# Economic Development Committee

**Wednesday, November 18th, 2015: 4:30 p.m. – 6:30 p.m.**

**Municipal Office Council Chambers, Kenilworth**

## Agenda

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<td>1. Alison Armstrong &amp; Suzanne Trivers&lt;br&gt;   - Wellington North Health Professional Recruitment Committee annual update</td>
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|   - Sept 16<sup>th</sup>, 2015 Economic Development Committee  
   - Oct 27<sup>th</sup>, 2015 Joint Meeting with Mapleton and Minto | |
| BUSINESS ARISING FROM MINUTES | |
### NEW BUSINESS

1. From the Chair: Councillor Burke

2. Update on Chamber of Commerce activities: Councillor McCabe

3. Update on Wellington County activities:
   - Mayor Lennox
   - Dale Small
   - April Marshall

4. Economic Development Office
   - April & Dale
     - Business Retention & Expansion Program EDO 2015 - 37 012
     - Developers Forum EDO 2015 – 38 014
     - Merging of Trails EDO 2015 - 39 016
     - Communications Plan EDO 2015 - 40 022

### MOTIONS FOR COMMITTEE APPROVAL

- 2016 Committee Meeting Schedule 035

### ANNOUNCEMENTS

- Agricultural Incubator w/ Minto, Mapleton, Centre Wellington
  Tuesday, November 24th 7:00 – 9:00pm at LaunchIt Minto
- Wellington North Christmas Party
  Saturday, November 28th
- Mount Forest Chamber Business After 5
  Monday November 30th 5:30 – 7:00 Mount Forest Greenhouse & Garden Centre

### MEMBER'S PRIVILEGE

### NEXT COMMITTEE MEETING

- Wednesday January 20th, 2016

### ADJOURNMENT
Tuesday, November 10, 2015

Dale Small  
Business Economic Manager  
Township of Wellington North  
Box 125, 7490 Sideroad 7 West  
Kenilworth, ON N0G 2E0

Dear Dale:

On behalf of the Mount Forest and Area Health Professional Recruitment Committee, I would like to thank you for your continued support of our health care professional recruitment efforts in this area. With the past financial assistance from Wellington North, the Health Professional Recruitment Committee was able to successfully market and promote our community in 2015 as an excellent place to live, learn and practice health care.

We have had a busy year with the retirement of Dr. Ken Babey and the departure of Dr. Trish Uniac. The good news is we have been able to recruit three new family physicians to replace these positions. Drs Alex Goytisolo and Melanie Maurus have taken over Dr. Babey’s practice and Dr. Russel Law has taken over Dr. Uniac’s practice. All three physicians are able to provide both primary care and provide support to the hospital through either Emergency, Obstetrical and/or inpatient care.

Currently, Ontario doctors and the provincial government are at odds over health care reform and how to address current challenges in Ontario’s primary care system. A proposed New Graduate Entry Program for new doctors could have a negative impact on recruiting to our rural communities. Partnerships with our local Municipalities have never been more important to ensuring success in recruiting and retaining health professionals to our communities. Having good access to primary care providers in a community is an important indicator of the overall viability and health of a community. Without continued successful recruitment, the shortage of family physicians threatens not only the health and well-being of the residents of our communities, but also our communities’ potential for growth. Wellington North Township clearly understands this relationship given its past interest and investments in recruitment efforts.
The attached summary provides an update of the current strategies that we have in place. These strategies have been guided by input and support from the Mount Forest and Area Recruitment Committee. Funding that we receive from the Municipality allows us to continue to implement these successful recruitment strategies.

It is our sincere hope that Wellington North will continue to provide $10,000 financial support in 2016 for health professional recruitment efforts. Without your support, we will not be successful.

Should you have any questions you may reach me at the Family Health Team Office (519-323-0255 ext 5004). Alison Armstrong and I are looking forward to discussing our health care recruitment and retention initiatives at the November 18th Wellington North Economic Development Meeting.

Sincerely,

Suzanne Trivers,
Chair, Mount Forest and Area Health Professional Recruitment Committee.

c.c.: Alison Armstrong, Health Care Recruiter, North Wellington Health Care.
c.c.: Michael Givens, CAO Clerk, Wellington North.
Recruitment Strategies for Rural Family Physicians to the Wellington North Area

The goal of recruitment strategies in Wellington North is to focus our energies on significantly increasing the number of medical students, residents, interns and practicing physicians interested in exploring what our area has to offer, both in terms of work and leisure. We need to continue to put Wellington North on the map as a great place to live and work. While there are no guarantees when it comes to physician recruitment, we do know that the more interest and positive experiences we generate, the greater the odds of recruiting.

Recruitment energy has been focused on the following strategies:

➤ **TARGETING MEDICAL TRAINEES TO OFFER A RURAL EXPERIENCE**

Education is the key to solving the problem of recruitment and retention of rural physicians. Appropriate education involves ongoing training suitable for practice in rural areas, from undergraduate medical school and into practice, to meet the needs of rural areas and to meet the educational needs of rural doctors. Providing learning experiences for medical students in rural settings increases interest in and understanding of rural practice. Students go back to their main campus and tell other students about their experiences.

Medical Residents are in their final years of training and are starting to look for places to live and work. They are also licensed physicians and, as such, are able to help provide care to our patients with the support and mentorship of our local physicians. Dr. Chris Rowley and Dr. John Reaume have increased the number of Residents they will mentor to assist with this goal. This will give potential recruits an excellent opportunity to get to know our community and health care system at the right time in their training to support successful recruitment as some of our physicians begin to look toward retirement.

➤ **PARTICIPATING IN RURAL MEDICINE DAY AND HOSTING A RURAL RESIDENTS RETREAT**

Mount Forest successfully offered a unique learning opportunity to 20 first year McMaster Medical students on November 22, 2014 at Rural Medicine Day. This event has become so popular at McMaster that there were over 70 people trying to sign-up for the 20 available spots. This event is a one day, hands-on learning opportunity for first year medical students and four local Wellington Heights high school students. For most of the students this is their first opportunity to try minor procedures such as suturing, intubation, and casting. The day is rolled out with clinic based teaching in the morning and social/community events in the afternoon and evening. Mount Forest took the opportunity to showcase some of the unique features of the area by having students meet a local Mennonite Family and providing dinner catered by a local company. Many of the students who participated in the skills day expressed interest in returning to complete longer electives in the area – which we accommodate throughout the year.
➢ MARKETING INITIATIVES

We continue to benefit from the investment made in our recruitment marketing materials (website/booth displays/brochures/give-a-ways) targeting young physicians and nurses. The materials promote Wellington North as a place to live and work that offers rural comforts with close proximity to urban centres, along with plenty of recreational opportunities. Traffic and interest in our recruitment website wellingtonhealthcarerecruitment.ca continues to grow and has resulted in new hospital hires, requests from physicians to visit our area, and student placements.

➢ PROMOTING AND COORDINATING COMMUNITY SITE VISITS

Hosting prospective applicants is an important strategy used in health care recruitment. Over the past year, interested applicants and their spouses have been welcomed to our communities. This allows us to showcase the living and working opportunities throughout Wellington North.

➢ INCREASING LOCUM OPPORTUNITIES

A locum doctor is a physician holding a temporary job at a medical facility or medical office. New physician graduates will often want to try out a community by providing locum coverage. For those physicians interested in our community, and not ready to set up a practice, we encourage them to do a locum. The goal of increasing the number of locum experiences in Wellington North is to increase the odds a physician will want to stay and work in our area.

➢ ARTHUR INITIATIVES

There are currently 0 patients from the Arthur area on a physician wait list (based on Health Care Connect report from October 16/15). Dr. Landoni continues to accept patients who have an Arthur address/postal code. We continue to recruit for physicians to join the Arthur Medical Clinic having placed medical students/residents with Dr. Landoni. It is important to ensure we find the right match for Dr. Landoni’s practice style and clinic.

➢ WHO WE ARE

The Mount Forest and Area Health Professional Recruitment Committee was created as a strategy to enhance the recruitment of doctors and other health care professionals to the Wellington North area. The Committee consists of the following members:

- Suzanne Trivers, Executive Director Mount Forest Family Health Team and Chair of the Mount Forest and Area Health Care Recruitment Committee
- Dr. John Reaume, Mount Forest Physician
- Steve McCabe, Wellington North Councillor
• Bob Becker, NWHC Board Member
• Brian Milne, Southgate Community Designate
• Jerome Quenneville, President and CEO, North Wellington Health Care
• Alison Armstrong, Recruiter, Health Care Professionals

The Committee meets quarterly to review recruitment strategies, monitor progress, identify gaps and develop strategies to meet these gaps.
TOWNSHIP OF WELLINGTON NORTH

ECONOMIC DEVELOPMENT COMMITTEE MEETING MINUTES

Wednesday, September 16, 2015 – 4:30 pm

Members Present:
Mayor Andy Lennox (Acting Chair)
Stephen Dineen
Shawn McLeod
Al Rawlins
Jim Taylor
Gerald (Shep) Shepetunko
Dale Small, Economic Development Officer
April Marshall, Tourism, Marketing & Promotion Manager
Mike Givens, Chief Administrative Officer/Deputy Clerk

Also Present:
Michelle Stone, Administrative Support
Bill King, KW Power Logic
Sascha Maurer, Arntjen Solar

Absent:
Councillor Sherry Burke
Councillor Steve McCabe
Councillor Dan Yake
Tim Boggs

CALLING THE MEETING TO ORDER
In the absence of a Chair, Mayor Lennox called the September 16th, 2015 meeting of the Economic Development Committee to order at 4:35pm

PASSING AND ACCEPTANCE OF AGENDA

RESOLUTION EDO 2015-017
Moved By: Shawn McLeod
Seconded By: Jim Taylor
THAT THE Agenda for the September 16th, 2015 Economic Development Committee Meeting be accepted and passed.
CARRIED

DECLARATION OF PECUNIARY INTEREST
None declared

DELEGATION
Economic Development Officer Dale Small welcomed Bill King, K.W. Power Logic & Sascha Maurer, from Arntjen Solar. They addressed the Committee with updated information on the Municipal Solar Program application.
APPROVAL OF MINUTES

RESOLUTION EDO 2015-018
Moved by: Shawn McLeod
Seconded by: Jim Taylor
THAT THE Minutes of the Economic Development Committee Meeting held on April 15th, 2015 and the Joint Meeting held on June 24th 2015 with Mapleton and Minto be adopted as circulated.
CARRIED

BUSINESS ARISING FROM MINUTES

Position of Chair to be filled
RESOLUTION EDO 2015-019
Moved by: Shawn McLeod
Seconded by: Jim Taylor
THAT THE Township of Wellington North Economic Development Committee appoint Councillor Burke to the position of Chair of the Economic Development Committee.
CARRIED

Mayors Breakfast Program
Mayors Breakfast Meeting was re-visited for discussion and approval. It was agreed that a Mayors Breakfast would be scheduled for late winter or early spring 2016.
RESOLUTION EDO 2015-020
Moved by: Shawn McLeod
Seconded by: Jim Taylor
THAT THE Township of Wellington North Economic Development Committee receive for information report EDO 2015-18 Mayors Breakfast Program.
CARRIED

NEW BUSINESS

• **Report From the Chair:**
  No report at this time

• **Report on Chamber of Commerce Activities:**
  DeeDee Eurig has moved into the Administration Position for the Mount Forest Chamber and the Chamber have hired Trish Wake as the new Community Animator. Fireworks Festival was once again a very successful event.

• **Report on Wellington County Activities:**
  Mayor Lennox reported that the County announced that they have received REDD funding to assist with the Global Talent Attraction initiative.

• Economic Development Officer Dale Small reported that the Province will accept new intake for REDD Funding starting in October;

  County wide signage program is on schedule and good feedback was provided during the survey process. A report will go the County Economic Development Committee on November 3rd, 2015 and County Council the end of November.
Wellington North, Minto and Mapleton all submitted applications this past month for funding under the Municipal BR+E implementation fund. Minto has applied to use theirs for Launchit as well as their alumni recruitment program, Mapleton intends to launch a Community Improvement Program and Wellington North’s application focused on three programs:

- Simply Explore Jobs & Housing
- Wellington North Signage Strategy
- Community Improvement Program

REPORT FROM ECONOMIC DEVELOPMENT OFFICE

April Marshall and Dale Small

Business Retention & Expansion Program Implementation Fund Report EDO 2015 –28
This report had been provided to the committee via email for their review and approval in order that the Wellington North application could be submitted in time to meet the September deadline.

RESOLUTION EDO 2015-021
Moved by: Shawn McLeod
Seconded by: Jim Taylor
CARRIED

2015 – 2016 BR+E Program Report EDO 2015 -30
An update was provided on the 2015-2016 Program. Each municipality intends to interview a minimum of 20 businesses in the Downtown/Retail sector by year end.

RESOLUTION EDO 2015-022
Moved by: Shawn McLeod
Seconded by: Jim Taylor
CARRIED

Renew Northern Wellington Report EDO 2015-31
Dale Small and April Marshall provided a status update on the program.

RESOLUTION EDO 2015-023
Moved by: Shawn McLeod
Seconded by: Jim Taylor
THAT THE Township of Wellington North Economic Development Committee receive for information report EDO 2015-31 Renew Northern Wellington.
CARRIED

Simply Explore/Butter Tart Trail Development Outcomes Report EDO 2015 –32
Tourism, Marketing and Promotion Manager April Marshall updated the Committee on several promotions and feedback from the current participants.

RESOLUTION EDO 2015-024
Moved by: Shawn McLeod
Seconded by: Jim Taylor
CARRIED
Tourism, Marketing and Promotion Manager April Marshall is on the County Showcase Committee. Sub-committees have been formed one of which will be Economic Development in the County. She will look into what Wellington North can contribute.

**RESOLUTION EDO 2015-025**

Moved by: Shawn McLeod
Seconded by: Jim Taylor

*THAT THE* Township of Wellington North Economic Development Committee receive for information report EDO 2015-33.

**CARRIED**

**ANNOUNCEMENTS**

- **Doors Open Wellington North & Culture Days**
  Saturday, September 26, 2015 9:00am – 5:00pm
- **Naming Ceremony of Arthur Chamber of Commerce / Arthur Historical Room Building,**
  September 26, 2015
- **Official Opening of Trailway**
  Entrance at Eliza St, Arthur, September 26, 2015 at 2pm
- **Bridges out of Poverty Rural Wellington**
  Wellington County Museum & Archives
  Wednesday, September 30th, 2015 8:30am – 4:30pm
- **Mount Forest Chamber AGM**
  Thursday, October 15, 2015

**MEMBER’S PRIVILEGE**

Economic Development Officer Dale Small updated the Committee on the status of the Community Radio Station and reminded the committee to provide their comments regarding the Strategic Plan to Cathy Conrad by end of month.

**NEXT MEETING DATE**

There will be a joint Economic Development Committee meeting with Minto and Mapleton, hosted by Mapleton, on Tuesday, October 27th, 2015. Further details will be provided.

The next Wellington North Economic Development Committee meeting will be on Wednesday, November 18th, 2015: Suzanne Trivers and Alison Armstrong will be attending this meeting to provide the committee with the annual Health Care Professional Recruitment update and funding request.

**ADJOURNMENT**

**RESOLUTION EDO 2015-026**

Moved by: Shawn McLeod
Seconded by: Jim Tyalor

*THAT THE* Meeting be adjourned at 6:50 p.m.

**CARRIED**
TOWNSHIP OF WELLINGTON NORTH

JOINT ECONOMIC DEVELOPMENT COMMITTEE MEETING
MINTO, MAPLETON & WELLINGTON NORTH
Hosted By Town of Mapleton in Drayton
Tuesday, October 27, 2015 – 6:00 pm

Members Present from Wellington North Economic Development Committee:
Councillor Sherry Burke
Councillor Steve McCabe
Tim Boggs
Stephen Dineen
Shawn McLeod
Al Rawlins
Gerald (Shep) Shepetunko
Jim Taylor

Staff Present:
Mike Givens, Chief Administrative Officer/Deputy Clerk
Michelle Stone, Administrative Support
Dale Small, Economic Development Officer
April Marshall, Tourism, Marketing & Promotion Manager

Absent:
Mayor Andy Lennox
Councillor Dan Yake

6:00 pm – 7:00 pm  Networking and Dinner

7:00 pm – 7:05 pm  Welcome and Opening Remarks
Mayor Neil Driscoll from the Township of Mapleton welcomed everyone to the 9th Joint Economic Development Committee Meeting.

7:05 pm – 7:40 pm  Vicky Hamell, Operations Manager, Wallenstein Feed & Supply
Ms. Hamell presented a history on how Wallenstein Feeds started as a one man operation on 1958 and has grown to become Mapleton’s largest employer with over 200 employees. With several expansions in size over the years, they are now building Mill 4 which will allow them to further expand their capacity. They believe in positive communications and giving back to their community. They value their positive relationship with the Township of Mapleton and Wellington County.

7:40 pm – 7:55 pm  James Craig, Perspectives Potluck
How farms and food brought urbanites, conversations, and ideas to Mapleton. James gave a perspective on the differences between rural and urbanites that are really similarities when they are brought together.
Wellington County Update – Jana Burns
Wellington County Economic Development Officer Jana Burns updated the group with some of the ongoing projects and activities underway at the County Economic Development Office. A review of the information received through the County BR + E was discussed and the implementation is ahead of schedule with a focus on increasing visibility and attracting and retaining businesses and residents.

The signage strategy, including “wayfinding” and “entrance” signs are moving forward and the County is sponsoring a tour of Wellington County for foreign business owners to build a rapport and to see Wellington County as a viable place to invest.

Renew Northern Wellington – April Marshall
Tourism, Marketing and Promotion Manager April Marshall provided an update on the status of the Renew Northern Wellington that all three municipalities are partnering on. The Board has met twice and has approved a partnership with LaunchIt Minto, in that accepted business members in the Program will receive placement in the Business Flight Program to further insure they have the tools to succeed. Three properties in Mount Forest have signed on to participate – with one potentially being used as a pop-up market for the holiday season. An extensive advertising campaign was executed through September and October to build awareness on the Program.

Mayors Comments
The meeting concluded with comments from the three Mayors.

- **Mayor George Bridge – Town of Minto**
  - Thanked everyone for this continuing relationship and the accomplishments achieved by working together.
  - He informed the group that the Western Wardens have been working together to bring Fibre Optics to rural areas and this is moving ahead.
  - Minto is looking to their neighbours for volunteers for the Plowing Match happening in Minto in September 2016.

- **Councillor Steve McCabe – Township of Wellington North**
  - In Mayor Lennox’s absence Councillor McCabe brought greetings from Wellington North.
  - He acknowledged the good collaboration that is taking place with these meetings and that it has translated into benefits for all

- **Mayor Neil Driscoll – Town of Mapleton**
  - Mentioned the good work being done by their Economic Development Committee including the recently released 2015 Mapleton Community Guide
  - Provided closing remarks thanked the caterers and everyone for attending.

The meeting adjourned at 8:40 p.m.
THAT the Township of Wellington North Economic Development Committee receive for information report EDO 2015 - 37 Business Retention & Expansion Program

EDO 2015 - 30 Business Retention & Expansion Program; September 2015

EDO 2015 - 28 Business Retention & Expansion Program Implementation Fund; August 2015

The Business Retention & Expansion Program has been a key strategy for the Wellington North Economic Development Committee for many years with the first phase, completed in 2005, focused on the Manufacturing and Retail sector. In 2011 the next phase of this program was completed with a review of the Manufacturing and Construction sectors and in 2012 -2013, in-partnership with all seven municipalities, we completed our first ever countywide B. R. & E. Program with a focus on four key sectors; (Manufacturing, Agriculture, Health Care and the Creative Economy).

The 2015 – 2016 Program will once again be a countywide initiative and this year we are targeting 20 foreign owned enterprises and 140 Retail/ Downtown businesses. Each municipality has committed to conducting 20 interviews and in Wellington North I have currently completed 18 interviews with three more scheduled over the next few weeks. Two foreign owned interviews are also scheduled within Wellington North and these interviews will be completed in-partnership with the County.

Data entry of survey results is to be completed by year-end with the analysis and report generation taking place during January/February. Results of the program, both from a countywide and Wellington...
North specific perspective, will be shared with the Economic Development Committee and we plan to release the results to the business community at Showcase Wellington North in March 2016.

### FINANCIAL IMPACTS

Our 2015 Economic Development Office budget includes funding for Business Retention & Expansion Program initiatives. Other than staff time there will not be any significant expenses associated with this program however what there is will be accommodated within the existing budget.

In October we received our $25,000 grant from the County as a result of our August application to the Business Retention & Expansion Program Implementation Fund. Funding was requested to support the following programs that were identified as priorities during our 2012 – 2013 BR+E Program:

- $10,000 Community Improvement Program
- $ 8,000 Live & Work Job & Housing Portal
- $ 7,000 Wellington North Signage Program

### STRATEGIC PLAN

This report relates directly to the implementation of the Township of Wellington North Strategic Plan, in particular our Vision to “provide the best services possible, within the available resource base, with a focus on proactively identifying and meeting community needs…..”

Do the report’s recommendations advance the Strategy’s implementation.

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| XXX  | Strategic Partnerships |

PREPARED BY: DALE SMALL
RECOMMENDED BY: DALE SMALL
THAT the Township of Wellington North Economic Development Committee receive for information report EDO 2015 - 38 Municipal Developers Forum;

AND FURTHER THAT the Township of Wellington North Economic Development Committee support in principle moving forward with further analysis to determine how best to facilitate the forum including scope, objectives, attendees, etc. with a view on conducting the forum during February/March 2016.

PREVIOUS REPORTS/CORRESPONDENCE PERTINENT TO THIS MATTER

None

BACKGROUND

Frequently we hear comments from some developers/business leaders that there are barriers or perceived barriers to doing business in Wellington North and that perhaps Wellington North is “Not Development Friendly”. Recently Councillor Yake brought concerns forward that he has been receiving from local businesses and earlier this year the President of the Mount Forest and District Chamber of Commerce also shared concerns with Mayor Lennox.

In some cases these issues might be attributed to development charges, zoning practices, permit policies etc. however regardless of the source if they are impacting our ability to attract business and industry we need to take them seriously.

At this time the Director of Public Works is pursuing an update of the Township of Wellington North’s municipal servicing standards and part of the proposed process is an “Open House” for developers to obtain their input into the revision of the servicing standards. Establishing revised servicing standards will shape what future growth in our community looks like. Servicing standards are not limited to technical requirements for construction and design but also consider items like street lighting, signage, sidewalks and tree planting. The new servicing standards need to reflect the vision we have for Wellington North.
We believe there is a good opportunity to put together a “Developers Forum” that can take place in conjunction with the servicing standards update. We would invite the local and surrounding Development community together to have a facilitated discussion regarding Development in Wellington North. This would be an opportunity to address some of the barriers with the realities that exist for Township Council and staff and look for creative ways to enhance the development process in Wellington North.

OVERVIEW

In order to effectively run the session we would plan on engaging professional expertise. As a first possibility Lauren Millier who is well known to council and who has been involved in the completion of the Wellington County Economic Development Strategic Plan as well as the Township of Wellington North Municipal Cultural Plan would be a good first choice to contact to ask for assistance.

For a high level overview of the agenda we would notionally see the following:

- Mayors welcome to include:
  - introduction of attendees
  - overview of goals and objectives
  - Wellington North Strategic Plan overview
  - Wellington County Growth Forecasts & Wellington North Growth Forecasts

- Facilitated discussion to include:
  - Identification of existing and/or perceived barriers to development
  - Review and discussion of Municipal Servicing Standards

FINANCIAL IMPACTS

$1,000 is being planned in the 2016 Economic Development Office budget for a Developers Forum. This may need to increase or decrease depending on the approach taken towards facilitation of the discussion as well as whether or not to include a Mayor's Breakfast.

STRATEGIC PLAN

This report relates directly to the implementation of the Township of Wellington North Strategic Plan, in particular our Vision to “provide the best services possible, within the available resource base, with a focus on proactively identifying and meeting community needs…..”

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PREPARED BY: RECOMMENDED BY:

Dale Small Mike Givens
DALE SMALL ECONOMIC DEVELOPMENT OFFICER
MICHAEL GIVENS CHIEF ADMINISTRATIVE OFFICER
THAT the Township of Wellington North Economic Development Committee receive for information report EDO 2015-39 Merging of Trails.

AND FURTHER THAT the Township of Wellington North Economic Development Committee recommend that the Council of the Township of Wellington North direct the Tourism, Marketing & Promotion Manager to proceed with implementing the merger of The Butter Tart Trail with the Township of Southgate’s Horse & Buggy Trail to create a new product: ‘Butter Tarts & Buggies; Explore the Simpler Life.’

AND FURTHER THAT The Council of the Corporation of the Township of Wellington North continue to recognize the importance of growing our local tourism industry by building our capacity and partnering with neighbouring municipalities by creating a new lure to the region

AND FURTHER THAT The Council of the Corporation of the Township of Wellington North supports the partnership with the Township of Southgate and other interested neighbouring municipalities

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- EDO 2015-13 Report Dated April 15, 2015 ‘Culinary Tourism Development Program’
Food Tourism is any tourism experience in which one learns about, appreciates, and/or consumes food and drink that reflects the local, regional or national cuisine, heritage, culture, tradition or culinary techniques.

Agritourism is a tourism experience in which one experiences the enjoyment, education and activities of a farm visit, experiences food tourism “at the source,” is a method of generating revenue and diversifying farm offerings and for tourists looking to re-connect with natural environment and their food systems.

Food tourism products include Trails & Routes, Festivals & Events, Experiences, Pop Up Dinners, Restaurant Series, Competitions, Tasting Series, Apps and Loyalty Programs.

Characteristics of a food tourist include an interest in origin of products, have above average expenditure, view “value” going beyond price, are adventurous, high loyal, masters of social media, want VIP treatment and are looking for authentic narratives. They are looking for local food and beverages, unique experiences celebrating the region, custom, high-quality experiences, opportunities to taste, tour & take away, attractive information with rich web presence, partnerships, strong customer service and accessibility and efficient way-finding.

Food tourism is on the rise. Culinary programming is being added to destinations and events to attract new markets and increase revenues.

By celebrating a community’s assets through programs and products, and further integrating the theme into the fabric of the community and through its marketing, the theme will become the region’s identity. Over time a destination becomes known for these assets and more products are created to support the identity.

Identifying a region’s assets and sharing the story with locals helps build a sense of pride. Often locals report that, prior to the creation of a tourism product, they were not as aware of the many of the businesses and/or experiences offered in their own backyard.

By educating business owners, front of house staff and community volunteers to communicate the regional story, the visitor’s experience will be enhanced and their expectations are more likely to be met. When a destination meets the expectations of a tourist, “word of mouth” marketing by the visitor starts to occur, as the visitor shares their experience with others via social media, storytelling and by bringing back branded souvenirs from the region. As a result, the marketing reach of the destination is greatly increased well beyond what the budget affords.

An enhanced visitor experience leads to more frequent visits and stronger word-of-mouth about the region, which can lead to visitors staying longer and returning to a destination (with family and friends) for further experiences. Not only will additional tourism result, but visitors are likely to spend more on each visit if they are directed by residents and Trail members to businesses that match their
interests (food, attractions, shopping, entertainment, etc.).

The success of the Trail will also encourage other businesses in the region to expand their offerings and secondary experiences, providing additional revenue and strengthening agri and food tourism in the region.

By bringing together a critical mass of market ready businesses that share a common theme, tourism products foster a sense of “coopetition” (where otherwise competitor businesses collaborate to create a stronger product) as opposed to competition. As businesses start to collaborate, new opportunities for business development will be created.

Building a story and brand around a region’s principal assets is an effective way to market a destination. In food tourism, it is imperative that the story be deeply rooted in the agricultural and culinary history of the community. The ability to tell this history, and the stories of the growers, producers and other small business owners in the region is important. Food tourists want to be told a story.

A recent study of four Best Practice trails around the world, conducted by Humber College and commissioned by OCTA, looked at the economic impacts of culinary trails. While it was expected (and observed) that the economic benefits to participating on a trail were valued by businesses, cultural and social benefits were also highly prized. For many respondents in the study, social returns included stronger relationships between other businesses and being part of a community. This was especially true for larger businesses on the trail that already saw a significant amount of traffic.

To this end, Wellington North received funding through the Regional Tourism Organization 4 Inc. (RTO4), DMO Marketing Partnership Funding for The Butter Tart Trail in January 2015 to utilize the Ontario Culinary Tourism Association (OCTA) Culinary Tourism Development Program to aid in growing Wellington North’s tourism industry, specifically relating to The Butter Tart Trail and Food Tourism development.

OCTA spent three days in-market surveying and interviewing Trail members, conducted a stakeholder workshop and identified opportunities to grow our offerings. A recommendation in the report suggested creating partnerships between existing and potential Trail members and bringing in Trail members from outside Wellington North (e.g. the Town of Minto, the Township of Southgate). Support from our neighbouring municipalities was identified by their participation in the workshop and further conversations have been ongoing as to the interest to partner by merging The Butter Tart Trail and the Township of Southgate’s Horse & Buggy Trail to develop a new product “Butter Tarts & Buggies: Explore the Simpler Life” that will allow us to expand into neighbouring areas and build a regional product and story.

**The Butter Tart Trail - Statistics and Measurements**
The Butter Tart Trail launched a special passport promotion in conjunction with 2015’s Mount Forest Fireworks Festival. Visitors were required to visit a minimum of 6 stops on the Trail by September 30th, collect a stamp and return for their chance to win prizes from our members. This campaign was only promoted online via the website and social media channels, in addition to on-site presence at Trail member locations. 50 passports were returned and we awarded prizes to visitors from Burlington, Hearst, Guelph,
Durham and Kitchener. These results help us to measure the impact of the Trail and return on investment, as having that number of respondents in that short amount of time with little marketing support and having visited and spent money at a minimum of 6 locations indicates the positive impact a Trail of this nature has on our local economy.

Simply Explore Website measurements for October 2015 alone indicate that the Butter Tart Trail section is the top viewed page on the site, with 350 views this month. It is also the top searched key phrase and third most referred site (redirected from butter tart trail dot com), with Google being the first and Festival and Events Ontario the second.

A survey was sent out to all Butter Tart Trail Members and Wellington North Stakeholders in October 2015 collecting feedback on the impact of the Trail on their business and their wishes for future direction. The following results were collected from 13 respondents:

Were visitors satisfied?

- Butter Tart Trail Members were overall very successful in meeting new criteria set in place to enhance visitor experience at their location.
- Most visitors were surveyed verbally and 100% found them to be satisfied. Most were pleasantly surprised with the beauty of our area and were looking to learn more
- The number of total site visits was estimated at approximately 1000
- The area’s that Trail visitors were coming from was mainly identified at being the as far as Ottawa, the GTA, Kitchener Waterloo and surrounding areas. We also received direct feedback from two couples that came from North Bay and spent the night at a local Bed and Breakfast. That shows there is interest in overnight stays as well.
- Some outstanding issues from visitors include some locations not being open when they say they will, lack of butter tarts available and the concern for some physical appearances.
- Participating members are very pleased with their involvement on the Trail and they can contribute being on the Trail to assisting in growth and attracting new business.
- Examples of how the Trail has aided in driving economic activity to Wellington North, not all specifically related to Trail members include:
  - “Visitors seemed overly impressed with the area and want to learn more about other businesses to visit” – Donny Ray, Big John’s Country Market
  - “We promote the Trail to thousands of people at out of market events and sell thousands of tarts at these events” – Lindsay Tuckerman, Kenilworth Country Kitchen
  - “Lots of people said they would come back again specifically for our store” – Paula Coffey, The Plumber’s Wife
  - “Twice this past year, I have people in on the Trail who came back and bought for a wedding” Jenny Whethem, Cynthia & Co
  - “Most visitors tend to meander Main Street and venture into other venues” – Denise Armstrong, Spoil Me Pets
  - “We purchase tarts from local bakers for Quality Homes staff, including gluten free ones. We would like to be more involved and incorporate programming on site” – Terry Boyd-Zhang, Quality Homes
In a conversation with Sussman’s of Arthur, they are looking at opportunities to grow their offerings in support of fitting the theme of the Trail and support local food initiatives to attract new customers to their store.

- 92% of respondents are in favour of merging and partnering to revitalize our offerings with creation of a new “Butter Tarts & Buggies” Trail.
- Several members have indicated their willingness to share their successes with the Economic Development Committee and/or host an event at their location to showcase the experience they’re offering. There is also interest from a few to join the organizing committee.

Merging the two Trails and creation of a new, partner driven Trail, will:

- Allow us to build capacity by developing new criteria that encompasses butter tart bakers, other butter tart experiences (themed products), events, Mennonite culture, local food ambassadors and the equine industry.
- Create a Trail that runs through the region that builds the appeal to travel to our area; Wellington North, Southgate Township, Town of Minto and possibly parts of West Grey and Mapleton.
- Combine resources to drive marketing initiatives and build interest.
- Tell a great story that showcases our unique culture and builds interest.
- Allow the opportunity to develop a ‘Friends Of’ campaign that will help to promote other destinations in the area that wish to create offerings for Trail visitors.

**FINANCIAL IMPLICATIONS**

Hours invested into the administration of The Butter Tart Trail by the Tourism, Marketing & Promotion Manager is typically approximately no more than 10% of overall working hours.

In 2012, the Wellington North Simply Explore featuring The Butter Tart Trail campaign was launched, amalgamating all tourism related products within Wellington North to create an overall brand and listing of offerings. With this, $5,963.00 was generated in revenue in 2014 for creation of lure pieces (brochure, website) and $4,814.00 in 2015. $10,000 of the overall Economic Development Department Marketing Budget is dedicated each year to the Simply Explore / Butter Tart Trail campaign that includes creation and distribution of the brochure and website content development. The Trail is included as an attraction in marketing the area as a whole. Little dedicated marketing is done apart from some promotional materials and event inclusion of tailored events such as Ontario’s Best Butter Tart Festival or other OCTA showcase opportunities. $1000 a year for an OCTA membership is in addition and the additional funds approved to spend in 2015 to cover our portion of the product development exercise.

Merging Trails will share overall expenses with our partners and grow revenue. I propose that in 2016 the budget be $5000 plus inclusion in our own Simply Explore marketing initiatives and website maintenance, as reflected in the overall marketing budget. It will also present a good opportunity to apply for Rural Economic Development Funding.
This report relates directly to the implementation of the Township of Wellington North Strategic Plan, in particular building Strategic Partnerships within Wellington North and with our surrounding area. It will also contribute to the brand and identify of Wellington North by showcasing our culture, tell our story and grow community pride with our business community and residents.

Do the report’s recommendations advance the Strategy’s implementation?

☐ Yes  ☐ No  ☐ N/A

Which pillars does this report support?

☐ Community Growth Plan  ☐ Community Service Review
☐ Human Resource Plan  ☐ Corporate Communication Plan
☐ Brand and Identity  ☐ Positive Healthy Work Environment
☐ Strategic Partnerships

PREPARED BY:  RECOMMENDED BY:

April Marshall  Michael Givens

APRIL MARSHALL  MICHAEL GIVENS
TOURISM, MARKETING & PROMOTIONS MANAGER  CHIEF ADMINISTRATIVE OFFICER
TO: WELLINGTON NORTH ECONOMIC DEVELOPMENT COMMITTEE November 18, 2015

FROM: APRIL MARSHALL
TOURISM, MARKETING & PROMOTION MANAGER

SUBJECT: EDO 2015-40 Communications Plan

RECOMMENDATION

THAT the Township of Wellington North Economic Development Committee receive for information report EDO 2015-40 Communications Plan.

AND FURTHER THAT the Township of Wellington North Economic Development Committee recommend that the Council of the Township of Wellington North support and promote use of the Communications Plans coordinated approach to communications.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- As outlined in the Township of Wellington North’s Strategic Plan

BACKGROUND

This Communication Plan establishes a coordinated approach to communications. The Township of Wellington North Council and Staff are committed to ‘continually strive to provide the best service(s) possible, within the available resource base, with a focus on proactively identifying and meeting key community needs, investing in our team, and communicating broadly with property owners, residents, employees and visitors’. To achieve this we will:

- Set a minimum standard for communicating
- Engage citizens
- Ensure speed, volume of information and accuracy
- Maintain use and content of our website and channels for dialogue through social media to distribute information, as well as, traditional methods such as signage, newspaper advertising, notices in bills, etc
- Support opportunities for engagement to inform the public
- Report publicly on our progress and corresponding high interest issues
• Develop a consistent Brand and Identity for the Township, Staff and Council
  Ensure it is consistently used on staff clothing, tools, vehicles, and all other
  materials (letterhead, email signatures, etc).

Target Groups
  1. Council
  2. Municipal Staff
  3. Stakeholders
  4. Property Owners
  5. Business Owners
  6. Residents
  7. Upper tier levels of government
  8. Visitors
  9. Regional Partners
  10. Potential Investors

Core Components
  1. Internal communications
  2. External communications
  3. Social media
  4. Media relations
  5. Advertising/Marketing

FINANCIAL IMPLICATIONS

There are no financial implications directly relating to this Plan. Implementation of
identified branding and marketing materials shall be upon need and fitting within
appropriate budgets.

STRATEGIC PLAN

This report relates directly to the implementation of the Township of Wellington North
Strategic Plan and is identified in Key Strategic Priorities:

#4) To create a Corporate Communication Strategy focusing on consistent professional
  Information sharing within the corporation. Ensure the communication plan
  addresses:
  Improve speed, volume of information and accuracy
  Improved use and content of our website
  Use of both “hi tech” social media methods and traditional methods strategy –
  website, twitter, signage, papers, notices in bills, etc.
  Communication of municipal policies corresponding to high frequency issues
  (brush pick up, garbage pick-up)
#5) To develop a consistent Brand and Identity for the Township, Staff and Council. Ensure it is consistently used on staff clothing, tools, vehicles, and all other materials (letterhead, email signatures, etc.)

Do the report's recommendations advance the Strategy's implementation?

☐ Yes  ☐ No  ☐ N/A

Which pillars does this report support?

☐ Community Growth Plan  ☐ Community Service Review
☐ Human Resource Plan  ☐ Corporate Communication Plan
☐ Brand and Identity  ☐ Positive Healthy Work Environment
☐ Strategic Partnerships

PREPARED BY:  RECOMMENDED BY:

April Marshall  Michael Givens

APRIL MARSHALL  MICHAEL GIVENS
TOURISM, MARKETING & PROMOTIONS  CHIEF ADMINISTRATIVE OFFICER
MANAGER
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Target Groups

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Core Components

1. Internal communications
2. External communications
3. Social media
4. Media relations
5. Advertising/Marketing
Internal Communications

All organizations aspire to create better work places with open employee communications, high morale and retention rates. The contribution that clear and effective communications can make to the realization of a positive work environment is substantial. Through effective communications, employees are better able to understand, appreciate, contribute to and support Council’s goals and objectives, and be motivated to achieve maximum performance and superior customer service.

Communication between Council, the Chief Administrative Officer (CAO), the Senior Management Team (SMT) and other staff members must be open, timely and collaborative to achieve municipal goals and to ensure quality communication to the public.

Elements of quality internal communications:

1. Host regular SMT meetings or team events to keep staff abreast of individual departments and Council decisions and initiatives
2. Ensure staff and Council are aware of emerging issues and provided with appropriate public response
3. Ensure front line staff and Council are provided with information and updates on current issues
4. Ensure all staff is informed on matters that affect them if possible prior to public knowledge. Some exception to be given to information that is time sensitive or occurs during non-work hours.
5. Raise awareness of “who does what”
6. Create opportunities for cross-departmental projects to increase collaboration
7. Provide training and resources for all employees to improve their communication skills
8. Highlight Council news through internal memos/newsletters, staff bulletin boards
9. Establish annual communication priorities for each department

www.wellington-north.com

Shall be the main resource for accessing information, as the Township of Wellington North has invested heavily in developing and maintaining the website for use not only by the public but for Council and staff as well.
External Communications

External communications are central to the success of the Township of Wellington North and the well being of citizens. As a function of good government, open and proactive communications ensure that the public receives clear, relevant and timely information from the municipality regarding:

- What must be known (i.e. by-laws and policies)
- What should be known (i.e. municipal contacts)
- What is nice to know (i.e. schedule of community events)

Co-operation and co-ordination between departments is also necessary to better serve and inform the public. This ensures that municipal themes and priorities are consistently reflected in the information and messages communicated to the public.

The newly redesigned municipal website of www.wellington-north.com should be the main source of municipal information; however, it is important to use many channels of communication including email, direct mail, print and broadcast media, and the internet (social media).

The internet and other means of electronic communication are powerful enablers for building and sustaining effective communications within the municipality and with potential business interests and tourists across the province, the country and internationally. An important tool for providing information and services to the public, the internet facilitates interactive, two way communication and feedback. The Township of Wellington North must maintain an active presence on the internet to enable 24 hour electronic access to municipal information.

Each municipal department is responsible to ensure that internet published information on policies, programs, services and initiatives is regularly updated, accurate, easily understood and accessible in multiple formats. The following positions have been assigned to ensure accurate and timely information is posted on the website regularly and is regularly monitored and updated:

1. Tourism, Marketing & Promotions Manager
2. Executive Assistant to the CAO and Mayor
3. Clerk’s Department Assistant
4. Recreation Administrative Support Person

All printed material for public view should always be published concurrently on www.wellington-north.com.
Social Media

As much as Wellington North’s website www.wellington-north.com is and should be the municipality’s primary tool for sharing information in the foreseeable future, it is not enough. There are a number of online communication tools that could assist us in reaching stakeholders that have been traditionally hard to reach, such as youth, new Canadians, and potential visitors and investors far beyond Wellington North’s borders.

Traditional methods of communication still have their role, however social media – engaged conversation supported by on-line tools – has fundamentally changed the way our citizens discover, consume and share information and it has enabled millions of people and organizations worldwide to connect and communicate in new and innovative ways.

We are in the age of social media and it is dramatically altering the way we communicate. It has created a new world in which government must learn to participate in a conversation with its audiences who demand transparency and immediate responses. Social media is not just a rich source of information; it enables municipalities to become proactive, influence perceptions, and address the needs and interests of their audiences.

A Wellington North Simply Explore Facebook page and Twitter accounts for @SimplyExlore and @TWPWellNORTH has been established and is maintained and monitored by the Tourism, Marketing and Promotions Manager. In order to ensure that the Township of Wellington North’s social media presence is effectively monitored and maintained, it is recommended that the Tourism, Marketing and Promotions Manager, in coordination with the Chief Administrative Officer (CAO), serve as the centralized source for the oversight, content creation, monitoring and evaluation of all online communication tools. The Tourism, Marketing and Promotions Manager will monitor public comments on Facebook and Twitter and will respond appropriately or alternatively, delete any inappropriate comments and communicate to Council, CAO and Senior Management Team (SMT).

The Township of Wellington North has developed a social media policy (number 23.15) in order to ensure uniform usage of social media sites across all departments. This policy has been established to ensure that; when representing the Township of Wellington North; all social media content created is created in a professional and consistent manner that faithfully represents our brand, mission statement and department values.
Media Relations

The Township of Wellington North recognizes that the media is one of the most effective ways of publicizing information on municipal issues, programs and events to residents. Newspaper, radio, television and the internet are, in many cases, the key sources of information for our residents on municipal issues and events.

The Township of Wellington North shall be proactive in relations with media by issuing and arranging media releases, news conferences and media advisories on key topics and decisions. The Chief Administrative Officer (CAO) and Senior Management Team (SMT) is responsible for approving content as it relates to issuing media releases and/or photos. News media enquiries, whether by phone, email, letter, or in person, should be addressed promptly to accommodate publication, posting or broadcast deadlines, wherever possible. Staff members should ensure that news media requests, particularly for interviews or technical information, are directed to staff designated as spokesperson(s) to ensure accuracy and consistency of information.

The Mayor, Chief Administrative Officer (CAO) and the Senior Management Team (SMT) are council’s official spokespersons on all matters. The CAO may nominate other staff to act as spokespeople for the municipality. It is essential that authorized spokespeople for the municipality employ best practices to ensure that the organization speaks with one voice and presents clear and concise information.

Municipal Councillors shall be spokespersons on events or issues of personal interest to them. It is understood that comments or communications from a Councillor represent the views of the individual councillor and not necessarily the formal position of the Township of Wellington North. As outlined in the municipal Code of Conduct, once a decision has been made by a majority of Council, no individual Councillor may speak to the press against the decision.

Council meetings are open to all members of the public, except for those proceedings that take place in closed session. Every effort should be made to encourage accurate news coverage of Council and committee meetings and the decisions of Council. Copies of Council agendas are made public prior to all council meetings.

On a regular basis, the Clerk compiles a package of news item clippings reported on municipal matters which are distributed internally to the SMT.

The Media relations portion of this strategy does not apply to crisis communication during emergency situations. In such cases, the Wellington County Emergency Management Plan details the protocol for emergency media relations.
Marketing/Advertising

All marketing and advertising should reaffirm and communicate the Township of Wellington North’s Brand, Functions and Identity by:

a. Ensuring proper imagery is associated with Wellington North’s brand
b. Maintaining a consistent look to Council information, communication material, activities, services and products, outgoing email
c. Standardizing written correspondence
d. Empowering staff to be “brand ambassadors”

2. Identifying issues and responding to them

The identified official municipal logos and tag lines shall be applied to all marketing and advertising efforts. Examples include:

- Letterhead, business cards, email signatures and all other municipal forms
- Display advertising – print, web and outdoor
- Radio advertising
- Community Profile
- Newsletters
- Reports
- Promotional Pieces (i.e., brochures, apparel, rack cards)
- Banners/Trade show displays
- Municipal and wayfinding signage

Corporate Identity / Branding Guidelines

The Township of Wellington North and all facilities owned and operated by the Municipality should be identified in a distinct way the public can identify with in all circumstances. A corporate identity and branding program should encompass vehicles, equipment, employee uniforms, signs, advertisements, correspondence, email signatures, publications, business cards, as well as tax bills.

After current supplies of materials containing the incorrect logo are deleted, each department is responsible to ensure that the official logo and identified branding are incorporated to new orders. This will be a gradual introduction on municipal vehicles and equipment, corporate signage and promotional items.
Logo Guidelines

Colour System

Consistent use of colour is a major factor in recognition and memorability of the Township of Wellington North logo. These colours have been carefully selected specifically for Township of Wellington North and care should be taken in the consistent use of colours. The logos are also available in greyscale and black and white – all logos are available at P:\Official Logo for Use

![Logo Variations]

**Official Colours**

**Pantone:**
- PMS 8888 Gold
- PMS 8888 Navy
- White

**CMYK:**
- Gold
  - C=4
  - M=17
  - Y=87
  - K=0
- Navy
  - C=100
  - M=100
  - Y=28
  - K=27

**HEX:**
- Gold  #F6CD3E
- Navy  #252150

Protected Space & Minimum Space

Keeping the logo isolated from other graphic elements is key to preserving the clarity of its presentation. A minimum amount of ‘protected space’ should always surround the logo, separating it from headlines, text and imagery or from the outside edge of the document or application. Wherever possible, use more space than the minimum required 1” around the logo.
Brand Identity

Every time external audiences interact with the Township of Wellington North, the experience must be positive, reaffirming the brand’s personality and promise. All print communications must deliver a consistent experience. This page illustrates how the Township of Wellington North logo in print can visually express the unique personality:

- Letterhead, Emails and Reports shall be written using Arial font in size 12 (see examples below)
- Business Cards (see example below)
- Website
- Signage
- Vertical Banners
- Vehicles and Equipment – whenever possible, all Township of Wellington North vehicles shall be purchased in the colours white or a darker blue shade.

Universal (Web Safe) Fonts:

Name = Georgia Bold
Title = Arial Italic
Main info = Arial
Website = Trebuchet Bold
Increase Stakeholders’ Awareness of Township Programs and Initiatives

The Township of Wellington North will continue to rely on established advertising programs to convey important information to residents. Each department will be responsible to establish annual communication priorities so that we can identify opportunities to produce high impact ads that convey all pertinent information in a clear and informative manner.

The Mayor, CAO and SMT will continue to participate in speaking engagements and public outreach when the opportunity presents itself and build on existing outreach programs (i.e., presentations to students in local schools). We will also continue to host public outreach events and open houses on topics pertinent to community input.

_The Township of Wellington North is a team of dedicated volunteers, elected officials and professional staff who are committed to providing high quality service(s) and information to property owners, residents and visitors in order to generate high levels of community pride and happiness._
2016 Economic Development Committee
Proposed Meeting Schedule

Unless the committee would like to see some changes it is our intent to continue with the current meeting structure into 2016. Meetings will be scheduled on the third Wednesday from 4:30 – 6:30 and will be held at the Municipal Office.

For planning purposes, we are estimating eight meetings and of these eight at least one will be a joint meeting with Minto and Mapleton. This meeting will tentatively occur in April or May and Wellington North will be hosting the 10th joint Economic Development meeting.

Tentative 2016 schedule, as follows:

- January 20th
- February 17th
- April 20th
- May 18th
- June 15th
- August 17th
- September 21st
- November 16th

There will be no March meeting as Wellington North Showcase is taking place March 28th & 29th in Arthur.

If any of the Public Committee members would like to “retire” from the Economic Development Committee during 2016 please let us know as soon as possible so we can start recruitment activities.