



SMITHS FALLS

ECONOMIC DEVELOPMENT
& TOURISM STRATEGY
2019 - 2022

Contents

Executive Summary	1
Town of Smiths Falls' Strategic Plan 2019 - 2022	3
Economic Development & Tourism Strategic Direction	4
Strategies & Rationale	5
Contributors & Resources	11
Action Plan	12

Executive Summary

Recent changes in the global economy have led to inevitable shifts in economic development philosophies and practices. Today's economic development work is about creating a positive atmosphere and culture, an environment in which both businesses and residents can thrive, and with enough diversity and robustness to withstand the tests of economic times.

With so many elements at play, effective economic development cannot happen in a vacuum. It comes as a result of a coordinated effort between the public, businesses, community partners, Council, and staff, to foster an environment in which growth and prosperity can take place.

Smiths Falls is fortunate to possess a diversified and robust economy, one that has withstood the tests of both time and circumstance. Currently, Smiths Falls is seeing growth opportunities across all sectors, including tourism, arts and entertainment, services, healthcare, education, and manufacturing.

Now is the time to integrate innovative economic development strategies to bring exponential returns to the Town and its residents, along with future prosperity. The Town of Smiths Falls is committed to enhancing the quality of life within the community through the following:

- Improving Smiths Falls' competitive edge in the region
- Creating a diverse and robust economy
- Supporting existing and new businesses
- Supporting municipal growth and development

This strategy will be a key document in fulfilling the Town of Smiths Falls' mission to foster a prosperous and forward-moving economic environment. This strategy comes as a result of more than eight months of research, review, and consultation with community leaders, stakeholders and partners.



The strategy identifies the following five areas of focus for the Economic Development and Tourism Department over the next four years, namely:

1. Business Retention & Expansion
2. Investment Attraction
3. Tourism
4. Marketing & Communication
5. Partnership Development

Key to these five areas of focus is the strategy's alignment with priorities identified in the Town of Smiths Falls Strategic Plan (2019-2022), and the Town's strategic direction. The strategy also contains a detailed action plan to identify actions, responsibilities, timing, and priorities. The following framework evolved through the strategic process:

VISION

Foster and develop a thriving economy, an excellent quality of life for residents, and a destination for visitors



GOAL

Create a positive atmosphere and culture in which both businesses and residents can thrive.

Ensure enough diversity and robustness to withstand the test of economic times

PRIORITIES

- Business Retention & Expansion
- Investment Attraction
- Tourism
- Marketing & Communication
- Partnership Development



PRINCIPLES

Align with the Town's Strategic Plan and other strategies currently used at the municipal, provincial and federal levels

Commit to strengthening partnerships

Commit to sustainability

Town of Smiths Falls Strategic Plan

The Town of Smiths Falls Strategic Plan (2019-2022) is a key strategic planning document that identifies the vision and strategic priorities for the community. These key pieces will play important roles in the decisions made at Council and by municipal staff over the next four years, and will similarly impact this Strategy.

-  Housing
-  Quality of Life
-  Transportation Networks
-  Waterfront Development & Placemaking
-  Tourism
-  Town Hall Campus & Square

Economic Development & Tourism Strategic Direction

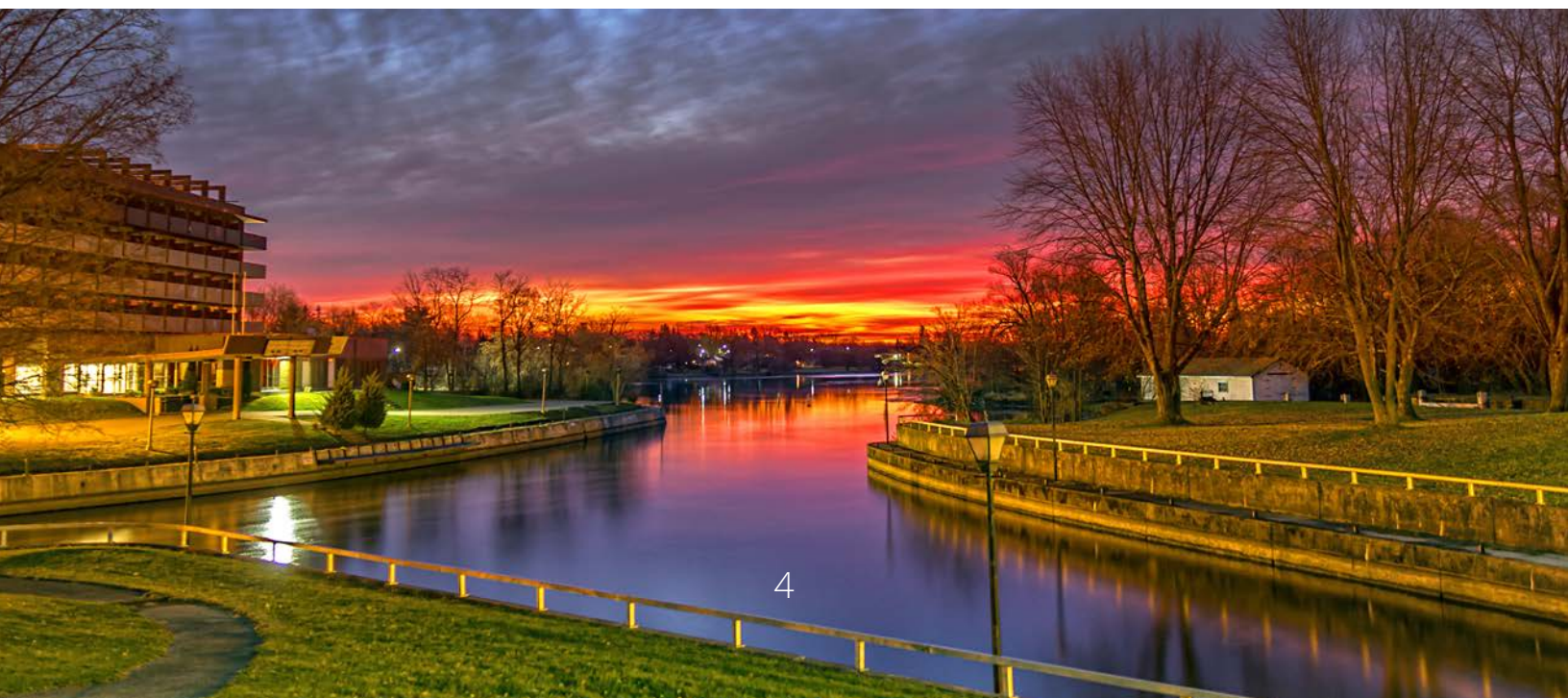
Smiths Falls' vision for the community is one in which economic development and tourism strategies are incorporated into virtually every strategic action. The Town of Smiths Falls is committed to using resources to attract investment and increase physical, commercial and business development, as well as job opportunities for residents.

The purpose of the Economic Development & Tourism Strategy is to provide a resource for the Economic Development and Tourism Department that will identify appropriate strategic direction, actions, and alignment of resources to further both economic development and tourism over the next four years.

Benchmarks for successful economic development include job creation, job retention, tax base growth, and quality of life. Successful tourism can be defined as creating a destination to which visitors want to come and stay.

The objectives for the strategy are to:

- 1 Identify strategic priorities, with corresponding rationale and connection to priorities identified in the Strategic Plan (2019-2022).
- 2 Communicate strategic priorities and rationale to community partners, stakeholders, and municipal staff.
- 3 Create a work plan to itemize relevant tasks in order to achieve strategic goals, along with responsibilities and estimated budget.



Strategies and Rationale

1. Business Retention and Expansion

Results of the Lanark County Business Retention and Expansion project (BR+E) survey revealed that 90 per cent of new jobs come from existing businesses that choose to expand.

BR+E is a low-cost, low-risk and low-input economic development strategy with a proven track record. In comparison to attracting new investment and entrepreneurs, BR+E offers substantial economic development rewards for the following reasons:

- Existing businesses invest in, and are invested in their locations. They are more likely to have an interest in the common good of a location than a new investor.
- Few businesses relocate and many new businesses fail.
- Existing businesses and their success and happiness is the best advertisement for the location, to lure in new firms and develop economic clusters.



The Town of Smiths Falls can continue to enhance its BR+E by proactively connecting with existing businesses to better understand and respond to their needs. Action items within this strategy will focus on building the community of Smiths Falls through continued time investment into:

- Business retention and expansion surveys
- Partnership development to encourage and share funding opportunities
- Developing business support programs

A focus on workforce development and labour force attraction will also feature prominently within this strategic priority. Committing to support and develop the strength of existing businesses will ensure continued job growth within the Smiths Falls community.

ALIGNMENT WITH STRATEGIC PLAN

QUALITY OF LIFE

Update 2013 Cultural Plan.

2. Investment Attraction

Attracting new investment is a key strategy to ensuring Smiths Falls continues to develop a diversified industry base that will be able to meet the economic challenges of the future. The Economic Development Department's goal is to attract Canadian and foreign investment to improve community business diversity, increase sector strength, housing availability, and achieve a positive impact on employment growth.

It's estimated that approximately 75 per cent of time dedicated to investor attraction activity will involve increasing readiness to respond to investor requests for information; 25 per cent of activity will involve proactive pursuit of new investment.

Investor attraction will be realized by maintaining the Town of Smiths Falls' Investment Profile and distributing to potential developers to provide an overview of key community assets. Other activities will involve ensuring properties are up to date on the website and undertaking any needed market studies.

The global marketplace for Investment Attraction will be accessed via Smiths Falls' ongoing partnership with the Ontario East Economic Development Commission and through enrollment in Ontario's Certified Site Designation. This designation is issued to industrial properties which have demonstrated they are ready for investment, and includes a marketing component to international investors.

Active recruitment will also be a priority, focusing on the following target markets:

- Multi-residential housing developers to increase housing investment
- Diversified light industrial and commercial businesses to increase occupancy of industrial park
- Retail Businesses to help fill downtown and plaza vacancies
- Tourism operators to help develop the Waterfront Vision or build on the tourism initiatives
- Food manufacturers and producers to promote diversity and establish Smiths Falls as an agri-food destination
- Cannabis-related industries to foster Smiths Falls' reputation as the cannabis capital of Canada.

ALIGNMENT WITH STRATEGIC PLAN

HOUSING

Ensure inventory of land available for greenfield development and infill.

WATERFRONT DEVELOPMENT & PLACEMAKING

Facilitate development of non-residential waterfront lands along Centre Street.

3. Tourism



Smiths Falls has much to offer visitors and businesses as a tourism destination. There are also opportunities to continue to grow our tourism assets. Smiths Falls has a wealth of tourism-centred assets at its fingertips. It sits at the heart of the UNESCO World Heritage Site, the Rideau Canal, and is also home to a network of trails, the Tweed Visitor Centre, Le Boat, a golf course, two museums, and a variety of small retail businesses that include a brewery, local restaurants, cafés, and more.

Ample opportunities exist for storytelling and marketing to target and attract visitors to enjoy the current offerings. This will stimulate the local economy, specifically the retail and restaurant businesses. As local businesses thrive, this increases the quality of life for residents, a key goal for economic success.

There is significant potential in attracting new tourism operators to town as well, which will increase the appeal of Smiths Falls and bring new visitors and demographics to town.

VISITOR ASSETS

When identifying visitor attraction target markets, economic development staff looked at the assets that exist holistically within the community, along with goals for Smiths Falls' destination development. Smiths Falls features historic architecture, beautiful parkland and an urban-meets-natural landscape which includes four renowned trail systems.

The Smiths Falls community also hosts an array of events with focuses on a healthy lifestyle, outdoor adventure, culture and heritage, and arts and entertainment. These events are a vital asset to the town as each provides not only visitor attraction, but also community identity and engagement, community promotion, and destination development.

TARGET MARKETS

The Ontario Ministry of Tourism shows visitation trends have a noticeable pattern of travel from Ottawa that are primarily adults without children travelling for leisure. This is a growing market of visitors and there is an increase of visitation in the summer from July to September.

Lanark County and RTO 11 (Ontario’s Highlands Tourism Organization – OHTO) have identified that the ideal tourist profile for Lanark County is retirement-age day trippers from Ottawa. By utilizing community assets such as the Rideau Canal, The Tweed Visitor Centre and premier trail systems, a focus will be on attracting this demographic as well as cannabis tourists, cycle tourists, and boaters.

TARGET MARKET SUMMARY

01	RETIREMENT AGE DAYTRIPPERS	02	CANNABIS TOURISTS	03	CYCLE TOURISTS	04	BOATERS
Within one-to-three hours of Ottawa		Ages 25-44		Higher than average education		Tend to be married with children living at home	
No children		Individuals who use cannabis for leisure activities		Spend more than double the average tourist in Canada		University educated	
Near or at retirement age		Interested in arts, culture, and experiential tourism		Mostly couples or friends traveling together, as well as men traveling alone		Work full time	
Travelling for leisure and in the summer months				Of working age, often over 40 years old			
Higher than average income							
Like to expose themselves to local customs, enjoy architecture, history, as well as arts and culture							
Interested in experiential tourism rather than rest and relaxation							

ALIGNMENT WITH STRATEGIC PLAN



Develop a Cannabis Tourism Strategy.

Develop a heritage walking tour that highlights our unique built and natural heritage and the people who live here.

Create a central hub for the trails that come through Town by extending the Ottawa Valley Rail Trail to the Railway Museum.

Develop Rideau Canal experiential tourism such as Voyageur tour and other paddle tourism opportunities.

Examine relocation options for Victoria Park Campground.

Develop and implement a Cycle Tourism Strategy.

4. Marketing and Communication

The Town of Smiths Falls is in a unique position of being at the centre of extensive media attention, and the opportunity exists to capitalize on that attention. A Marketing and Communications Audit has been completed to review existing efforts, and a strategy has been developed to address the opportunities for improvement.

Effective marketing and communications will result in a better and more consistent experience for the intended audience, whether that audience includes tourists, potential investors, or current businesses. It will enhance relationships, provide more clarity on Town priorities, opportunities, and initiatives, and build trust.

Shaping the messaging about the Town of Smiths Falls is important in influencing public perception, both within the town and beyond. The implementation of the completed Marketing and Communications Strategy, along with its accompanying work plan, has been prioritized within the Economic Development and Tourism Department over the next three years.

Components of this work are laid out in the Action Plan and include:

- Social media and content strategy development
- New website pages that highlight tourism assets
- Cohesive marketing messaging

ALIGNMENT WITH STRATEGIC PLAN

TOURISM

Develop a Cannabis Tourism Strategy.

Develop and implement a Cycle Tourism Strategy.

Create space (page) on town website dedicated to Tourism.

QUALITY OF LIFE

Update 2013 Cultural Plan.

5. Partnership Development

Successful economic development is reliant on strong partnerships with stakeholders, business and community leaders. The Town of Smiths Falls will reinforce the existing relationships with stakeholders and partners to ensure ongoing communication and mutual support and benefit. These stakeholders and partners are identified below, along with the benefit to the community and Town.

Ontario East Economic Development Acting as an active member provides great benefit to our Food Sector, including attendance at the annual SIAL Show in Toronto.

Lanark County Tourism Taking on the role of an advisory partner on tourism strategic planning as well as partnering on tourism promotion such as familiarization tours, marketing and communications.

Valley Heartland Playing a vital role as our partner in our economic development activities within the Town of Smiths Falls. The Town partnered on the Business Retention & Expansion project of 2019 and the Workforce Development Conference, and continues to work with Lanark County's and Valley Heartland's Economic Development Officer.

Ontario's Highlands Tourism Organization (OHTO) - RTO 11 Smiths Falls works in partnership with this provincially funded regional tourism organization. OHTO works collaboratively with partners to unite the tourism industry and remain competitive through programming and promotion, to build momentum and become the most talked about region in Ontario.

Downtown Business Association (DBA) The DBA represents the downtown business community in Smiths Falls, offering support to downtown businesses, hosting events and promoting the downtown as a good place to shop and play. The DBA is vital partner on initiatives such as the Community Improvement Plan, retail attraction and tourism.

Smiths Falls & District Chamber of Commerce The Chamber is an important partner that connects directly with the local business community. The Chamber and the Town partner on initiatives such as workforce development, public and business relations, business retention and expansion and tourism initiatives.

ALIGNMENT WITH STRATEGIC PLAN

TOURISM

Create space (page) on Town website dedicated to tourism.

Contributors and Resources

Creating a vision for Smiths Falls Economic Development and Tourism efforts required input from key partners and experts.

A special thank you goes out to the following contributors:

- Smiths Falls Town Council
- Town of Smiths Falls Economic Development Advisory Committee
- Smiths Falls & District Chamber of Commerce
- Smiths Falls Downtown Business Association
- Lanark County Tourism
- Valley Heartland Community Futures Development Corporation
- Dragonfly Communications and Marketing
- Katie Nolan, Economic Development Advisor OMAFRA

Key resources were accessed in the development of this plan, with many guiding documents providing data and background material.

Organization	Resource
OMAFRA	Economy Overview of Smiths Falls, EMSI Q1 2018 Data Set Farmers' Market Impact Report 2009
Ontario by Bike	#CycleON Ontario's Cycling Strategy
Ontario East Economic Development Commission	Food Manufacturing Target Sector Team
Ontario's Highlands Tourism Organization	Travel Trade Tourism Destination Development Partnership Program
County of Lanark	Tourism Marketing Plan (2019) Lanark County Economic Development & Strategic Plan (2018-2020)
Lanark County Tourism Association	Content Marketing Plan 2017
Dragonfly Communications	Smiths Falls' Marketing & Communications Strategy
Cinnamon Toast	Smiths Falls Cannabis Content Strategy

Other resources included Statistics Canada Census 2016, Business Register 2018, and Town of Smiths Falls Planning and Building Departments.

Action Plan

Initiative	Strategy	Lead	Target Date	Measurement	Status	Budget
Business Retention & Expansion						
Community Improvement Plan	Participate in committee to encourage and promote redevelopment of downtown buildings	Becky	Ongoing	Funds available are fully subscribed each year	Ongoing	TBD
Physician Recruitment	Engage in community initiatives to recruit physicians	Malcolm / Jennifer	Annual	Every Smiths Falls resident has access to a family physician	Committee formed	\$10,000
	Co-host 1st year med students from Queens and Ottawa U each spring	Jennifer / Kara	Annual	8-10 students visit each year	2019 students hosted	\$800
	Support Physician Recruiter through the provision of materials and other requirements	Jennifer / Kara	Ongoing	Create materials needed to facilitate recruitment	Ongoing	\$500
BR&E Business Survey Program	Conduct business surveys to determine health of local business community	Jennifer / Becky	Annual	25 business surveys conducted annually	Underway	TBD
	Participate in Lanark County BR&E program to provide business health picture of entire region	Jennifer / Becky	2019	22 business surveys conducted, and final report prepared and distributed to stakeholders	Final report pending	TBD
	Implement follow-up items as revealed in business surveys to ensure retention/expansion opportunities can be realized	Jennifer / Becky	Annual	All follow up items are conducted each year	Ongoing	TBD

Action Plan

Initiative	Strategy	Lead	Target Date	Measurement	Status	Budget
Cultural Plan Update	Review existing cultural plan with Arts and Culture Council and bring updates to Council for review	Kara / Jennifer / Becky	Annual	25 arts and culture opportunities created for the public annually	More than 30 On the Roll grants dispersed in 2019	\$25,000
	Review On the Roll program annually	Jennifer / Becky	Annual	1 review conducted per year	2019 review complete	TBD
	Develop arts and culture community through investment and promotions	Jennifer / Kara / Becky	2020	5 items from cultural plan action plan completed per year	Ongoing	TBD
Small Business Advisory	Support small business creation & expansion with workshops and business plan	Cindy	Annual	150 business consultations per year 200 individuals attending workshops	Ongoing	TBD
Investment Attraction						
Industrial Park Development	Work with park tenants and develop vision for park expansion and upgrades	Jennifer / Karl / Troy	2022	Industrial park vacancies reduced by 10%	Information gathering	TBD
	Investigate Enrollment in Certified Site Program for Industrial Park	Jennifer	2020	Certified Site Program initiated	Information gathering	TBD
Property appraisals and marketing	Appraise all town owned property and develop to sell or maintain	Becky / Jennifer	2020	All town owned property available to sell is appraised	Land registry search complete	\$2,500
	Ensure inventory of land available for greenfield development and infill	Jennifer	2019 Q4	Inventory created	Information gathering	TBD

Action Plan

Initiative	Strategy	Lead	Target Date	Measurement	Status	Budget
Labour Force Development	Organize and host workforce development conference	Jennifer	2019 Q2	40 businesses attend conference	Completed	\$1,500
	Develop and maintain Lifestyle profile and other newcomer resources	Kara / Jennifer	2019 Q4 and annual	Document is developed, updated and shared with newcomers	Document created	\$1,500
	Resources available to job seekers and employers are promoted and shared	Cindy / Kara / Jennifer	Ongoing	300+ participants in SBAC workshops annually	On track for 2019	TBD
Waterfront Development	Facilitate development of non-residential waterfront lands along Centre Street	Jennifer	2020 Q4	Key waterfront properties contracted for development	Pending	\$46,000
Retail & Entertainment Development	Bring more retailers and entertainment businesses to Smiths Falls	Becky	Quarterly	4 new shopping or entertainment businesses per year	Live music venue under development	\$20,000
	Settlers Ridge, Brockville St and Lombard St plaza rehabilitations	Jennifer	2021	3 local plazas are fully developed	Settlers Ridge progressing, Brockville St. conditionally sold, Lombard St under development	TBD
	Lombard Street secondary plan	Karl / Jennifer	2020	Secondary plan complete	initial discussions underway	TBD
Accommodation Development	Encourage new hotel development	Becky / Jennifer	2021	Options other than traditional hotels are available to guests	Holiday Inn development announced, Old WTP plan pending	TBD
	Assist in creation of Airbnb by-law	Kerry / Jennifer	2020	Airbnb by-law is in place	Pending	TBD

Action Plan

Initiative	Strategy	Lead	Target Date	Measurement	Status	Budget
	Assist in expansion of existing accommodation options	Jennifer	2021	Minimum 3 accommodation types are available	Pending	TBD
Tourism						
Event Development	Work with MHC, D.Hudson to create and conduct walking tour	Becky	2019 Q3	Walking tour is developed and launched	Completed 90 participants in 2019	\$2,000
	Support creation of a farmer's market	Jennifer/Becky	2020	Farmers market created with a minimum 6 regular vendors in year one	Investigation completed	TBD
	Support local tourism related community events	Becky / Jennifer	annually	Support provided to Powwow, Paddlefest, RISE, and others	Preparing for 2020 season	\$30,000
Rideau Heritage Route	Redevelopment of Rideau Heritage Route website	Jennifer /Leeds Grenville / RTOs	2019	New website launched in 2019	Under development	\$5,000
	Redevelopment of Rideau Heritage Route not for profit	Jennifer / Leeds Grenville	2019 Q4	NFP compliant with all regulations, new board in place	With legal	\$5,000
Canal Promotion	Examine relocation options for Victoria Park Campground	Jennifer	2020 Q4	Campground is moved to new location	Campground discussions in progress	TBD
	Develop Rideau Canal experiential tourism opportunities including paddle tours	Becky	2019 Q3	Paddle tours available through Welcome Centre	Season one complete	\$500
	Facilitate an examination of opportunities to animate the decommissioned combined lock to	Becky / Jennifer	2021	Opportunities identified	Information gathering	TBD

Action Plan

Initiative	Strategy	Lead	Target Date	Measurement	Status	Budget
	create a unique tourism, cultural and entertainment attraction.					
Cannabis Tourism Strategy	Build on Cannabis Tourism Working Group and develop community cannabis strategy for tourism	Jennifer	2019 Q4	Strategy developed and approved	Draft complete	\$2,000
	Partner with Canopy Growth to increase visitors to Visitors Centre	Jennifer	2020	Opportunities to increase visitation investigated	Information gathering	TBD
	Work with Canada's Cannabis Project (CCP) to identify cannabis tourism opportunities for Smiths Falls	Jennifer	2020	1 research grant is received	Information gathering	TBD
	Support Cannabis Incubator with partners	CCP / Chamber	2020	Incubator is opened and 3 new cannabis businesses launched in Smiths Falls each year	Information gathering	TBD
Cycle Tourism Strategy	Research cycling benefits, impacts, and strategies in other communities	Becky	2020	Research conducted	Information gathering	\$1,000
	Develop plan for incorporating cycling into transportation master plan (Cycle Tourism Strategy)	Becky	2021	Strategy developed and approved	Information gathering	TBD
Trail Tourism Strategy	Create a central hub for trails that come through Smiths Falls by extending OVRT to Railway Museum or other chosen location	Art/ Becky	2021	Trail Tourism Strategy developed and approved	Information gathering	TBD

Action Plan

Initiative	Strategy	Lead	Target Date	Measurement	Status	Budget
VIA Incentive Program	Encourage high frequency rail by VIA	Jennifer	2021	High frequency rail program is implemented to include Smiths Falls	Information gathering	\$5,000
	Work with Chamber and members to create vacation packages	Becky / Jennifer	2021	Program developed and implemented	Information gathering	TBD
Marketing & Communications						
Social Media Strategy	Develop and implement social media strategy	Lauren	2019 Q4	Strategy developed and approved	Information gathering	\$3,000
	Develop FAM tours for bloggers and influencers	Becky	2020 Q1	2 FAM tours conducted per year	Information gathering	\$2,000
	Create marketing content strategy and implement	Lauren	2019 Q4	Strategy developed and approved	Information gathering	TBD
Communications Audit & Strategy	Conduct Communications and marketing audit, strategy and workplan for Town staff	Jennifer	2019	Audit, strategy and workplan complete	Complete	\$5,000
	Implement findings of audit/strategy / workplan	Lauren	2019 Q4	Workplan is fully implemented	Ongoing	TBD
Website Update	Create space (page) on town website dedicated to tourism	Jennifer / Kara	2019 Q4	Tourism page developed and launched	Information gathering	\$3,500
	Add map feature to Economic Development page	Jennifer / Kara	2020 Q1	Map added and functional	Information gathering	\$3,500
	Update website as per Marketing Strategy	Lauren	2019 Q4	Website material is current and correct	Error list received	TBD

Action Plan

Initiative	Strategy	Lead	Target Date	Measurement	Status	Budget
Signage	Complete installation of town entrance signs and pedestal signs as per rebranding project	Donna / Jennifer / Becky	2019 Q4	5 entrance signs installed, and 24 pedestal signs updated	Under development	\$106,000
Media Relations	Develop media releases as required and implement media relations strategies as developed in the communications strategy	Lauren	Ongoing	Tone, accuracy and implementation are consistently executed	Strategy received	TBD
Marketing Campaign	Investigate and implement marketing strategies as developed, investing in wide range of investor attraction and tourism opportunities	Becky / Jennifer	Ongoing	Marketing reach is tracked for each venue, to establish benchmarks	Strategy received	\$40,000
Partnership Development						
Ontario East Economic Development	Maintain food sector membership to boost local food industry	Jennifer	Annual	3 food sector businesses attend SIAL annually	2019 complete	\$3,000
County of Lanark	Continue to participate in Regional Economic Development Alliance	Jennifer	Ongoing	Monthly meetings attended	Ongoing	TBD
Valley Heartland Community Futures Development Corporation	Partner with Valley Heartland to attract investment and promote growth and expansion through their network and loans programs	Jennifer	Ongoing	20% of Valley Heartland loans and services directed to SF based businesses	Ongoing	TBD
Ontario Highlands Tourism Organization, RTO-11, LCTA	Partner with OHTO and RTO 11 to build on marketing opportunities	Becky	Ongoing	1 OHTO or RTO grant received per year	Ongoing	TBD

Action Plan

Initiative	Strategy	Lead	Target Date	Measurement	Status	Budget
	Launch and market Sip and Savour program	Becky	2019 Q3	5 Smiths Falls businesses participating	Launched June 2019	\$5,000
	Develop and market FAM tours to bring operators to experience SF market	Becky	Annually	2 FAM tours per year conducted	1 snowmobile FAM tour in 2019	\$5,000
	Participate in County of Lanark marketing initiatives as available	Jennifer	Ongoing	Reach as per intended audience	Ongoing	\$10,000
Downtown Business Association	Work with DBA to build strong and resilient downtown businesses with a beautiful atmosphere	Jennifer / DBA	Ongoing	Vacancy rate is decreased 15%	Ongoing	TBD
Chamber of Commerce	Work with Chamber to co-host networking opportunities, and build on health of existing businesses	Jennifer / Leslie	Ongoing	Membership increased by 10%	Ongoing	TBD