand the local tax base and bring in new home-based businesses.

2. Business Attraction, Support & Job Creation

A successful business attraction strategy will result in new job opportunities within the Township and expand the existing tax base.

3. Tourism & Recreational Development

Key assets have been identified which will provide the community with opportunities for tourism development. Steps to develop a variety of recreational programs to create the kind of lifestyle that is important to residents of all ages.

4. Marketing & Promotion

This goal addresses the identified need for a marketing and promotion strategy for the Township targeting residential, business and tourism attraction.

5. Municipal Services & Zoning

The Residents expressed the importance of the Township providing quality services including infrastructure, property standards, land use and lobbying for improved broadband services and Hwy. #17 expansion.

This Community-Based Economic Development Plan is intended as a living document that will be reviewed every new term of Council. For this reason, the Plan includes details for monitoring the plan, methods for revision and reporting of the progress to the residents of Horton Township.

VI. Previous studies/reports

Prior to 2017, Horton Township had not made long-term strategic planning or economic development planning a priority. The current Council, recognizing the value in moving forward in a planned and coordinated way, has made the development of the Horton Community-Based Economic Development Plan a priority for 2017.

Recreation Survey

In 2014, the Township created a Recreational Survey to collect information from the community about its interests and experiences with a variety of recreational opportunities. The results of this survey have been used to assess the number, types and target groups for recreational programming and facilities being offered by the Township.

To be compliant with mandatory government requirements, the Township has completed other reports which have been reviewed in preparing the Economic Development Plan. They include:

AODA Compliance

The Township has also conducted the AODA Self-Certified Accessibility Report which indicates that the Township is complying with, or exceeding requirements.

Asset Management Plan

Horton Township also completed its Asset Management Plan on January 5, 2015. The Township will continue to enhance and update the Asset Management Plan by adopting policies such as the Strategic Asset Management Policy.

VII. Background/ Township Profile

i. Background

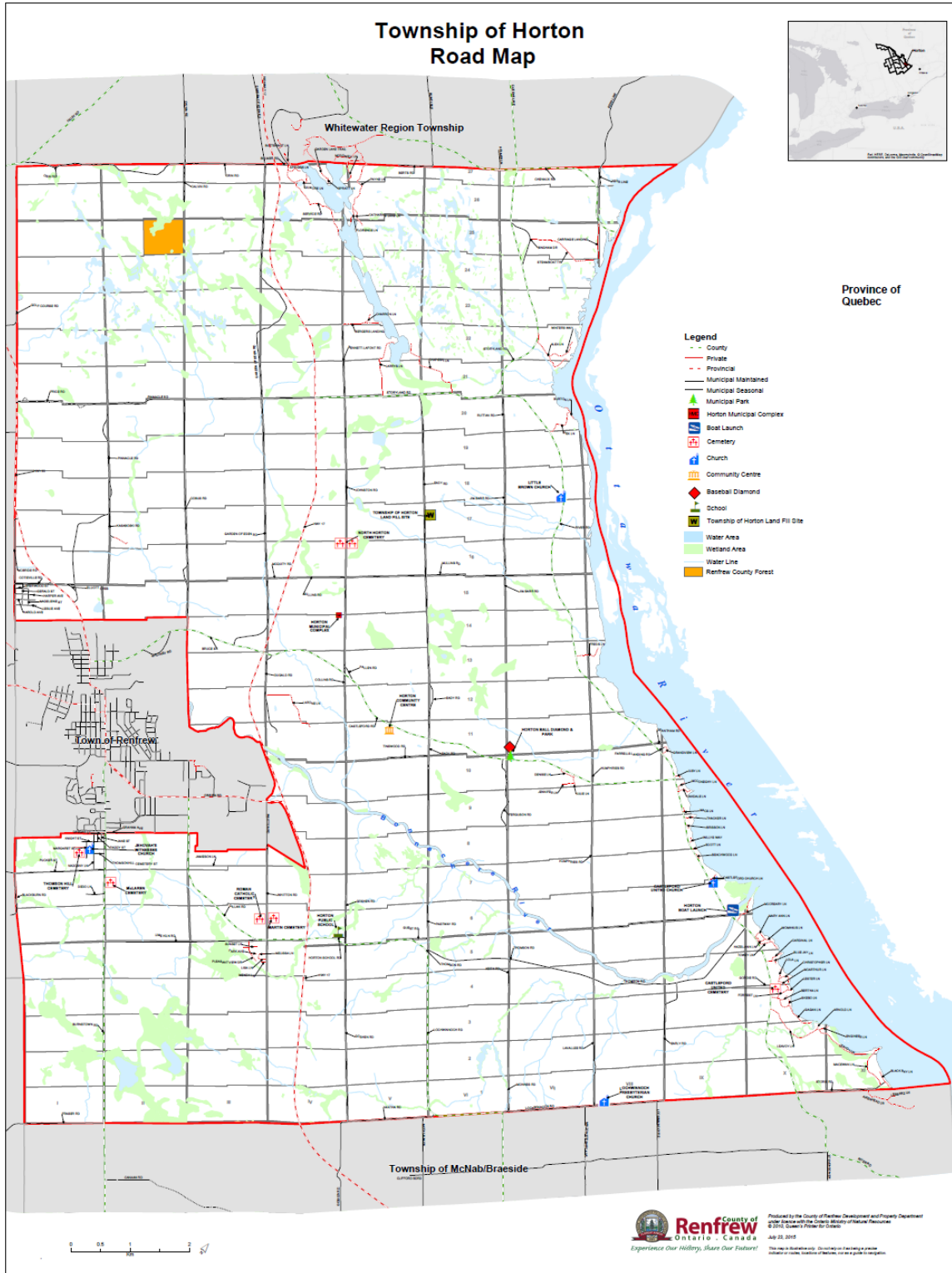
Horton Township is a rural community nestled between the Town of Renfrew and the Ottawa River. Its prime location combined with its beautiful natural environment has made it attractive to new residents and small business owners alike.

With the Ottawa River bordering it on the east, and several large lakes as well as the Bonnechere River within its borders, Horton Township is a natural tourist attraction for cottagers and day trippers from Ottawa. The proximity to the City of Ottawa and its services, such as hospitals, combined with affordable housing and property taxes, is attracting a growing number of retirees.

The expansion of Hwy #17 into four lanes as far as Arnprior has shortened the daily trip to Ottawa for commuters, making Horton more desirable for those seeking a rural lifestyle with the benefits of an urban paycheck. As broadband and cell coverage improves, the number of Horton Township residents taking advantage of working from home is expected to increase.

Horton has a small but strong agricultural community, many with roots in Holland, that increasingly offers a variety of niche products. The number of home-based businesses is also on the increase within the Township.

ii. Township Map



iii. Proximity

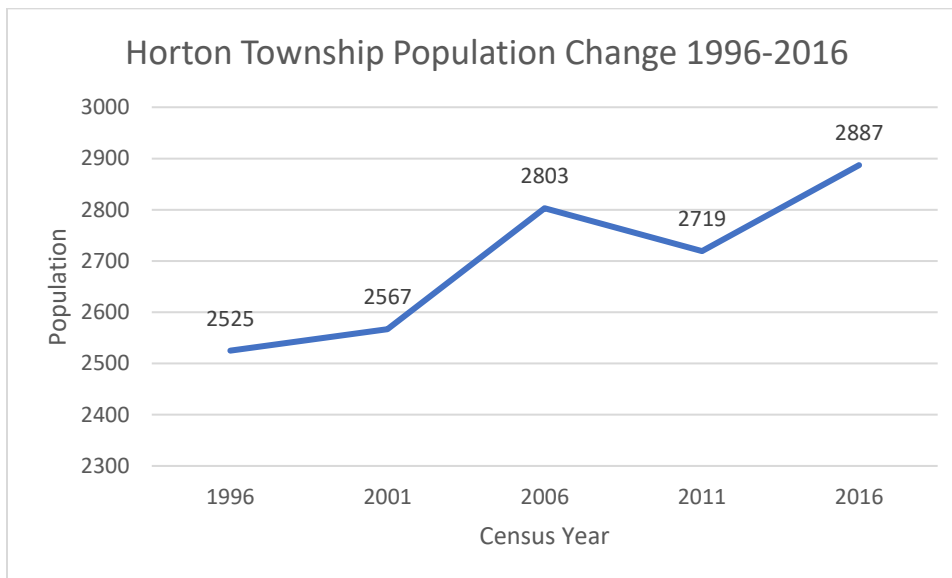
Horton Township has the advantage of being located next door to a full-service community, the Town of Renfrew, while being only a 45-minute drive to downtown Ottawa. The following chart demonstrates why population growth in Horton Township, far exceeded that of neighbouring municipalities between 2011 and 2016.

Distance from Horton Township

Distance to	Travel Time
Town of Renfrew	Under 10 minutes
City of Pembroke	40 minutes
City of Ottawa (to the international airport)	1 hour 7 minutes
City of Arnprior	24 minutes
Town of Petawawa	1 hour 10 minutes
Hwy #401	1 hours 29 minutes
East end of GTA - Oshawa	3 hours 41 minutes
U.S. Border (at Cornwall Seaway International Bridge)	2 hours 5 minutes

iv. Population Growth

Horton Township had the highest growth of all the municipalities in Renfrew County between 2011 and 2016. The population grew 6.2%, from 2719 to 2887 people.

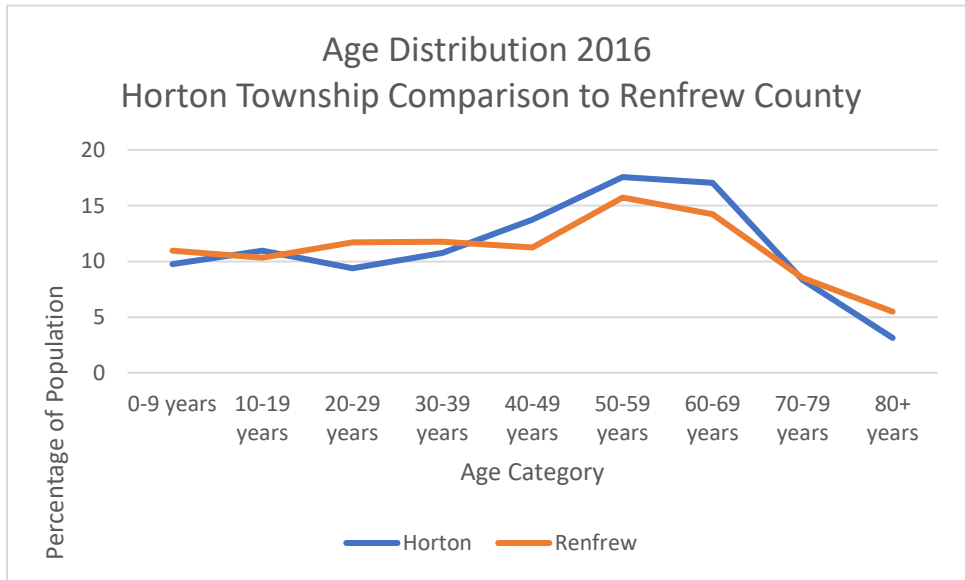


Source: Statistics Canada

v. Age Distribution

While the number of youth out-migrating from Horton Township starting at age 20, seems typical of most communities in Eastern Ontario, the chart below demonstrates that there is steady growth in the number of residents from age 30 onwards. These may be either returning youth or young adults

attracted to Horton Township as a bedroom community of the City of Ottawa, City of Pembroke, Town of Petawawa. In the rest of Renfrew County, there is less of a reduction in numbers from the late teens onward but the steady increase in numbers occurs almost ten years later than Horton, age 40-49. Horton also shows a higher percentage of its population to be in the 50 through 70 age categories compared to the County of Renfrew.

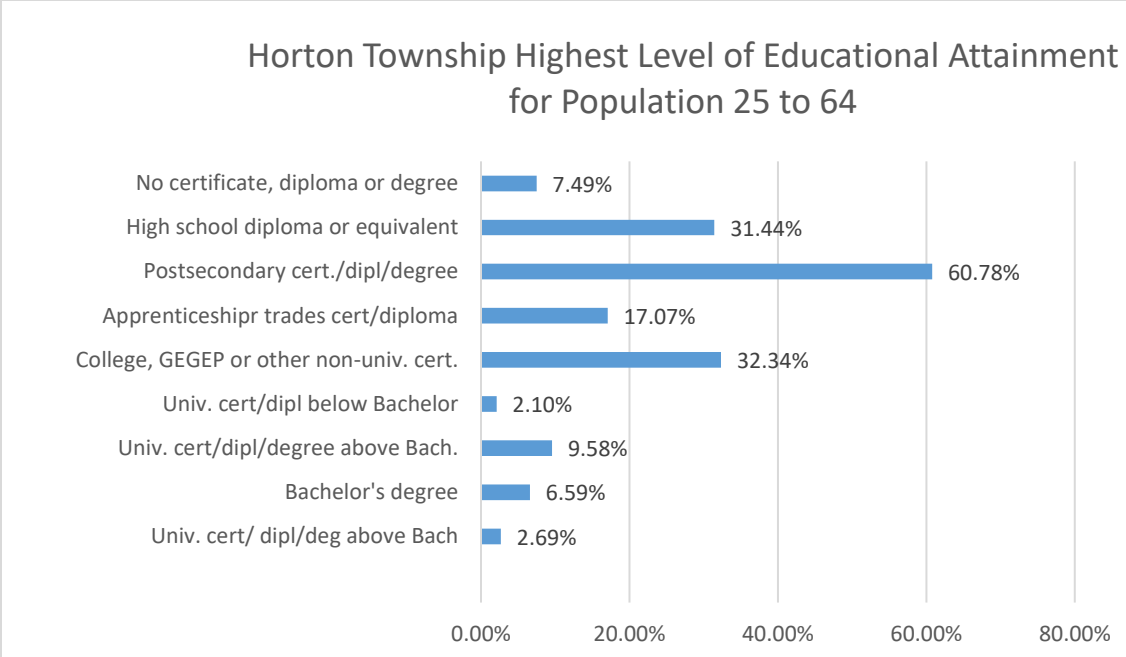


Source: Statistics Canada

vi. Educational Attainment

Residents of Horton Township are generally well educated. Almost 61% of Horton residents aged 25 to 64 years have a post secondary certificate, diploma or degree. A further 6.59% have a University Bachelor’s degree and 32.34% a College or other non-university certificate or degree. Only 7.49% of the population in this age group did not have any type of certificate, diploma or degree.

With proximity to colleges and university facilities in nearby Ottawa and Kingston plus easy train and highway access to Montreal and Toronto, Horton is in an ideal location for obtaining post-secondary education.

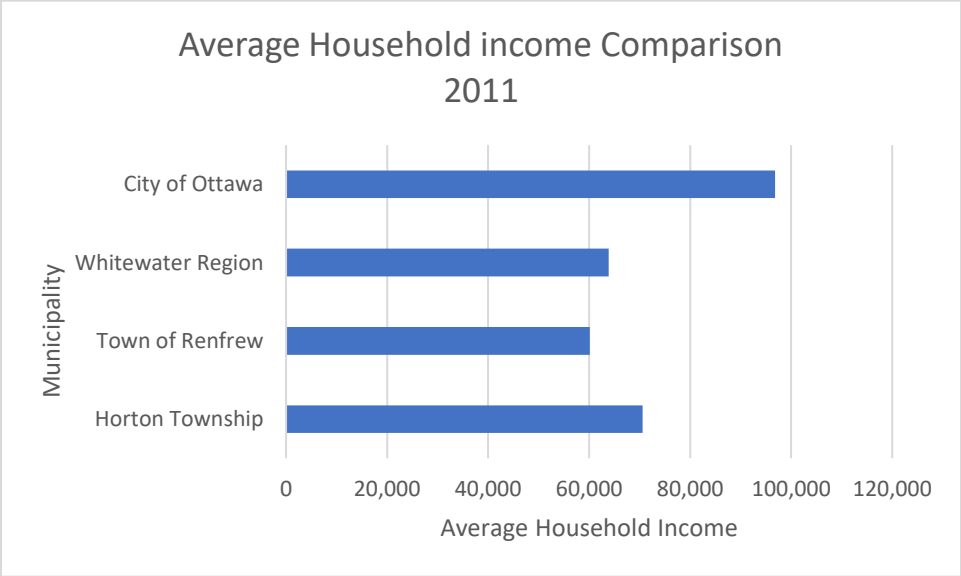


Source: National Household Survey 2011 – Statistics Canada

vii. Average Incomes

The latest available income data comes from the National Household Survey 2011. The 2016 results are not expected to be released until November 2017.

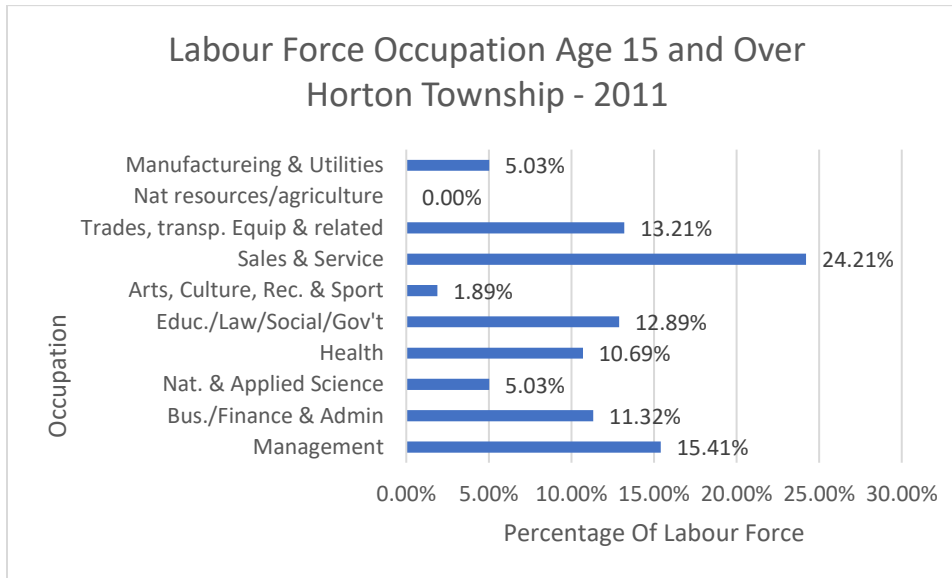
The average household income for Horton Township in 2011 was \$70,605, above that of neighbouring Town of Renfrew and Whitewater Region.



Source: National Household Survey 2011 – Statistics Canada

viii. Types of Employment

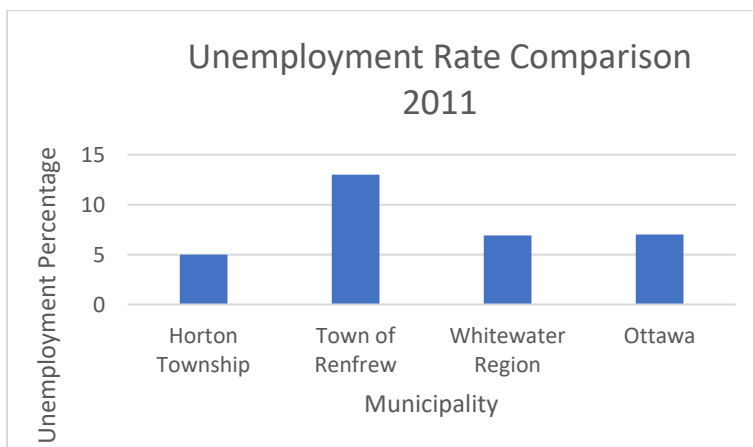
As the following chart demonstrates, more of the Horton Township labour force works in Sales & Service occupations than any other category, almost a quarter of the labour force. Management occupations are the second most prevalent occupations, followed by Trades, Transportation Equipment & Related Occupations. Jobs in Education/Law/Social Services and Government follow closely behind. It is interesting to note that slightly less than 2% work in Arts, Culture, Recreation & Sport occupations although there was considerable mention of a strong presence of artistic individuals during the public consultation process. While residents noted the importance of agriculture in the Township, it is interesting to note that no one responding to the census indicated farming as their primary occupation.



Source: National Household Survey 2011 – Statistics Canada

ix. Unemployment Rate

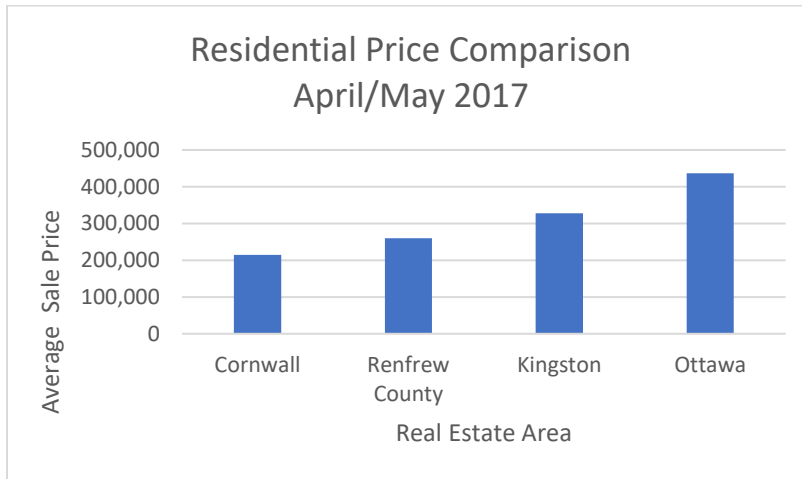
As shown in the following chart, in 2011, Horton Township had a lower unemployment rate than its neighbours, including the City of Ottawa. At only 5%, unemployment does not appear to be a major issue in the Township.



Source: National Household Survey 2011 – Statistics Canada

x. Residential Property Values

Using Canadian Real Estate Association data from April/May 2017, it appears that residential property values in Renfrew County, of which Horton Township is a part, have increased at a greater rate than those in neighbouring areas during the past year. Renfrew County saw an 11% increase between April 2016 and April 2017 while Ottawa, Kingston and Cornwall saw increases of 7.4%, 2.6% and 5.5%, respectively. The average residential home price in Renfrew County in spring 2017 is \$259, 977, slightly higher than Cornwall at \$214,289, but lower than both Kingston at \$327,507 and the City of Ottawa at \$436,625.



Source: Canadian Real Estate Association Housing Market Stats 2017

VIII. Economic Assets/Challenges

i.) Horton Township’s Assets

The content for this table, Assets/Opportunities comes directly from input from the residents of Horton Township. This information was gathered through the on-line and hard copy surveys, through focus groups and during the community consultation meeting June 8, 2017. The complete list of survey responses and comments, summaries from the Senior Focus Group and Business Community Focus Group plus notes from the public meeting are included in the Appendix to this report.

ASSETS/OPPORTUNITIES
Proximity to the City of Ottawa/able to draw from Ottawa
Access to major transportation arteries
Proximity to the Ottawa River
Prime agricultural land
Friendly people
Strong sense of community
Well-developed system of social services
Prime location for tourism
Available labour force
Access to quality education
Small but strong business community
Beauty

Safe
Affordable
Sport fishing/hunting
Recreational facilities/activities
Pet friendly
Good mix of people
Good leadership – Staff and Council
Highest population growth in Renfrew County
Upper Tier – Renfrew County is supportive with grants
No signage pollution
Volunteer fire department
Physician Recruitment Program
Good services nearby in Renfrew
Hwy #17
Alternative transportation (taxis) available
Able to attract visitors from Quebec and east end of Toronto
Good hospital in nearby Renfrew

ii. Horton Township’s Challenges/Weaknesses

CHALLENGES/WEAKNESSES
Lack of job opportunities within the Township
Limited broadband and cell service (especially along the Ottawa River)
Lack of a business centre/cluster/hub
Keeping youth in the township
Providing adequate amenities for residents (recreation, medical, social services, transportation)
Protection of natural resources
No marketing & promotion plan in place for the Township
Competition with surrounding areas for attracting tourists
Transportation limitations (especially for seniors). Existing options are too expensive.
Lack of a suitable range of housing options (especially for seniors wanting to downsize)
No business networking organization
Isolation for some people
Hydro costs
Horton is “just” a bedroom community of Renfrew
Youth out-migration
People do not want to participate so recreational activities get cancelled.
Not everyone has a physician and wait lists are long
Little help from the provincial government for Horton

Roads could be better
Too humble – We do not promote ourselves enough as a place for clean rural living.
Some areas of the Township are not accessible.
Roadblocks for zoning changes at Upper tier- County of Renfrew cause delays/red tape
Provincial planning regulations limit what Township can do.
Provincial decisions are often urban-based and do not reflect our rural municipality

ix. Strategic Goals and Action Plan

Based on a detailed review of all of the community input provided in the data/information collection phase of the planning process, a number of priority themes or goals emerged. Included in this section is a summary of those strategic goals. The Economic Action Plan which indicates how the goals will be achieved, is presented in the following Section iv.

Community Economic Development Goal #1 RESIDENTIAL ATTRACTION

1. Residential Attraction

Attracting new residents to Horton Township was identified as a high priority for the opportunity it would bring to expand the local tax base and bring in new home-based businesses. The primary target groups identified by the community included:

- Urban dwellers seeking the best in a rural lifestyle but proximity to all amenities offered by nearby cities such as Renfrew, Pembroke, Arnprior and Ottawa.
- Youth who have roots in the community and may consider returning to raise a family in Horton Township once they have completed their education
- Seniors who have high-priced property to sell in Ottawa, and wish to free up capital by purchasing a more moderately priced home in Horton Township
- Families looking for a home half-way between the Petawawa Military Base and Ottawa

Residential Attraction Priority Actions

Action	Responsibility	Timeline	Resources/Funding Sources
1. Determine best locations for additional residential development as part of Official Plan and Zoning By-Law reviews	Staff and Council	Completion by Bylaw Review December 31, 2018	Staff time

Action	Responsibility	Timeline	Resources/Funding Sources
2. Seek funding for a Branding & Marketing Strategy for the Township	Staff	Fall 2017	RED – OMAFRA, CFDC Alternatively Communities in Transition
3. Continue lobbying for improved broadband through EORN	Council County M.P. Office	Announcements expected later in 2017	
4. Improve recreational opportunities for all ages as a means for attracting new residents.	CAO Council Recreation Coordinator	Ongoing New programming for fall/winter 2017/2018	Consider Ontario Sport & Recreation Communities Funding January 2018
5. Continue participation in Physician Recruitment Program	Council Intermunicipal Committee	Ongoing	
6. Reduce red tape for zoning changes by educating public about process and policies	Staff	Ongoing	
7. Provide checklist of timelines for developers	Staff	Ongoing	
8. Develop Recreation Master Plan	Staff	Fall 2017	RED - OMAFRA

Community Economic Development Priority Goal #2 Business Attraction, Support & Job Creation

2. Business Attraction

A successful business attraction strategy will result in new job opportunities within the Township and expand the existing tax base. The Township has an opportunity to create a welcoming environment for new businesses, and one that will grow new entrepreneurs from within the community. Simple networking events have potential for expanding local business and creating new business to business opportunities within the Township.

Business Attraction, Support & Job Creation Priority Actions

Action	Responsibility	Timeline	Resources/Funding Sources
1. Establish a regular calendar of Business Breakfasts, networking events,	Staff	Establish schedule in Fall 2017 and ongoing	Investigate possible Community Futures Funding

Action	Responsibility	Timeline	Resources/Funding Sources
Business to Business events			
2. Establish a common hashtag for all Horton businesses as part of Branding & Marketing Strategy	Staff	Fall 2017	Seek RED funding for Branding & Marketing Strategy development
3. Establish a Business Retention and Attraction Strategy	Staff/Council	2018	Consider RED funding
4. Bring idea to Business Breakfasts about promoting business through Township website. Must be business driven.	Business Group driven	2018	Funds needed for non-social media promotion to business community Investigate Community Futures funding
5. Develop a strategy for “making starting a business easy” in Horton - Do a Community Profile for website - Cheat sheet for new entrepreneurs Review zoning restrictions	Staff	Ongoing. Incorporate into strategy and budgeting.	Investigate Community Futures funding along with priority #4
6. Initiate new “welcoming” opportunities for new business such as ribbon cutting, coordinate meetings for business to learn about funding opportunities available to them etc.	Staff	Ongoing	Investigate Community Futures funding

Community Economic Development Priority Goal #3

Tourism & Recreational Development

3. Tourism & Recreation Development

Township residents identified key assets that provide the community with opportunities for tourism development as part of a long-term economic development strategy. These assets included:

- Proximity to the City of Ottawa
- Proximity to the Ottawa River
- Beautiful natural environment
- Motorized and non-motorized trail opportunities
- Agri-food/niche product opportunities
- Nearby bridge to Quebec to attract out of province tourists

Tourism Priority Actions

Action	Responsibility	Timeline	Resources/Funding Sources
1. Establish connection with Eastern Ontario Trails Alliance and County of Renfrew to see how they can assist with trail development	CAO	Fall 2017	Staff time Ontario Cycling Alliance Grant through the County
2. Investigate potential new rest stops for day trippers	CAO/Public Works Council	In conjunction with Hwy 417 expansion	Public Works
3. Hold brainstorming session with community/businesses to consider new tourism opportunities that could result with #417 expansion	CAO	2018	Staff time
4. Investigate at a business breakfast, the creation of a Horton Horseshoe”, a route that links interesting places and businesses in cooperation with business community)	CAO Council Only as needed or wanted by the Business Community	Part of Marketing & Promotion project	Staff time Consider RED funding Community Futures Tourism Development Fund for Plan

Action	Responsibility	Timeline	Resources/Funding Sources
5. Establish a campaign of local activities that make local people more aware of all the tourism opportunities Horton has to offer.	Initiate through business breakfasts. Establish a strategy for more creative use of promotional dollars. Develop media strategy.	Ongoing	CAO Business/ community volunteers Consider use of “geo-fencing” as a means for cross-promoting the community.
6. Recreation Master Plan Study	Staff	Fall 2017	RED (OMAFRA) EODP (CFDC)

Recreation

Horton Township residents recognize the importance of offering a variety of recreational programming to create the kind of lifestyle that is attractive to residents of all ages.

Recreation Priority Actions

Action	Responsibility	Timeline	Resources/Funding Sources
1. Develop a targeted annual recreation plan that encourages individuals to try new activities and greater physical activity	CAO in cooperation with Recreation Coordinator and volunteers	Fall 2017	Staff time Consider Ontario Recreation & Sport Communities Fund for January 2018
2. Investigate funding options for cement pad and cooling system for the rink	CAO/Council/Volunteers	Investigate for 2017	Community Fundraising /Granting opportunities
3. Add Horton businesses to the Township website	Must be business driven	Ongoing	

Community Economic Development Priority Goal #4

Marketing & Promotion

4. Marketing & Promotion

The need for a marketing and promotion strategy for the Township that targets residential, business and tourism attraction was second on the list of economic development priorities suggested by residents through the “Planning for Success 2017” survey. Furthermore, the lack of a marketing and promotion plan was identified as one of the Township’s top three challenges to growth and development.

Key targets identified during the public meeting for residential attraction included:

- Youth re-attraction (Youth with roots in the community returning as young families after completing post-secondary education)
- Urban workers in nearby Ottawa or Arnprior seeking a rural lifestyle within urban reach
- Seniors selling higher priced homes in the city to purchase a more reasonable home in Horton Township to provide themselves with greater financial freedom
- Families who have one member working on the Petawawa Military Base and one in Ottawa who are looking for a place to live in-between

Marketing & Promotion Priority Actions

Action	Responsibility	Timeline	Resources/Funding Sources
1. Seek funding for a 3-year Branding and Marketing and Promotion strategy	CAO Council	Fall 2017	RED Community Futures
2. Add all Horton businesses to the Township website through a promotional campaign	Staff Business Group	Fall/winter 2017/2018	Staff time Consider Community Futures funding
3. Conduct research into why people have already moved to Horton. Use stories as part of promotional campaign	CAO/Council include as part of Marketing & Promotion Plan background research	Fall 2017	RED funding
4. Initiate promotional campaign to increase awareness of how easy it is to locate your business in Horton	CAO Business community	Ongoing	Use social media to promote Horton as a place to do business

Action	Responsibility	Timeline	Resources/Funding Sources
Township/Develop "Cheat Sheet" for new businesses			

Community Economic Development Priority Goal #5

Municipal Services & Zoning

5. Municipal Services and Zoning

Residents expressed the importance of the Township providing quality services both through the "Planning for Success Survey 2017" and in the focus groups with both the Seniors and Business Community. The greatest interests in municipal services were for:

- Improved quality of roads and winter maintenance
- More variety of recreational programming and facilities
- Enforcing property maintenance standards
- Establishing lands for future residential and business/industrial growth (in compliance with the Renfrew County Official Plan)
- Protection of agricultural lands
- Lobbying for the expansion of Hwy #17
- Lobbying for improved broadband service through the Eastern Ontario Regional Network, reducing red tape for zoning amendments

Municipal Services and Zoning

Action	Responsibility	Timeline	Resources/Funding Sources
1. Continued lobbying at the Federal level for improved broadband/cell service	Mayor/Council	Ongoing	
2. Asset Management Plan Regulations & Development	CAO Council	December 31, 2021	
3. Lobbying for the expansion of HWY #417 – Arrange meeting with M.P.P./ Minister of Transportation	Mayor/Council	Fall 2017 and ongoing	

4. Meet with County to bring concerns about “red tape” to its attention	Mayor	Fall 2017	
5. Review existing recreational programming and internally develop a 3-year strategy for expansion of programs and facilities by doing a Recreation Master Plan Study	CAO Recreation Staff Community Recreation volunteers		
6. Review of property standards by-law and enforcement protocols	CAO Council	Ongoing	

x. Implementation Strategy

Once Council has approved the final draft of the Community-Based Economic Development Plan, it is ready for implementation. The Chief Administrative Officer (CAO) will monitor the status of the Action items so that Council is aware of what steps are currently underway, or have been achieved towards fulfilling the goals and objectives.

The Community-Based Economic Development Plan is a tool that will assist Current and Future Council and Staff to:

- Focus energies
- Align to longer-term plans
- Incorporate the Strategic Plan into the Long Term Financial Strategies currently in place.
- Provide an accountability measure between the CAO and Council

The Plan contains an Action Plan Chart containing the five priority strategic goals identified through community consultation. By using the Action Plan Chart, Council will have an easy ongoing method for referencing the established priority goals when decisions are to be made. Council and Staff will be able to track achievements of the goals by adding a status component to the chart. Long Term Financial Strategies are the result of ongoing updates to the Township’s Asset Management Plan.

Mechanism for Changes to the Plan

The Community-Based Economic Development Plan is a guideline rather than a strict roadmap. External influences and/or changes in needs and availability of resources, can impact what is implemented, and when, but it does set the future direction for the Township. When the need arises to make changes to

the Plan, it will be done by formal Motion of Council. A record will be kept of the reason for the change. When a change is made, it should be reflected in the goals, responsibilities and timeline of that section. Each version of the Plan will be numbered and dated to ensure the latest version is being used. A copy of the previous version will be maintained in the office. Staff will ensure Council has the most recent version at all times.

XI. Monitoring the Plan

The process of monitoring the Community-Based Economic Development Plan is key to ensuring that measurable targets are being met. By having clearly established performance indicators for each objective and action item, monitoring will be simplified.

a. Monthly Review

It will be the ongoing role of the CAO to monitor the Plan on a monthly basis to assess what has been accomplished, what could be initiated and what resources would be required for implementation. The CAO will research and keep abreast of possible funding or other resources that come available to implement action items in the Plan. The CAO will bring such opportunities before Council for discussion as they are identified.

b. Quarterly Report to Council

The CAO will provide a Community-Based Economic Plan Progress Report to Council on a quarterly basis. The Report will include a status update for each objective and action item in the Plan. Where timelines have not been met, the CAO will provide an explanation to Council along with recommendations for adjusted timelines.

c. Annual Progress Report to the Public

Council will communicate the implementation progress to the public on an annual basis at a Town Hall meeting, and through the Township website and newsletter.

XII. Communicating the Plan

The purpose of the Horton Township Community-Based Economic Development Plan is to not only give direction to Council and Staff, but to be a roadmap for development of the entire community's economy. The Plan is a public document that needs to be shared among those who are most invested in the community, the residents. By communicating the plan effectively at the annual Public Budget Meeting there will be greater "buy-in" for actions taken by Council that reflect the goals and objectives that were identified through public consultation.

Community organizations that are seeking funding or support for a variety of initiatives can benefit from using the Community-based Economic Development Plan as evidence of need and community priorities.

XIII. Glossary

Accessibility for Ontarians with Disabilities Act (2006) (AODA)

The AODA is the provincial Act that aims to identify, remove and prevent barriers for people with disabilities. It provides Standards for compliance for all organizations.

Broadband

Broadband is technology that provides high-speed wireless internet.

Community-Based Economic Development Plan

A comprehensive strategy developed through input from community consultation, that sets policy direction for economic growth and identifies strategies, programs and projects to improve the economy.

Community Champion

A community champion is an individual or group willing to volunteer to carry out a community initiative.

Vision Statement

Using the input of participants in the planning process, a Vision Statement is written to reflect the “ideal community” that one would hope to see on a date in the future.

Eastern Ontario Development Program (EODP)

Through EODP, FedDev Ontario is collaborating with Community Futures Development Corporations in Eastern Ontario to promote the growth of new and existing businesses in rural communities. EODP provides funding for projects based on business growth, community innovation and/or collaborative economic development.

Enabling Accessibility Fund (EAF)

The EAF is a competitive federal program available to small municipalities and other organizations that provides funding towards projects that make communities more accessible to all, regardless of ability.

Mission Statement

A Mission Statement states what an organization does at its most basic level.

Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)

OMAFRA is the Ontario government Ministry governing agriculture, food and rural communities.

XIV. Appendix

- I. Horton Township Planning for Success Survey Results 2017
- II. Focus Group Summary Reports
 - i) Seniors
 - ii) Business Community