



BAY OF QUINTE
ECONOMIC DEVELOPMENT

2024 PLAN

**QUINTE ECONOMIC
DEVELOPMENT COMMISSION**

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EXECUTIVE SUMMARY

Quinte Economic Development Commission (QEDC) is committed to providing business investment attraction activities as well as programs to support existing business in our identified industrial target sectors on behalf of our member municipalities of Belleville, Brighton and Quinte West.

Core funding for QEDC comes from its member municipalities at a rate of \$4.57 per capita for 2024. Additional funding is raised through other provincial and federal programs and through the delivery programs including Elevate Plus which supports some of our internal costs to deliver the project. Outside funding is critical in maintaining the current level of staffing and activity however funding program availability and criteria change over time. These discretionary funding programs can substantially change the QEDC bottom line. QEDC will attempt to maintain a cash reserve to allow for cash flowing of projects and actives and maintain staff levels in between periods when additional funding is not available. QEDC has successfully maintained its Manufacturing Resource Centre and related staff person for 15 years without the use of municipal funds.

As issues impacting business investment attraction and retention become more complex it is imperative that economic development and community stakeholders across the region continue to work cooperatively towards a more holistic approach to economic development by capitalizing on opportunities and addressing barriers including workforce, residential attraction, housing, daycare, infrastructure requirements and more. QEDC will investigate ongoing funding programs that help to deliver meaningful programming to local industry and partner when appropriate with other stakeholders. Collaboration with municipal partners will continue in addition to initiatives with other economic and business development organizations in the area to leverage our collective resources and bring value to the community and businesses.

QEDC solicits regular input from our local businesses, stakeholders, staff and board members. The strategies of the QEDC follow the recommendations from the previous 2020 target market study , feedback from industry outreach meetings and other industry reports and findings. Regular adjustments to the plan are made based on changing opportunities and challenges. Typically, a refresh to the target market study and strategic plan is completed every 5 years. In 2024 QEDC will attempt to secure additional outside funding to conduct an updated Target Market Study and Strategic Plan thus ensuring that the efforts and activities of the QEDC are aligned with current opportunities in the region and reflect provincial, national and global economic development and investment attraction trends in the industrial sectors.

Workforce development will be an ongoing requirement for 2024 as businesses in the identified target sectors have articulated their need for workers and skills upgrading. QEDC will continue to lead and partner on programs that support workforce development.

HUMAN RESOURCES

CHRIS KING
CHIEF EXECUTIVE OFFICER

Chris leads the successful QEDC team guiding the overall direction and operation of the QEDC with programs to attract new business investment and support the retention and growth of targeted existing business in the region

MIKE HEWITT
MANUFACTURING RESOURCE
CENTRE COORDINATOR

Mike utilizes his manufacturing background, skills, and knowledge in addition to his economic development background to provide support to the region's manufacturing sector. Mike provides information, support and connection to programs and resources to local industries.

VICKI BRISTOW
FERGUSON
BUSINESS DEVELOPMENT
OFFICER

Vicki is the QEDC's business development specialist focusing on marketing and sales initiatives for business investment attraction. Vicki supports marketing efforts and programs in addition to identifying companies and guiding them through the site selection process with the goal of bringing new business

RACHAEL LAMB
ADMINISTRATIVE ASSISTANT

Rachael provides administrative support to the QEDC team and board members including website updates, book-keeping, project tracking, reception services, maintaining databases and support both the Quinte Manufacturers Association and the Quinte Technology Association.

Staff are encouraged to participate in on-going learning related to their roles at QEDC including participation in conferences, webinars and other learning activities.

QEDC OFFICE LOCATION

A one-stop-shop for businesses and entrepreneurs

The QEDC benefits from leveraging resources, talent, and partner programs of the recently rebranded Bay of Quinte Business Development Centre partnership located at Loyalist College's Pioneer building. Partner agencies located in the QBDC include:

- Quinte Economic Development Commission
- Trenval Business Development Corporation
- Ontario Small Business Centre
- Loyalist Training and Knowledge Centre
- National Research Council – Industrial Research Assistance Program.
- Business Development Bank of Canada
- Gift from the Heart (administrative office for a Canadian charity providing oral health care)

Trenval leases the QBDC space from Loyalist College and then subleases smaller space within the QBDC to the partners. Loyalist and Trenval are planning short-term upgrades to the centre. Loyalist is working on a longer-term vision of the Pioneer building that could include consolidation of business and entrepreneurship programs at a new building that includes the QBDC partners.

QEDC will also continue the partnerships with other related organizations in the region that are not co-located in the QBDC including local Chambers of Commerce, BQRMB, Centre For Workforce Development, municipal partners and others.



PURPOSE, MISSION, VISION AND VALUES

Purpose

“To deliver high-impact regional economic development initiatives based on the strategic consensus and common interests of member organizations in business retention, expansion and attraction.”

Mission

To encourage the growth and diversification of those industries and commercial businesses now established in the area;
To market the Quinte Region to attract new sector-targeted firms to locate in the community.

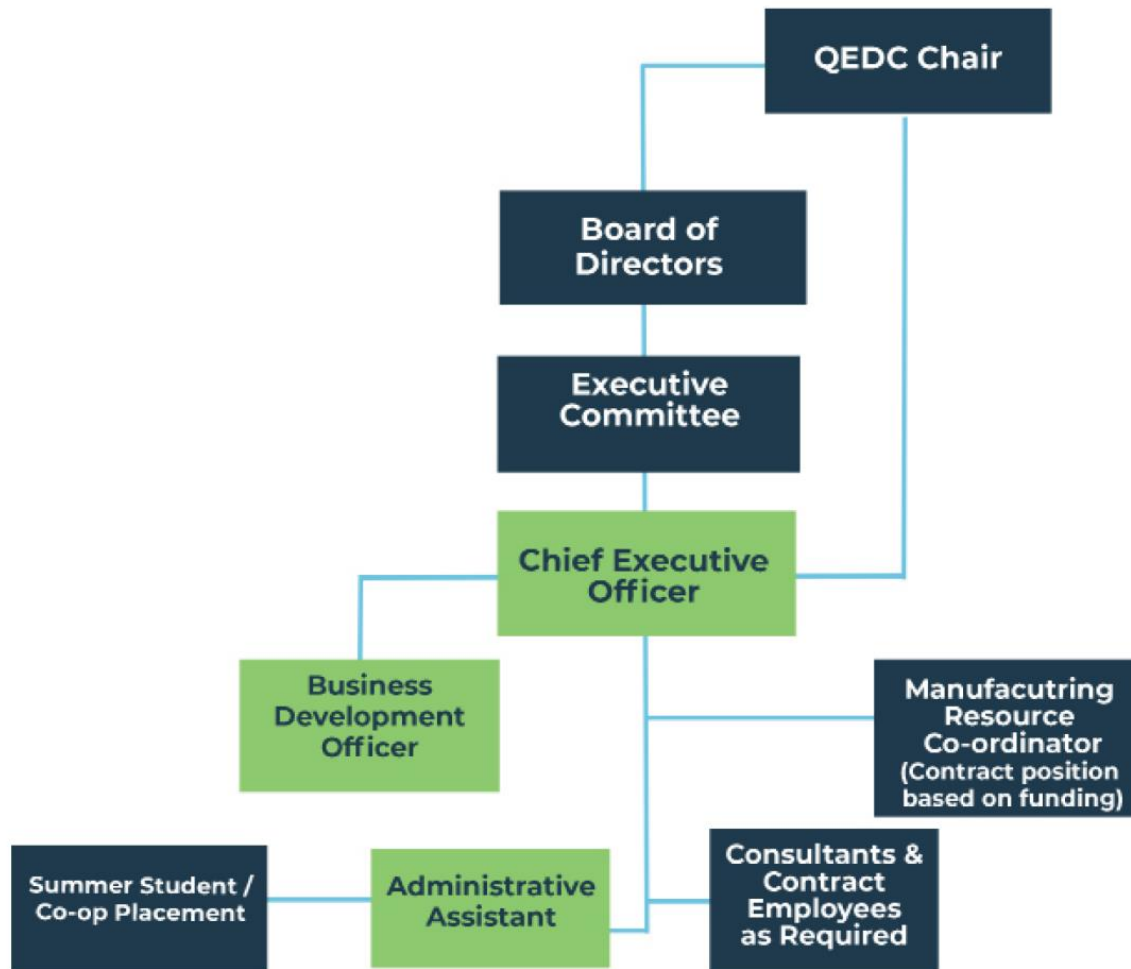
Vision

“To be a model for municipal cooperation in economic development and a “go-to” source for information, insight, assistance and support, both for our member municipalities and existing and prospective industry and commerce with investment in the Quinte region.”

Values

- Coordinated* QEDC represents municipalities working together as a region
- Professional* QEDC strives to a standard of excellence in the support it provides both existing and prospective commercial enterprises with an investment or interest in the Quinte region.
- Responsive* QEDC works hard to maintain its stature as the “go-to” organization for those invested or considering investment in the region
- Strategic* QEDC strives to remain on the leading edge of information relevant to economic development in the region and to be both proactive and strategic in their programs and initiatives in support of successful commerce in the Quinte area.

ORGANIZATIONAL STRUCTURE



ROLES AND RESPONSIBILITIES

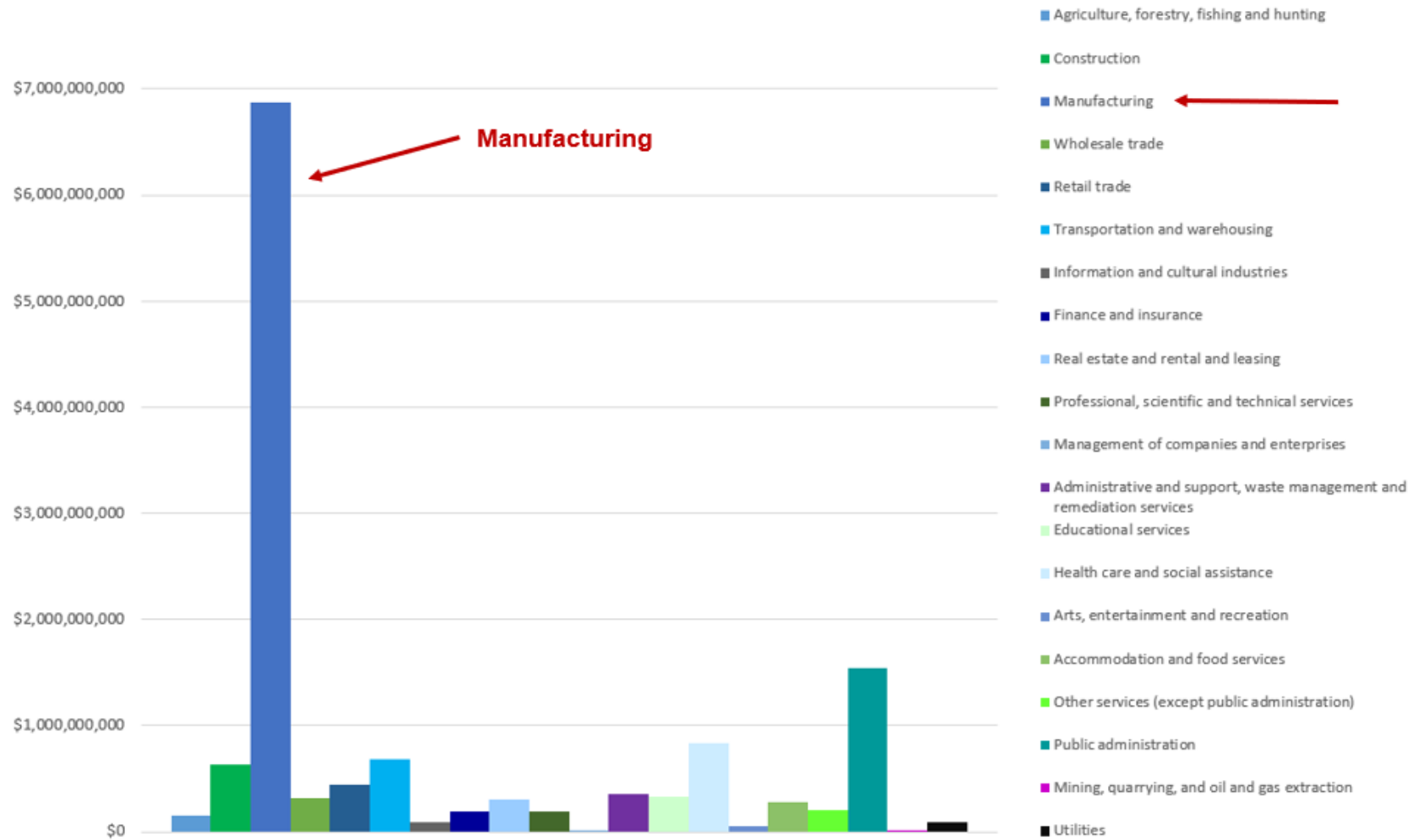


QEDC has clearly defined roles and responsibilities within the Bay of Quinte Region, providing cost effective economic development services to its members.

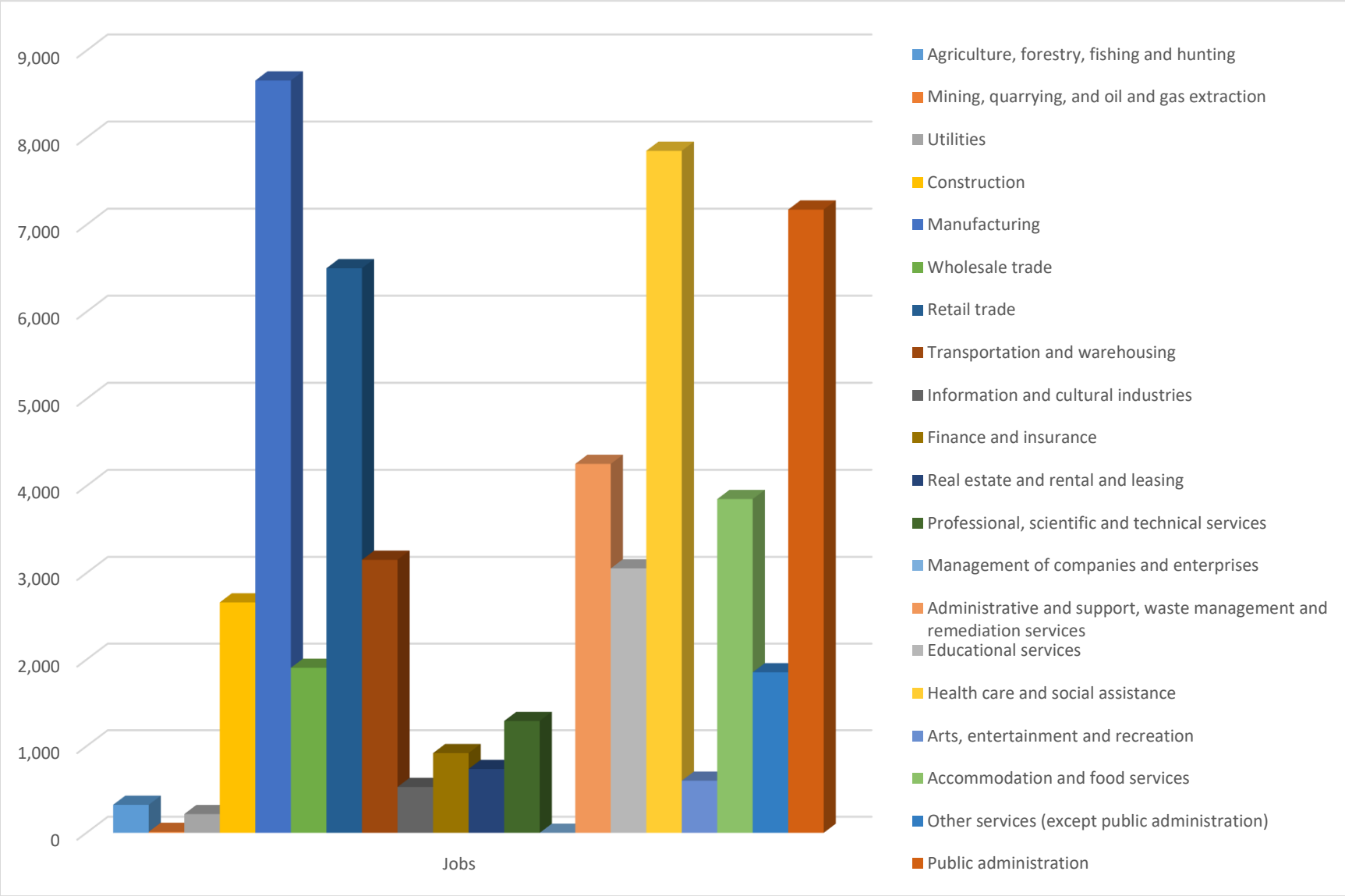
QEDC is focused on high-value, wealth-creating sectors including advanced manufacturing, food processing logistics and technology-based companies. Activities include investment attraction initiatives to attract new businesses to the region, as well as support to retain and grow existing target business sectors in the region.

QEDC works in partnership with its three member municipalities and their economic development departments to deliver investment attraction and retention services in the target sectors, enhancing and adding value to the local municipal effort while avoiding duplication of effort and resources.

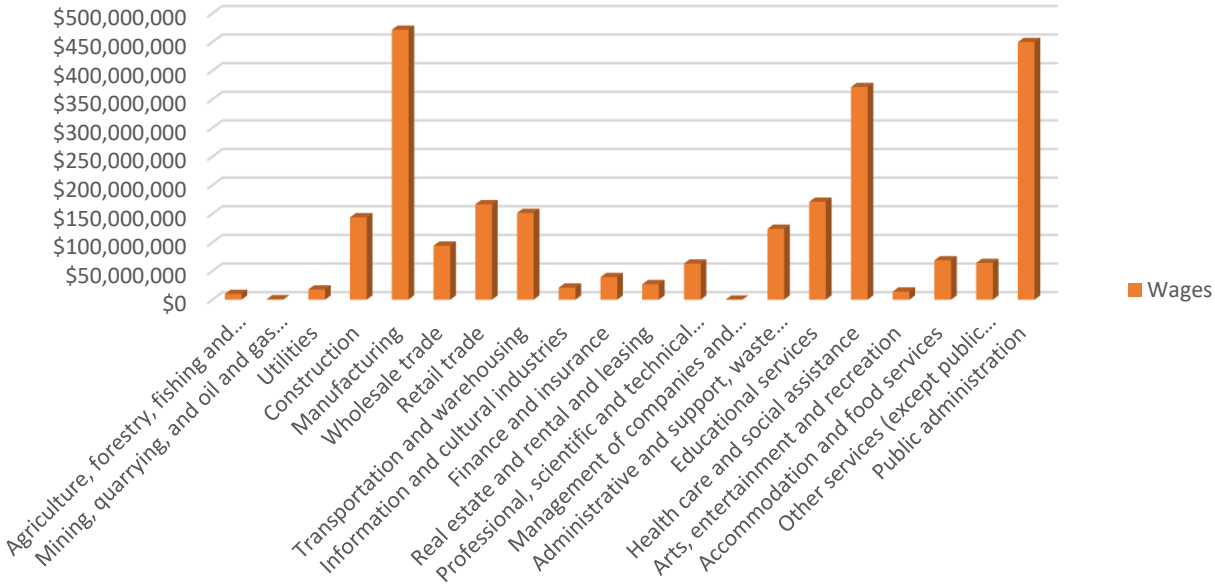
Total annual Economic Output by sector \$13.5 billion



QEDC region – Jobs



Total Wages by Sector



FUNDING

QEDC's core funding is provided by the member municipalities based on a per capita funding formula. The proposed 2024 municipal funding formula is \$4.57 per capita. QEDC applies for funding from Federal and Provincial funding programs, when available, to create more value in the economic development program and leverage the municipal investment in the QEDC. The Manufacturing Resource Centre (MRC) has been primarily supported by non-municipal funds including through the delivery of provincial and federal funding initiatives which are not guaranteed. On-going / permanent MRC funding support is not in place. In 2023 non-municipal funding was 83% of the total revenue. Depending on the ability to access non-discretionary funding the QEDC may run deficits or surpluses. QEDC needs to maintain a cash reserve to allow for successful administration and cash flow of programs which often include a requirement for matching funds as well as a hold-back on payments until after projects are complete. In addition the reserve is critical in maintaining Manufacturing Resource Centre staff through periods when additional funding is not available. QEDC staff will continue to look for opportunities to secure funding for relevant and meaningful programs that are aligned with the QEDC mandate and adjust spending and activities accordingly.

GOVERNANCE

QEDC's Board of Directors is appointed by the municipalities of Belleville, Brighton, and Quinte West to provide oversight and governance of the QEDC. The Board is made up of one municipal politician from each of the three municipalities, plus eight business/community leaders selected by the municipalities. QEDC is accountable to the municipalities that provide the funding. Regular board meetings, as well as interaction with municipal staff, provide an opportunity for feedback to QEDC staff, information sharing, and collaboration.

PARTNERS

Economic development is a team sport and many organizations have a role to play in supporting and developing the local economy. QEDC seeks out and forms partnerships with strategically aligned business and community development organizations to leverage municipal resources and align the efforts of the Bay of Quinte Region. In Particular, the collaboration of organizations at the Quinte Business Development Centre at Loyalist College continues to be an effective partnership that QEDC will maintain.

TARGET MARKETS

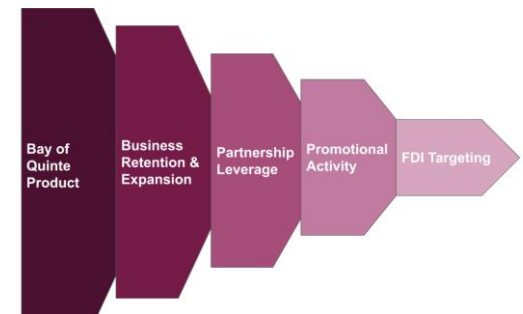
BUSINESS DIRECT INVESTMENT - TARGET MARKET STUDY AND STRATEGIC PLAN

QEDC's activities are based on the findings and recommendations of the QEDC Target Market Study and Strategic Plan. The QEDC engaged a consulting firm to conduct a detailed review and make recommendations based on input from local businesses, stakeholders and external resources. The study was released early 2020. QEDC Staff and Board members watch for new trends and opportunities regularly and adjust the plan as required. The recommended scope of activities is beyond the QEDC budget and staff will work to source additional funding to increase the number of activities they can pursue. In 2024 QEDC will work to secure funding support to conduct and updated target market study and strategic plan.

Excerpt from the QEDC FDI STRATEGY AND ACTION PLAN

For communities like the Bay of Quinte, the attraction of new investment and creation of new jobs is something that requires a focus on local activities as much as attempts to attract foreign direct investment (FDI) from around the world. As the ongoing success of QEDC demonstrates, striking a balance between local, regional, provincial, federal and global activities is essential. The majority of new jobs in mature economies like Ontario are created by the entrepreneurs and businesses which are already located here or who are based nearby. The successful greenfield FDI moves by US, UK, German or Japanese inward investors are the exception rather than the rule and an important focus should be Canadian domestic expansions.

What this means for QEDC is that there is a focus on the following elements of the strategy:
Bay of Quinte Product Development and continually improving the offer to businesses
Business Retention and Expansion activities to support existing businesses
Partnership Leverage to make the most of organizations at local, provincial and federal level
Promotional Activity to spread awareness of the region among influencers and advisors
FDI Targeting to identify specific growing businesses in target sectors and markets. (In many cases, these growing businesses will be Canadian ones looking to expand domestically).



INDUSTRIAL LAND INVENTORY

The previous target market study included recommendations regarding the supply of industrial land in the QEDC member municipalities. The study noted that the responsibility for industrial land supply is within the purview of the QEDC partner municipalities, not the QEDC itself. QEDC will encourage and support municipal partners to investigate and develop further industrial land in their communities. The high level of interest and demand for industrial land further heightens the need for industrial land for future development.

A 'sufficient' supply of industrial lands is commonly regarded as a ten-year supply. The current and potential near-future supply of land does not meet the requirements for 'sufficient' supply of lands in the QEDC territory. As municipal industrial land continues to be sold and the long lead time to develop new industrial land it is more important than ever that municipalities plan for future industrial park development. QEDC will continue to encourage its municipal partners to develop new industrial land. As noted on over 50% of the region's economic output is from the manufacturing sector. To continue to grow the economy the Bay of Quinte will need new industrial sites. With the renewed investment, reshoring of manufacturing to North America and growing demand for warehousing to accommodate e-commerce growth there is a significant shortage serviced large land sites for manufacturing projects in North America. The availability of quality industrial warehouses and manufacturing investment is also challenging.

Below is a summary of the recommendations that were provided for municipal consideration.

- That the current and all future Official Plan reviews include proactive planning of a sufficient supply of strategically located industrial lands over the short, medium and long terms.
- That each municipality formalize their proactive municipal role in an Industrial Land Planning and Development Policy. The purpose of the policy would be to ensure a sufficient (10-year) supply of industrial land. That the preceding policy is implemented by each municipality through an Industrial Land Planning and Development program.
- Sales policies and procedures for industrial land should address Council's desire to achieve market value for its lands
- Review and update the QEDC / municipality lead handling protocol.

PROACTIVE TARGETING PROGRAM

QEDC staff will proactively identify and target companies using a variety of tools. Final funding allocation from potential program partners will allow QEDC to source the tools, research, and participate in activities needed to identify and target companies. QEDC staff resources are allocated to this activity which will be leveraged by third-party resources, regional partnerships and including lead generation services to increase the level of activity.

TRIGGERS FOR NEW INVESTMENT

Identify triggers like a new investment; acquisition; export growth; or the stated goal of global expansion. Using News Alerts, insight from trade shows and events, corporate databases and other smart research tools, a creating real-time funnel of potential opportunities

VALIDATION RESEARCH

Potential opportunities are validated through deeper research to investigate the company's international footprint, market focus and fit with the Bay of Quinte Proposition

DIRECT OUTREACH

Using tools like LinkedIn, identify the optimal decision-maker. Initial engagement is restricted to asking if Canada is on their radar for future expansion and if so, who would be the best person to speak to.

COMPETITIVE COMPARISON DETAILS

Access business cost models to compare jurisdictional operating costs of businesses in various sectors as a way to demonstrate the Bay of Quinte Region's value proposition. The cost comparisons can be used in marketing materials and to provide additional information to clients during the site selection process. A subsequent call can then be set up and the prospect developed and nurtured through a sales pipeline through to the ultimate success of closure, with a focus on professional persistence and excellent service.

INDIRECT CHANNELS TO INVESTORS

SITE SELECTORS

Corporate decision-making around expansion, contraction, relocation or consolidation is rarely done in isolation. The role of external advisors, specialists, site selectors and intermediaries such as accountants, bankers and lawyers is crucial in FDI and the QEDC strategy needs to take account of this.

Working to increase visibility for Bay of Quinte among the site selector community would boost the chances of being considered for a future opportunity, but it can be time-consuming. Real estate brokers and government investment officials also provide a component of site selection services to companies. Many businesses do not have the full in-house capabilities to perform site selection research and they will outsource all or part of the site selection to site selection consultants or other influencers. QEDC will keep in touch with site selectors in a timely, relevant way. The following activities will be implemented to maintain close links with the site selection community and investment influencers.

The QEDC staff will participate in trade shows, conferences, events, and missions that include interaction with site selectors and influencers. Specifically, the target market study recommends participation in the Site Selector Guild conference, the Area Development FDI Forum and others. A contact program through a newsletter, social media, phone calls, visitation and presentations to site selectors and influencers. Attend economic development conferences that attract government investment officials (EDAC and EDCO) in addition to contributing to on-going staff learning and education.

INFLUENCERS AND INTERMEDIARIES

Advisors and influencers that are regularly involved in location and expansion decision-making will be identified and targeted. These intermediaries can be specialist FDI consultants; sector and market specialists in professional firms; influential bloggers and broadcasters; policy-related advisors in government agencies and trade associations. They might be senior specialists at a major bank, accounting practice, law firm, HR/executive recruiters or major real estate brokerage.

The key elements of the intermediaries campaign are:

- Identify – continue to build a database of contacts in the QEDC CRM system
- Communicate – tailored messages on a regular (e.g. quarterly) basis or as opportunities arise
- Meet – group roundtables or individual face-to-face briefings

- Visit – get interested targets to visit for an event/tour

LOCAL AMBASSADORS / SHORTENING THE SUPPLY CHAIN.

Through the relationship with the Quinte Manufactures Association, the Quinte Technology Association, and the QEDC's regular industry outreach program to local manufacturers the QEDC will encourage and solicit investment leads from local companies and business leaders. As industries look to reduce risk, reduce costs and secure inputs they are working to shorten their supply chains by encouraging suppliers to relocate or expand closer to their operations. Supply chain gaps present opportunities for new investment in the Bay of Quinte Region.

MARKETING AND PROMOTION

The majority of the marketing resources will be direct to business, targeting decision-makers and investment influencers in the identified sectors. Any local awareness initiatives will highlight QEDC activities, as well as the manufacturing sector and economic successes.

AUDIENCES:

Direct to business and business influencers: Communication pieces, social media and direct contact with influencers and investment decision-makers will continue in target sectors. The objective will be to increase awareness of the region and reinforce messaging on the Bay of Quinte's value proposition.

Local Awareness: QEDC will continue to focus efforts on wealth-creating sectors including manufacturing, food processing, and logistics. Entrepreneurs and small businesses in technology sectors from outside the region will be targeted while highlighting the region and the support resources available at the Quinte Business Development Centre. Local awareness will be directed at informing the public about local businesses, economic development, and entrepreneurial opportunities.

CONTENT DEVELOPMENT

New and revised content provides up-to-date and relevant information and messaging to the various target audiences. Content will be used and shared across multiple media platforms: website, social media, white papers, print, banners, electronic response packages etc.

New and fresh content will keep the audience engaged, increase search engine optimization, reach new audiences, and keep the public informed of the Bay of Quinte Region and the QEDC. New content encourages users to spend more time on a website. QEDC is increasing user trust and search engine trust with the quality of content offered. QEDC will use strategically targeted content, to nurture target audiences through the buyer's journey based on their consumption of that content.

To support the content created by staff the QEDC will also utilize a content creator / copywriter with economic development experience to provide regular and consistent products. Photographers and videographers will be engaged as new pictures and videos are required.

BRAND

The QEDC logo was updated in 2020 for easier visibility. The Quinte Economic Development Commission logo consists of overlapping geometric shapes of the maple leaf to suggest leadership and partnership. It highlights the geographic region (Bay of Quinte) represented by QEDC. A horizontal logo and centred layout of the logo is provided to create consistency of use when used within a variety of different layouts.

Horizontal Version.



Vertical Version



See QEDC logo Style Guide for more details.



DESIGN & BRAND GUIDELINES



WEBSITES

WWW.QUINTEDEVELOPMENT.COM

The QEDC site provides an updated modern look with new features and meet accessibility requirements. The QEDC website uses WordPress software to allow QEDC staff to easily update content. WordPress also allows the QEDC site to be organized according to Web 2.0 users' expectations: searchable, organized, current, multi-authored content that is quickly and easily navigated. Refer to the QEDC's Website Best Practices Guide for implementation details.

The website allows for the creation of content and stories on the web as well as for use in social media and electronic newsletters. Economic Development websites are an initial source of information, before contacting communities.

QEDC staff ensure that the site is maintained and evolving with new information and stories, and is providing audiences with a reason to return.

- The identified target sectors are incorporated into the new site
- Continue to develop new stories and content for the website.
- Maintain Industrial lands and building inventory.
- Site selection, community analysis – the site will provide easy-to-find information on key items including location, labour force, education & training, land and building inventory, case studies, sector details.
- With the increased inquiries/opportunities from Europe the site now includes a translation section using google translate.
- Audiences can access community profiles, documents, and white papers that would be useful to site selectors and potential companies considering our region as a location for investment.
- The QEDC microsite - www.yourbusinessinquinte.com – is focused on attracting high-value entrepreneurs in technology and other related sectors. Online media promotion can encourage more entrepreneurs to visit the site.

Quinte Manufacturers Association (QMA) and the Quinte Technology Association (QTA) have websites maintained by and supported by QEDC. The Manufacturing Resource Centre (MRC) has a website highlighting the service of the MRC.

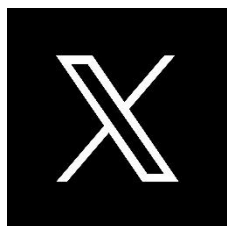
www.bayofquinte.ca is a site owned by QEDC and shared with the Bay of Quinte Regional Marketing Board. The site includes links to QEDC's site and BQRMB material.

The ProudlyMadeinQuinte.ca is a new site that promotes the Bay of Quinte's large and diverse cluster of manufacturing and the products manufactured here including food & beverage, consumer goods, auto parts, and even dinosaur museum displays. The goal is raise awareness of the diverse manufacturing careers available, the impact the sector brings to our local economy and encourage consumers to purchase locally manufactured products in stores to support friends, family and neighbours working in these facilities and contribute to the success of our local economy. The site also supports the investment attraction efforts of the QEDC by highlighting our manufacturing capabilities.

SOCIAL MEDIA

QEDC will continue to use social media effectively through targeted messaging and content relevant to both our internal (local) and external audiences.

QEDC also administers social media content for the Made in Quinte promotion as well as managing the Elevate Plus program content and paid advertising through Facebook and Instagram.



INVESTMENT ATTRACTION PARTNERSHIPS

Multi-jurisdictional marketing strategies with partners in Ontario to promote the Bay of Quinte region and develop short and long-term investment leads.

Ontario East Economic Development Commission

QEDC will continue to cooperate with communities in Eastern Ontario through the Ontario East Economic Development Commission (OEEDC) to leverage funding, share costs and deliver an investment attraction program at the Eastern Ontario level that will benefit the Bay of Quinte region. The investment attraction program focuses on food processing, logistics and manufacturing sectors which includes lead generation, trade shows and other investment influencer events. QEDC has access through OEEDC to participate in pan-Ontario food processing and advanced manufacturing business lead generation and trade show initiative. These partnerships allow QEDC to participate in comprehensive lead generation programs that would otherwise be cost probative for QEDC. QEDC is a member of OEEDC investment attraction programs,

Ontario Food Cluster (OFC) & the Ontario Manufacturing Communities Alliance (OMCA)

These two pan Ontario partnerships of local economic development organizations and provincial and federal investment officials cooperating on foreign direct investment strategies for the food processing sector. QEDC will participate in the OFC and OMCA through its membership in Ontario East. The strategies include lead generation activities for North America and Europe as well as lead generation virtually and trade shows when available in the target geography.

TRADE SHOWS AND EVENTS

Trade show attendance is maximized through collaborating with partners from provincial and federal bodies, and conducting joint meetings where appropriate. Depending on the type of tradeshow the QEDC has preferred to 'walk the floor' at shows rather than take an exhibition booth - this enables the team members to be more selective in their conversations and reduces the costs and time resources that come with having a static presence. Site selectors, trade media and specialist intermediaries are targeted at these shows adding further value to the trip. The Ontario East Economic Development Commission, Ontario Food Cluster, Ontario Manufacturing Communities Alliance membership show participation is focused on lead generation and virtual client meetings where possible in the near term due to the on-going pandemic.

In addition QEDC has been selected by Global Affairs Canada to participate in their investment attraction strategies including their 'Roadshows' to various international markets targeting foreign direct investment opportunities that are aligned to the Bay of Quinte region's strengths and opportunities. The events are exclusive main cities and top economic development organizations jurisdictions from across Canada. The events typically undertake two multi-city investment roadshows per year, in priority FDI markets. Each stop typically includes:

- A plenary session featuring keynote speakers, testimonials, and sectoral panel discussions articulating the benefits of investing in Canada and the advantages of doing business in Canada;
- An investment matchmaking session where Canadian business development executives meet targeted local companies seeking greenfield, expansion, or partnership opportunities;
- A side program of market briefings and/or potential meetings with key regional organizations/FDI influencers.

The Global Affairs Canada 'Roadshows' are a great opportunity to leverage federal resources and help fill the investment pipeline and to once again connect in-person with potential investors.

QEDC staff will continue to research and evaluate trade show options and will make final decisions on participation based on the latest opportunities.

Shows in consideration for staff to attend

Restaurants Canada

- Partner with Ontario East Economic Development Commission
- Exhibit space promoting Ontario East as an investment location and provide space for participating eastern Ontario food companies to interact with buyers.
- Target Sector – Food Processing

SIAL Canada

- Partner with Ontario East Economic Development Commission
- Exhibit space promoting Ontario East as an investment location and provide space for participating eastern Ontario food companies to interact with buyers.
- Target Sector – Food Processing

Site Selector Guild

- Leverage the Ontario East Economic Development Commission sponsorship

Summer Fancy Food Show

Participate through the Ontario Food Cluster

One-on-One company meetings with potential investors secured through OFC Lead Generation program

Supply Side West

Participate through the Ontario Food Cluster

One-on-One company meetings with potential investors secured through OFC Lead Generation program

PLMA – Rosemont Illinois

Participate through the Ontario Food Cluster

One-on-One company meetings with potential investors secured through OFC Lead Generation program

Potential In-Person shows being considered for attendance.

- Partner with the Ontario Food Cluster
- PLMA – Private Label Manufacturers Association
- IFT – Institute of Food Technologists
- SIAL Europe
- Supply Side West

Target Sectors – Food Processing, Manufacturing, Logistics & Technology

QEDC will participate in select Site Location consultant events including Area Development Fall Forum
Site Selectors Guild

OTHER MARKETING TOOLS

VIDEOS

Continue to develop content and promote existing videos through the internet, client presentations.

- Investigate and develop company profiles/testimonials which includes regional messages using print and video formats.
- Promotion of the Proudly Made in Bay of Quinte through video on social media.

BROCHURES, DOCUMENTS AND OTHER COLLATERAL

Printed content about the community and response packages are provided that are relevant to a business investor including the latest data and information including:

- * demographics
- *statistics
- * utilities
- * sector information
- * wage and benefit survey

- * land & building inventory
- * newsletter
- * reports
- * company profiles

EXTERNAL ADVERTISING

Advertisements will be placed in business-to-business media to promote the region. Programmatic online advertising and social media platforms will be used to generate awareness and website traffic. QEDC will promote stories about the region and companies through earned media.

NEWSLETTER

Regular e-newsletters will be created to highlight the Bay of Quinte Region, new opportunities, investments, resources, programs and other relevant information to local companies and potential new investors to the region. A year-end newsletter is created to promote QEDC activities, events, industrial expansions, and other relevant information to local industry.

LOCAL ADVERTISING

QEDC will support our municipal partners with promotions in local publications and online that may be read by the business traveller in our region. Strategic promotions will help to keep the local public informed about QEDC, entrepreneurial support resources, local industry, and products.

QUINTE INTERNATIONAL AIR SHOW 2024

The Quinte International Air Show at 8 Wing CFB Trenton is returning on June 29th and 30th, 2024 as the RCAF celebrates 100 years. The last QIAS was held in 2016. To support the event and show appreciation to largest employer and greatest single economic contributor in the region the QEDC and Trenval are combining efforts to sponsor the event.

The sponsorship comes with the opportunity for QEDC to host some existing and potential future businesses and stakeholders at a tented area on the flight line.

www.quintearshow.ca

SUPPORTING LOCAL BUSINESSES

INDUSTRY SUPPORT

The majority of new jobs in a mature economy like Ontario are created by the entrepreneurs and businesses which are already located here or who are based nearby

QEDC will continue to stay in touch with issues and trends facing local industry through direct outreach and communication which provides immediate direct-line of sight feedback from our stakeholders. QEDC and its partners will respond to address barriers and opportunities for local industry to grow and expand. QEDC supports industry through its Manufacturing Resource Centre, as well through its coordination of the Quinte Manufacturers Association and the Quinte Technology Association, delivery and promotion of labour force development programs, the implementation of the 'Proudly Made in the Bay of Quinte' Program plus other strategies in place by the QEDC. QEDC coordinates various supporting resources on behalf of manufacturers to help grow companies and improve their performance.

MANUFACTURING RESOURCE CENTRE

MRC has a track record of assisting companies in identifying, applying for, and securing funding to support their growth. MRC is also responsible for providing the administration of the Elevate Plus Manufacturing initiative and the Elevate Plus Military Program.

Many organizations are stretched to the maximum running their day-to-day business. They have little or no time or resources for issues such as investigating government funding programs, keeping abreast of government legislation or coordinating training with other companies. The Manufacturing Resource Centre is an additional resource that these companies can draw upon and provides them with the help they require to maintain and grow their businesses.

MRC staff will meet regularly with manufacturers to stay up to date on plans for growth, barriers and challenges including workforce issues. MRC will provide solutions and connections to support local manufacturers. QEDC will continue to investigate potential funding programs to support the MRC and related activities.

The MRC is an innovative service for manufacturers that:

- Enhances the performance of the local manufacturing workforce
- Improves knowledge of and access to programs and services
- Increases economic and workforce readiness
- Improves attraction and retention capabilities
- Coordinates manufacturing labour activities



\$54 million
in funding secured by local
industry with QEDC
assistance

QUINTE MANUFACTURERS ASSOCIATION AND QUINTE TECHNOLOGY ASSOCIATION

QEDC provides administrative support for the Quinte Manufacturers Association (QMA) which has been an active and effective association of local manufacturers providing a forum for local industry to: network, share information, develop best practices, and provide a unified voice for local industry. In addition, the QEDC now provides similar administrative support for the newly formed Quinte Technology Association (QTA). The QTA is modelled after the QMA and provides a familiar forum for businesses in the technology sector. By providing administrative support for these two organizations the QEDC keeps updated on local trends and issues, as well as maintains close links with local industry executives who can act as ambassadors to assist in the recruitment of new industry to the Bay of Quinte Region.

Events and Workshops

QEDC will organize various events, activities, and workshops through the year to provide information and networking opportunities for QMA and QTA members.

- 2 Plant Tours per year
- Sharing and Learning Series – Panel Discussions
- Workshops on funding and other topics of interest
- Support and encourage participating in the regional Manufacturing Conference

Structure for Action

Providing a common voice for industry in the Bay of Quinte Region, the QMA and QTA is a vehicle to bring concerns to various levels of government and help to bring about policy change. The QMA is also a supporting organization for QEDC funding applications that support the local manufacturing sector.

Sharing / Learning

QEDC to coordinate opportunities for companies to share ideas, best practices, and promote on-going learning for members and employees.

- Deliver “Member Needs Help” on-line member support system
- Summarize feedback and surveys from plant tours
- Panel discussion
- QMA members support investment attraction efforts by acting as Ambassadors and



PROUDLY MADE IN THE BAY OF QUINTE



This program promotes the products and manufacturers from the Bay of Quinte. It helps to raise awareness of local products, companies, and the region's manufacturing capabilities. The logo and signs are used in stores, packaging, entranceways, and banners. Online banner advertisements will also promote the program to the public. This program is supported by the Labour Market Partnership program.

LOCAL AWARENESS

Promote companies and their products to the public to encourage the purchase of more locally made items.

- In-store shelf hangers
- On-line banner advertisements
- Traditional advertising
- Videos and photography
- Logo use by manufacturers
- Website madeinquinte.ca

PROMOTING CAPABILITIES

Highlight the strength of the sector and individual manufactures to entice new industry to locate and create new supply chain connection

- Show case companies and capabilities
- Create new supply chain connections
- Support investment attraction efforts
- Attracting new talent

CASE STUDIES

Create company profiles and case studies of success companies and projects

- On-line company profiles
- Business Ambassadors
- Memorable stories for potential investors
- Develop pride in local companies

WORKFORCE DEVELOPMENT

Promote job openings and career opportunities in the manufacturing sector

- Job availabilities on QMA website
- Advertising campaign including radio and digital
- Worker profiles
- Attract new workers to the sector from the region and externally

LOYALIST COLLEGE

Loyalist College is the primary organization in our region to address workforce and skills gap issues across a variety of sectors. Post-secondary, continuing education, corporate training and other workforce activities are vital in ensuring businesses and employers have access to the talent they need to maintain and grow their organizations. In addition to the co-location of QEDC and partners at Loyalist College in the Quinte Business Development Centre, there is an on-going and effective relationship between the College and QEDC. QEDC's established connections to the business community can provide Loyalist with even greater insight into local opportunities and needs. Loyalist's mandate to provide skilled workers to meet the community's needs coupled with its corporate training and research capabilities makes it an ideal partner with the QEDC.

Examples of QEDC collaboration with Loyalist College

- Share information and opportunities with the Industry Partnership Officer for Manufacturing
- Investigating funding sources that support workforce development with Loyalist as the delivery partner
- Implementation of workforce development strategies including the delivery of Elevate Plus (manufacturing and military) programs
- Committee member of Technology access Centre – Applied Research Centre (Chris)
- Advisory Committee member of sales and marketing program (Vicki)
- Electrical, Manufacturing, Mechatronics Program Advisory Committee (Chris & Mike)
- Promote Loyalist corporate training initiatives and support with Elevate Plus funding
- Link industry to research and projects at Loyalist College
- A Senior representatives from Loyalist College is encouraged to attend QEDC board meeting when they are available.
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The Elevate Plus program is an example of the power of partnership between QEDC and Loyalist College. QEDC has successfully received funds through the Ministry of Labour, Training and Skills Development, QEDC contracts Loyalist Training and Knowledge Centre to deliver the Elevate Plus program which prepares individuals with barriers to employment to work in the local manufacturing and food processing sector. QEDC and Loyalist College have a history of cooperation to obtain funding and deliver programs to support industry.

ELEVATE PLUS – JOBS FOR PEOPLE, PEOPLE FOR JOBS

Elevate Plus - Manufacturing is a collaborative workforce development strategy for the Greater Bay of Quinte Region manufacturing sector. Through strong, collaborative, community-based partnerships using an integrated, experiential, accelerated learning platform addresses labour shortages in the local manufacturing sector and helps individuals who want to work find employment. The program also offers incumbent worker training. The program has been existence for over 8 years through various funding programs secured by the QEDC. Many of the previous funding programs are no longer in existence. Elevate Plus is currently funded through the Ontario Ministry of Labour Training Immigration and Skills Development's Skills Development Fund will be completed on March 31. QEDC has applied for funding for 2024/2025 to keep the program going.

Benefits to Employers

- Augments and supports recruiting efforts
- Provides skilled employees ready to work
- Employees are ready to hit the ground running
- Greatly improved retention rates
- Strong team players that contribute to culture change and continuous improvement

Benefits to Individuals

- Increased self-confidence and self-esteem
- Acquire both technical and soft skills
- Renewed sense of hope
- Increased stability and resilience
- Employment
- Skills upgrading for incumbent workers

OTHER WORKFORCE DEVELOPMENT

Industry Visitation Program,

QEDC will continue a regular visitation program to keep updated on workforce development requirements and issues as well as identify other barriers or opportunities for growth for local industry. Information will be collected and tracked in our CRM system.

Job database

QEDC will help raise awareness and promote the jobs database originally started as the Belleville Wants You program and now expanded to include the Quinte Region with the workinquinte.ca site. The project is administered through the Bay of Quinte Regional Marketing Board.

Promotion of jobs

Promotion of careers and job openings in manufacturing to internal and external audiences will help connect potential workers to the manufacturing sector. Workinquinte.ca and madeinquinte.ca help to promote these opportunities.

Technology adoption

The need for manufacturers to adopt technology to improve efficiency and make better use of available labour was identified as a need by local manufacturers in the 2020 Manufacturing Technology Adoption report. QEDC conducted a pilot project called the Quinte Technology Adoption Program (QTAP) which was a successful pilot project funded by QEDC and Trenval. QTAP concluded in 2022 and QEDC is working to identify potential sources of funds for individual companies and as well as trying to identify funding to regional sector based program for technology adoption.

Job fair

QEDC will promote the regional job fair to local industry in the QEDC region. The regional jobs fairs are delivered by the City of Belleville and the City of Quinte West.

Additional workforce assistance

QEDC aims to stay engaged with other workforce development initiatives. QEDC will collaborate with workforce organizations including the Centre for Workforce Development, Quinte Immigrant Services and others. Below are examples of QEDC participation.

- Quinte Immigrant Services – Committee member
- Quinte Employment Network – Committee member
- Literacy Ontario Central South – Committee Member
- Employment Ontario Managers Group – Committee Member
- Ontario East Workforce Project – Committee Member

STUDIES

Local reports including the Industry Outreach report , Target Market Study, Manufacturing Sector Technology adoption report and the Technology Sector labour force report will be used as guiding documents for QEDC. Additional external reports and information will be accessed to help keep QEDC strategies on track and relevant to current opportunities and issues.

ENTREPRENEURS & SMALL BUSINESS

QEDC's target sectors are represented by all sizes of businesses, including small businesses. The Small Business Centre has dedicated resources to help with business start-ups and support in all sectors

As a funding partner in the Quinte Business Development Centre, The Small Business Centre provides individual consulting for small business start-ups, new businesses, and existing small businesses. The Provincial contract for implementing the program in this region is with the City of Belleville. The City has contracted Trenval to deliver these important small business services.

Background

The Small Business Centre receives core funding from the Ministry of Economic Development and Growth. Municipal funding plus funding support from the QEDC assists this office in providing a variety of entrepreneurial and business-related services.

Activities:

Consulting

Provide consultation services for individuals looking to start or expand a small business

Workshops

Provide workshops, information sessions and/or training programs to potential and/or local entrepreneurs

Information

Keep a current and easily accessible library of relevant resource material in conjunction with Trenval

KNDL – rebranded Southeastern Ontario Angel Network (SOAN)

KNDL (formerly the Southeastern Ontario Angel Network/SOAN), a not-for-profit corporation, has been created to facilitate the mobilization of investments from accredited investors into companies being developed in Southeastern Ontario. This network is closely associated with our regional innovation centre, local economic development agencies, research institutions, the Ontario Network of Entrepreneurs, and other recognized Angel networks in Ontario, Canada, and the US. QEDC, Trenval and other stakeholders support KNDL and are working with local investors to build the Bay of Quinte Chapter of KNDL to connect entrepreneurs with potential investors.

Background – Metrics and Initiatives

Fund Local Companies: A target of \$2.0 million in capital placement.

Drive the Local Economic Agenda: Organizing a multi-day collision-style conference that brings together all economic development stakeholders and local entrepreneurs in our region.

Increase our Access to Capital: Implementing standard SPVs (special purpose vehicles) to broaden the local investor base.

Drive to Sustainability: Pursuing collaboration with sister angel organizations in Ontario to enhance operational quality and efficiency.

Increase our Local Presence: Establishing monthly office hours in core markets (Cornwall, Brockville, Kingston, and Quinte/L&A/PELA).

Build an Integrated Funding Infrastructure: Expanding partner network to promote an integrated funding model, including regional CFDCs, banks, accounting, and legal firms.

Embrace the Next Generation: Rolling out a digital marketing calendar to engage the next generation of investors.

Generate a Reliable Source of Matching Funds: Maintaining KNDL's status as one of the few dependable sources of third-party investment **critical for securing matching funds from other programs** (SOFII, OCI, Tri-Colour Fund, CFDC funds, etc.).