

WELLINGTON COUNTY ECONOMIC DEVELOPMENT THREE YEAR PLAN (2019-2021)



County of Wellington
74 Woolwich Street, Guelph, ON N1H 3T9
ecdev@wellington.ca
www.wellington.ca

Contents

1.0	County Economic Development Division	4
2.0	Wellington County Socio Economic Profile	8
2.2	DEMOGRAPHIC OVERVIEW	9
2.3	LOCAL ECONOMY	12
3.0	Purpose of Economic Development Plan 2019-2021	15
4.0	Process for the Economic Development Plan 2019-2021:	16
4.1	MEMBER MUNICIPAL SURVEY	17
4.2	BUSINESS SURVEY	19
5.0	Priorities and Action Plans	21
5.1	GROWING KEY INDUSTRIES	21
5.1.1	Agriculture	21
5.1.2	Manufacturing	23
5.1.3	Health Care	24
5.1.4	Creative Professional Services	24
5.1.5	Supporting Key Industry Export Growth.....	25
5.2	ATTRACTING TALENT	26
5.2.2	Marketing Wellington County to Future Workers.....	30
5.3	SUPPORTING BUSINESS	30
5.3.1	Wellington County’s Travelling Business Advisor	31
5.3.2	The Community Futures Development Corporations	32
5.3.3	Innovation Guelph	33
5.3.4	Invest Well – Wellington County Community Improvement Programme (CIP).....	33
5.3.5	Growing Local Food and Agriculture - Taste Real Programme.....	34
5.3.6	Hillsburgh Library.....	38
5.4	PLANNING FOR THE FUTURE	39
5.4.1	Employment Land Assessment and Intensification Study.....	39
5.4.2	Downtown Development	39
5.4.3	Housing for the labour force – An Exploration.....	44
5.4.4	Commuter Profile – Can we keep skills local?	46
5.4.5	Engaging Youth	46
5.4.6	Rural Transportation.....	47
5.4.7	High Speed Internet in Wellington County.....	48
5.4.8	Smart Cities Challenge: Circular Food Economy in Guelph Wellington	50

5.5	PROMOTING WELLINGTON COUNTY	51
5.5.1	Destination Development and Regional Marketing	51
5.5.2	Marketing and Promotion of Wellington County.....	52
5.5.3	Countywide Signage	52
6.0	Data Collection And Metrics.....	54
6.1	DATA.....	54
6.2	ECONOMIC DEVELOPMENT METRICS.....	56
6.3	ENQUIRY PROCESS.....	57

1.0 County Economic Development Division

The Director of Economic Development reports to the Chief Administrative Officer (CAO) and works to facilitate the growth of the local economy. To meet these objectives the division manages local economic information, provides business support services and conducts countywide economic planning and project implementation on behalf of and in conjunction with member municipalities.

PRINCIPAL RESPONSIBILITIES

Under the leadership of the CAO and the direction of the Economic Development Committee, the Economic Development division is responsible for:

- Leading and reporting on the implementation of the Economic Development Implementation Plan.
- Conducting research for the purpose of development/sourcing information and resources for industry specific initiatives and for clients/prospects by collecting and analyzing data on local market conditions and recommending directions targeting various business sectors.
- Meeting with business owners/senior executives/developers to present and promote Wellington County for investment purposes, providing assistance with sourcing, financing, identifying available space, facilitating business support contacts, accessing government assistance programmes, etc.
- Planning, coordinating, promoting and delivering economic development related events, preparing communication material and representing the County in media interviews.
- Coordinating economic development initiatives through identifying and producing materials such as business directories, market information packages, community profiles, employer support resources and website materials.
- Leading projects and initiatives that directly benefit the communities within the county, including Taste Real events and the Festivals and Events Guide.
- Developing and sustaining relationships with local organizations, industry, local school boards and post-secondary institutions and representatives of government with the aim of creating new economic opportunities and promoting jobs in the community.
- Assisting the County in securing funding to leverage economic development activities.
- Attending trade shows and industry events as the County's representative, developing and delivering presentations on economic data and initiatives.

ANCILLARY FUNCTIONS

Representing the County as a Board member of the Ontario Food Cluster and the Wellington Waterloo Community Futures Development Corporation and as a working group member of the Western Ontario Wardens Caucus Economic Development group.

Ensuring effective communication between the County, member municipalities and partner agencies, the Director chairs monthly meetings with the Wellington Municipal Economic Development Group, which includes provincial and federal government representation.

Assisting the annual Credit Review process, including a formal presentation on the local economy, demonstrating strengths and year over year changes in development, employers and sectors as well as municipal efforts to support economic challenges and minimize local vulnerabilities.

Providing support with individual projects as required, including the Safe Communities designation, International Plowing Match, Hillsburgh Commercial Kitchen programme or the Western Ontario Workforce Development Forum.

EMERGING ISSUES/FUTURE CHALLENGES IN WELLINGTON COUNTY

Wellington County is a phenomenal place. It boasts an abundance of green space, charming downtowns, industry, proximity to urban centres and post-secondary institutions, all with the Grand River running through it. It is no surprise that people who can, move here.

Wellington County is home to 98,400 residents, 3,418 businesses and 45,726 jobs. Our main economic sectors are manufacturing, agriculture, health care and creative professional services. In terms of employment, we have 9,700 trades and transport jobs, 19,911 service, management and business jobs, 4,379 manufacturing and 2,706 health care related jobs.

Although this economic landscape appears healthy, there are less apparent realities that, while not unique to Wellington County, are concerning. While our 4.2% unemployment rate is quite positive, more than 50% of local employers face difficulties finding workers. Most of our businesses are small in Wellington County, where 89% have less than 19 employees and 99% have less than 100 employees. Contrary to big companies of the past, today's economy is increasingly dependent on small employers as significant GDP contributors and as exporters (86% of all Canadian exports are derived from small business). Of note when we speak with our small businesses is that a large portion of these owners plan on retiring within the next five years without a plan in place for succession that would ensure continuity of the business. To offset some of these challenges the County is investing in newcomer attraction by working with provincial and national contacts, but these efforts are complicated by a lack of affordable housing, rental options, and transit systems. Our downtowns are picturesque and the heart and hub of our communities, yet they face infrastructure challenges and gaps such as high-speed internet and natural gas. These challenges will be subjects of focus in our upcoming three year Economic Development Plan.

Through the research and knowledge collected the past five years since inception, the division is aware of the following top economic priorities for Wellington County:

- Diversification of the local economy
- Develop the downtowns into economic hubs
- Establish alternative housing options
- Explore rural transportation options
- Attract talent for current and future labour force needs
- Develop the successful Taste Real programme to grow the food and beverage sector
- Identify and develop the county's "bests" to attract visitors
- Build Wellington County's international profile to assist business via export and attraction

To attract and retain businesses we meet with local businesses and promote our advantages abroad. We look forward to implementing our recently developed Community Improvement Programme (CIP) to provide incentives to investors meeting countywide investment priorities. We are supporting our downtowns with our 1,250 commercial district interviews over this past summer and by working with local stakeholders to apply recommendations from a recent countywide assessment. We continue to grow our Taste Real Local Food programme and offer business support services to those looking to call Wellington County their home or those who already call it home. We increase the profile of Wellington County and see consistency in signage with our countywide signage programme, this year including a new tourism signage programme. Finally, County economic development will fill the gap where member municipalities do not have the funds to participate in certain initiatives, do not have the staff or expertise or where the projects are better suited at a regional level.

The County has been recognized for being proactive in assisting its business community and are proud of the partnership with the local municipalities in helping achieve positive change. Without a healthy economy and vibrant communities, there are no taxpayers. We want to be known for being open for business and ready for change.

We feel privileged to work in such a beautiful community, one that all of us are so familiar with and love.

RECOGNITION

- Ontario Culinary Tourism Event of the Year and Ontario Sustainable Tourism Award – Local Food Fest (2,000 attendees, workshops, music, food and only two garbage bags)
- International Business Retention and Attraction Award (two awards) – 417 official business interviews, winner of outstanding multi-community business interview programme and impact award.
- Economic Developers Council of Ontario Award - Taste Real Strategic Plan and finalist for Sector Investment Profiles
- Economic Development Association of Canada Award – Taste Real Brand Identity

GRANTS

\$75,000 County Economic Development Strategy (Provincial Ministry of Economic Development)

\$95,000 Business Retention and Expansion Programme, Investment Attraction Strategy (ON Min. of ED)

\$11,910 Taste Real business programming and promotional videos (Ministry of Agriculture)

\$35,000 Signage (Provincial Ministry of Rural Affairs)

\$63,500 Promoting Youth Inclusion in Rural Labour Markets (Ontario 150)

\$98,574 Economic Integration of Immigrants and Students to Rural Labour Markets (ON Min. Citizenship)

\$35,000 Ease into Canada: A Manufacturing Toolkit (ON Min. of Citizenship)

\$499,550 Rural Transit (Provincial Ministry of Transportation)

MEMBERSHIP

- Economic Developers Council of Ontario
- Economic Development Association of Canada
- International Economic Development Council
- Ontario Food Cluster
- Smart Cities Guelph Wellington finalist

DEPARTMENT ORGANIZATION

The Economic Development Division consists of the following six individuals.

Jana Burns, Director of Economic Development

- Design, lead and report on the Economic Development Plan (2019 to 2021)
- Plan and implement economic policy
- Lead the division, prepare the budget, monitor the programmes and report to Council

Crystal Ellis, Senior Economic Development Officer

- Site Selection Services
- Investment Attraction
- Design and execution of new initiatives (ie: Ontario Ag Forum 2018, Hillsburgh Commercial Kitchen, Destination Development)

Mark Mycyk, Economic Development Officer

- Business Retention and Expansion/Downtown Development

- Signage Plan Implementation
- Countywide Incentives Programme

Tom Lusic, Certified Immigration Specialist

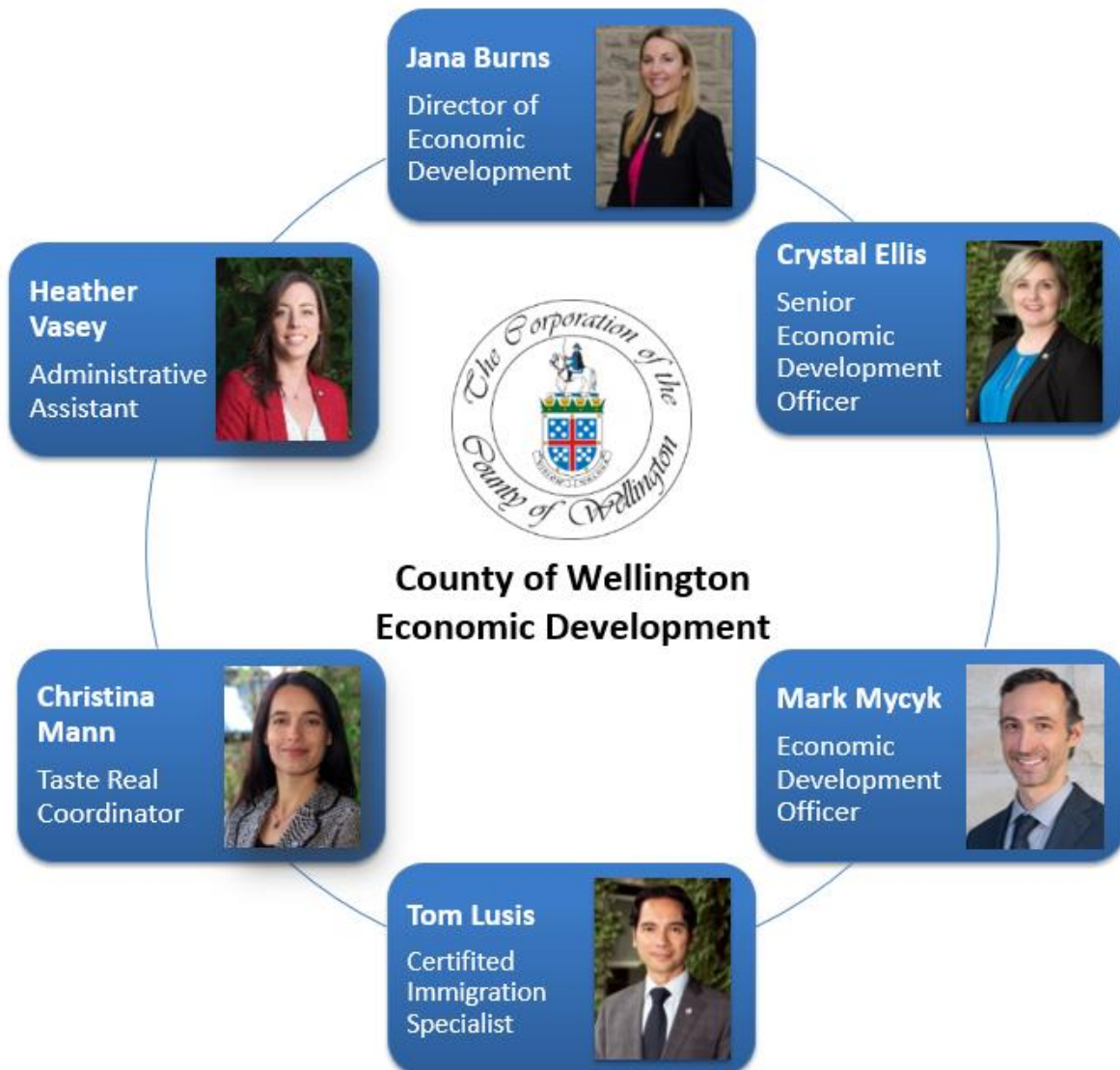
- Talent Attraction Programme
- Employer Immigration Liaison
- Newcomer and Post-Secondary Education Initiatives

Christina Mann, Taste Real Coordinator (Part-time)

- Taste Real Programme
- Food Tourism development
- Food and beverage business consulting

Heather Vasey, Administrative Assistant

- Division Support
- Enquiry Response
- Website, Newsletter and Business Directory maintenance



VISION

The Economic Development Division exists to lead and participate in activities that grow and develop Wellington County.

How do we align with member municipal objectives?

- Our perspective is regional and beyond, we look beyond municipal borders to align goals and understand countywide priorities (CIP)
- We elevate the work undertaken in the individual municipalities to levels they are not able to obtain (international investment attraction)
- We collaborate to identify a suite of services not provided at the member municipal level
- We keep communication open to leverage larger opportunities (Taste Real, Housing alternatives)

County economic development will fill the gap where member municipalities do not have the funds to participate in certain initiatives, do not have the staff or expertise or where the projects are better suited at a regional level.

2.0 Wellington County Socio Economic Profile

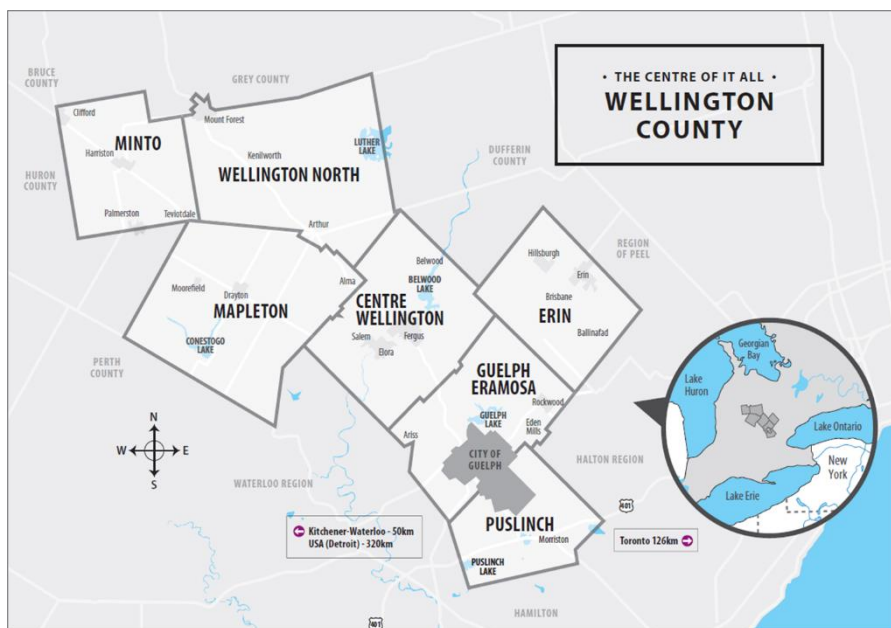
Wellington County Quick Facts		
7 municipalities	2,600km ²	98,400 residents
34,050 households	3,418 businesses	45,726 jobs
57,381 workforce	8.7% job growth 2011 to 2017	3.8% Unemployment

GEOGRAPHY

Wellington County is located in Southwestern Ontario just over 100 kilometers west of Toronto.

Four renowned post-secondary institutions surround the County including the University of Guelph, University of Waterloo, Wilfrid Laurier University, and Conestoga College.

The County of Wellington has a vibrant economy and an active economic development office that promotes the dynamic industries of the County. The key industries in Wellington are manufacturing, agriculture, health care and the creative economy. Proximity to vital transportation corridors and urban centres, as well as high speed broadband coverage and excellent green space make Wellington County an attractive place to both work and live.



2.2 DEMOGRAPHIC OVERVIEW

POPULATION

At the end of 2017, the County of Wellington had 34,050 households and a population (adjusted for net Census undercount) of 98,400 with the population projected to grow to 140,000 by 2041.

Wellington County End 2017 Population & Household Estimates

Location	Mid - 2011		End - 2017	
	Population (including Net Census Undercount Adjustment)	Households	Population (including Net Census Undercount Adjustment)	Households
Centre Wellington	27,790	9,945	31,520	11,410
Fergus	13,800	5,115	16,280	6,110
Elora/Salem	6,680	2,425	7,880	2,860
Centre Wellington Rural	7,310	2,405	7,360	2,440
Erin	11,890	3,955	12,510	4,180
Erin Village	2,980	1,045	3,040	1,070
Hillsburgh	1,380	460	1,400	470
Erin Rural	7,520	2,450	8,070	2,640
Guelph/Eramosa	12,890	4,220	13,750	4,540
Rockwood	4,530	1,595	5,350	1,880
Guelph/Eramosa Rural	8,350	2,625	8,400	2,660
Mapleton	10,400	2,930	10,850	3,110
Drayton	1,960	675	2,330	800
Moorefield	430	155	440	160
Mapleton Rural	8,010	2,100	8,080	2,150
Minto	8,680	3,140	9,220	3,360
Clifford	820	335	920	370
Harriston	2,040	775	2,130	810
Palmerston	2,720	1,025	2,920	1,120
Minto Rural	3,100	1,005	3,250	1,060
Puslinch	7,320	2,535	7,960	2,760
Aberfoyle	320	120	320	120
Morrison	460	180	470	190
Puslinch Rural	6,530	2,235	7,170	2,450
Wellington North	11,950	4,450	12,590	4,690
Arthur	2,550	940	2,770	1,020
Mount Forest	4,950	2,075	5,190	2,170
Wellington North Rural	4,450	1,435	4,630	1,500
Wellington County	90,880	31,190	98,400	34,050

Note: numbers may not add up due to rounding

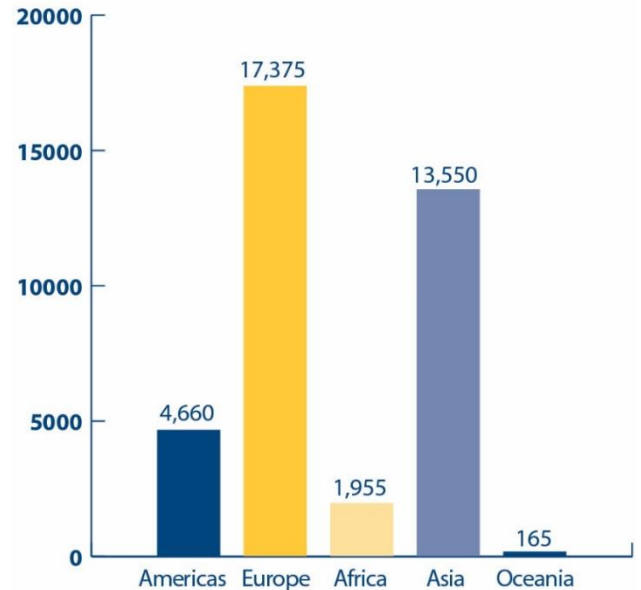
Source: Watson & Associates Economists Ltd. And County of Wellington Planning Department, May, 2018

IMMIGRATION

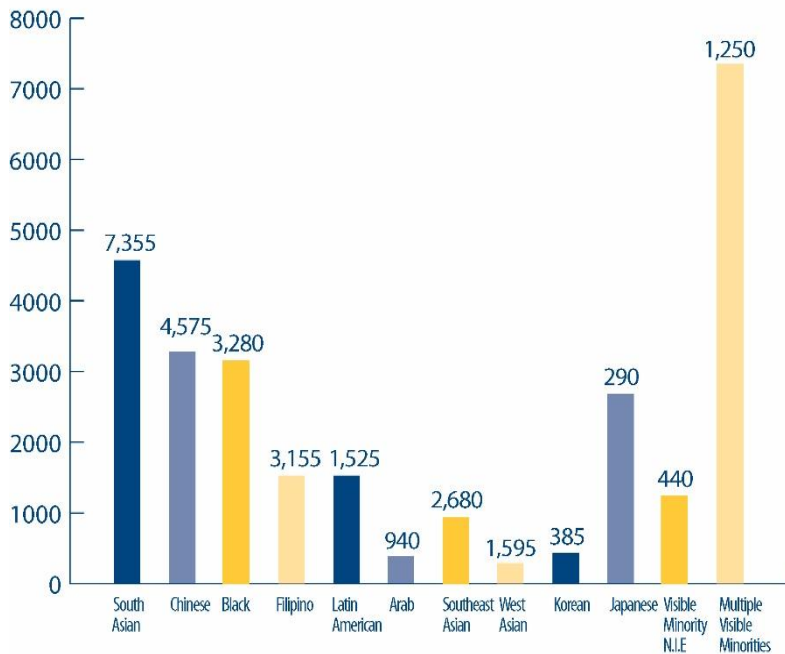
The Economic Development division collaborates with the Guelph Wellington Local Immigration Partnership, Immigrant Services Guelph-Wellington, Wellington County Settlement Services in addition to Economic Development division activities to encourage talent attraction in Wellington County. This is a network of agencies and community members, which focuses on employment, English language training, and community inclusion.

Immigrants born outside of Canada represent 21% of the resident Wellington County community and stem predominantly from Europe and Asia. 66% of recent immigrants to Wellington County came from Asia including China, India, Korea, Pakistan, the Philippines and Sri Lanka. Almost half of recent immigrants sought admission as economic class immigrants and selected/admitted due to their potential to contribute to the Canadian economy, 32% were sponsored by family and 19% immigrated as refugees. Many immigrants have roots in Canada, 61% immigrants in Wellington County are third generation or more, 20% are second generation and 19% first generation.

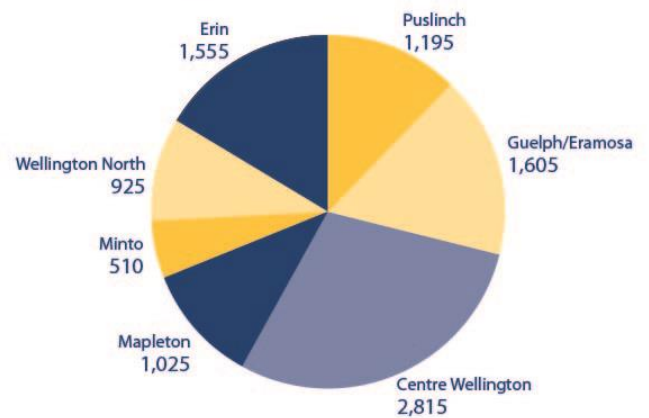
2016 WELLINGTON COUNTY IMMIGRANTS BY SELECTED PLACES OF BIRTH



VISIBLE MINORITY POPULATIONS IN WELLINGTON COUNTY (2016)



IMMIGRANTS IN WELLINGTON COUNTY (2016)



QUALITY OF LIFE

When it comes to quality of life, Wellington County is in a league of its own. Wellington County offers a modest cost of living, temperate climate, excellent schools, short commute times and an abundance of housing options available within its charming communities.

EDUCATION

Wellington County is part of the Upper Grand District School Board and the Wellington Catholic School Board. Both have excellent elementary and secondary institutions. The County also has options for those interested in Montessori, outdoor, faith-based, French Immersion schools, and early childhood education.

The presence of the University of Guelph and Conestoga College, and access to other post-secondary Institutions in the region, such as Wilfrid Laurier University and University of Waterloo, is an enormous asset to the current and future training and workforce needs of Wellington County

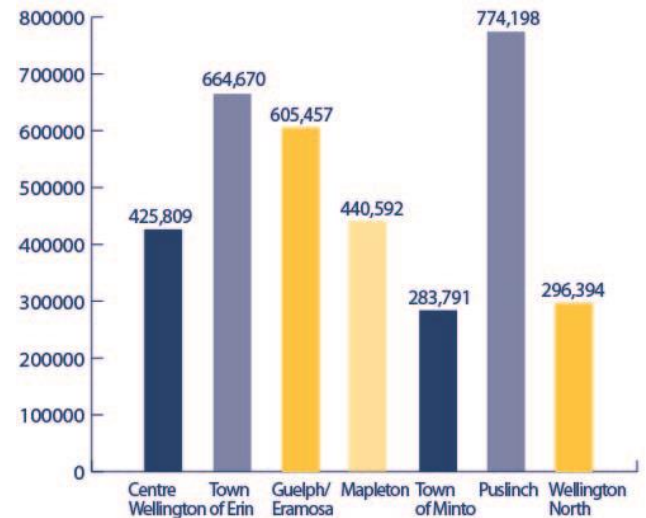
The University of Guelph is ranked one of Canada's top comprehensive universities because of its commitment to student learning and innovative research. The University community also shares a sense of social responsibility, an obligation to address global issues and a concern for international development.

Conestoga College is Ontario's fastest growing college and a leader in polytechnic education. The college's project based learning model provides students with hands-on experience to prepare them for success in careers including business and hospitality, skilled trades, engineering and information technology, health and life sciences, community services, media and design.

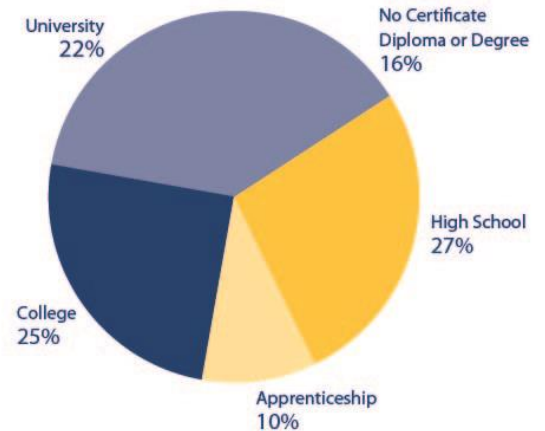
There are a considerable number of highly regarded post-secondary institutions in the Greater Golden Horseshoe feeding the available labour force, including:

- University of Guelph
- University of Toronto
- McMaster University
- University of Waterloo
- Ryerson University
- Wilfrid Laurier University
- Brock University
- Georgian College
- Humber College
- Conestoga College
- Livestock Research and Innovation Centre

AVERAGE HOUSING PRICES (2017)



WELLINGTON COUNTY EDUCATION LEVEL (2017)



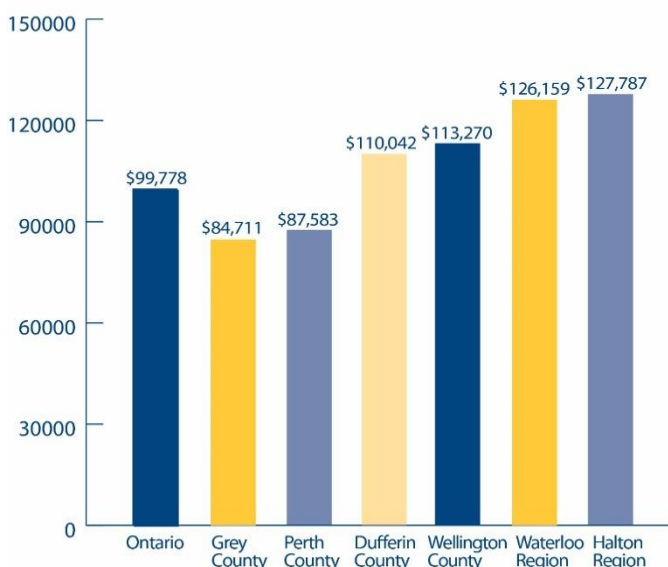
HOUSEHOLD INCOMES

The County of Wellington has an average household income of \$113,270 with the average household income in the member municipalities ranging from \$80,905 in the Town of Minto to \$153,836 in the Township of Puslinch. Wellington County has higher average household incomes in comparison to Ontario as a whole, as well as its comparative regional economic group of Dufferin, Perth and Grey County.

Average Household Income in Wellington County

Municipality	2016	2017
Centre Wellington	\$106,922	\$111,686
Erin	\$137,021	\$141,183
Guelph Eramosa	\$130,247	\$134,036
Mapleton	\$94,714	\$96,544
Minto	\$78,452	\$80,905
Puslinch	\$149,079	\$153,836
Wellington North	\$79,186	\$82,446
Wellington County	\$109,201	\$113,270

2017 AVERAGE HOUSEHOLD TOTAL INCOME



*Source: Manifold Data Mining. For more accurate comparisons, urban centres have been removed for Halton Region (excludes Oakville and Burlington) and Waterloo Region (excludes Kitchener, Cambridge and Waterloo).

2.3 LOCAL ECONOMY

RESIDENT LABOUR FORCE

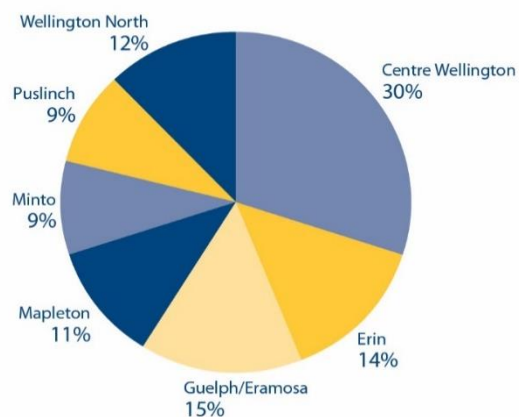
The total labour force for the County of Wellington stands at 57,381 people. Most of these resident workers are employed in the following sectors: manufacturing, construction, health care, business services and agriculture. From 2016 to 2017 Wellington County has increased in labour force by 6.53% (3,518).

Wellington County Labour Force (2017)

Municipality	Labour Force	% of Labour Force
Centre Wellington	17,211	29.99%
Erin	7,862	13.70%
Guelph/Eramosa	8,686	15.14%
Mapleton	6,446	11.23%
Minto	5,239	9.13%
Puslinch	4,961	8.65%
Wellington North	6,976	12.16%
County of Wellington	57,381	100%

Source: Manifold Data Mining

LABOUR FORCE DISTRIBUTION IN WELLINGTON COUNTY (2017)



Job Growth 2011 - 2017

	Wellington County	Grey County	Dufferin County	Perth County	Halton Region Excluding: Oakville, Burlington	Waterloo Region Excluding Kitchener, Waterloo, Cambridge
2011	39,601	43,907	22,680	46,617	57,396	34,660
2017	43,065	45,659	24,803	49,897	65,356	38,588
Increase	+8.7%	+4.0%	+9.4%	+7.0%	+13.9%	+11.3%

EMPLOYMENT BY INDUSTRY AND MAJOR SECTORS

Wellington County consists of 45,726 local jobs. Manufacturing continues to be the leading sector, representing 16% or 7,362 jobs of all local employment within Wellington County.

Wellington County – Sectors of Employment	2017 Jobs	% of Total Employment (2017)
Manufacturing	7,362	16.0
Construction	5,168	11.3
Agriculture, forestry, fishing and hunting	4,090	8.6
Health care and social assistance	4,063	9.0
Transportation and warehousing	3,597	8.0
Retail trade	3,251	7.1
Wholesale trade	2,805	6.2
Professional, scientific and technical services	2,369	5.2
Accommodation and food services	2,171	4.8
Other services (except public administration)	2,161	4.7
Administrative and support, waste management and remediation services	1,979	4.3
Educational services	1,769	3.9
Public administration	1,079	2.4
Arts, entertainment and recreation	878	1.9
Information and cultural industries	799	1.8
Finance and insurance	732	1.6
Real estate and rental and leasing	688	1.5
Unclassified	553	1.2
Utilities	149	0.3
Mining, quarrying, and oil and gas extraction	58	0.1
Management of companies and enterprises	<10	
	45,726	100.0

DYNAMIC GROWTH SECTORS

Over the past several years, Wellington has been experiencing significant growth in the number of jobs in certain sectors. These sectors include agriculture, manufacturing, health care and creative professional services. The growth represents an excellent indication of the very strong, stable and expanding economy found in Wellington.

BUSINESS SIZE BREAKDOWN

Small and medium-sized enterprises (SMEs) in Canada employ 90.3% of workers in the private sector, play a proportionally large role in job creation and produce approximately 30% of Canada's gross domestic product. Locally, SMEs with less than 50 employees represent 96% of all Wellington County businesses.

Size Of Business (By Number Of Employees)

COMMUNITY	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500 +	Total
Centre Wellington	446	206	102	61	12	7	2	2	838
Erin	245	67	44	23	9	2			390
Guelph Eramosa	350	113	65	64	10	5	3		610
Mapleton	166	50	29	14	6	2			267
Minto	125	58	30	17	7		1	1	239
Puslinch	125	47	32	22	11	4	5	1	247
Wellington North	251	115	64	32	11	6	1	1	481
WELLINGTON COUNTY	1708	656	366	233	66	26	12	5	3072

Top Employers

Although a significant portion of employers in the County of Wellington are small businesses, there is still a strong amount of large employers in the area.

The following is a list of some of the top employers in the County:

- Musashi Auto Parts
- Canada Inc. (450+)
- TG Minto (600)
- Jefferson Elora Corporation (500+)
- DANA Holding Corporation (300+)
- MAMMOET Crane (400)
- Walinga (200+)
- Nestle Waters Canada (300+)
- Nexans – Energy Division NA (200 – 250)
- Wallenstein Feed and Supply (200+)
- Schneider National (300+)
- Hammond Power Solutions (250+)
- Groves Memorial Community Hospital/ North Wellington Healthcare Alliance (300)

Top 20 Corporate Taxpayers In 2017

BUSINESS	MUNICIPALITY
NESTLE CANADA	Puslinch
MORGUARD BROCK MCLEAN LIMITED	Puslinch
JEFFERSON ELORA CORPORATION	Centre Wellington
TG MINTO CORPORATION	Minto
WALLENSTEIN FEED & SUPPLY LTD	Mapleton
MUSASHI AUTO PARTS & 1236757 ONTARIO INC	Wellington North
RMM FERGUS PROPERTY INC	Centre Wellington
ROYAL CANIN CANADA COMPANY	Puslinch
CON-CAST PIPE LIMITED	Puslinch
NEXANS CANADA INC.	Centre Wellington
COLDPOINT PROPERTIES LTD	Guelph Eramosa
2354084 ONTARIO LIMITED (MAMMOET CRANE)	Puslinch
RIOKIM HOLDINGS (ONTARIO II)	Centre Wellington
RIOCAN HOLDINGS INC	Centre Wellington
DARLING INTERNATIONAL CANADA INC	Mapleton
SLIGO ROAD LIMITED	Wellington North
1056469 ONTARIO INC (PENTALIFT)	Puslinch
RUSSEL METALS INC TRUSTEE	Puslinch
GOLDEN VALLEY FARMS INC	Wellington North
VINTEX INC	Wellington North

3.0 Purpose of Economic Development Plan 2019-2021:

- Act as a guiding document for County economic development activities.
- A reference document for initiating regular communication on the needs, priorities and current initiatives in Wellington County.
- Provide structure for how County ED activities align with projects led by County departments, member municipalities and partner agencies.
- To provide advanced notice to agencies regarding projects that are being undertaken to support their efforts.

4.0 Process for the Economic Development Plan 2019-2021:

This plan is an “action plan” as opposed to the “strategic plan” which was developed in 2012. This is our to do list complete with goals, objectives and leverage opportunities.

As part of the annual credit review and the annual budget book, the County collects construction and economic data for a snapshot of Wellington County. Material herein was collected for the 2017 review. In addition, the County and the member municipalities meet monthly to discuss economic development items. Members of this Wellington Municipal Economic Development Group consist of the following:

George Bridge , Wellington County Economic Development Committee Chair	Ian Roger , Guelph Eramosa Township
Jana Burns , County of Wellington	Jenna Morris , Wellington-Waterloo Community Futures Development Corporation
Crystal Ellis , County of Wellington	Rose Austin , Saugeen Economic Development Corporation
Mark Mycyk , County of Wellington	Carol Simpson , Waterloo Wellington Dufferin Workforce Planning Board
Tom Lusic , County of Wellington	Leen Al- Habash, Local Immigration Partnership
Pat Rutter , Township of Centre Wellington	Janet Harrop , Wellington Federation of Agriculture
Robyn Mulder , Town of Erin	Kristel Manes , Business Centre Guelph Wellington
Belinda Wick-Graham , Town of Minto	Linda Horowitz , Innovation Guelph
Trish Wake , Township of Mapleton	Stephen Smith , Ministry of Economic Development and Growth, Ministry of Research, Innovation and Science
Karen Landry , Township of Puslinch	Gerry Horst , Ontario Ministry of Agriculture, Food and Rural Affairs
Dale Small , Township of Wellington North	

The Plan was developed in consideration of the division’s mandate to support the activities of the member municipalities while aligning countywide priorities for larger, regional projects. As we work collaboratively with members of the Group on shared opportunities and new initiatives to benefit the region, member municipal input was important.

Members of the Group were provided a survey to identify current needs and priorities, which informed this Plan. Similar information was collected from the private sector via the Business Retention and Expansion interviews (2014: manufacturing, agriculture, health care, professional services, 2016: downtown, foreign owned) which has also been incorporated into this Plan.

4.1 MEMBER MUNICIPAL SURVEY

There was agreement amongst the municipalities of the sentiment Centre Wellington provided in their survey response, namely that “the municipalities and County need to continue to work together to initiate coordinated action to increase jobs and investment.” There was widespread support for the County to continue to act as a resource and provide countywide research and direction. Successful projects mentioned were the Community Improvement Programme, Taste Real and Business Retention and Attraction.

Member municipalities were asked to provide their projects of focus for the next two years and due to our regular communication, these projects work in parallel with County planned activities. Municipalities were also asked to share their restrictions to growth in their community. Four noted lack of budget to purchase and/or service industrial lands, Puslinch and Erin mentioned lack of municipal services and all municipalities mentioned workforce and housing as the greatest restriction to growth. The level of involvement and leadership for Guelph Eramosa and Puslinch is significantly hindered by their lack of economic development staff.

When asked what the **preferred focus is for County economic development activities over the next three years**, the answers were as follows:

- Diversify the economy by supporting municipal business retention and attraction efforts.
- Market the region for investment and worker attraction.
- Develop rural transit.
- Assist in downtown development.
- Provide data analysis and research for regional and local decision making.
- Explore alternative housing solutions (County as lead, facilitate conversations ie: developers)
- Act as a voice for regional and industry issues.
- Grow the Taste Real programme.
- Celebrate our businesses and their achievements.
- Make connections with industry, Province, Feds.
- Work with the member municipalities to develop strategies (ie: develop and market 401 corridor)
- County tourism promotion should provide linkages to primary focus areas.

What is the greatest untapped opportunity?

- Plenty of jobs, not enough workers.
- Lack of hi-speed internet.
- We are the Cottage Country of southwestern Ontario.
- Enhancing municipal infrastructure to enable investment.
- Engaging youth and building entrepreneurial spirit.
- Partnering with our neighbours and leveraging relationships (ie: SBEC).
- Redistribute our employment lands to municipalities that have a shortfall.
- Transit and housing.

County Fund for Municipal BR+E Activities: It was unanimous that the member municipalities benefit from the funding to deliver projects that would otherwise be unattainable. It was also unanimous that the funding programme not change. However, one municipality felt that if a community did not recognize economic development as a key priority and not dedicate staff, that they should not benefit from the fund.

What kind of support would you like in the next three years?

- Current support is great.

- Housing and transit as businesses are suffering.
- Important role for County to advocate and quarterback discussions with federal, provincial and member groups via AMO, FCM etc.
- Great relationship, thanks to everyone around the WMEDG table.
- Keep doing countywide initiatives (ie: Downtown Development, CIP, signage)
- SWIFT
- Heavier focus on talent attraction.
- Develop and maintain available development lands list with respective features.
- Work with municipalities to identify lands for future development and facilitate official plan and zoning by-law changes.
- Continue with investment attraction programmes and Invest Well
- Stop doing Festivals Guide and focus on experiencewellington.ca
- Keep partnering on local initiatives (ie: Saugeen Connects, youth engagement)

What type of housing is needed in your community?

Townhouses, apartments and senior living options.

How can we support your municipal talent attraction and labour force development initiatives?

- Provide transit service.
- We get a lot of flack in rural for encouraging immigration, educate our residents on the need.
- Keep Tom's role, we have great research, need to get out there more (market, work with employers).
- Analyze Employer One survey.
- Fund Tom's position and make him a member of Saugeen Connects.
- Diverse housing required.

What kind of relationships would you like to see the County have that currently do not exist?

- Once a year visit the local member municipal Ec Dev Committee to advise of County projects
- Society of Industrial and Office Realtors
- Regional network with Guelph/KW/Dufferin/Grey
- Work with planning staff and municipalities to identify lands for future development

What are the advantages of being part of the WMEDG?

- Being part of a network of professional individuals who are like minded with a common goal
- Sharing of information and ideas.
- Collaboration on projects. Improving one community, improves the County as well.
- Learning what works in other municipalities.
- Learning about what the County is working on and how we can be involved and benefit.
- Would be ok with quarterly meetings, half-day, no elected officials or partner representatives.

4.2 BUSINESS SURVEY

Since the initial BR+E survey in 2014, the County and member municipalities have interviewed 417 businesses. A summary of the challenges and resulting action items are as follows:

Challenges identified:

- Availability of an appropriately skilled workforce continues to be a key priority for both large and small businesses
- Access to rural transportation is essential - for large employers getting access to employees and for small businesses bringing consumers to our downtowns
- Access to reliable, affordable and high capacity broadband infrastructure is crucial
- Availability of affordable housing options is a critical issue facing the business community, both from a rental and ownership perspective
- Access to financing and capital is a major challenge identified by many small and medium sized businesses
- The majority of small and medium sized business do not have a succession plan in place

Immediate Action Items:

- Encourage workforce attraction and retention
- Encourage the development of multi-unit dwellings
- Discuss opportunities for encouraging residential/commercial mix in the downtown core
- Research transportation need and best practices
- Greater communication of available business supports
- Create a Community Improvement Programme at the County level
- Support the creation of enhanced online community profiles
- Implement a directional tourism signage programme
- Advocate for business at the provincial and federal levels regarding hydro costs and access to internet
- Purchase memberships in a downtown association for municipalities, Chambers and BIAs to better support the business community
- Advocate and communicate BR+E results with various ministries
- Offer and cross-promote training workshops across wellington

5 Priorities and Actions

- Growing Key Industries
- Attracting Talent
- Supporting Business
- Planning for the Future
- Promoting Wellington County



The following section is dedicated to the priorities and actions identified from the previous needs analysis. Certain actions are described in greater detail than others due to established knowledge and new areas of interest. The document was purposely written in house and is intended to be a guiding document that is flexible, actionable and regularly reviewed.

5.0 Priorities and Action Plans

5.1 GROWING KEY INDUSTRIES

In 2015, the County completed an Investment Attraction Strategy that recognized key opportunities for industries within Wellington County. Key sectors identified were agriculture, manufacturing, health care and the creative professional sector. Since this time, the County has implemented several strategy recommendations, including its participation in the Ontario Food Cluster activities and events such as the Taste Real Rural Romp bus tour for newcomers.

5.1.1 Agriculture

Agriculture in Wellington County is a strong and diverse sector. Main industries include dairy, poultry, hog and grain. Food crops grown are primarily sweet corn, potatoes, apples and green peas. The sector represents 4,090 jobs and 2,431 agriculture and food businesses. 2017 represented the highest agricultural building permits, with \$81.3M in construction, double the previous year, with activity ranging from \$4.2M for a new poultry barn to a \$1M addition to the new University of Guelph Beef Research Station in Elora. The average age on the farm is 55 years and the trend for farming, according to the Ontario Federation of Agriculture, is double the number of organic farms, more direct farm sales and four times the number of greenhouses.

Opportunities:

- 1) Know who we are and communicate the benefits to the world: In 2018, the County participated in two economic missions as part of the Ontario Food Cluster (OFC). The OFC is a cost-sharing partnership of government and economic development organizations in southern Ontario that pool their resources to attract agri-food company investment to the participating Ontario communities. As part of these missions, the County meets with a list of pre-identified businesses interested in making a connection in Ontario. We also pre-identify Wellington County businesses who may benefit from meeting with new customers or suppliers and enable them the opportunity to participate in the mission, at their own cost, but with us assisting them. We also walk the trade show floor to strike conversations with additional businesses where there may be a fit for Wellington County specifically. Through these missions we realized we would benefit from better understanding our own food and beverage industry in Wellington, our unique offerings, what problems local food businesses are needing solved and how we can help. Over the summer of 2018 we engaged Mallot Creek Strategies to assist us in identifying our food and beverage companies and conducting a survey of 37 businesses to understand their business and define their current challenges. In February 2019 we will be hosting a Food and Beverage Processor's Roundtable to establish a rapport with the 85 businesses invited and share the results of the survey and resources available relative to their identified needs. A further objective of the Roundtable is to find short-term opportunities and collectively inform a business development strategy for the Wellington County food and beverage processing industry. Phase two activities encourage the development of agri-food start-ups while later in Phase three a marketing plan is established with recommendations to strategically position Wellington County, both domestically and globally, for food and beverage production.
- 2) Continue participating in Ontario Food Cluster activities. Comprehensive Economic Development Trade Agreement with Europe. Understand and develop.
- 3) Spread the knowledge: The County has the opportunity to learn a lot from attending food shows, seeing industry trends. For example, consumers are becoming more mindful with respect to making conscious food choices with ethical and sustainability standards. They care about both their health and the



environment. Most businesses are too busy working on their own business to have the time or resources to educate themselves. However, by checking in with local food and beverage businesses, we can educate our own producers to for example, consider marine products as a salt substitute, beetroot and turmeric as food colouring or the variety of packaging and marketing options. We most recently experienced this when consulting Pilling Foods and successfully connecting them with well.ca to sell online rather than from their own website, which had less traction and less resources to gain traction.

- 4) Develop Farmlink.net: Despite farm consolidations, OMAFRA still claims Wellington County as the “King of the diversified farm.” This is confirmed with the strength of the Taste Real programme and the number of niche producers in our region. We recognize that for many young professionals and newcomers, purchasing a small property in Wellington County on which to grow a commercial product is often difficult to find, if not unattainable financially. To mitigate this problem, the County is the first county to create a regional profile on Farmlink.net, a national matchmaking platform to connect farm seekers with farm opportunities. We have been working with the municipalities to help promote local farmland registration on the site and promotion of the programme and see this as an opportunity to track the success of Farmlink. A further opportunity is to approach existing international firms regarding a possible research/pilot plot interested.
- 5) Encourage existing farmers and attract new farmers to explore new crops, world foods and new value-added varieties. Encourage farmers to look at growing techniques such as hydroponics, vertical farming, purpose grown crops to reduce carbon loss or bio-digesters on site. This aligns with workforce attraction efforts described later.

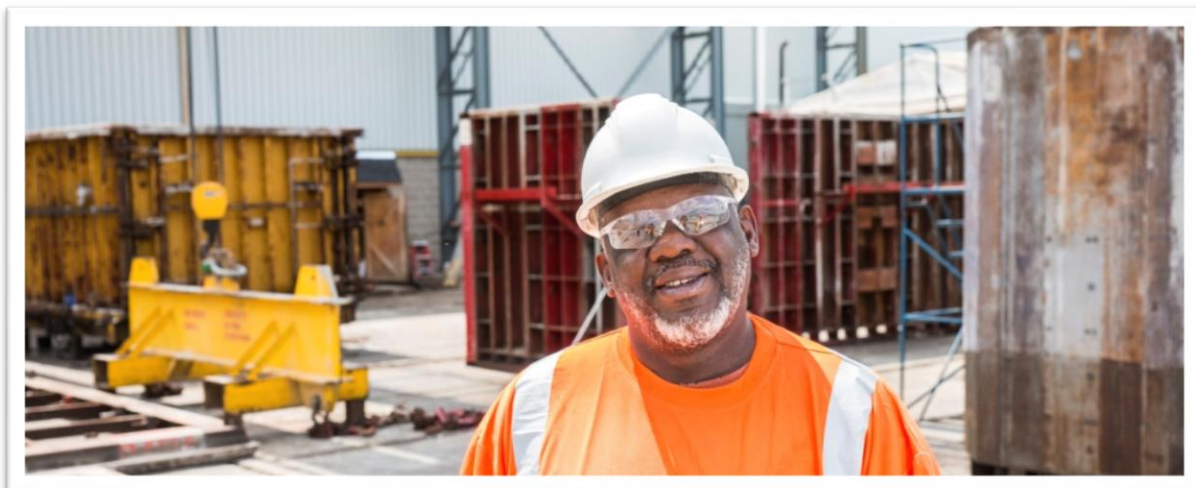


5.1.2 Manufacturing

Manufacturing represents 7,395 jobs and saw a growth of 16% over 2018. The top manufacturing sub-sectors in Wellington County are in the transportation and agri-food clusters, motor vehicle parts, plastic products, agricultural machinery and food and animal food manufacturing. The prospects of incremental automotive original economic manufacturing investment in Ontario are low, meaning there are limited prospects at best of new auto parts investment. The Ontario website shows that across the province production of cars has decreased by only 8% over 2017, which puts us in a better situation than the US average. This can be attributed to “a high-quality workforce, strategic access to the North American market, a dynamic environment for R&D and a culture of high-quality, award-winning manufacturing.” Given the importance and strength of the automotive manufacturing industry locally, the County will complete an industry development initiative following the food and beverage initiative.

Opportunities:

- 1) Learn of the most effective methods for supporting and growing our existing automotive manufacturing base. This will include meeting with them directly, understanding who in the company makes local decisions, seeing whether we should be participating in industry associations, asking other counties of their strategies, meeting with post-secondary institutions and the Province.
- 2) Wellington County has established beef, poultry, pork and sheep production. We are reported as being the largest poultry producing jurisdiction in Ontario. Existing processing plants are moderately-sized, specialized meat and poultry operations. Shovel-ready serviced land with sufficient water/waste water capacity is typically required. Availability of inputs for new facilities needs to be assessed.
- 3) Connect county plastics manufacturers with University of Guelph Bioproducts Discovery and Development Centre.
- 4) We have begun and will place more emphasis on building stronger ties with the Ontario Ministry of Economic Development, Job Creation and Trade, Department of Foreign Affairs and Trade, Ontario Ministry of Agriculture and Food, trade commissioners and counselors and Society of Industrial and Office Realtors to present Wellington County investment advantages and readiness.
- 5) Enquiries show there are calls we receive from GTA businesses unable to expand where they are.
- 6) 60% of food innovation comes from SMEs, who contribute 25% of exports. With cannabis legal in October 2018 and de-alcoholized drinks with added THC as the next thing, there may be an opportunity to support innovative entrepreneurs in their ventures locally.



5.1.3 Health Care

Health Care is part of the broader Health Care and Social Assistance sector which is about half the size of the manufacturing sector in terms of jobs. The sector is estimated to have 4,137 jobs and a job growth rate that is roughly 9% higher than the provincial average.

Opportunities:

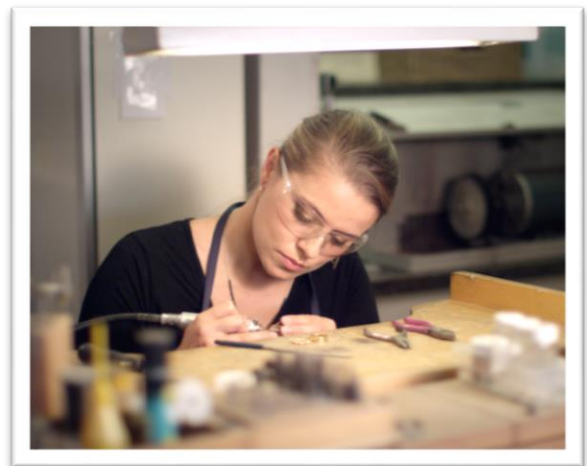
- 1) The principal opportunities are personal health care services such as wellness clinics, alternative medicine and spas, which identify with Wellington County's smaller-town and rural charm, along with the cost structure and lifestyle advantages.
- 2) Working with existing agencies such as Public Health to attract new health care workers and developing healthy communities/subdivisions.
- 3) Opportunities to develop Wellington Place based on the Concept Plan.
- 4) What do our demographics look like in the next twenty years, what types of health care businesses and labour do we need to be attracting? How best do we integrate old and young people?

5.1.4 Creative Professional Services

Creative professionals are those engaged in marketing, scientific, engineering, design or product development, for example. A rapidly increasing number of creative professionals can work from anywhere and for such people Wellington County is an appealing alternative to working and living in the city. In our Investment Attraction Study we discovered that the professional creative sector occupations are under-represented in Wellington County and are predominantly made up of Educational Services, Information and Cultural industries and Professional, Scientific and Technical Services.

When we studied this category, we discovered that the creative professional living in Wellington County is “People who want to make a difference, who relate to nature, who put a priority on living in a place that meets their lifestyle objectives and allows them to freely pursue their passions.”

A key segment of the creative professional services sector is linked to the agriculture sector where there are significantly higher concentrations above the provincial average for agricultural representatives, consultants and specialists; agricultural inspectors; horticultural technicians and specialists; and veterinary and animal health technologists and technicians.



Opportunities:

- 1) Great downtowns and high-speed internet will attract creative professionals.
- 2) Encourage more spaces like a hub with a shared admin, boardroom, printing where our resources can offer guidance and coaching, where creative professionals can naturally network.
- 3) Use the lure guide to attract creative pros, lay fibre, promote our creative spaces where creative pros look (ie: old heritage buildings)
- 4) Use SWIFT survey results to understand how many people are telecommuting (working from home)
- 5) Undertake a study with the Workforce Planning Board and WWCFDC to understand who is leaving the community, with what skills, for what income and would they consider working locally if a space as proposed by the WWCFDC was available.

5.1.5 Supporting Key Industry Export Growth

Increased sales, reduced risk, economies of scale and overcoming low growth in the home market are all benefits to exporting. Exporting is about knowing yourself, your product, your industry and having the financial capacity and long term commitment. To assist local companies in their growth path, we would like to partner with the Province to host a “Launch your Export Action Plan” workshop in Wellington County.

Project	Objective	Deliverable	Timeline
Supporting key industries	<ol style="list-style-type: none"> 1. Establish better understanding of foreign owned enterprises in Wellington County. 2. Act as a contributing member of the Ontario Food Cluster (OFC). 3. Investigate participation in the automobile sector as indicated in the Global Investment Strategy 4. Create relationships with foreign representatives and promote Wellington County internationally. 5. Utilize Business Gap Analysis and Moneris to develop targeted business attraction. 6. Key sector development: Health care: wellness/spa (opportunistically contact and support prospects, including link to tourism promo and activities) ie: Scandinave in southern Wellington. Auto: connect county plastics manufacturers with UG Bioproducts Discovery and Development Centre. Reach out to MEDG, DFADT, realtors and foreign reps in Canada with presentation of serviced, shovel-ready sites and labour force availability. Ag: track Farmlink success. Approach existing international firms regarding possible research/pilot plot interested. Creative professionals: Use the lure guide to attract creative pros, lay fibre, promote our creative spaces where creative pros look (ie: old heritage buildings) 	<ol style="list-style-type: none"> 1. Create a business inventory of locally operated foreign owned enterprises. 2. Attend one OFC event per annum, participate in business introductory meetings, prepare meeting notes and follow up on investment opportunities and research requirements. 3. Utilize Business Gap Analysis and Moneris data to create industry specific business attraction “sell sheets.” 	2020

5.2 ATTRACTING TALENT

When businesses are tasked with the decision to locate or relocate, they factor market size, the workforce, utility quality and cost, infrastructure capacities, availability of economic incentives, operating costs and living standards for their employees. However, consultant's insights have shown that the presence of workforce and talent is always top of list.

Talent Attraction was implemented to help businesses navigate newcomer attraction programmes, changing labour expectations and environments and to work with educational institutions to understand local work opportunities. It should be stressed that the definition of newcomer is anyone new to Wellington County. Wellington County has a tight labour market, enabling the County to be innovative and a municipal leader in this field.

Why do we need it? There are statistics on shrinking labour numbers and growing demand for immigrants and a need for businesses to establish retention programmes. Many students do not venture on to post-secondary, those entering the labour force are valuable components to local business success. Research conducted in 2018 by the Talent Attraction Lead shows the world of the workforce is changing but employers are not recognizing or responding to this change. On average, 82% of rural Canadians believe immigrants have a positive influence on the country and 65% believe we need new immigrants for jobs and diversity. 17% of the population in Canada is rural and the number of immigrants moving from their first landing point in cities to rural areas is increasing (Dr. Ryan Gibson at workforce summit). It is vital that rural areas be proactive and prepared to support newcomers, employers and the community in establishing a welcoming and ready environment.

Talent Attraction work established the following results in 2018, which form the basis of the next three years worth of activities:

1. Employers – educating employers about immigration programmes and the changing nature of today's workforce (i.e. Millennials) and the importance of technology such as social media.
2. Schools/universities – raising awareness of employment opportunities in Wellington County and employer expectations to help students be more marketable.
3. Consultations – meeting with employers to identify possible solutions to labour force needs.
4. Roundtables – identifying key sectoral challenges and local stakeholders interested in working collaboratively to address these issues.
5. Workforce forum – sharing information about employment related best practices developed in Wellington County.
6. Political discussions – highlighting the need for political leadership in the County to be involved in activities such as advocacy for the reform of immigration programmes to suit rural needs, and fostering a welcoming community for newcomers and immigrants.
7. Worker recruitment – developing materials and strategies to promote employment opportunities in the County to different stakeholders in the labour force (i.e. Millennials, immigrants).

To begin in 2019, the County plans to undertake a similar initiative undertaken in Brandon, Manitoba where important stakeholders are brought together to discuss the need for talent attraction. Thereafter begins the process of assessing the current state of welcoming, followed by building knowledge sharing systems of identifying who does what in the world of newcomer supports. Then, organized discussions will take place to understand the things we do not yet know. For example, documenting which organizations have settlement or language supports, or provide business start up financing will allow us to determine if a voice is missing at the table. Throughout the process it will be important to engage with a wide variety of stakeholders including, recent newcomers, youth, single parents, and representatives from different faith-based communities. Once this

process is completed, we will gather the stakeholders again and decide how best to create a future together, be leaders, and share the information discovered to date. The goal of this exercise is to identify and help break down the barriers and increase civic participation. Below is a list of ingredients deemed as necessary for creating welcoming communities, shared by Citizenship and Immigration Canada and originally by Essas et. al 2010.¹

- Employment opportunities
- Fostering social capital
- Affordable and suitable housing
- Positive attitudes towards immigrants, cultural diversity and the presence of newcomers in the community
- Presence of newcomer-serving agencies that can successfully meet the needs of newcomers
- Links between main actors working towards welcoming communities
- Presence of diverse religious organizations
- Welcoming communities

- Municipal features and services sensitive to the presence and needs of newcomers
- Educational opportunities
- Social engagement opportunities
- Political participation opportunities
- Positive relationships with the police and the justice system
- Safety
- Opportunities for use of public space and recreational facilities
- Favorable media coverage and representation

This process will begin with a Newcomer Summit in February 2019. The purpose of the summit is to hold an event that includes immigrant entrepreneurs, employers, economic development practitioners, the settlement sectors and the local business community to highlight economic importance of immigration to Wellington County. The goal of the summit will be to:

- Educate employers about the best practices related to the attraction and retention of immigrant workers.
- Market Wellington County as a place of live and work to newcomer communities.
- Highlight immigrant entrepreneurship in the region.
- Create a venue to advocate to representatives from the federal and provincial governments about the reality that current immigration programmes do not meet needs of rural communities.

As such, we hope that our municipal, provincial and federal political representatives will be able to attend the event. Their attendance will acknowledge how Wellington County taking a lead on important issues identified at a recent workforce forum, more specifically advocating for a Provincial Nominee Programme specifically designed for rural communities to fill employment gaps. In addition, the summit will act a starting point for identifying organizations and individuals in the County who are interested in immigration issues and who could participate in the planned community consultations.



Project	Objective	Deliverable	Timeline
Talent Attraction and Development	1. Newcomer Summit: Organize an event that includes immigrant entrepreneurs, employers, economic development practitioners, the local business community to highlight economic importance of immigration to Wellington County.	1. Complete funding requirements for 2016 Ministry of Citizenship and Immigration grant including; organize immigration summit and complete final reporting/ministry requirements.	2019
	2. Employer Toolkit: Develop an employer toolkit for County businesses to attract/retain immigrant workers. Show case current best practices used by employers in Guelph-Wellington	2. Complete funding requirements for 2017 Ministry of Citizenship and Immigration grant including; develop, print and distribute the toolkit, raise awareness/present about the toolkit, and complete final reporting/ministry requirements.	2019
	3. Wellington Advertiser “immigration” series”. Write a series of articles about immigrant entrepreneurs in Wellington County to highlight 1) their economic contributions to the region and 2) business opportunities for immigrant entrepreneurs in the region.	3. Publish a series of 3-4 articles in the Advertiser. Use articles as marketing materials for external stakeholders such as the Peel Newcomer Centre that have immigrant business programs. Promote Succession Matching project.	2019-2020
	4. Advocacy. Immigration programmes do not meet the economic needs of rural communities. Employers have concerns but do not know who to contact or what actions can be taken to let Citizenship and Immigration Canada and political leadership in the County aware of these realities and how they impact local economies.	4. Organize a meeting with employers and political leadership and submit a formal position paper (?) to the federal government about the need to change immigration programmes.	2019
	5. Employer networking meetings. Sectoral meetings to discuss the critical issues currently facing employers and determine how we can provide assistance, resources, updates on labour force trends and housing.	5. Organize meetings for the main economic sectors in the County including manufacturing, agriculture, and transportation/logistics.	2019-2020

	<p>6. Employer immigration support. Work with employers who are currently requesting immigration advice. Pursue companies that have expressed an interest but have not reached out yet.</p> <p>7. Upper Grand District School Board partnership. Promoting employment opportunities in Wellington County to high school students.</p> <p>8. Develop a housing plan to explore how to encourage the development of accessible housing. Data is needed to highlight how housing connects to the broader economic health of the region.</p> <p>9. Promote entrepreneurial opportunities in Wellington County, encourage new talent to become entrepreneurs. Partner with agencies such as the Peel Newcomer Centre (PNC).</p> <p>10. Connect immigrants in Guelph with Wellington County Producers, to showcase local buying options (e.g. Taste Real partners).</p> <p>11. Employers understand and use new mediums to attract and retain labour (use social media in a meaningful way, provide intergenerational training).</p> <p>12. Monitor the metrics of the live and work programme.</p>	<p>6. Develop recommendations for 10 employers. Provide full support to 6 employers who are willing to commit/use immigration programmes to help them bring workers to the County</p> <p>7. Develop a sustainable partnership with 1-2 schools. Connect with guidance counselors, participate in resource days, speak to students on a regular basis, survey stakeholders to determine their awareness of job openings in the local community.</p> <p>8. Develop a plan that outlines:</p> <ul style="list-style-type: none"> - Strategies to encourage building of homes values less than \$400,000.00. - Strategies to increase the rental stock in the County to ensure lower-wage workers, students and newcomers to the community have housing options. - Recommendations for short-term/immediate solutions for employers who need to house workers. - Recommendations for working with multiple stakeholders <p>9. Develop marketing campaign to educate, positively influence and change the mindset of employers to understand the new labour market. Clear marketing of how Wellington County can assist with talent attraction.</p> <p>10. Raise the profile of business opportunities in Wellington County and assist with introductions.</p> <p>11. Develop some type of innovative mechanism to connect IS-GW clients to businesses in a sustainable/accessible way.</p> <p>12. Develop an assessment template to document/track number of employer visits, worker inquires, website hits etc.</p>	<p>2019-2021</p> <p>2019-2021</p> <p>2019</p> <p>2020</p> <p>2020-2021</p> <p>2021</p> <p>2019-2021</p>
--	---	--	---

5.2.2 Marketing Wellington County to Future Workers

Project	Objective	Deliverable	Timeline
	1. International recruitment “pilot”. Use social media and print ads to promote local employment opportunities in American. Goal is to find workers willing to immigrant for employment in hard to fill sectors.	1. Find 5-10 workers who would qualify for immigration programs and connect them with employers in Wellington County. Guide employers through the immigration process.	2019
	2. “Brandon Manitoba” project. Gauge the how “welcome” communities in Wellington County are to newcomers.	2. Organize stakeholder roundtable discussions. Develop a system to share resources and immigration related information. Create a mini community assessment on the readiness and invitingness of newcomers.	2019-2021
	3. Develop ways to make it easier for newcomers to move to Wellington County, find employment and engage with entrepreneurial opportunities.	3. Create Information packages for new talent (living/working).	2021
	4. Awareness to business and community of changing labour market and future talent.	4. Develop workshops for employers in the area of social media, immigration programmes and intergenerational training.	2020

5.3 SUPPORTING BUSINESS

Establishing a rapport and delivering good customer service is essential for further valuable engagement. Together with the municipalities, the County has conducted several Business Retention and Expansion (BR+E) programmes, interviewing businesses and using the data to inform its economic development initiatives. BR+E is a community-based economic development programme that focuses on supporting existing businesses.

BR+E is responsible for shaping present and future activities, including signage, incentives through the County Community Improvement Plan, downtown business mix analysis and downtown events.

Downtowns are the heart of our community and having a healthy heart is essential to having a strong place to call home, to visit or to set up shop. The 2016 BR+E downtown and retail survey as well as the Roger Brooks International Assessment identified Business Attraction as a key activity for the County to pursue. Downtown Development is the process of improving the economic, physical and social well-being of a community's traditional town centre by:

- Strengthening local business and encouraging investment from building and property owners;
- Creating enjoyable public streets and spaces animated by a variety of creative and civic activities; and

- Providing work and living opportunities that respond to people's needs across a spectrum of ages and interests.

Economic Development staff will follow the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) Downtown Revitalization Programme (DR) as it suggests key activities and best practices.

5.3.1 Wellington County's Travelling Business Advisor

The Business Centre Guelph-Wellington (BCGW) is one of 56 Small Business Enterprise Centres across the province with the mission to be the gateway to business ownership through experiential and practical supports by business owners. We believe in providing practical advice, coaching and training to those seeking to start and grow businesses, from experienced business owners. In short, "We Build Entrepreneurs."

As a Business Enterprise Centre, we are seeking additional ways to deliver service to people in communities outside of the main urban area of Wellington County. To meet our objective, we are asking to partner with the Economic Development office of County of Wellington, to provide community specific advice, coaching and training to the members of the community who wish to start and/or grow their own business. The Business Advisor in Residence Program is comprised of three elements: one-on-one consultations; coaching and training; and, events and information sharing.

1. Providing the services of a Business Advisor to all of Wellington County, rotating township offices on as needed basis (for example, Mount Forest and Hillsburgh and Rockwood) for a minimum of 1 day per month for a 12 month period. The advisor will be available to provide consultations to anyone from the community with questions about business start-up or growth. BCGW will take the administrative responsibility of booking appointments for each township by means of our central office in Guelph. (\$400/day x 3 rotating townships x 12 months = \$14,400 value)
2. Provide a suite of essential Business Development seminars and workshops in rotating communities to guide/support entrepreneurs from the idea stage into implementation with the goals of becoming a viable and sustainable business; ultimately contributing to the economic development of Wellington County. These workshops were designed to build upon each other and include the following sequence:
 - a. Stepping into Business – a full day seminar that covers an overview of the steps involved with starting and running a business in Ontario. (\$800/trainer x 3 sessions = \$2400 value)
 - b. Start to Success – This five week programs participants a series of workshops that breaks down the process of creating a business and building a business plan into six well defined stages. At the completion of this series participants will have the knowledge needed to develop a business plan. One session in Wellington North and a second session in Wellington South (\$1600 x 2 = \$3200)
3. Provide printed materials for an Information kiosk in each community.
4. Total value is equal to the \$20,000 investment made by County of Wellington.

In addition and in support of a countywide drive to support continued economic development in the region, the Township of Centre Wellington and BCGW have partnered to create a small business centre location in Fergus to provide advisory services including local access to the various programs that support and grow entrepreneurs. The office will be located in the former tourist information office at 160 Provost Lane. The space will be staffed from 10:00 am to 4:00 pm from Monday to Friday beginning on May 7th, 2018 and is accessible to all of County of Wellington residents by appointment.

For a Business Advisor in Residence program to be effective, BCGW asks the County of Wellington to make available the following:

- Suitable office space within the township locations to allow for confidential discussions with clients.
- Access to larger boardrooms for training/workshop purposes
- Internet access for the Business Advisor while in town providing service to the community.
- Administrative/logistical support (if needed) for when advisor is in the township offices.

REPORTING

To ensure the return on investment for County of Wellington, BCGW will submit a report of the activities and outcomes of the Business Advisor in Residence, to the Director of Economic Development, Jana Burns, on a semi-annual basis. The metrics reported will include:

- Number of consultations during the period
- Industries/sectors representation
- Number and type of referrals made
- Number of new business starts/expansions
- Data in regards to gender/age stats
- Projected/Actuals in Business revenues
- Potential/ Actual for job creation

In closing, we value the investment that County of Wellington has made in BCGW to date and look forward to enhancing our partnership by finding new ways to build and strengthen the entrepreneurship ecosystem in the region.

5.3.2 The Community Futures Development Corporations

The County of Wellington continues to support the efforts of its local Community Futures Development Corporations. The Saugeen Economic Development Corporation is mandated to provide services to Minto and Wellington North while the Wellington Waterloo Community Futures provides coverage to the remaining five municipalities in Wellington County. Meetings were held with both Executive Directors to determine how the County and the organizations could support each other now and in the future. The results are below:

Saugeen Economic Development Corporation

Wellington County will support the Saugeen Connects programme, which involves support from the two northern Wellington townships and has the Corporation as its lead. This programme includes business support services to women, youth, immigrants and businesses seeking support with succession planning. Saugeen was successful in receiving \$34,000 to develop its youth and succession projects. The County has committed \$5,000 to support training for business plan development and marketing support for women of minority, low income, single parent and women with limited mobility. The Corporation is working with the County's Talent Attraction Lead, organizing two bus tours in 2018 to aid newcomers in investing and purchasing a local business and developing the local labour force. The Corporation will provide fast fact sheets for the tour and is involved in the Succession Matching programme.

Wellington Waterloo Community Futures

The WWCF provides minutes for all municipal economic development group meetings and supports the following projects:

Western Ontario Wardens' Caucus – Southwestern Economic Development Strategy input and the development of a \$2M Federal funding application which provides \$1.2M distributed via the Community Futures network across southwestern Ontario and \$800,000 in regional WOWC project funding.

Business Gaps in Wellington County – providing dedicated staff to conduct merchant and customer interviews in Wellington’s downtowns. Also providing data analysis support and a seat on the project management table.

Business support services to Wellington County businesses – given the close relationship between the County and the WWCF, when the County consults with a new investor or existing business looking to expand, the County will recommend the services of the WWCF. These services include one on one coaching, training workshops and networking opportunities.

5.3.3 Innovation Guelph

Innovation Guelph (IG) provides mentorship and business support programmes and services that help innovative enterprises start, grow and thrive. The organization works with local businesses generating more than \$1M in revenue (\$500,000 considered) in the food, manufacturing, software and processing industries. IG has a no charge Gear Up programme for start-ups that provides two hours of mentoring to scalable companies. Should they not have a business case, they would be referred to the Guelph Wellington Business Enterprise Centre. A further programme, Supercharger, is available to coachable clients who, upon a successful pitch, are provided ten hours of mentoring.

Since 2016, the County contributes \$20,000 in funding to subsidize the Fast Lane programme. This programme provides up to 15 hours of business coaching at the place of business and 50% fund matching of suggested strategies, typically to do with efficiencies, revenue growth and hiring strategies. The County funding is required as expert coaches are often having to drive significant distance to meet with the entrepreneurs. The County funding also helps with the visibility of the organization in rural Wellington, for example, with the SWAP Talk programme. The County has worked with IG to host its Taste Real workshops, referred clients to IG and spoken to the Board about the BR+E results in Wellington County.

As part of this Plan, the County met with IG’s Anne Toner Fung, Executive Director, to discuss a closer working partnership based on each other’s needs. Innovation Guelph hosts regional meetings at 8:30am on the last Wednesday of each month and the minutes are of great value to learn of local and provincial initiatives and business support services. The organization also works closely with the Great Triangle Angel Network (GTAN) where angel investors and venture capitalists in Waterloo and Mississauga visit IG and have expressed interest to see more women and more businesses outside of the IT sector. This presents an opportunity that the County and IG would like to pursue over this Plan’s period. Former Deputy Minister of Agriculture, Deb Stark, also working with the County on the Smart Cities initiative, is now on the Board of IG.

Another opportunity for closer interaction is with the Reverse Collision programme of IG. When new companies locate in Wellington County, IG can assist by coordinating a trade show of local suppliers and other potential business partners to the company, in an effort to assist both the company in their procurement and the local economy.

5.3.4 Invest Well – Wellington County Community Improvement Programme (CIP)

Governments offer public funds to help incent proposed private economic development projects in order to strengthen the community’s economic viability. Incentives can take a variety of forms such as tax breaks, building supporting infrastructure, grants or marketing. The County, similar to other jurisdictions, use these incentives to pursue economic goals of industry diversification, job creation, housing stock growth and business retention and expansion. As recommended by the Government Finance Officers Association, the County developed a policy that focuses on broader decision making criteria and processes, rather than specific details for assessing project proposals. This plan was supported by the many municipal and business consultations and eventually led to the creation of a unique incentives programme that addresses countywide priorities. The Ministry of Municipal

Affairs stated that the County developed “a well-planned document that effectively puts the impetus with the member municipalities to achieve countywide objectives while at the same time supporting member municipal priorities and contexts.” Companies expect to have their business far outlive economic incentives provided to them. And often, as experienced in Wellington County, incentives are the catalyst for expansions or building improvements that would not have happened, or not to the degree, without the incentives. The Ministry noted that the additional Community Futures loan is innovative and that our CIP encourages this type of coordination, contributing loans to supplement outside of the max contribution by the County.

Similar to other CIPs but unique because it is at the regional level, Wellington’s Invest Well Programme is a planning tool, a framework that sets out tools and strategies for the physical revitalization and beautification of defined areas of a municipality. Through Invest Well, the County is able to provide financial incentives to private landowners and help fund improvements to certain types of buildings and properties.

To create a successful programme, steps will be taken in 2019 to develop a marketing strategy, monitoring programme and actions to celebrate the investment and success of participating businesses.

Project	Objective	Deliverable	Timeline
CIP	<ol style="list-style-type: none"> 1. Clear and easy to use programme based on established countywide priorities. 2. An efficiently marketed and monitored CIP. 3. A CIP that assists with housing and infrastructure gaps. 4. An innovative approach that will attract and retain business. 5. Encourages the development of underutilized employment lands. 6. Incentives align with our Downtown Development goals. 7. Green build incentives. 8. Bonus loan fund from Community Futures to offset cash flow shortages. 	<ol style="list-style-type: none"> 1. A Countywide CIP that is in synch with member municipal CIPs. 2. A dedicated and established County CIP fund. 3. A measurable marketing and monitoring plan. 	Implementation in 2019

5.3.5 Growing Local Food and Agriculture - Taste Real Programme

Guelph Wellington is a region deeply rooted in agriculture, with a long tradition in food preparation and processing. The Taste Real programme helps to build connections within the region to make it easy for residents and visitors to access local food and local food experiences. As of January 2019, the programme has 155 local partners, including farms, farmers’ markets, retailers, restaurants, wholesalers, caterers, organizations and supporters.

Over the years, the programme has played a crucial role in developing a thriving local food sector in Guelph Wellington. Taste Real has been recognized for its leadership and various initiatives on a provincial and federal level.

The programme is thriving to provide applicable and valuable support to local farm and food entrepreneurs in order to increase opportunities for residents/visitors to engage with local businesses.

Taste Real’s initiatives include activities on the business-to-business side, as well as public education. This means creating connections in between consumers and producers, educating about local agriculture and, with increasing demand, connecting the public to opportunities to increase food skills (food preparation, preserving and growing).

The programme has implemented significant changes in 2018 based on the outcomes of the Wellington County Food Tourism Strategy, Roger Brooks International Destination Development Assessment and feedback collected from partner businesses. We further plan to implement these recommendations as reflected in the proposed 3 year action plan.

Business Support

Taste Real aims to support food and farm businesses of all sizes and budgets while ensuring to keep the brand authentic and tied to Wellington's unique local food and drink landscape. While some business support can be generic to the local food sector, we understand that different groups within the partner base benefit for a more targeted approach, in line with their unique audience or business model.

Network Building

Based on best practices and experiences, a key role of the programme is to provide a platform to foster more collaborations and connections of businesses along the value chain. This results in a stronger county-wide local food network as well as the development of unique Wellington tastes, products and experiences.

Promoting Wellington County

A key component of the programme is showcasing Wellington County as an excellent place for local food experiences, for visitors and locals alike. In an ever-changing marketing and communications landscape, it is imperative to use a variety of effective, contemporary channels and tools to engage with the audience and drive more business to local farm and food locations.

Events and Engagement

In addition to established annual public Taste Real events, we are looking for further exciting opportunities and events to celebrate Wellington County food and our taste makers, as well as to increase engagement and brand recognition on a local level.

Project	Objective	Deliverable	Timeline
Taste Real Programme	<ol style="list-style-type: none"> 1. Maintain an accessible, inclusive programme with clear participation requirements pertaining local food to maintain authenticity. 2. Provide applicable and targeted support to food and farm businesses. 3. Facilitate network building, foster collaborations and the development of new food tourism product. 4. Market Taste Real programme effectively utilizing new tools and channels to creatively promote local food. 5. Showcase and celebrate local food through events. 6. Build Taste Real brand recognition through increased presence and branded materials. 7. Provide opportunity for collaborations with regional/provincial partners and programmes 	<ol style="list-style-type: none"> 1. Streamline application process to become a Taste Real Partner (no fee) to increase partnership base and support businesses of all sizes. 2. Host networking and educational workshops/events. 3. Survey businesses to create opportunities that match needs. 4. Create Resource Section on Taste Real website with Business/Food resources, such as a list of commercial rental kitchens. 5. Consult with applicable businesses and assist in expanding their market. 6. Support similar businesses within the Taste Real Network (i.e. CSA farms) through targeted initiatives and tools. 7. Publish Taste Real Local Food Map (biennial). 8. Maintain Taste Real Website as hub for easily accessible information for all things local food. 9. Create a food tourism publication 'Best of Local Food Guide'. 10. Develop local food itineraries and 'best of' lists for visitors and residents to explore (seasonal/themed). 11. Optimize marketing and communications initiatives. Utilize effective tools and channels (i.e. influencers, Instagram) with a focus on story telling and video. 12. Create an image library to better support individual businesses. 13. Continue hosting established Local Food Events: Spring and Fall Rural Romps, Local Food Fest and develop further event opportunities, that showcase, celebrate and educate about local food. 14. Increase implementation of sustainability initiatives at events and activities. 15. Host marketing /awareness campaigns such as: Eat Up Your February, Holiday Food and gift guide 16. Increase presence through print materials, branded merchandise and booths/kiosks at farmers' markets and events. 17. Work closely with municipalities and local initiatives to compliment local programming: Butter Tarts and Buggies, DMOs. County Library, WCMA, Local festivals and events, local organizations. 18. Increase Taste Real business participation in Wellington Signage Programme. 	2019 to 2021

		<p>19. Collaborate with regional and provincial partners to provide value to partners such as: Foodlink Waterloo Region, culinary Toursim Alliance, RTO4, Innovation Guelph, OFA, OMAFRA, Headwaters Tourism, Greater Golden Horseshoe Food and Farming Alliance, Greenbest, WWCFDC,</p> <p>20. Market opportunities through Farmlink, succession matching etc.</p>	
--	--	---	--



5.3.6 Hillsburgh Library

The Hillsburgh Library project has allowed the integration of economic development opportunities in a new County space. The Hillsburgh Library Kitchen is outfitted with commercial equipment and adjacent to a meeting space and outdoor space, allowing for business and community programming. Rentals are managed by Hillsburgh Library staff and support is provided by Economic Development to help grow the use of the facility. Rentals will be tracked and monitored to help with marketing and programmed development.

The next steps for the kitchen space include marketing, building awareness with local groups about the rental space, engaging local food businesses to utilize the space and encourage the development of small/medium scale events on the grounds. Hosting County meetings and events to showcase the space. Where appropriate, Taste Real could partner with local groups/organizations to host food business workshops.

Project	Objective	Deliverable	Timeline
Hillsburgh Library Project	<ol style="list-style-type: none"> 1. Create an open and accessible space for community engagement and business development 2. Provide a usable space 3. Active the community to engage the space. 4. Tie in Taste Real 5. Innovative programming 	<ol style="list-style-type: none"> 1. Commercial kitchen and meeting space. 2. Programming 3. Coordinate a local business advisor 1x/month with set hour 	Kitchen available for rent 2018



5.4 PLANNING FOR THE FUTURE

5.4.1 Employment Land Assessment and Intensification Study

The County Official Plan provides the overall vision and policies for managing growth, protecting resources and promoting economic development. It is a comprehensive planning document with a long term vision that directs and guides the County in land use policy and physical planning. It establishes an upper tier policy framework that provides guidance to local municipalities in land use planning decisions and in the preparation of local official plans. The Growth Plan requirements include conformity of the County Official Plan with the Growth Plan by 2022. This necessitates the County and all Greater Golden Horseshoe municipalities, to undertake a Municipal Comprehensive Review (MCR), as part of Section 26 of the Planning Act. In preparation for the County's Official Plan conformity exercise, under the 2017 Growth Plan, the Planning department and Economic Development division will undertake an employment land assessment and intensification study as part of the Review. This study would act as a guidance document in understanding our employment land conditions, incorporating future needs and preparing the main intensification areas for growth.

In August, the new Provincial government placed a pause on activities and the Ministry of Municipal Affairs commenced working sessions. A summary of their findings and recommendations are to be reported to all Greater Golden Horseshoe municipalities in early 2019. While there is no guarantee from the Ministry that there would be changes to the Growth Plan, they were keenly interested in the municipal and stakeholder comments. As shared with the Planning Committee in January 2019, it is unclear if and what the overall changes will be to guidance material, new regulations or through actual policy revisions to the Growth Plan.

In WMEDG discussions, over a number of years, there has arisen a need for reviewing vacant industrial land across the county and assessing the reallocation potential of such properties within the county. There have also been discussions on whether lands outside the urban boundary that may be appropriate to deal with future growth. For example, Centre Wellington is running low inventories of available industrial/commercial properties. While the township has such designated land for future expansions, road allowances, etc. many are not conducive for industrial land development. With respect to looking at any boundary changes or employment land redesignations, the Growth Plan requires undergoing a Municipal Comprehensive Review. As part of the County's MCR, a County Planner could participate in a WMEDG meeting to explain the MCR process and the need for creating sustaining a balance of employment and residential land across the entire county.

The following are areas of preliminary interest for the land assessment and intensification study:

1. What employment land do we have and with what features?
2. What employment land will we need in the future and with what features? What by-law and Official Plan changes need to be considered to encourage development of the lands?
3. How are we encouraging the types of businesses we want? I.e: local food restaurants instead of chains, industry clusters where a business has what they need close by and we are less vulnerable as an economy. Use custom origin survey.
4. How we know which businesses are planning on retiring? How do we track those? How do we help them? How do we attract new investors?
5. How do we find new farmers? Whereas a Dutch immigrant seeking a farm has the support of the existing Dutch community in Wellington County, how do new immigrants do it? Hipster farming?

5.4.2 Downtown Development

In 2014 and 2017 the County completed three Business Retention and Expansion (BR+E) initiatives. This included almost 400 business surveys from various sectors and areas of the county. The County subsequently won two international BR+E awards for its initiatives. Part of the BR+E results suggested the need to survey the

downtowns specifically and commit to re-establishing downtowns as the centre of communities. This work was initialized in 2018 with the County hiring Roger Brooks International, who completed a thorough assessment of each of Wellington County's downtowns followed by a suggestions report and several presentations of the results. The information was extremely well received, with business improvement areas, chambers and municipalities having made further investments to continue the implementation work. The County continues to cover the cost of the Destination Development subscription to online resources for its communities. It is not the County's intent to tell the municipalities how their downtowns should look. Rather, we are here as a support, providing research, perspective and incentives for property owners.

In 2018 the County also led a series of custom origin surveys in the downtowns, partnering with the municipalities and the WWCFDC. With a total of 1,600 surveys and the assistance of OMAFRA's software, the County is privy to a large collection of data to aid in understanding why people travel downtown, where they're coming from, what's missing and what their impression was. This work is part of phase one of the County's downtown development research to enable local economic developers to understand business gaps and inform investment attraction efforts. With a combination of first-hand data collection and the use of data sources such as Environics, the County will be able to produce a map of the trade area for each downtown core, demographic information on residents, as well as consumer purchasing habits.

PHASE ONE - Data Collection

- Customer Origin Survey
- Business Mix Analysis
- Trade Area Analysis
- Business Visits

Customer Origin Survey - a technique used to determine where consumers live, thereby identifying the size of the community trade area as well as the geographic area not being served by local business. In order to collect an accurate trade area, consumer data must come from a representative sample of consumers.

Business Mix Analysis - identifies current functions, commercial structure and potential business opportunities. Conducting a Business Mix Analysis provides a useful snapshot of the number and types of businesses located in a community as well as any vacancies. It will also identify gaps in available services or businesses, allowing for targeted business attraction. The County will commence this work in 2019.

Trade Area Analysis - a geographic area that points to where the majority of consumers reside (75-80%). Trade areas and municipal boundaries do not usually align because the trade area is based on consumer behaviour. This means that demographic information based on the municipal boundaries may not accurately represent the characteristic of consumers. Within any trade area, businesses can be classified based on consumer behavior, the three types are convenience shopping, comparison-shopping, and destination shopping. The County will commence this work in 2019.

PHASE TWO – Market Report

The Market Area Report and Market Threshold Analysis will allow economic development to identify gaps, strengths and opportunities as well as recognize the size of market necessary for a business to survive. Through this work, the County will have a better understanding of our consumers, residents and visitors further supporting the retention, expansion and attraction of business in our community.

Market Area Report identifies the trade area, providing demographic information on current and potential customers for the downtown retail and service industries. Information includes daytime population, household

demographics, age distribution, income distribution, family structure and marital status, educational attainment, purchasing habits and job occupations.

Market Threshold Analysis examines business opportunities in terms of number of businesses the market could bear, total sales and square feet of occupied business space.

It makes strategic sense to direct our attention to our downtowns. As the heart of our communities and the centre of a lot of economic exchanges, it is worth examining what can be done to encourage their strength. The County's development of a Community Improvement Programme, providing incentives to property owners in the downtowns further emphasizes this support.

How do we measure our success?

- Follow up on DDA use
- Incent via CIP and WWCFDC downtown loan
- Brand awareness (Fergus Scottish)
- Hits on experiencewellington.ca
- Signage (new tourism signs, new blade signs)
- County and EDO downtown walkthrough with checklist (ie: Is the "bad" being corrected - posters in storefronts)
- Downtown ratios - New business is filling business gap (ie: Minto restaurants)
- Tripadvisor
- Anecdotal
- Downtown events and attendance
- Brochure holders



Project	Objective	Deliverable	Timeline
Business Retention and Expansion (BR+E)	<ol style="list-style-type: none"> 1. Better understanding of local economic conditions and business plans for both County and Municipal partners. Where is the growth in Wellington County, what industries are experiencing a downward pressure on hiring and why? 2. Business inventory, number of employees, size of business (sq footage) acreage. 3. What do businesses in Wellington County need that they don't have or cannot currently find? 4. A follow up process for County and Municipal business enquires for information, concerns and expansion help. 5. Highlight and celebrate the successes of local businesses. 6. Working with the WWCFDC, local municipalities, chambers, BIAs etc to develop actions tied to the BR+E findings. 7. Roger Brooks assessment 8. An updated inventory of available lands and buildings, review of website impact. 9. Understanding of Foreign Direct Investment and large employer impacts. 	<ol style="list-style-type: none"> 1. Modified BR+E regular business visit programme or walking programme. 2. Quarterly updates about local development activity (new business, housing data, and commercial/industrial activity). 3. 18 month follow up phone calls to BR+E businesses (FDI, downtown/retail). 4. Vacant land and buildings listing (how successful has the site been?) 5. Employment area business survey and employment density review. 6. Wellington County Profile that can be promoted to businesses and groups, profile can be provided to new-to-Wellington companies and employees, either general or tailored to company. 7. Go out to our industrial parks with 10 questions survey including density questions for Planning 8. Customer orientation survey 9. Resident satisfaction 10. Roger Brooks downtown strategy and action plan for the County and individual downtowns 	<p>2018</p> <p>Roger Brooks International:</p> <ul style="list-style-type: none"> • Wellington County Community Assessment and Presentation • Suggestions and Findings Report • Action Plan <p>Business Attraction Data Collection:</p> <ul style="list-style-type: none"> • Business Mix Analysis • Customer Origin Survey • Trade Area Analysis • Business Visit Programme <p>Invest Well Community Improvement Plan:</p> <ul style="list-style-type: none"> • Invest Ready Incentive Package • Invest More Grant Programme <p>2019</p> <p>Business Attraction Data Collection:</p> <ul style="list-style-type: none"> • Resident Satisfaction Survey • Business Visit Programme <p>Business Attraction Marketing:</p> <ul style="list-style-type: none"> • Downtown Marketing Strategy <ul style="list-style-type: none"> ○ Targeted Business Attraction ○ Market Threshold Analysis

<p>Business Gap Analysis</p>	<ol style="list-style-type: none"> 1. Gain knowledge as to which businesses are missing locally 2. Understand natural business turnover vs. severe business gaps and opportunities for growth and investment. Which businesses are a concern for long term economic stability? 3. Think big picture and be strategic about filling gaps and attracting sector specific businesses, County and municipalities are prepared to discuss gap business investment opportunities. 4. County uses the Analysis to think big picture - what would we love to have in Wellington that would fit with existing conditions (ie: A spa/health retreat centre in the countryside of Wellington County). 5. Provide support that is more efficient to small and medium sized manufacturers. 6. Integrate customer origin data and supply chain information within the Business Gap Analysis. 	<ol style="list-style-type: none"> 1. Business Gap Analysis for Wellington County coordinated by County and WWCFDC. 2. More complete understanding of what is missing in Wellington County. (use Analyst) 3. County and municipalities create sell sheets to attract gap businesses. 4. Customer origin data and supply chain info within the Business Gap Analysis. 5. Determine approach 6. Results we want?? 	<p>2020</p>
------------------------------	--	---	-------------

5.4.3 Housing for the labour force – An Exploration

County Economic Development works to facilitate the growth of the local economy. Part of this job involves talent attraction. This job is hampered by a lack of housing, relative to median incomes, and by a lack of rental stock in Wellington County.

In 2017, 551 new homes were built across the county. While the number of units actually decreased, the construction values increased – hence bigger, more expensive homes. A national trend, existing home values have also increased substantially. According to 2016 Canadian Census data, the average cost of housing in Wellington County is \$453,244. The current cost of housing in Wellington County makes homeownership unaffordable for many residents.

The median after tax household income in Wellington County (including the City of Guelph) is \$70,728. A household is considered to be affordably housed if they spend less than 30% of their income on shelter. A median after tax household in the County can afford to spend \$1,768 per month or \$21,218 per year on shelter. Assuming current mortgage regulations of a 5% down payment and in the context of an average house price in the County, a household would need to have a down payment of approximately \$24,117. The mortgage payments, at a 4% interest rate with a 25-year amortization, are approximately \$33,260 per year or \$2,771 per month. Based on these calculations, the current the cost of housing – excluding related expenses such as home insurance, taxes, utilities etc. a household would have to earn at least \$110,855 (with access to savings/down payment) to afford home ownership in the County. Based on these calculations, the current the cost of housing – excluding related expenses such as home insurance, taxes, utilities etc. is approximately 34% higher than the recommended threshold of 30% of household income.

While this situation persists in many parts of the province, it is exacerbated in Wellington County by the proximity to the Greater Toronto Area and the Kitchener-Waterloo region. GTA residents are selling their properties in the city and purchasing locally, further increasing the demand and values locally. In a similar vein, the price of housing in Kitchener-Waterloo is considerably higher than in Wellington County making real estate in our area extremely attractive. Developers of new homes in Wellington County are building what makes business sense. Based on preliminary discussions with local developers, there currently is no business case for developing homes at a value less than \$400,000.

The rental market in Wellington County faces similar pressures. The current vacancy rate for rental units is 1%, a figure considerably lower than the recommended 3% rate identified as necessary for a healthy market. Approximately 16% of the housing market is rental stock in Wellington County, but when examined by municipality some areas are as low as 7%. Due to the increasing house prices, property owners are seeing the opportunity of financial gain and selling their properties, displacing the renters currently living in them and further decreasing the rental supply.

While this situation could be left to the market, there is a significant underlying risk attached to this course of action. The high price of housing has displaced a portion of the labour force that can no longer afford to live in Wellington County. For example, a July 2018 CBC article called “Renaissance of Elora, Ont. puts housing pressure on long time locals” documents how some residents have been detrimentally affected by the rising real-estate costs, and are unsure if they can afford to stay in the place they have always called home. This issue is compounded by the region’s low vacancy rate and lack of rental stock. In effect, people cannot afford to buy a home and there are very limited opportunities to rent.

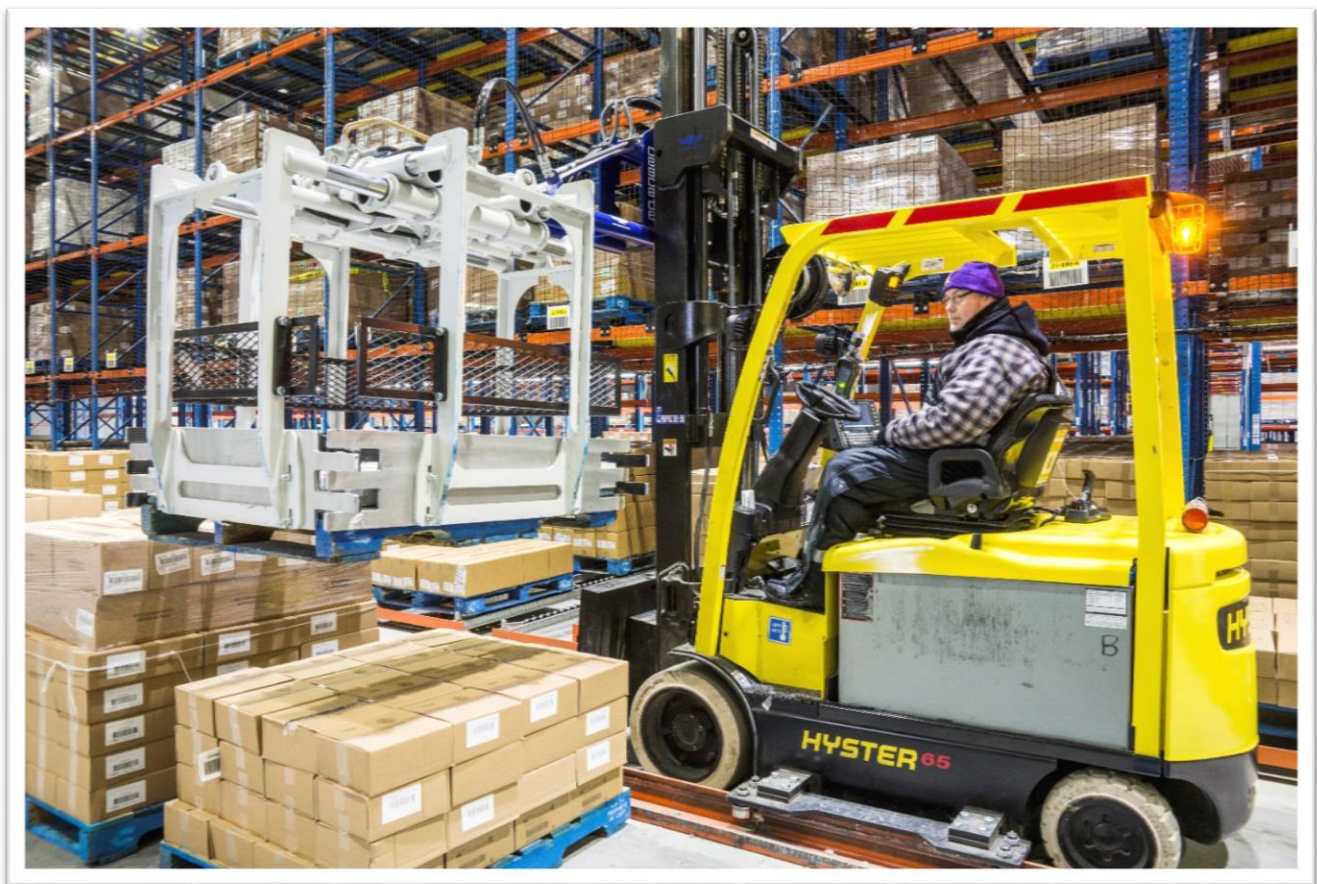
The risk revolves around labour and industry. Workers, whether young professionals, families, students, or immigrants, cannot find a place to live locally. By extension, industry and businesses cannot find workers. This

creates incredible vulnerability for a community, especially one that has significant traditional sectors such as manufacturing and agriculture, and a growing service/tourism sector.

Objective – to establish what, as a leading regional municipality, we can do to encourage the development of homes priced at less than \$482,345.00. To increase the rental stock in the County to ensure workers, students and newcomers to the community have housing options, and there is a short-term/immediate solution for employers who need to house workers. We also need data to build an economic development case for available housing to highlight how it connects to the broader economic health of the region, and strategies/recommendations for working with developers, municipalities, Community Futures, Credit Unions and others to implement an economic development solution or option to this dilemma.

Current activities to support the initiative/study:

- Secondary/Accessory units (granny flats)
- Community Improvement Plans
- Vacancy tax rebate
- A Place to Call Home: A 10-year Housing and Homelessness Plan for Guelph-Wellington (2018)
- Land Assessment and Intensification Study (2019)



Project	Objective	Deliverable	Timeline
Housing Options	<ol style="list-style-type: none"> 1. Provide housing options for the local population and employers (rental units, starter homes) 2. Be able to attract new talent to the community and have places for them to reside. 3. Meet workforce needs and provide the option to both live and work in the community. 	<ol style="list-style-type: none"> 1. Work with employers to create smaller living units for professionals, first time home buyers and seniors to invest in our communities. 2. County to encourage land owners and developers to build affordable housing. 3. County to involve realty industry as they have the most to gain. 4. Understand the incentives and per sf cost of developing alternative housing (Quality Developments Inc.) 5. Housing strategy (Planning as seen in WN Growth Strat) 	2019-2020

5.4.4 Commuter Profile – Can we keep skills local?

In 2001, approximately 4.8 million individuals, or one-third of the Canadian workforce, crossed a municipal boundary in their travel to work.ⁱⁱ Rural and small town workers are not major contributors to jobs in larger urban centres. However, commuting, to a large extent, is no longer just an urban phenomenon. Economic realities have required that

The WWCFDC and the County have for years been watching commuting patterns in Wellington County, specifically, the increase in the number of workers leaving the county daily for work. We would like to look at the profile and skills of commuters leaving the county daily for work. The purpose of this research would be to understand what portion of the commuters could actually not have to commute by offering solutions such as shared spaces and using technology. This would be a problem posed to the private sector to solve. Building up a database of the skills and educational qualifications of Wellington County commuters has the potential to enhance our efforts to attract business to the county. Undertake a commuter survey.

Labour force commuting patterns? What skills are leaving and where are they going? Would they stay if there was a communal economic space?

5.4.5 Engaging Youth

If we want to know what the future of Wellington County should look like, we should direct our attention to our youth. This means listening to and recognizing the value of youth in our communities. A few municipalities are inviting young voices to influence their programming. The County would like to further encourage municipalities to have youth provide their ideas and innovations by providing tools to explore how to gain this input. The County could, for example, create an entrepreneurial fund for youth organizations in the community. This may be a youth council, a BIA, Rockwood’s game club or a 4H club, for example. The objective is to create spaces to engage in the community, opportunities for youth to get involved, build mentorship opportunities and encourage youth to be entrepreneurial. Flexibility and ease of access so youth can participate, learn and make it their own. While the structures are different in each community, this is fine. Youth in Northern Wellington feel their local youth action council gives them more fulfillment and connection with their community than their school board. On the one hand the strain of developing community events are typically on a segment of local volunteers and it often does not change hands to the youth of tomorrow. Opportunity for the County and member municipalities to have longevity in our programming and in our opportunities. Part one is engagement, part two is an offering.

A rural youth engagement coordinator to enhance our programmes to rural youth.

Role:

1. Where are youth currently interacting in our communities?
2. How entrepreneurial are they? Are they
3. Ask the school board how to engage young people to provide input to our programming or to our events?
4. Taste Real?
5. Find ways to engage with youth Volunteers are getting more difficult to find and young people could be better engaged in their own community. Get engaged! Go to high schools and talk about Taste Real, specific festivals that need volunteers. Talk about local job opportunities.
6. Provide a welcome and intro to the community of newcomers' children.
7. Engage kids in discussions that are relevant to them (what are your passions and how could we integrate them to make the community better, healthy lifestyles, mental health, the community, events).

What is the County's role with respect to youth? Do we empower the municipalities to begin the engagement with you? Do we provide seed funding?

5.4.6 Rural Transportation

Rural transportation options are needed to help making Wellington County accessible for residents and to ease workforce transportation challenges. Existing mobility options in the County are limited. Community care agencies (Fergus Elora Senior Trans, VON, East Wellington Community Services, etc.) provide services using a combination of paid and volunteer drivers, however, these services do not meet the current demand and they are focused on seniors and persons with disabilities. These agencies provide approximately 35,000 trips per year which are primarily focused on health-care related transportation needs and the social service needs of low income seniors. Most trips are delivered by volunteer drivers using their own vehicles. Agencies are experiencing challenges finding additional volunteers to provide services and/or finding additional funds to meet the growing demand. The County currently funds community care agencies for the administration of the transportation programme as well as mileage for volunteer drivers.

Focus areas:

1. Access to employment
2. Access to medical appointments and services
3. Access to education
4. Inter-regional connectivity
5. Access to downtown cores
6. Newcomers

Objectives:

- Provide mobility to residents of Wellington County to access employment, education, services and medical needs
- Address the labour force needs of employers in the County by providing connections to key industries
- Better understand how many people are interested in working but are limited by lack of transit.
- Attract newcomers considering moving to Wellington but either unable to purchase a vehicle, pay the high costs of taxis or ride a bicycle to their place of employment or study.
- Promote additional connections to employment, services and specialist medical appointments in Guelph
- Provide existing community care agencies with access to a mobile app to improve the effectiveness of existing resources.

To accomplish the above noted objectives, the County of Wellington will enter into a partnership with RideCo to develop a customized mobile app to more effectively provide demand responsive transportation for all members of the community in the County. The partnership with RideCo will allow the County to provide cost effective mobility in a large rural area where it is not feasible to implement a fixed route transit bus.

The mobile app would be downloaded to a driver's smartphone, and the driver would receive real-time information on their pick-up and drop-off times and locations. The app works with a back-end platform which constantly takes in trip requests made by customers and recalculates in real-time the most effective vehicle to deliver the service. The mobile app is programmed to facilitate ridesharing, and will prioritize trips to customers at times where they can be accommodated by near-by vehicles. The app will also constantly recalculate, in real-time, the driver's manifest, adding in last minute trip requests or moving existing trip requests to more cost effective vehicles. The goal would be to make the best use of the vehicle's capacity by increasing the number of passengers per trip, while maintaining a good level of service for customers. Unlike other TMC services, the RideCo App has been designed to promote sharing of rides in low density areas. It does this by allowing the County to set the parameters in which service is received. As an example, a parameter may be set that requires clients to book their trip with at least a half hour to an hours' notice of their preferred travel time. The RideCo app will then calculate the most cost effective vehicle to deliver the service and any passengers that can also be picked up using the same vehicle. The customer may need to travel a little longer or leave a little sooner than expected to accommodate the sharing of rides. The customer will also be provided a pick-up window to allow RideCo to schedule other trips using the same vehicle. The pick-up window would narrow and become more accurate the closer customer is to their desired pick up time, eventually reporting the vehicle's location and arrival in real-time.

The RideCo mobile app can be used by both paid drivers that operate on a schedule and 'casual' drivers that use their own vehicles and operate on their own schedule. This includes residents using their private vehicles, taxi cabs, public transit buses, vehicles used by community care agencies and community care volunteer drivers.

The County applied to the Ontario Ministry of Transportation, requesting \$499,550 to provide the above service, but has not received notification of the request status. Several recent meetings with the County's largest employers emphasized the urgency in testing this form of transportation, as many employers are having difficulty attracting and retaining workers due to this issue. It should be noted that employers have taken other measures to ensure competitive salaries, flexible work shifts and additional perks. While this issue is not limited to Wellington County, we exhibit a high number of large employers with large staff and high turnovers and could invest in transportation to analyze the cost benefit after each year of service. Council will need to decide whether to provide the service in lieu of receiving the grant. To offset the municipal contribution, provincial Gas Tax Funding is available to municipalities that provide transportation services. A report will be provided in January Committee.

5.4.7 High Speed Internet in Wellington County

Reliable internet access is an important aspect to attracting and retaining business and residents to Wellington County. Wellington County is a contributing member to the Southwestern Integrated Fibre Technology (SWIFT) Network, whose objective it is to build a high-speed fibre optic network across the southwestern Ontario region.

In parallel to the SWIFT objective to procure infrastructure in summer 2019, the County would like to be proactive in securing other financial or partnership opportunities to enable internet coverage across Wellington County. These activities include:

1. The Director of IT and Director of Economic Development have met with local telecommunication companies (TelCos) to understand their business strategy, areas next on their list for buildout and to learn of challenges they face in their process. Companies met with in 2018 are Mornington Communications, XplorNet, Wightman Communications, Standard Broadband, Bell Canada, Eh! Tel and Packetworks). Notes from the meeting will next be summarized and reviewed.
2. In line with the Smart Cities Challenge, the County would like to better understand what restrictions farmers face from using technology in their operations. The specific needs may differ for farm classification, but farms and farm technology options are immense. The County would also like to speak with the rural community to discuss open access and backhaul. To ensure the strength of the sector locally, the County plans to host an agricultural roundtable and initiate this discussion.
3. Explore a possible pilot project where a technology, offered by the private sector and a telecommunications carrier partner to test specific solutions on site. This may result in opportunities such as proving the need for 5G.

Project	Objective	Deliverable	Timeline
High Speed Internet in Wellington County	<ol style="list-style-type: none"> 1. Develop a reliable internet infrastructure in Wellington County. 2. Meet the current and future needs of business. 3. Better internet service to residences for resident retention and attraction. 4. Where is there an opportunity to lay conduit or give municipal right of way, we do so, to facilitate the backhaul. 	<ol style="list-style-type: none"> 1. Active member in SWIFT project 2. CIRO survey to identify current internet connectivity speeds 3. Meet with Telcos to understand their business and how we can make their business easier in Wellington County. 4. Identify whether and how opportunities beyond SWIFT internet buildout are possible. 	2019 onwards.

5.4.8 Smart Cities Challenge: Circular Food Economy in Guelph Wellington

Challenging communities across Canada to use technology and data to improve lives and solve problems, Infrastructure Canada began the Smart Cities Challenge. The County of Wellington and the City of Guelph proposed a project that used community collaborations, the use of data, technology, and local expertise, to work towards making Guelph-Wellington Canada's first circular food economy.

In June 2018, Guelph-Wellington was named a finalist in the challenge and was awarded \$250,000 toward the development of the final bid and chance to win one of two \$10 million prizes. With the final application and in-person pitch due on March 5, 2019, Guelph-Wellington is well on its way to implementing and encouraging circular food practices in the region. The final winners will be announced spring 2019.

The project is branded as "Our Food Future, Guelph-Wellington – Canada's first food smart community". The project vision includes three goals by 2025:

- 50% increase in access to affordable, nutritious food.
- 50 new circular businesses and collaboration opportunities; and
- 50% increase in economic revenues by reducing or transforming food waste.

Smart Cities activities have included numerous departments at both the County and the City, stakeholders including the university, school boards, business support agencies, community organizations and a variety of local businesses. The project has been promoted locally and there are opportunities to promote the project on international stages.



5.5 PROMOTING WELLINGTON COUNTY

5.5.1 Destination Development and Regional Marketing

Establishing Wellington County as a destination will assist in attracting visitors, new residents and businesses. The overall goal of Experience Wellington is to build an attractive and genuine resource for those looking for information about Wellington County. The current online presence at www.experiencewellington.ca is focused on the annual guide and online calendar. Redevelopment of [experiencewellington.ca](http://www.experiencewellington.ca) website will build upon what is currently offered and expand information regarding events, accommodations, shopping opportunities, activities, established trails and things to do. The site will allow users to connect with programmes like Butter Tarts and Buggies, Taste Real, Fergus Elora Tourism and Grand River Conservation Authority and provide visitors/residents with the tools needed to enjoy their time in Wellington County. With a strong website we will be able to build a social media plan to promote reasons to visit the area and create opportunities for local businesses to generate revenue.

Building a marketing strategy around signature experiences and assisting businesses with product development will strengthen local offerings and attractiveness of the region. The annual Festival and Events guide will continue as a printed marketing piece and other printed materials will be explored to best reach new markets. These marketing pieces will be enhanced with social media campaigns. Food and culinary experiences offers a chance to highlight local food and strengthen the agricultural and food strength of the region.

Area host for FPT Summer 2020, a video will be developed for the Quebec conference in 2019 showcasing Wellington County for the 2020 conference. This is an opportunity to showcase the area, promote activities, events, day trips and things to do outside of Downtown Guelph.

Project	Objective	Deliverable	Timeline
Destination Development and Regional Marketing	<ol style="list-style-type: none"> 1. Awareness of signature experiences in Wellington County. 2. Awareness of businesses/products that need development. 3. Awareness of what means we should use to market Wellington County. 4. What does Guelph/Wellington look like as a destination? How can we leverage our proximity and resources? 5. How does the Elora Mill further develop our market, how can we help promote and support primary and secondary businesses 6. How could we use our lure piece to attract creative professionals? 7. Get involved more with Fergus Elora Tourism/RTO/Destination Next 8. How do we encourage eat shop stay? 9. Elevate accommodations in the area 	<ol style="list-style-type: none"> 1. Website maintenance and review. 2. Tourism operators workshop to develop programming, show inventory, market the region and figure out how to work together. 3. Pop-up tourism kiosk – what to do while you’re here (at arenas during tournaments) 4. Stand alone tourism/ecdev displays 5. Festival and Events Guide shifts to an Experience Wellington promotion piece. 6. Tracking – local businesses ask patron whether they are here for tourney and provide points for visiting. Include libraries and museums. 7. Invest in search engine optimization (SEO) to increase website visibility. 	Beginning in 2019

5.5.2 Marketing and Promotion of Wellington County

Project	Objective	Deliverable	Timeline
Promotion of Wellington County	<ol style="list-style-type: none"> Promoting Wellington as an attractive place to live Highlighting local events and activities. Showcasing businesses and community to an outside audience. Building recognition of Wellington County Brand Build on culinary tourism, development, storytelling, highlighting leaders, CIP to attract new investment, we need more and better Elora/Fergus as the anchor – build on that outwardly for daytrips and promotion Map out our best things to do, what are we currently telling people and what are we missing 	<ol style="list-style-type: none"> Festivals and Events Guide Increased social media presence. Attendance at events. Most instagramable spots in Wellington County. Best of Taste Real publication. 	

5.5.3 Countywide Signage

Wellington County has many sites and activities that draw visitors and residents to and throughout our expansive geographic area. There are over 300 festivals and events annually and tourism generates much in visitor spending and is vital to the health of a county and its member municipalities. Visiting Wellington is not solely about the individual destinations one may visit, but about the overall experience one has and the places one remembers. The 2012 Wellington Economic Development Strategy identified the need for a coordinated signage system in the county as well as the need for entrance, directional and highway signage within the county. Further, the 2014 Countywide Business Retention and Expansion project resulted in 50% of businesses total (278) identifying signage as the focus activity for the County to be addressed within 5 years. The 2015 development of an overall signage philosophy and graphic standard provided valuable information and communicated the need for a signage programme that met the following goals:

1. Differentiates Wellington County from neighbouring municipalities
2. Highlights the experiences and destinations in the community
3. Instills a sense of pride for residents
4. Safely and effectively directs people to their destination

The signage strategy, titled This Way to Wellington, identified the following four areas of signage to meet the above goals:

1. Primary Gateway (limestone feature entrance signs, not yet installed, similar to 401 signs, planned for 11 entrance locations such as CR 124 west of Guelph)
2. Gateway (majority county entrance signs installed 2018)
3. Community (ie: Harriston 2km to the right)

4. Tourism (ie: Highland Pines Campground 5km to the left)

County Economic Development staff have been working in the first two areas, such that 31 total 9' by 5' gateway signs have been installed in addition to the replacement of two 15' by 8' provincial highway 401 signs. Due to Economic Development staff shortage, there has been a delay in the planning and installation of the primary gateway signs, scheduled to resume in 2019. Since having soft launched the County tourism signage programme last year, the County has 5 participating 2018 businesses and 10 requests as of January 2019. Tourism signage generates revenue only to offset manufacturing, install and maintenance costs. Tourism signage costs a business \$250 per sign per year (3 year contract) and costs the County \$1,900 for manufacturing and install. Community signage planning will also begin in 2019.

Project	Objective	Deliverable	Timeline
Countywide Signage Programme	<ol style="list-style-type: none"> 1. Business Retention and Expansion project resulted in 50% of businesses identifying signage as the focus activity for the County to be addressed within the next 5 years. Follow up on response to signage in next BR+E. 2. A programme that covers all of Wellington County. 3. A process to highlight destinations in the County. 4. Continually monitor uptake and cost. 5. Resident survey or anecdotal feedback. 6. Market/advertise the signage brand to build awareness via social media, cross communication with CIP marketing. 7. RTO4 and RTO6 tourism direction signage input. 	<ol style="list-style-type: none"> 1. Countywide signage plan 2. Tourism directional signage programme. 3. Marketing of programme. 4. Design and build plan primary gateway signage. 5. Monitoring of programme. 	<p>2017</p> <p>Signage Strategy</p> <ul style="list-style-type: none"> • Implementation of the Signage Programme • Marketing and communication of the Signage Programme <p>2018 and 2019</p> <p>Installation begins</p> <ul style="list-style-type: none"> • Gateway Signs • 401 Gateway Signs • Tourism Signs 19 with 26 panels <p>Marketing</p> <ul style="list-style-type: none"> • Actively market and promote the Tourism Sign Programme • Work with the Taste Real Programme to ensure Authentic Regional Food Experiences are promoted <p>Installation</p> <ul style="list-style-type: none"> • MTO Primary Gateway Signs (4) • Upgrade existing Gateway signs to Primary Gateway Signs • Tourism Signs <p>Marketing</p> <ul style="list-style-type: none"> • Actively promote and market the tourism Sign Programme

6.0 Data Collection And Metrics

6.1 DATA

For informed decision-making.

Project	Objective	Deliverable	Timeline
Data	<ol style="list-style-type: none"> 1. Online has been cleaned up on the premise that less is more, including facts, data, anecdotes and imagery/video. 2. Informed decision making 3. Reliable and consistent data 4. Organized, sharable overview of enquiries with follow-up capability 	<ol style="list-style-type: none"> 1. Data sources 2. CRM system 3. Programme metrics 4. Share data with municipalities and Wellington departments 	

Wellington County Network (beyond the municipalities): Wellington Waterloo CFCD, Saugeen CFDC, Business Centre Guelph Wellington, Innovation Guelph, OMAFRA, University of Guelph, City of Guelph – how do we engage, work together and support one another, and show metrics for those interactions?

In 2018, the County invested in socio economic data to better understand our communities. Since inception, we have been collecting and analyzing data, which we supplement with the conversations we have to make qualified decisions on initiatives. The data is also shared with our member municipalities and agencies. In the municipal surveys Centre Wellington remarked that “accurate and timely data, research and analysis is critical to all partner municipalities and that the County is well-positioned to provide this cross-county work.”

The County has access to the following data sources:

EMSI ANALYST

Analyst is an online tool that pools data from a range of sources to provide information on regional economies and workforces. It helps you better understand your region so you can make informed decisions, including:

- find out what industries set your region apart or make it more competitive
- track the flow of money within a geographical area
- see trends like hiring patterns or sales increases in a particular industry
- find labour force and wage comparison
- benchmark your community against other regions
- predict the effects of changes in a regional economy

Source of Data:

- Canadian Business Patterns (CBP) Census Data
- National Household Survey (NHS)
- Survey of Employment, Payroll and Hours (SEPH)
- Labour Force Surveys (LFS)
- Canadian Occupational Projection System (COPS)
- CANSIM demographics
- Postsecondary Student Information System Education Data (PSIS)

ENVIRONICS ANALYTICS

Data that is available for every six-digit postal code in Canada (about 800,000 areas), plus aggregations for all census geographies (dissemination areas, census tracts, census subdivisions, census divisions, census metropolitan areas, provinces and national). The data can easily be aggregated and expressed for any custom geography and all databases are updated annually.

Source of Data:

- Demostats
- DaytimePop
- CensusPlus
- Social Values
- Vividata
- Envision
- HouseholdSpend
- FoodSpend
- BusinessProfile

TOWNFOLIO

A community profile network used by municipalities and businesses to access hard-to-find public data and discover local opportunities across the country.

Source of Data:

- Census (1996, 2001, 2006, 2011, 2016)
- Ontario Stats
- Alberta Municipal Census
- Saskatchewan Health
- Manitoba Health
- Companies
- Taxation
- 3rd Party Providers (2016)
- Jobs Bank Canada
- Transportation
- Incentives
- Utilities
- Housing
- Education
- Quality of Life

6.2 ECONOMIC DEVELOPMENT METRICS

The following is a list of metrics to be considered when reporting and evaluating Economic Development programmes and activities.

Advocacy Opportunities	Job Board Engagement
Applications Received (approved/rejected)	Job Created Part Time
Assessment Growth	Job Creations
Assistance Follow-up	Job Development
Average Family Income	Job Growth
Average Household Income	Job Numbers
Average Salary/Wage	Jobs Created full time
Building Permit Numbers	Jobs Maintained
Building Permit Numbers - Agricultural	Local Labour Market Data
Building Permit Numbers - Commercial	Marketing Outreach
Building Permit Numbers - Industrial	Marketing Reach
Building Permit Numbers - Institutional	Marketing Reach
Building Permit Numbers - Residential	Municipal Tax
Building Permit Value	New Apprenticeships
Building Permit Value - Agricultural	New Business
Building Permit Value - Commercial	New Business Investment Attracted
Building Permit Value - Industrial	New Development - internet lines, towers
Building Permit Value - Institutional	New Development Agriculture
Building Permit Value - Residential	New Development Commercial
Business Closures	New Development Industrial
Business Directory Changes	New Development Institutional
Business Engagement	New Developments Residential
Business Expansion	New Residential Permits
Business Improvements	New Strategy Development
Business Market Expansions	New Transportation Options
Business Product Development	Number of Opportunities
Business Visits	Online Engagement
Collaborations	Online Tracking
Commercial Vacancy Rates	Outreach Numbers
Distribution Numbers	Population
Economic Impacts in Key Industries	Programme Participants
Economic Value of Development	Programme Uptake
Economic Value of Expansion	Real Estate Reports
Employee Counts	Retail Vacancy Rates
Employment Land Availability	Revenue Generated
Employment Land Sales	Service Improvements
Enquiries	Social Media Engagement
Enquiries received	Student Jobs
Enquiry matches	Succession Numbers
Event Participants	Support Agency Metrics

Funding Applications Received
Funding Disbursed
Funding Granted
Funding Leveraged
Households
Housing New Builds
Housing Prices
Housing Rental Rates
Housing Rental Vacancy Rates
Housing Stock Development
Infrastructure Improvements
Infrastructure Investment
Internet Access
Internet Improved Service

Survey Results
Target Industry Development
Tax Assessment
Tax Base Impacts
Trade Show Activity - meetings
Trade Show Activity - network development
Transportation Revenue
Transportation Ridership
Types of Assistance
Unemployment Rate
Value of membership (i.e. OFC)
Workforce
Youth Engagement

6.3 ENQUIRY PROCESS

County of Wellington Economic Development receives enquiries on a daily basis via direct contact, through municipal partners or referring organizations. When an enquiry is received, their information is input into an excel sheet. The following information is gathered:

- Date of enquiry
- Name
- Organization
- Municipality
- Contact (email, phone)
- The reason they have reached out
- Who followed up and what the resolution was
- And the category (ex. business support)

On average, the County receives 23 enquiries a month. To date we have not seen a reason to invest in a client record management (CRM) system.



ⁱ Esses, Victoria M., Leah K. Hamilton, Caroline Bennett-AbuAyyash and Meyer Burstein 2010 “Characteristics of a Welcoming Community” report prepared for Integration Branch, Citizenship and Immigration Canada.

ⁱⁱ Rural Commuting: Its Relevance to Rural and Urban Labour Markets Spencer Harris, Alessandro Alasia and Ray D. Bollman, Statistics Canada. Rural and Small Town Canada Analysis Bulletin. Catalogue no. 21-006-X. Vol. 7, No. 6 (September 2008).