



COUNTY OF PERTH

Office of the CAO

Economic Development and Tourism Division

Formatted: Font: 20 pt

Formatted: Font: 20 pt

2017-2019 Business Plan

October, 2016

This document is formatted for double-sided printing.

No part of this document may be reproduced, stored in or introduced into a retrieval system, or transmitted in any form or by any means (electronic, mechanical, photocopying, recording, or otherwise), or for any purpose, without the express written permission of the County of Perth.

Table of Contents

Business Plan 2017-2019 **5**

Economic Development and Tourism5

Preamble.....5

Service Strategy5

Key Customers6

Core Businesses/Services.....6

Legislated Standards7

Key Linkages with Strategic Plan9

Financial Allocation/Deployment Plan24

Significant Variances24

The projected growth in FTEs is based on the activities and projects identified in this business plan, with 65% of the FTEs being funded from grant programs for 2017-2018......24

Training and Development24

Comments:.....24

Business Plan 2017-2019 **4**

Economic Development.....4

Preamble4

Service Strategy4

Key Customers5

Core Businesses/Services5

Legislated Standards.....6

Key Linkages with Strategic Plan8

Major Initiatives for 2017, 2018, 201913

Program Delivery Plan18

How will the program be delivered and at what level?18

- Formatted: Default Paragraph Font, Font: 14 pt, Bold
- Formatted: Default Paragraph Font, Font: 14 pt, Check spelling and grammar
- Formatted: Default Paragraph Font, Font: 14 pt, Check spelling and grammar
- Formatted: Default Paragraph Font, Font: 14 pt, Check spelling and grammar
- Formatted: Default Paragraph Font, Font: 14 pt, Check spelling and grammar
- Formatted: Default Paragraph Font, Font: 14 pt, Check spelling and grammar
- Formatted: Default Paragraph Font, Font: 14 pt, Check spelling and grammar
- Formatted: Default Paragraph Font, Font: 14 pt, Check spelling and grammar
- Formatted: Default Paragraph Font, Font: 14 pt, Check spelling and grammar
- Formatted: Default Paragraph Font, Font: 14 pt, Check spelling and grammar

What changes will impact program delivery in the future? 18

Financial Allocation/Deployment Plan 19

Significant Variances 19

Training and Development 19

Comments: 19

Formatted: Default Paragraph Font, Font: 14 pt, Check spelling and grammar

Formatted: Default Paragraph Font, Font: 14 pt, Check spelling and grammar

Formatted: Default Paragraph Font, Font: 14 pt, Check spelling and grammar

Formatted: Default Paragraph Font, Font: 14 pt, Check spelling and grammar

Formatted: Default Paragraph Font, Font: 14 pt, Check spelling and grammar

Business Plan 2016-2018

Economic Development and Tourism

October 2015

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, promoting and strengthening the local economy in its businesses, towns and community events. The Perth County Tourism produces a popular tour and travel guide, and maintains the www.visitperth.ca website. Through these and other activities Perth County Tourism works 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 to support, increase and

Formatted: Space After: 0 pt, Line spacing: single

strengthen the business communities of Perth County. By engaging and working with businesses, business organizations, community organizations, municipal and government partners, investors and associations, a collaborative approach will be 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 a 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 our 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 program put forward for 2017.

Achievement of 2015 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 Policy Review (Goal 1:6, 3:1, 3:5)	ON HOLD	In partnership with Planning 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%	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. Attending the SIAL Show in Paris France in October FDI Forum in November
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	e.g. North Perth Façade Program Perth South Business Events Perth East Business Association West Perth Industry Event Other

Municipal Industrial Land Inventory and Certification (Goal 3, 4)		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
- 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 2016, 2017, 2018:

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 Strategic Plan	Community and business engagement to update strategic plan – subject to funding - Will seek RED funding
<u>Implement Service Agreement with member municipalities</u>	<u>Utilizing the CEMC agreement as a template, engage with member municipalities to finalize a service agreement.</u>
Implementation of Labour Market Initiatives	Ongoing shared among partners until 2020
Membership and FDI attraction through SOMA	\$30,000 budget Applied for \$15,000 in October of 2016 for ICCI Funding
Update Investment Prospectus based on 2016 Census	\$10,000 graphic design and consulting to undertake updates (Special Projects Budget)
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
Support to member municipalities, BIAs and Chambers	Meetings, support for projects, joint promotion and shared resources

Formatted Table

Formatted Table

Joint projects with education and training partners	Promote career opportunities, support youth retention, UofG shared research opportunities
Web enhancement and social media	Regular social media program, update content regularly, newsletters etc.
(Annual) Business Directory Updated	Update new businesses, old and CASSL consent
Integration of Planning Guides onto Website	Value adding, on-farm business, zoning process etc.
Municipal Industrial Land Inventory and Certification	Inventory, support municipalities to bring land online, support application to provincial certification program
Regional Ride Share	\$2,000 for advertising/promotion of the program
Youth Attraction/Retention Program	Continue to work with OMAFRA and four member municipal partners to develop Youth Strategies based around each community. Applied for \$40,000 to cover a project coordinator through the Province's Celebrate 150 grant for the 2017 year
Toolkit for Agri-tourism and farm gate sales	Web-accessible tool kit
Visitor Attraction Program	Trade shows and consumer shows Ontario Motor coach association involvement Participate Ontario Tourism events Strength partnerships beyond our borders

Improved Tourism Events Forbidden Ride Wicked Ride Farm Gate Dinner Stonehouse Tour	<p>Enhance the value added for the events</p> <p>Work closely with businesses in the communities to strength and grow the events throughout the County</p> <p>New improved maps</p>
Tourism Guide Design	<p>Upgrade quality of the guide</p> <p>Uniformed ads</p> <p>Less articles, more stunning photographs</p>
Self-Serve Tourism Kiosks	<p>High traffic areas around Perth County</p>
Streamline Tourism Marketing Materials	<p>Strengthen the branding to coincide with the Counties look and feel</p> <p>Intergraded maps into tourism guide</p>
Register with Doors Open Ontario	<p>Promote and market the Stone House tours through the program</p>
Continue to attend Tradeshows Promoting	<p>Perth county shows as well as beyond you market and promote our area</p> <p>Branding Perth County as the “New” tourism destination through Agriculture, Unique Events and Amish</p>
New Tourism Display Banners	<p>Develop a four season/multi use display banners for tradeshows and community events.</p>
Investigate a Perth County Cycling Map/Program	<p>Look closely into cycling program that is on the rise in Ontario</p> <p>See where Perth County fits into the overall marketing of cycling</p>
<u>Tourism Familiarization Tour</u>	<u>Organize a familiarization tour for elected officials, municipal staff and stakeholders. Spring 2017</u>

Formatted: Font: Arial

Formatted: Font: Arial, Not Bold

Formatted Table

2018 Goals / Objectives	Comments
Implementation of ED Strategic Plan Goals and Objectives	Based on the outcome of the strategic Plan
Implementation of the Youth Attraction Strategy	Based on the outcome of the strategic Plans each member municipal partner's CORE team completed.
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, Univeristy of Guelph shared research opportunities
Web enhancement and social media	Regular social media program, update content regularly, newsletters etc.
Regional Ride Share Program	County EDC with support from ED/Communications Assistant
(Annual) Business Directory Updated	Update new businesses, old and CASSL consent

Municipal Industrial Land Inventory and Certification	Inventory, support municipalities to bring land online, support application to provincial certification program
County Policy Development	Ongoing input into planning policy Development E.g. Rural CIPs for agriculture businesses
Continued promotion of the toolkit for Agri-tourism and farm gate sales	Web-accessible tool kit
New Perth County Trails Map	Develop a new trails map for Perth County Visitors
Visitor Attraction Program	Trade shows and consumer shows Ontario Motor coach association involvement Participate Ontario Tourism events Strength partnerships beyond our borders
Improved Tourism Events Forbidden Ride Wicked Ride Farm Gate Dinner Stonehouse Tour	Enhance the value added for the events Work closely with businesses in the communities to strength and grow the events throughout the County New improved maps
Self-Serve Tourism Kiosks	High traffic areas around Perth County
Tourism Marketing Materials	Strengthen the branding to co-inside with the Counties look and feel Intergraded maps into tourism guide

<p>Continue to attend Tradeshows Promoting</p>	<p>Perth county shows as well as beyond you market and promote our area</p> <p>Branding Perth County as the “New” tourism destination through Agriculture, Unique Events and Amish</p>
<p>Perth County Cycling Map</p>	<p>Continue to market Perth County Cycling</p>
<p>Continue to Improve Tourism Guide</p>	<p>Upgrade quality of the guide</p> <p>Uniformed ads</p> <p>Less articles, more stunning photographs</p>
<p><u>Tourism Familiarization Tour</u></p>	<p><u>Organize a familiarization tour for elected officials, municipal staff and stakeholders. Spring 2018</u></p>

Formatted Table

2019 Goals / Objectives	Comments
Implementation of ED Strategic Plan Goals and Objectives	Continue to implement Based on the outcome of the strategic Plan
Implementation of the Youth Attraction Strategy	Based on the outcome of the strategic Plans each member municipal partner's CORE team completed.
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
Web enhancement and social media	Regular social media program, update content regularly, newsletters etc.
Regional Ride Share Program	County EDC with support from ED/Communications Assistant

(Annual) Business Directory Updated	Update new businesses, old and CASSL consent
Municipal Industrial Land Inventory and Certification	Inventory, support municipalities to bring land online, support application to provincial certification program
County Policy Development	Ongoing input into planning policy Development E.g. Rural CIPs for agriculture businesses
Continued promotion of the toolkit for Agri-tourism and farm gate sales	Web-accessible tool kit
New Perth County Trails Map	Develop a new trails map for Perth County Visitors
Visitor Attraction Program	Trade shows and consumer shows Ontario Motor coach association involvement Participate Ontario Tourism events Strength partnerships beyond our borders
Improved Tourism Events Forbidden Ride Wicked Ride Farm Gate Dinner Stonehouse Tour	Enhance the value added for the events Work closely with businesses in the communities to strength and grow the events throughout the County New improved maps
Self-Serve Tourism Kiosks	High traffic areas around Perth County
Tourism Marketing Materials	Strengthen the branding to co-inside with the Counties look and feel Intergraded maps into tourism guide

<p>Continue to attend Tradeshows Promoting</p>	<p>Perth county shows as well as beyond you market and promote our area</p> <p>Branding Perth County as the “New” tourism destination through Agriculture, Unique Events and Amish</p>
<p>Continue to Improve Tourism Guide</p>	<p>Upgrade quality of the guide</p> <p>Uniformed ads</p> <p>Less articles, more stunning photographs</p>
<p><u>Tourism Familiarization Tour</u></p>	<p><u>Organize a familiarization tour for elected officials, municipal staff and stakeholders. Spring 2019</u></p>

Financial Allocation/Deployment Plan

Service	FTE Requirements by Year		
	2016	2017	2018
Economic Development and Tourism Division			
Total Program FTE Requirements	1	2.7	3

Significant Variances

- There are no significant variances. The projected growth in FTEs is based on the activities and projects identified in this business plan, with 65% of the FTEs being funded from grant programs for 2017-2018.

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 a Perth4Youth Project Coordinator will have an impact on the operating budget for 2017, as well, bringing the amalgamation of ToTourism under the Economic Development. Additional requirements as the programs grow throughout the coming years will impact future budgets.