



COUNTY OF PERTH

Office of the CAO

Economic Development and Tourism Division

2017-2019 Business Plan

January 2017

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Business Plan 2017-2019

Economic Development and Tourism

January 2017

Questions should be forwarded to the Economic Development Coordinator.

Preamble

Economic Development has become an increasingly important function for municipal governments in the past 25 years. It is rooted in economic and planning theory and aims to ensure sustained, concerted actions that promote high standard of living and economic health of a specific area. Economic development can be described as “a process that influences growth and restructuring of an economy to enhance the economic well-being of a community or region”.

Economic development activities include initiatives aimed at retaining existing businesses and creating a business environment that will enable local businesses to expand and prosper. These activities include business recruitment, investment attraction, strategic alliances and partnerships, entrepreneurship, quality of life, workforce development, downtown revitalization, tourism development, updating the official municipal plan to increase capacity for growth and improving municipal infrastructure, etc. These factors combine to position a community for growth and long term economic sustainability.

Perth County Tourism will continue to promote Perth County as a destination area, promoting and strengthening the local economy, towns and community events. Perth County Tourism Through new marketing initiatives and new signature events/activities Perth County Tourism will continue to increase visitor spending and visitor overnight stays.

Service Strategy

The Service Strategy of the Economic Development and Tourism Division is to facilitate and implement regional economic development and tourism strategies as a means of promoting the County as a viable business location and place to live and visit. This is

achieved by developing and delivering programs and policies that support, increase and strengthen the business communities of Perth County. By engaging and working with businesses, business organizations, community organizations, municipal and provincial government partners, investors and associations. A collaborative approach is taken to ensure timely delivery of projects that will promote Perth County business development and stabilization.

The Economic Development and Tourism Division strives to provide exceptional service by participating as a key partner in regional initiatives, serving as a resource to Perth County's member communities and ensuring responsive action to inquiries and challenges facing business. This is achieved by ensuring a high level of professionalism, a proactive approach to dealing with challenges and ensuring high level of expertise and industry knowledge, as well as fostering partnerships and relationships within and beyond Perth County. Perth County Tourism will continue to strive to market our beautiful and tranquil setting that we call home to all the tourists across the globe. Many of us that live in our communities forget how stunningly beautiful a landscape we live in. We are fortunate to be able to offer so many unique events that will strengthen are ability to promote our County.

Key Customers

- County Businesses and Industry
- County Council
- Entrepreneurs
- Business Investors
- Business Associations, BIAs and Chambers of Commerce
- Member Municipalities, staff and elected officials
- Sector Associations (Federation of Agriculture etc).
- Other Economic Development based organizations
- Taxpayers
- Provincial Ministries
- Federal Departments

Core Businesses/Services

- Respond to business start-up and investment inquiries
- Promote the County as a region to invest, live and work
- Implement and maintain an effective Business Retention and Expansion program
- Provide leadership support to member Municipalities, Businesses, Business Associations, industry and community organizations

- Serve as resource and partner for local BIAs and Chambers
- Lead and facilitate economic development and research projects to support business and community development
- Support the continued success of key economic sectors such as Agriculture
- Execute marketing strategies
- Identify emerging trends, challenges and opportunities and design effective responses
- Establish meaningful contact with other levels of government, business community, education institutions and interest groups to develop and further economic initiatives and goals
- Pursue funding and manage administration of grant programs
- Develop and maintain an accessible online presence including web and social media
- Conduct research to gather information and identify resources to assist businesses and entrepreneurs
- Engage key stakeholders to ensure community-designed strategies
- Maintain and analyze statistical data about the County needed to monitor socio-economic trends
- Work closely with other departments to consider economic impacts of County policies and programs
- Administration of annual divisional budget and work plans

Legislated Standards

- Municipal Act, SO 2001
- Ontario Regulations
- County of Perth By-laws & Policies
- Municipal By-laws & Official Plans
- Municipal Freedom of Information and Protection of Privacy Act
- Development Charges Act
- Personal Information Protection and Electronic Documents Act, 2000, c.5
- Provincial Policy Statement, 2014
- County of Perth Official Plan
- Accessibility for Ontarians with Disabilities Act (AODA)

Core Programs	Policy & Administration	Economic & Business Analysis
Business Retention +Expansion	Policy Development	Socio-economic statistical data analysis
Marketing & Promotion	Divisional Budget	Business consultation and advising
Member Municipal Support	Grant Administration	Primary research
Strategic Plan implementation	Grant Procurement	Performance monitoring of programs
Business & Investment attraction and support	Procurement of Services	Strategic Planning
Program development	Interdepartmental Communication of Economic interests	Problem solving
Communications	Manage Contracted Staff	

Communications & Public Relations	Communications with Member Municipalities
Web and Social Media Presence	
Stakeholder & Community Engagement	
Media Promotion	
Support to BIAs, Chambers and Stakeholders	

**Promote Perth County
Brand**

Key Linkages with Strategic Plan

Economic Development is a key focus of the County 2012-17 Strategic Plan. As such a larger number of goals and actions are linked to the County Economic Development Department, Primarily Goals 1, 2 and 3 and the subsequent actions are directly tied to the delivery of economic development or have overlap with economic development programs and priorities. In addition, Economic Development interests extend into other aspects of the Corporation. Policies and regulations can have unintended economic impacts on the business community. A cohesive informed approach is important.

Goal 1: Action 6- leverage the Official Plan Review as a means to attract new employment and residential growth

Goal 2: Create an environment that supports and engages a diverse range of local businesses.

Goal 3: Support the Continued Strength and Success of our Agricultural Businesses

Goal 4: Support existing and new Opportunities to engage the County's residents and visitors

The Economic Development Program continues to grow as a result of strategic planning, research and action plans that have been developed to address issues facing business (Labour Market, Youth, Red-tape, Financing) identified in the BR+E, Labour Market Strategy and the County Strategic Plan. As the business community has become more aware of the County and the profile of the County increases, in addition to ongoing implementation of core programs, there is a need for additional staff support.

The Economic Development office has identified the addition of a shared role of an Economic Development/Communications Assistant (Perth4Youth Project Coordinator) to support the Youth Program and Communications in 2017. It should be noted that the absence of the position will impact the Economic Development program put forward for 2017.

Achievement of 2016 Program

2016 Goals / Objectives	Achieved	Comments
Regional Youth Attraction & Retention Strategy	50%	Development of Youth Attraction and Retention Strategy for each Lower Tier led by County EDC CORE Team Development Underway Municipal Leadership Pilot Program currently being implemented at two local high schools.
Implementation Plan for Labour Market Strategy (Goal 2:6)	ONGOING	Ongoing implementation of the work plan until 2020 –EDC, ED assistant and regional partners This is proving to be time consuming on-the ground initiatives that require phone calls to business to take advantage of travelling job fairs etc. and is taxing current resources.
Ongoing promotion of video series (Goal 2, 4:2)	ONGOING	Ongoing promotion of videos as part of broader social media and marketing campaigns
Ongoing promotion of Opportunity Lives Here Website (OP Goal 2, Goal 4:2)	ONGOING	Updates and enhancements to OLH website ongoing
Joint projects with education and training partners	ONGOING	Promote career opportunities, support youth retention
Newsletter (OP Goals 4:1, 4:2)	50%	Summer Edition Complete Winter edition submissions due November 4.
Official Plan Review (OP Goal 1:6)	ONGOING	Input into policies that impact economic development to achieve Action 6 of Goal 1
Value Added Agriculture	ON HOLD	In partnership with Planning

Policy Review (Goal 1:6, 3:1, 3:5)		prepare an issues paper
Toolkit for Agri-tourism and Farm Gate Sales	ON HOLD	
Regional Ride Share Program	ONGOING	Ongoing promotions of the Regional Rideshare Program
Full Membership – SOMA Real Estate Investment Alliance (Goals 2,3)	100%	<p>Participated in SOMA’s FDI Trip to Chicago to the International Manufacturing Tradeshow in September. Had meetings with 22 businesses who had previously identified that they would be looking to expand or relocate a sales/distribution office to Ontario in the next five years.</p> <p>Attended the SIAL Show in Paris France in October</p> <p>FDI Forum in November</p>
Develop an Foreign Direct Investment Strategy including identify lands	75%	Currently working with the consultant to complete the FDI Strategy.
Ongoing Business Retention and Expansion (Goal 2)	ONGOING	Visit and/or consult businesses and implementation of Agri-BR+E
Business Directory Update	ONHOLD	Update new businesses, old and CASSL consent
Ongoing support to Member Municipalities, BIAs and Chambers (Goal 1, 2)	ONGOING	<p>e.g. North Perth Façade Program</p> <p>Perth South Business Events</p> <p>Perth East Business Association</p> <p>West Perth Industry Event</p> <p>Other</p>
Municipal Industrial Land Inventory and Certification (Goal 3, 4)	ON HOLD	Inventory, support municipalities to bring land online, support application to provincial certification program

Establish regional Data Sharing Consortium	100%	Members of the Data Sharing Consortium
Participate in County Official Plan Review		Planning to undertake in 2015-2016 needing ED comment and input
Tourism Service Delivery	100%	Completed a service delivery review Tourism in Perth County. Current recommendations are underway to move Tourism into the Economic Development Division for 2017.

Other 2016 Major Achievements

In addition to the items identified in last year's business plan several projects were undertaken to support and further goals and actions identified in the strategic plan. These include:

- Promotion of Opportunity Lives Here – County job opportunities ran an aggressive marketing campaign in Fort McMurray promoting all of the great opportunities in Perth County.
- Working with Canadian Dairy Expo to develop marketing campaign for Perth County
- Business events (Starter Company, Bridges to Better Business, Perth South/St. Marys Joint Business Breakfast, Youth Strategy Roundtable Session)
- Member of the Economic Development Council of Ontario Planning Committee and Professional Development Committee
- Actively participate in the London Middlesex Immigrant Employment Council
- Applied for funding to hire a Program Coordinator to run the Perth4Youth Project in partnership with our four member municipal partners.
- Organized two Perth County Economic Development 101 sessions with the Ontario Ministry of Agriculture Food and Rural Affairs
- Board member of the Technical Training Group
- Participated in the Women in Skilled Trades Event in partnership with the schoolboard, Four County Labour Market Planning Board and Opportunity Lives Here

Major Initiatives for 2017, 2018, 2019:

As the Economic Development Program continues to grow as a result of undertaking the development of strategies and actions in the Strategic plan, the ongoing implementation and support of those programs no longer are achievable with a staff complement of one. The Economic Development office has identified the addition of an Economic Development Assistant to support the program on a one year trial in 2016. It should be noted that the absence of the position will reduce and impact the program put forward for 2017.

2017 Goals / Objectives	Comments
Update Economic Development and Tourism Strategic Plan – On Hold until corporate strategic plan is complete	<i>On hold until corporate strategic plan is complete</i>
Implement Service Agreement with member municipalities	Utilizing the CEMC agreement as a template, engage with member municipalities to finalize a service agreement.
Implementation of Labour Market Initiatives	Ongoing activities shared among partners until 2020 <ol style="list-style-type: none"> 1. Support EmployerOne Survey 2. Business Networking Events 3. Manage the OpportunityLivesHere Website – Receiving \$10,000 in revenue from the Town of St Marys and the City of Stratford to manage and maintain the Opportunity Lives Here website 4. MOU with the Town of St. Marys and the City of Stratford completed and waiting for signatures from St. Marys and Stratford.
Membership and FDI attraction through SOMA	\$15,000 budget Applied for \$15,000 matching funds in October of 2016 for ICCI Funding – Successfully received \$12,000 from

	<p>the Invest in Canada Community Initiative for FDI in 2017.</p> <p>Work with lead generator to set up meetings with prospective businesses.</p>
Update Investment Prospectus based on 2016 Census	\$5000 graphic design and consulting to undertake updates (Advertising Budget)
Ongoing Business Retention and Expansion	Visit and or support to 20 businesses. Work with the Four County Labour Market Planning Board and expand on the local industry visits.
Ongoing Marketing and promotion	Advertising, County Signage, direct marketing, web and social media
Support to member municipalities, BIAs and Chambers	Meetings, support for projects, joint promotion and shared resources
Joint projects with education and training partners	Promote career opportunities, support youth retention, University of Guelph shared research opportunities
(Annual) Business Directory Updated	Update new businesses, old and CASL consent
Integration of Planning Guidelines onto Website	Value adding, on-farm business, zoning process etc.
Updated Municipal Industrial Land Inventory and Spec Sheets Look into Site Certification	Develop a template for land inventory that is in line with the new website. Inventory, Support municipalities to bring land online, support application to provincial certification program
Regional Ride Share	\$2,000 for advertising/promotion of the program
Economic Development Newsletter	Continue to produce an Economic Development and Newsletter quarterly
Branding Guidelines/Policy Development	Work with CAO and Clerk to develop a branding guideline/policy
Youth Attraction/Retention Program	Continue to work with OMAFRA and four member municipal partners to develop Youth Strategies based around each

	<p>community. Applied for \$40,000 to cover a project coordinator through the Province's Celebrate 150 grant for the 2017 year.</p> <p>EDTC will take the lead on the initiatives/common themes are developing as our four member municipalities Peth4Youth strategic plans evolve.</p>
New Website	Sitemapping Focus Group Member – Lead Group
Broadband Research Project with ISP's	Funding Application Coordination
Economic Development and Tourism TOMRMs Files Completed	Economic Development and Tourism TOMRMs Files Completed - Hard files and electronic files
Economic Development and Tourism Photography	Hire a photographer to take photos from around Perth County throughout the year
Toolkit for Agri-tourism and farm gate sales	Web-accessible tool kit – Apply for RED funding in September to complete a Rural CIP program
Develop a signature food event for Perth County - Farm Gate Dinner/Long Lunch/Fall Social	Create a unique signature event for fall of 2017 focussing on our strong agriculture and unique experiences here in Perth. (long lunch, strawberry social, field dinner, etc)
Tourism Media Campaign	Focus resources on promoting media writers to our area, encouraging them to write stories on their experiences here.
Web enhancement and social media (Economic Development/Tourism)	Regular social media program, encouraging engagement from our business community, business associations, community groups and residents by developing a hashtag that promotes our unique tourism

	experiences. Update content regularly, newsletters etc.
Develop a Tourism Brochure (No Ads)	Develop a tourism brochure (Winter 2017)– promoting tourism assets and activities in Perth County
Streamline Tourism Marketing Materials	<p>Strengthen the branding to coincide with the Counties look and feel</p> <p>Intergraded maps into tourism guide to be investigated and developed in 2017 deployed in 2018.</p> <p>Including:</p> <p>Cycling Map/Program – Look closely into cycling programs across the province and find ways for Perth County to piggy back on their programs while developing our own routes.</p> <p>Trail Development – Look into developing a trail map that includes all of Perth County’s trail system</p>
Rural Tourism Partnership with Stratford Tourism Alliance	Rural Tourism Membership with the Stratford Tourism Alliance - \$4000.00 for the first year working with Stratford in the promotion of Perth County
Tourism Trail Mobile Mapping Application	The Perth Community Futures Development Corporation applied for \$170,000 in funding to develop a mobile map application to promote tourism assets across Perth County, the City of Stratford and the Town of St. Marys. If successful Perth County Tourism will contribute \$10,000 and staff time to help develop to app.
Participate in the Doors Open Ontario Program	Promote and market the Stone House tours through the Doors Open program
Tradeshows	<p>Investigate participating in tradeshows to promote Perth County as a tourism destination through Agriculture, Unique Events and Amish</p> <p>Local Events:</p>

	<ul style="list-style-type: none"> • Dairy Xpo April 2017 • North Perth Home and Leisure Show – May 5-7
New Tourism Display Banners	Develop four season/multi use display banners for tradeshow and community events.
New Tourism Promotional Items	Purchase tourism promotional items to hand out during events.
Tourism /Economic Development Familiarization Tour	Organize a familiarization tour for elected officials, municipal staff and stakeholders. Spring 2017
2018 Goals / Objectives	Comments
Implementation of ED Strategic Plan Goals and Objectives	Based on the outcome of the strategic Plan
Implementation of Labour Market Initiatives	Ongoing shared among partners until 2020
Membership and FDI attraction through SOMA	\$30,000
Update Community Profiles and Marketing Materials for Economic Development	Apply for funding through the ICCI program (Applications due October 2017)
Ongoing Business Retention and Expansion	Visit and or support to 20 businesses
Ongoing Marketing and promotion	Advertising, County Signage, direct marketing, web and social media, newsletters, communications of grants etc.
Support to member municipalities, BIAs and Chambers	Meetings, support for projects, joint promotion and shared resources
Joint projects with education and training partners	Promote career opportunities, support youth retention, University of Guelph shared research opportunities
Regional Ride Share Program	County EDC with support from ED/Communications Assistant
(Annual) Business Directory	Update new businesses, old and CASSL

Updated	consent
Municipal Industrial Land Inventory and Certification	Inventory, support municipalities to bring land online, support application to provincial certification program
County Policy Development	<p>Ongoing input into planning policy Development</p> <p>E.g. Rural CIPs for agriculture businesses</p>
Implementation of Youth Attraction/Retention Program	Based on the outcome of the strategic Plans each member municipal partner's CORE team completed.
Continued promotion of the toolkit for Agri-tourism and farm gate sales	Web-accessible tool kit
Signature Food Event for Perth County	Build off what was done in 2017
Tourism Media Campaign	Focus resources on promoting media writers to our area, encouraging them to write stories on their experiences here.
Web enhancement and social media (Economic Development/Tourism)	Regular social media program, encouraging engagement from our business community, business associations, community groups and residents by developing a hashtag that promotes our unique tourism experiences. Update content regularly, newsletters etc.
Continue Producing/Distributing Tourism Brochure	Tourism brochure promoting tours, trails, programs and activities
Streamline Tourism Marketing Materials	<p>Strengthen the branding to coincide with the Counties look and feel</p> <p>Intergraded maps into tourism guide to be investigated and developed in 2017 deployed in 2018.</p> <p>Including:</p> <p>Cycling Map/Program – Look closely into cycling programs across the province</p>

	<p>and find ways for Perth County to piggy back on their programs while developing our own routes.</p> <p>Trail Development – Look into developing a trail map that includes all of Perth County’s trail system</p>
Rural Tourism Partnership with Stratford Tourism Alliance	Rural Tourism Membership with the Stratford Tourism Alliance - \$4000.00
Tourism Trail Mobile Mapping Application	Implementation
Participate in the Doors Open Ontario Program	Continue to look for opportunities to utilize this program.
Tradeshows	<p>Continue to participate in consumer tradeshow promoting Perth County as a destination</p> <p>Local Shows:</p> <ul style="list-style-type: none"> • Dairy Xpo
Tourism Promotional Items	Purchase tourism promotional items to hand out during events.
Tourism /Economic Development Familiarization Tour	Organize a familiarization tour for elected officials, municipal staff and stakeholders.

2019 Goals / Objectives	Comments
Implementation of ED Strategic Plan Goals and Objectives	Based on the outcome of the strategic Plan
Implementation of Labour Market Initiatives	Ongoing shared among partners until 2020
Membership and FDI attraction through SOMA	\$30,000
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Regional Ride Share Program	County EDC with support from ED/Communications Assistant
(Annual) Business Directory Updated	Update new businesses, old and CASSL consent
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County Policy Development	Ongoing input into planning policy Development E.g. Rural CIPs for agriculture businesses

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Rural Tourism Partnership with Stratford Tourism Alliance	Rural Tourism Membership with the Stratford Tourism Alliance - \$4000.00

Tourism Trail Mobile Mapping Application	Implementation
Participate in the Doors Open Ontario Program	Continue to look for opportunities to utilize this program.
Tradeshows	Continue to participate in consumer tradeshow promoting Perth County as a destination
Tourism Promotional Items	Purchase tourism promotional items to hand out during events.
Tourism /Economic Development Familiarization Tour	Organize a familiarization tour for elected officials, municipal staff and stakeholders.

Financial Allocation/Deployment Plan

Service	FTE Requirements by Year		
	2016	2017	2018
Economic Development and Tourism Division			
Total Program FTE Requirements	1	2.7	2.7

Significant Variances

The projected growth of 1.7 FTEs is based on the activities and projects identified in this business plan, which include the addition of a Tourism Specialist, and an Economic Development/Communications Assistant.

Training and Development

- Annual association conferences
- Mandatory continuing education for EcD and CEcD certifications
- Sector specific workshops or training provided by Ministry (OMAFRA, Ministry of Economic Development)
- Various training workshops pertinent to position

Comments:

The addition of an Economic Development and Communications Assistant will have an impact on the operating budget for 2017, as well, bringing Tourism under Economic Development. Additional requirements as the programs grow throughout the coming years will impact future budgets.