

## Step 1 Applicant Information

### 1.1 Lead Applicant

Consult the *Who is Eligible* section of the RED Program Guidelines to ensure the lead applicant is eligible to apply under the RED program.

Preferred Language  English  French

First Name  Initial  Last Name  Job Title

Full Legal Name / Corporate Name of Organization  Primary/Business Phone

Operating Name (if different from Legal Name)  Same as above or:  Secondary/Mobile Phone

Street Address

City/Town  Municipality  Province  Postal Code

Organization Type  Municipality  Not-for-profit  
 Indigenous Community or Organization  Local Services Board

### Primary Project Contact for Lead Applicant

First Name  Initial  Last Name  Job Title

Email  Primary/Business Phone  Secondary/Mobile Phone

Street Address (if different from above)  Same as above or:

City/Town  Municipality  Province  Postal Code

**Business Number - Canada Revenue Agency Client Number**

The Business Number is a 9-digit business identifier used in Canada to which clients can register program accounts with the Canada Revenue Agency (CRA). The program account number consists of three parts: business number, two letter program identifier, and a four-digit reference number.

[www.cra-arc.gc.ca/tx/bsnss/tpcs/bn-ne/wrks-eng.html](http://www.cra-arc.gc.ca/tx/bsnss/tpcs/bn-ne/wrks-eng.html)

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OR

I confirm the applicant does not have a Business Number

Please describe your organization. Include a brief history, strategic overview, services offered, clients served, and the part of your organization to which the application relates. (Maximum 200 words)

Tecumseh is a municipality in Southwestern Ontario that offers its citizens a full suite of public services including those which support economic development and growth. It has a population of approximately 24,000 and is located in Essex County, close to Canada's busiest land border crossing. This is one of the reasons the majority of Canada's Mold Makers have set up their shops in the Tecumseh hamlet of Oldcastle. In addition to this industrial area, the Town has several commercial zones that house approximately 1,500 businesses (including mold makers) that are a mix of traditional small businesses, services and industrial organizations. The majority of Tecumseh's 94.7 square kilometers of land area is used for agriculture. The Town is seeking funds to complete a Business Retention and Expansion (BR&E) Program which will stimulate dialogue with existing businesses, identify gaps and needs for business expansion, identify red flags requiring immediate attention, and inform strategies to support and attract business opportunities. The Town works closely with the regional Economic Development Corporation and other relevant organizations like Workforce Windsor Essex, the Small Business Support Centre and the Windsor-Essex Chamber of Commerce to support our local businesses.

**1.2 Co-applicants**

Consult the *Who is Eligible* section of the RED Program Guidelines to ensure each co-applicant is eligible to apply.

Are there co-applicants for the project?  No  Yes (number of co-applicants):

If there is more than one co-applicant, please fill out additional co-applicant forms and submit them with your application.

If yes, describe the relationship between Applicant(s). (Maximum 50 words)

If a co-applicant(s) is involved on this project, please complete Appendix A (1.2 Co-applicants). Appendix A (1.2 Co-applicants) can be found at [www.ontario.ca/REDprogram](http://www.ontario.ca/REDprogram).

## Step 2 Project Information

### 2.1 Project Title (10 words maximum)

Title:

### 2.2 Project Location

Street Address

City/Town

Municipality

Province

Postal Code

### 2.3 Project Streams and Types

While the project may fit into more than one of the categories listed below, please choose the type that **best suits** the project. (see RED Program Guidelines for a description of Project Types)

#### Economic Diversification and Competitiveness Stream

- Entrepreneurship/Business succession
- Business retention and expansion
- Downtown revitalization
- Technology adoption/innovation initiatives
- Service delivery improvement
- Attraction and retention of workers / immigrants / youth
- Skills training and development
- Collaborative marketing and outreach
- Sector/Value chain development

#### Strategic Economic Infrastructure Stream

- Rehabilitation of cultural, heritage or tourism attractions
- Redevelopment of vacant and/or underutilized buildings
- Streetscaping and landscaping

## 2.4 Project Overview

Consult the Appendix –*Application Assessment Criteria* section of the RED Program Guidelines for all assessment criteria and how they may apply to your project.

### i) Project summary

State the purpose of the project and provide a brief overview of what the project will achieve. (Maximum 300 words)

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During the Strategic Planning process for 2019-2022, Town of Tecumseh's Council identified economic development, increasing residential development and promoting local business as priorities. As part of the Official Plan update process, several discussion papers outlining employment areas, growth issues, agricultural and industrial sectors and sustainability also identified several areas of potential growth and expansion within the Tecumseh business community. The discussion papers identified several factors including: lack of succession planning for farmers, available vacant lands and constraints to growth. The Official Plan sets out a policy framework to accommodate future business expansion. Through RED funding, the Town will be able to complete a BR&E Program providing opportunities for dialogue with businesses to identify gaps and needs for business expansion and succession planning as well as identify red flags for immediate follow up. This information will provide necessary insight to support and attract new opportunities for existing businesses as well as assist in an overall plan to market and promote the area for new investment. This information will also assist with addressing recommendations in the Official Plan and help support existing businesses with diversification and future growth. The Program will look at businesses and farms in Town, and identify trends and opportunities. The results of this BR&E Program will identify strategies to attract business and value-add opportunities, assist existing businesses and farms expand or diversify, assist with succession planning for future success and identify where we can assist with either resources, connections or support. It is also intended to develop and grow relationships between the Town, stakeholders and the business/farm community as Tecumseh moves forward with economic development.

### ii) Project Benefits

Describe how this project will directly benefit rural Ontario. Describe any anticipated impacts the project will have across multiple communities, sectors, or across parts of a value chain. (Maximum 100 words)

This project is intended to stimulate vibrancy and renewal in our part of rural Ontario by addressing succession planning for farmers and small business, intensification of existing commercial lands and opportunities for growth, diversification and value add. The BR&E Program will help us develop strategies to address these items and further enable our area to provide goods and services locally, regionally, provincially, nationally and internationally. These could include improvements that span multiple communities and sectors such as better internet connectivity and capacity, worker retention, joint marketing and promotion activities and skills training and development.

**iii) Economic Barriers Reduced by Project**

Describe how this project will reduce existing barriers to economic development and reference any plans or studies where these have been identified. (Maximum 200 words)

Over the last six years, Tecumseh has attempted to help local businesses through a Community Improvement Plan for the traditional downtown area, a one year moratorium on building permit fees for business expansion and new hotels, and encouraging the Tecumseh Business Improvement Area to promote available commercial space. While these have been mildly successful in attracting small businesses, we understand the need to address opportunities in the area of Oldcastle and succession planning for our farming community. As proof of this, the Official Plan outlined potential for growth in the Oldcastle area of 557-1622 jobs on existing lands but barriers to success include skilled trade attraction, transportation and succession planning for existing shops. The Official Plan also identified lack of succession planning for our aging farmers. We feel that more could be done to support increased talent acquisition, expand larger industrial and commercial areas and encourage business planning. A BR&E Program will help identify risks and opportunities, provide early detection and allow us to develop strategies to support development, enable beneficial relationships and tap into local knowledge for continued and long-term success.

**iv) Sustainability**

Describe how the project outcomes will continue to contribute to longer-term economic development outcomes after the RED program funding ends. (Maximum 200 words)

The Official Plan update process has identified not only areas for new development, but also areas for intensification. It also identified some challenges in the agricultural sector which is large in Tecumseh. A BR&E Program will stimulate dialogue with existing businesses, identify gaps and needs for expansion and inform strategies to support and attract new opportunities. It will also help us understand the current and future needs of small to medium businesses and farms. It will become a backbone of our future outlook and planning for the Town. The Program will also provide insight into ways we can support businesses in our relationships with the tele-con industry, electric and water utilities and regional transportation serves to address infrastructure needs to support continued success. By understanding their needs, we can also connect them to regional organizations that provide business support and advice to enable diversification, value-add, succession planning and removal of barriers to growth and long-term sustainability.

**v) Project Oversight**

Describe the resources and skills the applicant(s) will use to manage and complete the project. Indicate project management experience in implementing similar projects. (Maximum 200 words)

This project will be managed by the Manager Strategic Initiatives who has experience in Communications, Strategic Planning and Issues Management as well as members of the senior management team, primarily the Director of Planning and the Chief Administrative Officer who has experience in Planning and has managed teams in Oxford County, Victoria British Columbia and recently Sarnia, Ontario. We have the support of the Windsor-Essex Economic Development Corporation and Windsor-Essex Chamber of Commerce and will work collaboratively with the Tecumseh BIA. The BR&E Program will be completed by an external consultant with the support of a five month University internship student (graduate level) to organize survey and focus group participants and venues as well as compile data and results. Consultants will be retained in accordance with the Town's Purchasing Policy.

## 2.5 Outcomes

Choose all RED program outcomes that the project supports.

### i) Jobs created or retained

Indicate the number of total jobs that will be created or retained in rural Ontario, as a result of the project:

	Temporary Jobs (e.g., seasonal, construction)	Part-time (e.g., approximately 20 hours/week)	Full-time
Jobs created	1		
Jobs retained			

Provide details to substantiate these job numbers (Maximum 100 words)

In 2010-2011, the County of Essex identified Tecumseh could accommodate between 557-1,622 employees based on employment growth lands. The bulk of manufacturing businesses in Town are in the automotive supply chain. The Canadian Vehicle Manufacturer's Association identifies a job multiplier of 7-9/1 indirect jobs linked to auto manufacturing. Therefore, based on this industry alone, we roughly estimate that jobs created by auto manufacturing expansion could result in 4,000 to 7,000 spin off jobs. Other industry expansion could result in approximately 1,000 to 3,000 indirect jobs.

### ii) Investment attracted or retained

Describe in detail how the project will lead to the attraction and retention of investments in rural Ontario, and how this will be measured. (Maximum 300 words)

Based on Provincial Government Priorities, rural areas are important to the economic success of Ontario and quality of life. A large majority of businesses in Tecumseh support the global manufacturing chain predominantly in the automotive sector. The Official Plan update process has demonstrated that there are opportunities for growth not only in the automotive sector but in manufacturing as a whole as well as other commercial industries like agriculture, construction, real estate and personal services. Our population is aging with opportunities for health care and support. We have also seen investments locally in different sectors like transportation and logistics due to our location and sector population. We are in close proximity to the rapidly growing greenhouse sector that requires goods and services found within Town. We see major room for diversification and expansion of new sectors in our economy which is one of seven rural municipalities in Ontario. The BR&E Program will provide us with strategies to help our existing businesses remain in Town, expand, identify business connections across sectors for high performance and how we may assist in long term success. Further, the Program will also provide us with insight on where the gaps are to attracting additional investment and skilled employees. This will demonstrate where we can improve on attraction measures and talent acquisition. It will directly focus our efforts on the areas where we can achieve success. We will evaluate the program through ongoing surveying and outreach to see how many of our existing businesses were able to expand, how many new businesses were attracted, how many new jobs were created and what spin-off jobs were developed through that work. We will also work with outside organizations like the economic development group to feed into broader programs like "Certified Sites".

**iii) Businesses attracted, retained and/or expanded**

Describe in detail how the project will lead to the attraction, retention and/or expansion of businesses to the area in rural Ontario, and what results will be achieved. (Maximum 300 words)

Tecumseh sits in the middle of an area of unique business opportunity. The area is composed of mostly agricultural and manufacturing operations but also different businesses that feed into the provincial, national and international manufacturing supply chain. We are in close proximity to the rapidly growing greenhouse sector that requires goods and services found within Town. Locally, the Town has a mix of different types of businesses with a majority of our industrial area home to a high volume of manufacturing organizations. Windsor hosts a University and College that provide skilled workers to much of the industry located here. Tecumseh is also blessed to be in a location that provides direct access to international markets. The region is poised to become a leader in innovation and development in a number of areas like autonomous vehicles, virtual reality, logistics, robotics and agricultural advancements. We need to understand the gaps to pushing this work forward and how to attract organizations and investments that contribute to that. The BR&E Program will allow us to hear directly from the companies in these areas on where we need to position ourselves for the long term. By doing so, we will have the information and data to support a development plan that helps us to retain, grow and attract the people and businesses that support that work. We will use the data collected to work with other regional organizations like school boards/University/College to develop skilled workers who can move quickly into the workforce, the Windsor-Essex Economic Development Corporation for attraction efforts, and other organizations like the Chamber of Commerce, Workforce Windsor Essex and County of Essex. By having this deep talent pool, we will be able to provide long-term support to our local business for their continued growth and success.

**iv) Enhanced strategic economic Infrastructure**

Describe in detail how the project will advance economic development and investment opportunities in rural Ontario, and what results will be achieved. Provide information on previously completed work (e.g. plans, strategies, research, data) that identifies this project as an economic development priority. (Maximum 300 words)

Supporting local businesses is a foundation of successful economic development. As part of the Council four year strategic planning, members of Town Council have identified economic development as a priority. By completing a Town-wide BR&E Program, economic development strategies can be developed to support the whole Town as opposed to specific areas served by plans like the Community Improvement Plan on the main street or moratoriums on building fees for new hotels or expansions. Within this plan will be strategies for retention/expansion/diversification/value-add of existing businesses but also strategies to attract new businesses that support or work in concert with existing businesses and that meet needs currently and for the long term. Our Official Plan update process has identified key areas of focus for the long term growth and development of employment lands. Within it are recommendations for intensification, sustainability and implementation of policies to ensure the intensification leads to vibrant liveable communities. We have been working with our regional partners to connect communities, attract skilled talent and business develop community centres and hubs that draw visitors and increase tourism dollars. We need to know where the gaps and opportunities are in Tecumseh and how we can better support local businesses and farms. We also need to understand red flags that require immediate attention to prevent any issues in current activities.

**v) Regional partnerships that drive growth**

Describe in detail how the project will work with other entities in your region in rural Ontario (e.g., groups, organizations, communities, municipalities) to drive growth. (Maximum 300 words)

The Town of Tecumseh is one of seven rural municipalities within the County of Essex and works directly with not for profit organizations like the Windsor-Essex Economic Development Corporation, the Windsor-Essex Chamber of Commerce, Tourism Windsor Essex Pelee Island, and Workforce Windsor-Essex. Members of Tecumseh's management team sit on regional teams that address economic development, tourism and job creation. We will also reach out to the Ontario Federation of Agriculture Essex County chapter as well as the Ontario Greenhouse Vegetable Growers group. There are also organizations that support local businesses like the Canadian Association of Mold Makers, the Auto Parts Manufacturers Association and local unions and trades groups. Tecumseh staff also work with local school boards and training organizations to provide support on the future of skilled trades and employment. The Town has a Business Improvement Area with a part time coordinator. These collaborations will continue following the completion of the BR&E Program. We will depend on these groups for support and input as we work to complete the Program and develop strategies to address the gaps discovered. These groups have connections and potential resources for support as we seek out information from our businesses during the Program.

## Step 3 Project Activity Costs and Work Plan

### 3.1 Project Timelines

Project start date:  (YYYY/MM/DD)      Project end date:  (YYYY/MM/DD)

### 3.2 Project Work Plan and Eligible Costs

List each activity necessary to successfully complete the project. For each project activity listed, itemize costs to complete the activity (in Canadian dollars; include quotes, estimates, etc.). Attach additional sheets if necessary. (See RED Program Guidelines for eligible costs.)

**Note:** Costs that are incurred prior to effective date are not eligible for cost-share funding or reimbursement.

Consult the RED Program Guidelines for eligible costs under the respective streams.

Project Activity	Eligible Cost Item	Eligible Costs Cash (\$)	Estimated Start Date (YYYY/MM/DD)	Estimated Completion Date (YYYY/MM/DD)
BR&E Program	Consultant Fees	\$ 35,000.00	2020/01/06	2021/01/04
BR&E Program	Student Intern	\$ 5,000.00	2020/06/01	2020/10/30
<b>Total Eligible Costs</b>		<b>\$ 40,000.00</b>		

### 3.3 Funding requested

Based on the project stream you selected in step 2.3, complete one of the tables below

<u>Economic Diversification and Competitiveness Stream</u>		
Line A	Total Eligible Costs (from table 3.2)	\$ 40,000.00
Line B	Funding % Requested (up to 50%)	50
Line C	Funding Requested (\$) (up to \$150,000) (Line A x Line B)	\$ 20,000.00

OR

<u>Strategic Economic Infrastructure Stream</u>		
Line A	Total Eligible Costs Identified (from table 3.2)	
Line B	Funding % Requested (up to 30%)	
Line C	Funding Requested (\$) (up to \$250,000) (Line A x Line B)	

Selected Applicant(s) completing minor capital Projects in either stream will be required to install a permanent sign recognizing the support of the Rural Economic Development program, as set out in the Contribution Agreement. Design of the sign will be subject to approval by OMAFRA, prior to fabrication and installation. Costs of the sign will be eligible under the RED program, with the province reimbursing up to \$100 of the total costs of design, fabrication, and installation of the sign upon submission of a claim.

### 3.4 Project Costs by Fiscal Year

Complete the following table indicating when eligible costs will be incurred. Costs should be broken down by quarter for the duration of the proposed project.

**Projected Quarterly Eligible Costs by Fiscal Year (April 1 to March 31)**

Fiscal Year	Quarter 1 (April - June)	Quarter 2 (July - September)	Quarter 3 (October - December)	Quarter 4 (January - March)	Total Eligible Project Costs per Fiscal Year
2019-20				\$ 8,748.00	\$ 8,748.00
2020-21	\$ 10,748.00	\$ 11,748.00	\$ 8,756.00		\$ 31,252.00
2021-22					\$ 0.00
<b>Total Eligible Costs (must equal Line A of Step 3.3)</b>					<b>\$ 40,000.00</b>

### 3.5 Applicant(s) Contribution and Additional Funding Sources

List all sources of funding (see *Program Funding* in the RED Program Guidelines.)

Funding Sources for the Project	Eligible Cash (\$)	Ineligible Cash / In-kind (\$)	Total Project Costs (\$)
RED Program Cost Share Requested (Line C from 3.3 above)	\$ 20,000.00		\$ 20,000.00
Applicant (Legal Name): The Corporation of the Town of Tecumseh	\$ 20,000.00		\$ 20,000.00
Co-applicant (Legal Name): <input type="text"/>			\$ 0.00
Co-applicant (Legal Name): <input type="text"/>			\$ 0.00
Partners who are not co-applicants (Legal Name): <input type="text"/>			\$ 0.00
<input type="text"/>			\$ 0.00
Other government funding (please list below*):			\$ 0.00
<b>Totals (must equal Line A of Step 3.3)</b>	<b>\$ 40,000.00</b>	<b>\$ 0.00</b>	<b>\$ 40,000.00</b>

\*List all sources of public funding applications for this project or components of this project. Failure to disclose all public funding or possible public funding sources may result in the termination of the application or Contribution Agreement. (Maximum 100 words)

No other funding is available.