



## **COUNTY OF PERTH**

Office of the CAO

Economic Development and Tourism Division

### **2017-2019 Business Plan**

January 2017

Alternate formats of this document are available, upon request.

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## **Business Plan 2017-2019**

### **Economic Development and Tourism**

January 2017

Questions should be forwarded to the Economic Development Coordinator.

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#### **Preamble**

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

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

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

#### **Service Strategy**

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

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

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

### **Key Customers**

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

### **Core Businesses/Services**

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

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

### **Legislated Standards**

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

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

<b>Communications &amp; Public Relations</b>	<b>Communications with Member Municipalities</b>
<b>Web and Social Media Presence</b>	
<b>Stakeholder &amp; Community Engagement</b>	
<b>Media Promotion</b>	
<b>Support to BIAs, Chambers and Stakeholders</b>	

<p><b>Promote Perth County Brand</b></p>
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### **Key Linkages with Strategic Plan**

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

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

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

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

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

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

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



### Achievement of 2016 Program

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

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

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

## Other 2016 Major Achievements

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

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

**Major Initiatives for 2017, 2018, 2019:**

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

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

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

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

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



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

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

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

2019 Goals / Objectives	Comments
<b>Implementation of ED Strategic Plan Goals and Objectives</b>	Based on the outcome of the strategic Plan
<b>Implementation of Labour Market Initiatives</b>	Ongoing shared among partners until 2020
<b>Membership and FDI attraction through SOMA</b>	<b>\$30,000</b>
<b>Update Community Profiles and Marketing Materials for Economic Development</b>	Apply for funding through the ICCI program ( <b>Applications due October 2017</b> )
<b>Ongoing Business Retention and Expansion</b>	Visit and or support to 20 businesses
<b>Ongoing Marketing and promotion</b>	Advertising, County Signage, direct marketing, web and social media, newsletters, communications of grants etc.
<b>Support to member municipalities, BIAs and Chambers</b>	Meetings, support for projects, joint promotion and shared resources
<b>Joint projects with education and training partners</b>	Promote career opportunities, support youth retention, University of Guelph shared research opportunities
<b>Regional Ride Share Program</b>	County EDC with support from ED/Communications Assistant
<b>(Annual) Business Directory Updated</b>	Update new businesses, old and CASSL consent
<b>Municipal Industrial Land Inventory and Certification</b>	Inventory, support municipalities to bring land online, support application to provincial certification program
<b>County Policy Development</b>	Ongoing input into planning policy Development  E.g. Rural CIPs for agriculture businesses

<b>Implementation of Youth Attraction/Retention Program</b>	Based on the outcome of the strategic Plans each member municipal partner's CORE team completed.
<b>Continued promotion of the toolkit for Agri-tourism and farm gate sales</b>	Web-accessible tool kit
<b>Signature Food Event for Perth County</b>	Build off what was done in 2017
<b>Tourism Media Campaign</b>	Focus resources on promoting media writers to our area, encouraging them to write stories on their experiences here.
<b>Web enhancement and social media (Economic Development/Tourism)</b>	Regular social media program, encouraging engagement from our business community, business associations, community groups and residents by developing a hashtag that promotes our unique tourism experiences. Update content regularly, newsletters etc.
<b>Continue Producing/Distributing Tourism Brochure</b>	Tourism brochure promoting tours, trails, programs and activities
<b>Streamline Tourism Marketing Materials</b>	<p>Strengthen the branding to coincide with the Counties look and feel</p> <p>Intergraded maps into tourism guide to be investigated and developed in 2017 deployed in 2018.</p> <p>Including:</p> <p>Cycling Map/Program – Look closely into cycling programs across the province and find ways for Perth County to piggy back on their programs while developing our own routes.</p> <p>Trail Development – Look into developing a trail map that includes all of Perth County's trail system</p>
<b>Rural Tourism Partnership with Stratford Tourism Alliance</b>	Rural Tourism Membership with the Stratford Tourism Alliance - \$4000.00

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

## Financial Allocation/Deployment Plan

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

### Significant Variances

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

#### Training and Development

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

### Comments:

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