



Committee Report

Report ITR-PCD-12-15

To: Chair Arlene Wright and Members of Planning & Community Development Committee
From: Geoff Hogan, Director of Information Technology
Meeting Date: October 20, 2015
Subject: **Connected County Work Plan and Staffing**
Status: Recommendation adopted by Committee as presented per Resolution PCD126-15; Endorsed by County Council November 3, 2015 per Resolution CC149-15;

Recommendation(s)

WHEREAS the Connected County Initiative directly addresses all aspects of the Grey County corporate strategic plan;

NOW THEREFORE BE IT RESOLVED THAT Report ITR-PCD-12-15 regarding the proposed Connected County Work Plan and Staffing be received;

AND THAT the work plan be adopted;

AND THAT the staffing needed to execute the plan be included for consideration in the 2016 budget.

Background

In order to prosper in today's economy, our communities must have the right tools to grow their economies from within so they can compete for investment on the global stage. Our residents and businesses have told us that Grey County *must* position itself to be "open for business;" ensuring our communities can fully participate in the broadband economy is critical to our current and future economic vitality.

The increasing importance of Internet connectivity is fueling an unprecedented revolution in how we live, work, and play - producing rapid innovations in digital service delivery across health-care, education, government, commerce and entertainment. Worldwide experience shows that extending ultra-high speed broadband to as much of the population as possible produces significant and measurable economic and social benefits. Grey County's current and future prosperity and overall community well-being

depends heavily on our ability to enable and empower individuals, institutions and businesses to innovate and leverage high capacity broadband.

By ensuring the required broadband infrastructure is in place, creating conditions that may be favorable to youth retention as well as opportunities for “second careers” for retirees, and creating an environment that promotes skill development, public and private sector innovation, the Connected County initiative facilitates opportunities for full economic and social participation from all members of our community.

Connecting Grey County: Becoming an Intelligent Community

Grey County has been laying the groundwork for becoming a smart and connected community since 2012. Under the banner of the Connected County project, Grey County has been a leader in regional initiatives such as the Western Ontario Wardens’ Caucus’ Southwest Integrated Fibre Technology (SWIFT) initiative and the Southwest Economic Alliance’s Intelligent Region Initiative. Through seconded staff resources, the County has been leveraging these initiatives to explore local opportunities by learning from the experiences of other communities locally, regionally, and globally.

Achieving Our Goals: Becoming a Smart21 Community by 2017

Many communities in Ontario – like Waterloo, Stratford, Kingston, Windsor-Essex, Kenora and Toronto – have participated in and benefitted from the formal Intelligent Community of the Year competition established by the [Intelligent Community Forum](#), which evaluates and ranks communities based on their success in achieving excellence across six thematic areas¹:

1. **Broadband:** Broadband is the next essential utility, as vital to economic growth as clean water and good roads. Whatever the speed, the power of broadband is simple enough to express. It connects your computer, laptop or mobile device to billions of devices and users around the world, creating a digital overlay to our physical world that is revolutionizing how we work, play, live, educate and entertain ourselves, govern our citizens and relate to the world.
2. **Knowledge Workforce:** Today, all desirable jobs in industrialized economies – and increasingly in developing economies as well – require a higher component of knowledge than they did in the past. It is by applying knowledge and specialized skills that employees add enough value to what they do to justify the cost of employing them. In the future, any employee whose "value-added" does not exceed his or her salary cost can expect to be replaced, sooner or later, by software or hardware. A continuous improvement in an evolving range of skills is the only route

¹ Source: [Intelligent Community Indicators](#)

to personal prosperity.

3. **Innovation:** Innovation is essential to the interconnected economy of the 21st Century. Intelligent Communities pursue innovation through a relationship between business, government and such institutions as universities and hospitals. The Innovation Triangle or “Triple Helix” helps keep the economic benefits of innovation local, and creates an innovation ecosystem that engages the entire community in positive change. Investments in innovative technology by government contribute to that culture and improve service to citizens while reducing operating costs.
4. **Digital Equality:** Digital equality is a simple principle: that everyone in the community deserves access to broadband technologies and the skills to use them. Like most principles, it is easier to understand than it is to live. The explosive advance of the broadband economy has worsened the exclusion of people who already play a peripheral role in the economy and society, whether due to poverty, lack of education, prejudice, age, disability, or simply where they live. It has disrupted industries from manufacturing to retail services, enlarging the number of people for whom the digital revolution is a burden rather than a blessing.
5. **Sustainability:** Improving current living standards, while maintaining the ability of future generations to do the same, is at the core of sustainability. Throughout human history, economic growth has always involved the consumption of more resources and the production of more waste. As humanity begins to push up against the limits of the ecosystem to provide resources and absorb waste, we need to find ways to continue growth – with all of its positive impacts on the community – while reducing the environmental impact of that growth.
6. **Advocacy:** It is all too common for a community's leaders or groups of citizens to set themselves against changes that would ultimately benefit the community. The willingness to embrace change, and the determination to help shape it, are core competencies of the Intelligent Community. Few places naturally possess those competencies. They must be cultivated, often over years, through advocacy.

According to the Intelligent Community Forum:

“The Intelligent Community Indicators provide communities with a framework for assessment, planning and development, as they work to build prosperous local economies. The Indicators also reveal the interactions that can create a "virtuous cycle" of positive change. Broadband connectivity feeds the development of a knowledge workforce that uses broadband and other technologies for

innovation. By making digital equality and sustainability their priorities, Intelligent Communities ensure that the benefits of growth are spread broadly and benefit future generations. And advocacy becomes the driving force that embeds these gains into the culture of the community.”²

Over 400 communities have participated in the annual competition, with the communities mentioned above all receiving “Top 7” or “Top 21” status, while Stratford and Toronto were named Intelligent Community of the Year in 2007 and 2014, respectively.

Applying and competing in the ICF Intelligent Community competition is an aspirational goal for Grey County. Participating in the competition is free until a community reaches the top 7 and serves as a powerful tool for focusing community efforts on a tangible goal, with the benefit of increasing community spirit, civic engagement, and strengthening partnerships between governments, the broader public sector (health, education, and community services), businesses, and the citizenry. Completing the application facilitates community-wide collaboration, which is a vital part of creating a better future for our communities.

The work completed since 2012 has laid a strong foundation for the County to pursue an application to the ICF Intelligent Community competition. It is recommended that the County prepare an application to the 2016 ICY competition, with the goal of using the free application process as a means of receiving feedback and direction from the ICF on current progress and critical next steps, and use that feedback to work toward the goal of being named as a Smart 21 Intelligent Community in 2017. The recommended Connected County work-plan, included in this report, is designed to support a successful Grey County bid to become a Smart 21 community by 2017.

Why Engage in the Connected County Initiative?

“Rural communities are engaging in community economic development in order to improve the lives of their families, friends, and neighbours,” –

DR. WAYNE CALDWELL, “GUIDE TO RURAL COMMUNITY ECONOMIC DEVELOPMENT, 2010, UNIVERSITY OF GUELPH

Economic development is the top priority in [Grey County's Strategic Plan](#) and efforts to promote innovative, meaningful and sustainable community and economic development are critical to our current and future success.

Grey County's Strategic Plan, the newly adopted “Made in Grey” Economic Development Strategy, and the work encapsulated in the Connected County

² Source: [Intelligent Community Indicators](#)

Initiative point to a long-term vision of what is possible in Grey County, based on the premise that achieving this vision requires dedication to two main components – people and process. These strategic initiatives lay the foundation for the process of achieving our vision, but it is critical that Grey County support and empower and support our people, businesses, and communities in order to achieve true success.

Alignment with Economic Development Strategy

Establishing and promoting the conditions for an intelligent and connected community dovetails neatly and completely with the goals of the newly adopted [“Made in Grey” Economic Development Strategy](#), which focuses on seven themes, five of which are directly supported by the Connected County Initiative:

- Becoming Investment Ready
- Creating a Business Friendly Environment
- Ensuring Key Infrastructure is in Place
- Developing Grey’s Workforce
- Better Communication and Marketing Grey’s Greatness

The two additional themes included in the Economic Development Strategy – Tourism and Agriculture, Farms and Local Food – may provide opportunities for indirect alignment through ensuring appropriate infrastructure development and seeking opportunities for leveraging broadband to support development in these areas.

What the Connected County Initiative Adds to Economic Development

The Connected County Initiative provides an incredible opportunity for Grey County to achieve tangible momentum on strategic economic and community development priorities while Economic Development staff work on establishing the more foundational elements laid out in the Made in Grey Economic Development Strategy.

The action items and core priorities identified by thorough extensive background research and community engagement thus far point to activities that are high-impact, high-value, and public-facing – creating opportunities for the County to demonstrate strategic leadership and increase both its real and perceived effectiveness in the eyes of the public, while also supporting critical strategic community and economic development initiatives of our member municipalities.

While there are several opportunities to create immediate momentum around the initiative, especially in conjunction with the Made in Grey Economic Development Strategy, the Connected County Initiative also requires a long-term investment in

building and leveraging relationships in order to realize economic and social development opportunities provided by the broadband economy.

Proposed Work Plan and Milestones

Work to Date

Grey County Council allocated \$100,000 from reserve to explore a Connected County initiative and supported the secondment of a dedicate staff resource to developing the Connected County initiative in 2014 and 2015.

To date the following activities have occurred:

1. Completed the I-Canada iCat assessment (details in [CAOR-PCD-14-12](#))
2. Completed Cisco's Smart and Connected Communities (S+CC) benchmarking in conjunction with the Southwest Economic Alliance (SWEA) Intelligent Region Project (details in [ITR-PCD-01-14](#))
3. Hosted a keynote talk featuring Robert Bell, one of the co-founders of the Intelligent Community Forum (ICF) in June, 2014
4. Hosted an ICF master class with Robert Bell of the ICF and 80 leaders from across the community (details in [ITR-PCD-01-14](#))
5. Seconded County staff to support SWEA's Intelligent Region Initiative, as the Community Engagement and Benchmarking Liaison (May 2014 – February 2015)
6. Hosted one of SWEA's Community Engagement Coordinators (CEC) to gather data for SWEA's regional benchmarking project (August 2014 – January 2015)
7. Seconded dedicated staff resources to research, develop and facilitate Connected County and broadband-based initiatives ([ITR-PCD-01-15 Intelligent County 2015 Work Plan Report](#))
8. Ongoing leadership and support for the Western Ontario Warden's Caucus' South West Integrated Fibre Technology (SWIFT) project (IT Director is Staff Lead; Connected County seconded staff allocated at 1 day per week support)
9. Initiated an Open Data project to promote community engagement with County produced data, beginning with the launch of an [Open Data Portal](#) and Open Data Licence ([ITR-CS-05-15 Grey County Open Data Licence](#))
10. Integration of Connected County staff support to Grey County Economic Development Working Group.
11. Intelligent Community Forum case study research and ICY Application research.
12. Community Outreach and Development of the Connected County Work Plan (included below in this report)
13. Submitted [an application package](#) to the 2015-2016 ICF Intelligent Community of the Year Awards Program.

Master Class

On November 7, 2014, Grey County hosted a Master Class with Intelligent Community Forum co-founder Robert Bell.

Over 80 local leaders and community stakeholders participated in a very interactive session, producing a broad range of ideas for moving Grey County forward towards becoming an intelligent community.

These ideas can be broken down into five categories, which closely align with five of the seven themes in the Made in Grey Economic Development Strategy and five indicators that the ICF uses to evaluate potential intelligent community award winners:

Master Class Theme	Economic Development Strategy Theme	Corresponding ICF Indicator³
Communications (one-to-many marketing, internal to the County)	Better Communication and Marketing Grey's Greatness	Advocacy
Advocacy and Community Engagement	Creating a Business Friendly Environment	Knowledge Workforce
Promoting Broadband Extension & Adoption	Ensuring Key Infrastructure is in Place	Broadband
Digital Equality	Developing Grey's Workforce	Digital Equality
Economic Development	Becoming Investment Ready	Innovation

In his recommendations following the Master Class, Robert Bell suggested that the County convene meetings for interested people to develop and select concrete short, medium, and long term initiatives that the County and stakeholders can work in partnership to achieve. The goal is to build meaningful momentum that will inspire others to participate in co-creating, facilitating, and achieving community-driven goals.

Recommendations on immediate and future next steps regarding these strategic areas have been collected from community input provided at the Master Class, as well as actions listed in the implementation plan for the Made in Grey Economic Development Strategy. These action items have been matched with high-level metrics suggested by the ICF for communities to self-evaluate their efforts to become more connected and intelligent and outlined in the work-plan below.

³ During the opening of its 2016 Awards process, the ICF added a sixth indicator, Sustainability, to its Intelligent Community Indicators. The Master Class and subsequent workplan were developed before this addition.

Recommended Work Plan

Launching the Connected County Initiative

The ICF will announce its 2016 Smart 21 shortlist on October 21, 2015, creating a perfect opportunity to launch the Connected County initiative with a communications and community engagement plan designed to inspire, engage, and motivate our communities around the goal of becoming an intelligent community, including a call to action for our community to participate and pursue next year’s ICF competition process following the Smart 21 announcement.

Communications

Success Indicators:

- Interactivity on County/Municipal website(s)
- Stronger profile of local ICT-based businesses and organizations

Prospective Partners:

- Economic Development Officers

Short Term Objectives (Immediately/Year 0-1)	Medium Term Objectives (Year 2-3)	Long Term Objectives (Year 3-5)
<ul style="list-style-type: none"> • Publish and promote stories collected during Community Engagement for SWEA’s Intelligent Region Initiative on the County website • Contribute ICT-based content to County Economic Development Newsletter • Adopt Open Data Licence • Connected County Initiative to be linked to Economic Development Working Group through regular updates/exchange at meetings 	<ul style="list-style-type: none"> • Execute community engagement plan for Connected County initiative, including surveying, formal plan for government-organization-citizen collaboration • Expand Open Data and Open Government initiatives • Update and streamline Economic Development and Broadband virtual presence • Establish presence/point of focus through local Chamber AGMs 	<ul style="list-style-type: none"> • Open-by-default approach to County business • Develop and support processes to promote ICT-cluster/centre of excellence

Short Term Objectives (Immediately/Year 0-1)	Medium Term Objectives (Year 2-3)	Long Term Objectives (Year 3-5)
<ul style="list-style-type: none"> • Collect and promote “smart” working processes currently underway at the County (e.g. paperless meetings, GreyDocs, iPads for Council, new Tourism Website etc.) • Begin process to refresh County website for greater interactivity and user-centred design • Develop and initiate early-stage community engagement plan 		

Related Economic Development Strategy Initiatives*⁴

6.1.2 Create an economic development web presence with direct input from municipal partners and links to partner websites on the already existing www.grey.ca site

6.5.1 a) Formalize the Grey County Economic Development Working Group in order to maintain a forum that fosters two-way communication between the County and its municipal leaders.

6.5.1 b) Identify two joint projects a year that can be undertaken by the Grey County Economic Development Working Group but coordinated by the county.

6.5.2 Complete and implement an investment attraction marketing action plan.

6.5.3 Compile and promote information on existing business development services, grant programs and contacts for the Provincial, Regional, County and Municipal governments. Ensure this information is shared with municipal partners and is easily accessible on the County’s economic development webpages.

6.5.4 Create a marketing and communications program that advises residents and partners what the county is doing in terms of economic development.

6.5.5 Continue to prepare and circulate semi-regular or quarterly newsletter highlighting

⁴ These items (and those listed in the remainder of this report) are drawn from the *draft* “Made in Grey” implementation plan and are subject to change.

Short Term Objectives (Immediately/Year 0-1)	Medium Term Objectives (Year 2-3)	Long Term Objectives (Year 3-5)
activities and success stories in Grey County.		

Advocacy and Community Engagement

Success Indicators:

- Partnership/Task Force devoted to identifying opportunities and challenges, developing strategies and supporting work on achieving objectives

Prospective Partners:

- Grey Bruce Health Services
- Georgian College
- Blue Water District School Board
- Chambers of Commerce
- Economic Development Working Group
- Social Services Providers/Community Services
- Business Enterprise Centre
- Launch Pad (Hanover Youth Centre)
- “Creative Class”

Short Term Objectives (Immediately/Year 0-1)	Medium Term Objectives (Year 2-3)	Long Term Objectives (Year 3-5)
<ul style="list-style-type: none"> • Identify and meet with potential partner organizations, individuals, institutions and businesses • Invite champions (from Master Class) to form thematic working groups – and identify immediate and long term actions • “Road show” to partner organizations/ member municipalities to 	<ul style="list-style-type: none"> • Convene and formalize Connected County Partnership as an advisory body to County Council • Integrate Connected County Partnership advice into refresh of County Strategic Plan, Economic Development Strategy monitoring • Continue leadership role in regional broadband based initiatives • Explore opportunities for supporting “maker spaces,” 	<ul style="list-style-type: none"> • Realization of Made in Grey Economic Development Strategy • Survey and evaluate 5-year impact of Connected County-related activities

Short Term Objectives (Immediately/Year 0-1)	Medium Term Objectives (Year 2-3)	Long Term Objectives (Year 3-5)
<p>promote Connected County/Intelligent Community values matter for community builders</p> <ul style="list-style-type: none"> Establish performance indicators and metrics for evaluating long-term impact of Connected County Initiative 	<p>innovation hubs, collaborative environments</p> <ul style="list-style-type: none"> County staff and Warden/elected official to attend annual ICF Summit 	
<p>Related Economic Development Strategy Initiatives</p> <p>6.2.2 Create and deliver a training and education session for Grey County staff, municipal partner staff, elected officials and community partners about working together with your local business community.</p> <p>6.2.4 Host an annual Business to Business and Government to Business networking event to strengthen/identify opportunities for County businesses.</p>		

Promoting Broadband Extension and Adoption

Prospective Success Indicators:

- Household penetration rate (target: greater than 70%)
- Policies and programs to increase broadband penetration and use by individuals, organizations, and businesses

Prospective Partners:

- Western Ontario Wardens’ Caucus
- Telecommunications Service Providers
- University of Guelph (Professor Helen Hambly)

Short Term Objectives (Immediately/Year 0-1)	Medium Term Objectives (Year 2-3)	Long Term Objectives (Year 3-5)
<ul style="list-style-type: none"> Connect It Your Way feasibility study Baseline survey of broadband penetration rate Support SWIFT 	<ul style="list-style-type: none"> Follow-up study and investment on broadband speeds, penetration and uptake Build-out phase for 	<ul style="list-style-type: none"> Follow-up study on broadband speeds, penetration and uptake Build-out phase for SWIFT

Short Term Objectives (Immediately/Year 0-1)	Medium Term Objectives (Year 2-3)	Long Term Objectives (Year 3-5)
Initiative <ul style="list-style-type: none"> • Explore options for becoming a hub or case-study for Rural Broadband via University of Guelph • Integrate broadband infrastructure development in ongoing County infrastructure investments 	SWIFT <ul style="list-style-type: none"> • Build-out phase for GREAT Network 	<ul style="list-style-type: none"> • Build-out phase for GREAT Network
<p>Related Economic Development Strategy Initiatives</p> <p>6.3.1 Develop shortened timelines and accelerate the implementation of Grey's Broadband Plan in order to ensure affordable, reliable and accessible broadband throughout the County (urban and rural).</p> <p>6.3.2 Create a Grey County infrastructure master plan which identifies and maps county and municipal partner key capital infrastructure projects and priorities.</p>		

Digital Equality

Success Indicators:

- Internet availability
- Public-access computers and Internet connectivity
- Digital literacy training and ICT-based skills development

Prospective Partners:

- Social Services (Grey County)
- Housing (Grey County)
- United Way Grey-Bruce
- Libraries
- Blue Water District School Board
- Bruce Grey Catholic District School Board
- Four County Labour Market Planning Board

Short Term Objectives (Immediately/Year 0-1)	Medium Term Objectives (Year 2-3)	Long Term Objectives (Year 3-5)
<ul style="list-style-type: none"> • Research and 	<ul style="list-style-type: none"> • Facilitate 	<ul style="list-style-type: none"> • County

Short Term Objectives (Immediately/Year 0-1)	Medium Term Objectives (Year 2-3)	Long Term Objectives (Year 3-5)
<p>promote local options for computer and Internet access and publish on County website</p> <ul style="list-style-type: none"> • Support Digital Equality in local municipal initiatives (e.g, Hanover Youth Centre) • Promote (and celebrate) ICT-skills development opportunities • Hanover Hub (*Social Services space) • Review potential for provision of WiFi/Internet access in all County Housing (*proof of concept under way at Alpha Street) 	<p>connections between local educational organizations, social services providers to meet gaps in digital literacy skills</p> <ul style="list-style-type: none"> • Grey County Open Data app-development contest 	<p>Administration Building as (potential) community hub for publicly available computers, Internet access (*explore options for this in renovation plan) – alternative: Grey Roots as hub</p>
<p>Related Economic Development Strategy Initiatives</p>		
<p>6.4.1 Establish a working group consisting of Grey County, School Boards, Georgian College, Grey Bruce Health Services, major employers, Chambers of Commerce, and municipal partners to prioritize recommendations of the Four County Labour Market and Planning Board’s Skills Gap study from 2014.</p> <p>6.4.2 Create an action and implementation plan to address the priority recommendations of the 2014 Skills Gap report.</p> <p>6.4.3 Create a youth retention and attraction task force to develop a strategy and implement action items that address youth retention and outmigration.</p> <p>6.5.3 Compile and promote information on existing business development services, grant programs and contacts for the Provincial, Regional, County and Municipal governments. Ensure this information is shared with municipal partners and is easily accessible on the County’s economic development webpages.</p>		

Economic Development

Success Indicators:

- Economic Development Strategy recognizes and incorporates processes to facilitate effective promotion of ICT-based initiatives
- Policies and practices that encourage business start-ups and business incubation

Prospective Partners:

- Planning (Grey County)
- Economic Development Officers
- Chambers of Commerce
- Business Enterprise Centre
- Georgian College Entrepreneurship Centre
- Ontario Network for Entrepreneurs
- Four County Labour Market Planning Board
- Angel Network (*Collingwood)
- Community Foundation Grey Bruce

Short Term Objectives (Immediately/Year 0-1)	Medium Term Objectives (Year 2-3)	Long Term Objectives (Year 3-5)
<ul style="list-style-type: none"> • Connected County staff to attend/become a member of Economic Development Working Group • Connected County/Connect It Your Way alignment with Made in Grey Economic Development Strategy • Work with Economic Development staff to ensure policies/processes reflect critical importance of ICT emphasis • Work with Planning 	<ul style="list-style-type: none"> • Plan and execute innovation-based events to engage community • Environmental scan of economic development policies, identify challenges and opportunities for supporting ICT/broadband economic development • Refresh County website for greater interactivity and user-centred design 	<ul style="list-style-type: none"> • Realization of near-term Economic Development Strategy objectives • ICT-cluster/centre of excellence development

Short Term Objectives (Immediately/Year 0-1)	Medium Term Objectives (Year 2-3)	Long Term Objectives (Year 3-5)
<p>staff to ensure that policies and practices encourage and support innovative business start-ups/business incubation</p> <ul style="list-style-type: none"> • Work with Planning staff to ensure that policies and practices encourage and support overall sustainability • Plan and execute innovation-based events to engage community 		

Related Economic Development Strategy Initiatives

6.2.2 Create and deliver a training and education session for Grey County staff, municipal partner staff, elected officials and community partners about working together with your local business community.

6.2.3 Engage Grey’s municipal partners to develop consistent home occupation policies and bylaws across the county.

6.2.4 Host an annual Business to Business and Government to Business networking event to strengthen/identify opportunities for County businesses.

6.5.1 a) Formalize the Grey County Economic Development Working Group in order to maintain a forum that fosters two-way communication between the County and its municipal leaders.

6.5.1 b) Identify two joint projects a year that can be undertaken by the Grey County Economic Development Working Group but coordinated by the county.

6.5.3 Compile and promote information on existing business development services, grant programs and contacts for the Provincial, Regional, County and Municipal governments. Ensure this information is shared with municipal partners and is easily accessible on the County’s economic development webpages.

6.5.4 Create a marketing and communications program that advises residents and partners what the county is doing in terms of economic development.

Short Term Objectives (Immediately/Year 0-1)	Medium Term Objectives (Year 2-3)	Long Term Objectives (Year 3-5)
6.5.5 Continue to prepare and circulate semi-regular or quarterly newsletter highlighting activities and success stories in Grey County.		

Financial / Staffing / Legal / Information Technology Considerations

Currently, an employee from communications is seconded to the IT Department and funded by one-time funding to provide support to the Connected County initiative and other strategic projects. To implement the work plan above, a multi-year commitment is required in order to realize the projects' goals. There is an impact to the levee if this position were to be funded: \$85,000 for wages and benefits, and \$15,000 for other expenses. To reduce the impact to the 2016 budget, the IT Director is exploring possible subsidization from the Western Ontario Warden's Caucus for work completed by the IT Director for the WOWC SWIFT project.

Link to Strategic Goals / Priorities

Goal Number One of the Corporate Strategic Plan is to expand the prosperity base of the County. This means enhancing and diversifying economic opportunities within the County, becoming "investment- ready" and ensuring a solid foundation is in place for sustainable success. Our shared vision of sustained community and regional prosperity encompasses:

Economic Opportunity and Growth

Wealth generation and the creation of work are the basic building blocks for livable, healthy communities where human initiative and stable families can flourish. Opportunities for entrepreneurial initiative, business expansion and training for jobs that offer upward mobility are critical to this success.

Community Sustainability

Communities that are vibrant, strong and offer hope to their residents are communities in which neighbourhoods are safe, the environment is clean, housing is affordable, social support services and cultural/recreational opportunities are accessible, and civic spirit is nurtured by participatory decision-making, innovative design and celebration.

Community Partnerships

Economic opportunity and social/cultural development rely on broad community participation, both at the individual level and at the institutional level. Engaged

individuals, governments and the private and not-for-profit sectors working together to provide relevant, accessible and coordinated programs and services that build towards the community's strategic direction.

The Connected County initiative is wholly consistent with this strategic direction.

Attachments

[Made in Grey: Economic Development Strategy](#)

[ITR-PCD-01-15 Intelligent County 2015 Work Plan Report](#)

[ITR-PCD-05-14 Intelligent County and Broadband Initiative](#)

[CAOR-PCD-14-12 Towards an Intelligent Region](#)

[ITR-PCD-01-14 Intelligent County Initiative](#)

Respectfully submitted by,

Geoff Hogan
IT Director