Town of New Tecumseth
Economic Development
Strategic Plan

New Tecumseth
Alliston · Beeton · Tottenham

Prepared by:
McSWEENEY
inspiring economic sustainability®

May 2017
# Table of Contents

1  Preamble.............................................................................................................................................2  
2  Process Followed....................................................................................................................................3  
3  Stakeholder Consultations ...................................................................................................................4  
   3.1  Strategic Plan Update Consultation Process ..................................................................................4  
   3.1.1  Interviews ....................................................................................................................................4  
   3.1.2  Online Survey .............................................................................................................................4  
   3.1.3  New Tecumseth Economic Development Strategic Plan Focus Group ....................................4  
4  Statistical Analysis...................................................................................................................................6  
5  Strengths, Weaknesses, Opportunities, Threats ................................................................................10  
6  Economic Development Strategic Themes .........................................................................................15  
7  Economic Development Success Formula .........................................................................................17  
8  New Tecumseth Economic Development Action Plan .......................................................................19  
   8.1  Continue Building Partnerships .................................................................................................19  
   8.2  Preparing for Economic Development .......................................................................................19  
   8.3  Strategizing for Economic Development Success ......................................................................21  
   8.4  Economic Development Doing ...................................................................................................22
1 Preamble

The Town of New Tecumseth, located in the southern portion of Simcoe County, is home to a growing population of over 30,000 residents. The community is strategically located near the 400 Highway with access to larger Ontario markets of the Greater Toronto Area, Hamilton, and Kitchener-Waterloo. The Town has three urban centres (Alliston, Beeton, and Tottenham); each with their own distinct urban core.

The Town enjoys a diverse local economy with strengths in the industries of manufacturing, retail, transportation, and warehousing, as well as educational services. Labour indicators reveal a robust workforce. Major employers include Honda of Canada Manufacturing, F&P Manufacturing, Stevenson Memorial Hospital, Nottawasaga Inn Resort, and Simcoe Parts Service.

The Town currently has a very robust economic development program that has proven successful in terms of partnership development and nurturing existing business by helping them expand and grow.

This Economic Development Strategic Plan will help verify the tactical activities the Town is currently engaged in while recommending additional actions to help strengthen and further diversify New Tecumseth’s local and regional economy for the next 5 years and beyond.
2 Process Followed

The process followed to create the New Tecumseth Economic Development Strategic Plan was methodical and deliberate. Beginning with a statistical analysis of the New Tecumseth’s economy and including a thorough consultation process that included a series of one-on-one interviews, an online survey, and a focus group session the New Tecumseth Economic Development Strategic Plan, followed a comprehensive development process.

It was at the focus group where participants gained some insights into the economic development process, while at the same time provided input into the activities that will make up the New Tecumseth Economic Development Strategic Plan and Action Plan.

The following process diagram has been created to visually demonstrate the process followed during the preparation of New Tecumseth’s Economic Development Strategic Plan:
3 Stakeholder Consultations

3.1 Strategic Plan Update Consultation Process

Over 160 stakeholders were consulted throughout this process. The consultations consisted of confidential one-on-one interviews, an online survey and a half-day Economic Development Strategic Plan Focus Group.

3.1.1 Interviews

Twelve (12) interviews were undertaken with various members of the business community and local stakeholders. There were six open-ended questions used to guide the interview. These questions probed into the major strengths and challenges of doing business in the Town, and looked forward to defining future opportunities and threats.

3.1.2 Online Survey

An online survey was created and promoted by the Town of New Tecumseth. In total, 138 respondents answered the 10-question survey. To ensure consistency, the same questions were used in the interviews and the online survey.

The online survey revealed the strategic themes that were discussed during the Economic Development Strategic Plan Focus Group.

3.1.3 New Tecumseth Economic Development Strategic Plan Focus Group

Before the 2017 Strategic Plan Focus Group began, stakeholders were engaged in an economic development training session. Following the McSweeney & Associates Economic Development Formula for Success training, staff, Council, and economic development partners worked through a process that identified the components of what it takes to be successful in economic development. The New Tecumseth Economic Development Strategic Plan has been built around the process contained within the Formula for Economic Development Success.
During the focus group session, participants were asked to think about what New Tecumseth has and needs in terms of economic development (people, preparing, strategizing, and doing for economic development) to help identify potential strategic economic development actions.
4 Statistical Analysis

Please note that every effort has been made to use the most current data available. The major sources of information for this document are:

- The 2006, 2011, and 2016 Census from Statistics Canada
- SuperDemographics 2016 from Manifold Data Mining Inc.
- EMSI Analyst Data.

The most recent census was conducted in May of 2016. Statistics Canada has indicated that all of the 2016 census results will be released before the end of 2017. SuperDemographics 2016 is the most up to date estimation of population characteristics, based on mathematical models that draw from various data sources.

**Manifold Projection Method:**
Manifold estimates demographic data annually, including population projections for five and ten years into the future. Manifold methodologies are based on the following techniques:

- Enhanced cohort survival methods;
- Nearest neighborhood and regression techniques; and
- Structural coherence techniques.

### Manifold Data Sources:

<table>
<thead>
<tr>
<th>Statistics Canada</th>
<th>Real Estate Boards/Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Canada</td>
<td>Canadian Bankers Association</td>
</tr>
<tr>
<td>Regional Health Ministries</td>
<td>Bank of Canada</td>
</tr>
<tr>
<td>Citizenship and Immigration Canada</td>
<td>Canada Post Corporation</td>
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<tr>
<td>Regional School Boards</td>
<td>Consumer and business directories books</td>
</tr>
<tr>
<td>Brisc International Inc.</td>
<td>Publication of hospitals, CMHC, BBM and partners</td>
</tr>
<tr>
<td>Flyer Distribution Association</td>
<td>Proprietary survey and research</td>
</tr>
</tbody>
</table>
New Tecumseth

Geographic:

The town of New Tecumseth is a growing community, located north of Toronto, in Simcoe County. The three largest villages in the municipality are Alliston, Totten- ham and Beeton. The area boasts a rich heritage that includes honey production, manufacturing and contributions to medical science.

Ontario population:
13,448,494

New Tecumseth population:
34,242

Commuting:

55% of resident labour force commute outside of the community for work

58% of the labour force reside outside the community
Demographic:

New Tecumseth is home to a growing population. The resident population is slightly older than the Ontario figures. Dwelling values are above the provincial average and mobility rates, how often residents change addresses, are on par with those of the province.

45 Median age
Ontario median age is 42

9% Residents that had moved within the previous year

35% Residents that had moved within the previous 5 years

51% Population by gender
49%

Average value of dwelling
$640,245
Provincial average is $626,046
Labour force:

- Participation: 66.3%
- Employment: 62.8%
- Unemployment: 5.3%

The town shows robust labour force indicators. Participation and employment rates are above those of Ontario and unemployment is lower. A very strong manufacturing sector is driven by the automotive manufacturing industry. Individual income levels are higher than the provincial average.

- Median individual income: $38,110
- Average individual income: $49,523

Key Sectors by Industry:

- Manufacturing (18%)
- Retail Trade (11%)
- Construction (8%)
- Administrative & Support, Waste Management & Remediation (7%)
- Educational services (7%)
- Health Care & Social Assistance (7%)

Key Sectors by Occupation:

- Sales & service (22%)
- Trades; transport & equipment operators & related (18%)
- Business, finance & administration (17%)
- Manufacturing & utilities (10%)
- Management (10%)
5  Strengths, Weaknesses, Opportunities, Threats

The following comprehensive Strengths, Weaknesses, Opportunities and Threats (S.W.O.T) Analysis was prepared by analyzing the current statistics and data, along with the feedback from elected officials, staff, stakeholders, and residents engaged in the consultation.

**Strengths**
- Location
- Transportation links
- People/community
- Manufacturing base
- Local heritage

**Weaknesses**
- Traffic/infrastructure
- Internet
- Internal competition
- Red tape
- Transit (intra and inter)

**Opportunities**
- Local foods/agriculture
- Independent shops
- Entrepreneurship/youth support
- Diversify industrial opportunities
- Tourism

**Threats**
- Downtowns struggling
- Overreliance on manufacturing
- Bedroom community
- Losing farmland to development/sprawl
What makes New Tecumseth a great place to do business?
- Friendly people
- Proximity to Toronto
- Rural atmosphere
- Community spirit
- Small town feel (villages)
- Shop local and support local (friendly owners)
- Growing population
- Good business to business relationships
- Opportunity
- Spin-off Honda
- Access to 400-series highways (and highway 50)
- Safe community
- Young families
- Lower priced properties
- Access to rail
- Access to border crossings
- Not all residential and businesses needs are met locally – opportunity
- Small local independent businesses
- Town amenities
- Strength of manufacturing
- Local history: Banting and Steam Train

What makes it difficult to do business or to expand business?
- Downtown parking and traffic
- Water restrictions
- Limited opportunities to promote local businesses
- Threats to downtown businesses (big box development)
- BIA’s don’t play well with others
- Store hours close early, hard for commuters
- More promotion of businesses needed from the township
- Real estate and rent are expensive
- Lack of rental space
- Lack of commercial space
- Lack of support from Council
- Liaison-approach needed for businesses from municipality
- Red tape (planning department)
- Infrastructure – roads and rail issues; roads not meeting growth demands
- Small community
- Three communities – lack of cohesion
- Shopping local is expensive; shopping is done outside the community
- Low density – rural issues
- Rural identity
- Lack of demand for locally produced goods
- Public transit needed – local and regional
- No outward promotion of the whole business community
- Not enough communication from town and council
- Do more to incent more business
- High start-up costs for business
- Signage bylaws hurt business
- Lack of direction from council
- NIMBY-ism
- Manufacturing is a shrinking industry and that is what New Tec is tied to – diversify economy
- Attract more business into the community
- Taxes are too high
- Overhead is high – rent, hydro, taxes,
- Limited internet access
- Perception that developers get what they want
- Competitions between various BIAs and Chambers
- Bedroom community
- Need better linkages to Toronto and GO Train
- Businesses are unaware of incentives
- Small town politics and ambition
- Not fully fibered but good connectivity
What are the opportunities for future growth?

- Agriculture and On-Farm...
- Arts, Culture and Heritage
- Community Development...
- Entrepreneurship
- Food Processing
- Green Energy
- Housing
- Local Foods
- Logistics
- Manufacturing
- Retail
- Skills/Workforce Development
- Tourism (Including E...)
- Youth Retention
- Film and Movie Production
- Investment from within
- Investment from outside

Answered: 96  Skipped: 42
Describe the ideal types of businesses or industries that will be driving the local economy in the next 5-10 years?

- Tourism
- Independent mom ’n’ pop shops
- Ag-food tourism
- Housing
- Local Food (craft brewery)
- Manufacturing (build off the auto manufacturing)
- Green auto/tesla/high tech auto
- Retail
- Small business
- Health and wellness
- Food (restaurants)
- Niche food – g-free, bakery
- More grocery options
- Retail (more retail options)
- Fill the household needs locally for those shopping outside
- Green industry
- High tech
- More tax base

What issues need to be resolved or addressed as to not hinder future growth in the local economy?

- Traffic issues
- Downtown parking
- Better competition between businesses
- Resolve red tape issues
- More support for entrepreneurs
- Better cooperation from town and council
- More shop local initiatives
- Be aware of new US administration and how it impacts exports
- Fill empty storefronts
- Water issues (specifically Tottenham)
- Bypass from Cookstown to 400 is needed
- More recreational opportunities beyond hockey
- Greater Toronto Area (GTA) traffic
- Infrastructure has to catch up to residential development
- Highway infrastructure
- Lack of a marketing plan
- Road improvements
- HR issues at municipal level
- Utility rates
- Transportation services
- Diversify job opportunities
- Concentrate residential development near downtowns
- Threats to farmland
- Business taxes
- Rapid growth threatens rural/small town lifestyle
- Public transit (GO train links)
- More transparency and open communication from municipality
- Better planning and long-term vision
- Focus on sustainability
What are the top priority economic development issues?

- Roads
- Support for youth
- Development
- Small business support
- Support for seniors
- Support for entrepreneurs
- Support local
- Downtown revitalization
- Water quality
- Infrastructure
- Attracting investment
- Build off heritage assets and link with tourism assets
- Develop tourism packages
- Attract investment and residents from the GTA
- Small business development
- Tourism development
- Diversify beyond auto-manufacturing
- Better response time to business and development inquiries
- Stronger communication from local government
- Public transit
- Avoid becoming a bedroom community – sustainable community development
- Labour shortages
- Restrict urban sprawl
- Increase industrial and commercial space
- Intra-municipal transit
- Outward marketing
6 Economic Development Strategic Themes

Through the public consultation process, a set of strategic and reoccurring themes have been identified that can provide focus and help to guide the Town’s economic development efforts. The main priority strategic themes focused on:

- Community Development
- Downtown Development
- Diversification of the Local Economy
- Entrepreneurship
- Investment Readiness
- Tourism

Community Development
New Tecumseth was created in 1991 and incorporated the communities of Alliston, Tottenham, and Beeton, as well as the Township of Tecumseth. Though it’s been a quarter-century since amalgamation, local stakeholders associate with their village and not necessarily their municipality. Regional cooperation gives the Town a better chance of success, especially with the GTA as a neighbor and direct competitor.

Downtown Redevelopment
Each of the three settlement areas have historic and picturesque downtowns. Vacant store fronts, misuse of retail space, parking issues, and competition from box stores are pressuring the downtowns. Shop local efforts are underway and the downtown cores are expected to be part of the potential tourism offering.

Diversification of the Local Economy
Automotive manufacturing is a major employer and economic driver, due to the Honda facility and its suppliers. Diversifying within this industry and building off its strengths would have positive impacts on the local economy. Factors outside the community’s control or influence could affect this industry. Diversification outside of manufacturing helps mitigate these potentially negative changes.

Entrepreneurship
Fostering and supporting a culture of entrepreneurship helps local businesses succeed and encourages business people to take risks and create new jobs or opportunities. In turn, this insulates the local economy from overreliance on a single industry. Though there are many post-secondary institutions nearby, New Tecumseth does not have one within its borders. Entrepreneurship offers an opportunity for youth (though this is not limited by age) to stay and invest in their home community. Supportive networks such as a business-friendly municipality, access to venture capital, and connections to information assist in fostering entrepreneurship.
Investment Readiness
New Tecumseth has a history of successfully attracting major employers into the community. Bringing new employers into the community will help provide more local options for residents to work and will further grow the commercial and industrial tax base. To avoid developing into a bedroom community for the GTA, being ready to attract and expand business is vital.

Tourism
Tourism is an industry that can encompass several sectors and various economic activities. With the necessary infrastructure and available product offering, it can be a benefit to locals and attract new money into the community. Although New Tecumseth has some tourism-related assets already in place (i.e. Banting Homestead, South Simcoe Railway steam train), more concentrated efforts in tourism packaging, signage, and asset alignment are required in order to for this industry to be a more significant economic contributor for the Town.
7 Economic Development Success Formula

McSweeney & Associates developed the Formula for Economic Development Success to better simplify and organize the many ongoing activities that take place within the realm of economic development. The Process wheel represents the notion that the work of economic developers is never finished. Projects need to be revisited and refreshed to ensure the local economy is healthy. Each colour denotes a different category of action. Below is the visual representation of the formula.

Formula for Economic Development Success®

- **People**: The right attitude and belief of people and organizations that they can affect change resulting in growth and sustainability.

- **Process**: The McSweeney E.D. Process Wheel indicates a logical build order for economic activities. Preparing activities are fundamental, upon which analyzing and strategizing activities can occur, all of which support Economic Doing™ activities that are core to economic development, such as business visitation and investment attraction.

- **Power of Economic Development**: Is to increase the economic sustainability (and quality of life) by keeping, growing, and getting businesses that succeed – thereby supporting other aspects of community development.
With regard to the New Tecumseth Economic Development Plan, the Process portion of the Formula for Economic Development Success is applicable.

The McSweeney E.D. Process Wheel illustrates a logical order of economic activities.

1. **Preparing:** These activities form a strong foundation for economic success and include: current year data; economic profile; available property inventory; maps; and economic development website.

2. **Strategizing:** One of the great challenges of economic development is focus. Analyzing and strategizing activities (such as preparing an economic development strategy) provide the focus required to achieve the greatest return on economic development resources.

3. **Economic Doing™:** These are the pay-off activities (such as BR+E, investment attraction), whereby economic development officers interact directly with businesses to help them prosper. Preparing and strategizing activities enhance chances of success.

The following section lays out New Tecumseth’s strategic economic development actions. In summary, New Tecumseth currently has a very comprehensive and active Economic Development program. The direction of the New Tecumseth Economic Development Strategic Plan will reinforce New Tecumseth’s current program, while adding some additional actions to focus resources while helping to strengthen and diversify the local and regional economies.

The strategic actions (identified as new or ongoing) will be categorized according to where they fit in the Process wheel:

1. Preparing for Economic Development
2. Strategizing for Economic Development Success

In addition, and in order to ensure continuity in New Tecumseth’s successful economic development efforts, the Strategic Actions have been separated into two different categories:

- On-going actions, which are those that are currently underway or already being acted upon;
- New actions, which are those that reflect a new approach or ideas related to New Tecumseth’s economic development program.
8 New Tecumseth Economic Development Action Plan

The following actions are recommended as priorities for the Town of New Tecumseth and its partners in economic development. They include both ongoing initiatives and new actions.

8.1 Continue Building Partnerships

During the consultation process and as discussed during the Economic Development Focus Group, New Tecumseth’s economy is impacted by many different factors. A part of the focus group training included a discussion around the importance of people in the economic development process.

Already a big part of the New Tecumseth economic development program, partnership development and working with others to ensure economic development potential is maximized needs to continue as an on-going strategic activity.

This includes working with local partners, such as the Chambers of Commerce and Business Improvement Associations, to find initiatives that positively impact all of New Tecumseth.

Work should also continue with regional partners, such as the County of Simcoe, Nottawasaga Futures, and the Small Business Centre of Barrie, Simcoe County, and Orillia, to address larger regional issues that also positively impact New Tecumseth’s economy (i.e. investment attraction, sector development, labour force development, entrepreneurship).

8.2 Preparing for Economic Development

<table>
<thead>
<tr>
<th>Preparing Actions</th>
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<tbody>
<tr>
<td><strong>On-Going</strong></td>
</tr>
<tr>
<td>Continue to update New Tecumseth’s economic development related data and information.</td>
</tr>
<tr>
<td>Continue working towards updating or completely rebuilding the Town of New Tecumseth’s economic development web presence. The website/webpages need to be updated on a regular basis.</td>
</tr>
<tr>
<td>Regularly update the Town of New Tecumseth Community Profile, using best-in-class examples as models. Ensure the profile is available for easy download from the Town’s new Economic Development webpages in addition to being available in hard copy.</td>
</tr>
<tr>
<td>Ensure all up-to-date data is available online and in hard copy format to help fulfill the needs of all investment inquiries.</td>
</tr>
</tbody>
</table>
### Preparing Actions

| | 
|---|---|
| Continue collecting public and private property information to create an updated inventory and listing of all available commercial and industrial buildings and properties in New Tecumseth. | 
| Ensure the up-to-date property and building inventory is available online to fulfill the needs of all investment inquires. | 
| Continue working with the County of Simcoe to roll out a county-wide online property tool that incorporates New Tecumseth’s up-to-date property listings. | 
| Working with local partners (i.e. Chambers of Commerce, Business Improvement Associations), continue updating the New Tecumseth Business Directory. | 
| Work to generate a set of up-to-date maps that clearly demonstrate areas of investment opportunity within New Tecumseth, as well as the municipality’s location in relation the Greater Toronto Area (GTA), Ontario, Canada, and North America. | 
| Continue with the New Tecumseth Investment Readiness training program with an aim of building the knowledge base of New Tecumseth’s elected officials, staff, and community/economic development partners. | 
| Continue working with the County of Simcoe to conduct investor related site visits, familiarization tours, and business outreach. Create a detailed tour/route for investors’ site visits, including a list of businesses to be included as stops in the tour. | 
| **New** | 
| Work with the County to create sector profiles for the County and New Tecumseth (i.e. manufacturing, local food production, and agriculture). | 
| Create an inventory of tourism assets, including points of historical and cultural interest, recreational assets, and retail and accommodation businesses. | 
| Create a ‘Why Invest In New Tecumseth’ fact sheet. Make available online and in hard copy format. | 
| Create an inventory listing of funding programs available to entrepreneurs and local businesses. Ensure the listing is kept up-to-date and available online. | 
| Develop an economic development “value proposition” for the Town to be included in the community profile and all investment attraction material. | 
| To ensure efficient, timely, and accurate response to investment inquiries, craft a “proposal template” that can be easily customized to provide the best information to all investment inquiries. Review and update the template annually with the new up-to-date information. |
## 8.3 Strategizing for Economic Development Success

<table>
<thead>
<tr>
<th>Strategizing Actions</th>
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</thead>
<tbody>
<tr>
<td><strong>On-going</strong></td>
</tr>
<tr>
<td>Annually review the strategic actions in the New Tecumseth Economic Development Strategic Plan to ensure the actions are still relevant and included in the annual work plan.</td>
</tr>
<tr>
<td>Continually work with the County of Simcoe to undertake and update a competitive analysis of the County and partner municipalities (New Tecumseth). Use the competitive analysis to support the Town’s value proposition.</td>
</tr>
<tr>
<td><strong>New</strong></td>
</tr>
<tr>
<td>Undertake an Economic Diversification Review to determine if the Town has the infrastructure and assets needed to add sectors to the local economy (i.e. sectors in addition to, or that support, automotive manufacturing).</td>
</tr>
<tr>
<td>Undertake an assessment of the local agriculture sector to determine the Town’s role in supporting the agriculture and agri-business sector.</td>
</tr>
<tr>
<td>Work with the County of Simcoe in the creation of strategic actions that support New Tecumseth’s economic sectors.</td>
</tr>
<tr>
<td>To ensure up-to-date labour data, engage the Simcoe Muskoka Workforce Development Board and the County of Simcoe to undertake a labour force analysis. Ensure this information is up-to-date and available for investors.</td>
</tr>
<tr>
<td>Develop a communications, marketing, and investment attraction strategy to ensure economic development information and good news stories are being properly directed to investors.</td>
</tr>
<tr>
<td>Contribute to the development of an updated Strategic Plan for the Town that aims to unite the New Tecumseth community.</td>
</tr>
<tr>
<td>Undertake an industrial land assessment to determine if New Tecumseth has sufficient/strategic parcels of land to accommodate anticipated industrial growth.</td>
</tr>
<tr>
<td>Support the County of Simcoe’s efforts in creating a Foreign Direct Investment Strategy.</td>
</tr>
<tr>
<td>Work with the Chambers of Commerce and Business Improvement Associations to create a retail investment plan of action and material to support investment attraction specifically for the downtown areas.</td>
</tr>
<tr>
<td>Utilize the tourism asset inventory to assess the local tourism sector and determine the Town’s role in supporting tourism development in the municipality and surrounding region.</td>
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8.4 Economic Development Doing

<table>
<thead>
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<th>Economic Doing Actions</th>
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<tbody>
<tr>
<td><strong>On-going</strong></td>
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<tr>
<td>Evolve the BR&amp;E visitation program into a formalized corporate business visitation program using a Client Relationship Management (CRM) tool to ensure an effective and efficient program. Use the visitation program to help establish and identify business needs and issues.</td>
</tr>
<tr>
<td>To better provide support to entrepreneurs, create a listing of the business support services in the region, including the programs offered at Nottawasaga Futures and the Small Business Centre of Barrie, Simcoe County, and Orillia.</td>
</tr>
<tr>
<td>Continue partnering with Nottawasaga Futures, the Small Business Centre of Barrie, Simcoe County, and Orillia, and other service delivery agencies to conduct training and small business development sessions.</td>
</tr>
<tr>
<td>Working with partners such as Nottawasaga Futures and the Chambers of Commerce, continue promoting small business through Small Business Week and business awards events.</td>
</tr>
<tr>
<td>Continue working with local partners to deliver business networking events.</td>
</tr>
<tr>
<td>Continue working with the County of Simcoe to market the County as a region with viable investment opportunities.</td>
</tr>
<tr>
<td>Continue responding to and providing support to investment inquiries.</td>
</tr>
<tr>
<td>Continue partnering with Tourism Simcoe County and neighbouring municipalities on projects intended to increase visitor spending.</td>
</tr>
<tr>
<td><strong>New</strong></td>
</tr>
<tr>
<td>Work with the County of Simcoe to create and implement an investment inquiry handling protocol as a fair way of sharing and effectively responding to investment leads.</td>
</tr>
<tr>
<td>Implement any new actions identified through the assessment of the local tourism sector.</td>
</tr>
<tr>
<td>Implement any new actions identified in the agricultural assessment.</td>
</tr>
<tr>
<td>Contribute to the implementation of the updated Strategic Plan.</td>
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</tbody>
</table>