1. Call to Order
2. Declaration of Pecuniary Interest
3. Reports – Planning
   a. Recolour Grey Update
      March 16, 2018 Public Meeting Minutes
      March 27, 2018 Public Meeting Minutes
      Recolour Grey Presentation
      PDR-CW-19-18 Recolour Grey - Revised Official Plan
   b. Affordable / Attainable Housing Update
4. Reports – CAO
   a. CAOR-ED-07-18 Economic Development and Planning Advisory Committee Terms of Reference
      That Report CAOR-ED-07-18 regarding revised Terms of Reference for the Economic Development and Planning Advisory Committee be received; and
      That the revised Terms of Reference for the Economic Development and Planning Advisory Committee as attached to Report CAOR-ED-07-18 be endorsed.
   b. CAOR-ED-08-18 Regional Attraction & Retention Campaign
      That Committee Report CAOR-ED-08-18 titled Regional Attraction & Retention Campaign be received; and
      That the staff be directed to formally engage campaign partners, lead
the development of an RFP for the campaign materials and contribute $10,000 to the project from the 2018 economic development budget.

5. Think Canada – Foreign Direct Investment

6. Business Enterprise Centre Introduction

7. Dates to Remember
   a. June 8 – Warden’s Breakfast and Building Tour
   b. June 13 – Hawks’ Nest
   c. June 21 – Creative Mixer: Young Professionals Network

8. Other Business
   a. EmployerOne Survey Results
   b. Roundtable Updates

9. Next Meeting Dates
   a. To be determined

10. Adjournment
Recommendation

1. That a revised draft new Official Plan be received and that staff be directed to circulate to the Province, local municipalities and other agencies as prescribed under the Planning Act, and posted on the County website and distributed to the contact list collected as part of the first, second and third rounds of consultation for Recolour Grey, and

2. That following a 30 day review period, that any comments received on the revised draft Official Plan will be considered and any further revisions will be recommended and presented to Council for consideration.

Executive Summary

A draft new Official Plan was presented to the Committee of the Whole on November 24, 2017. Committee directed staff to distribute the draft Official Plan to the Province, local municipalities, agencies, as well as to the contact list collected during the first and second rounds of consultation. The draft new Official Plan was also posted on the County website. As part of the third round of consultation, County staff met with the Province, local municipal staff, agencies and members of the public who provided suggested revisions to the draft Official Plan. A Council/Local Municipal Workshop was held on March 16th to discuss revisions to the draft Official Plan. Four Open Houses were held in the month of March and a Public Meeting was held on March 27th. We also received a number of written comments which have been shared with Council and posted on the County website. Based on the comments received through the third round of consultation, staff are recommending revisions to the draft Official Plan which have been linked in this Report. Staff are recommending that the revised Official Plan be received and that we circulate to the same contacts and post on the County website for a 30
Background and Discussion

On November 24, 2017, a draft new Official Plan was presented to Committee of the Whole. The Committee received the draft Official Plan and directed staff to circulate to the Province, local municipalities, agencies, and to the contacts collected as part of the first and second rounds of consultation. The draft Official Plan was also posted on the County website. As part of the third round of consultation, County staff met directly with Saugeen Ojibway Nation, the Province, local municipalities, conservation authorities, Niagara Escarpment Commission, the Federation of Agriculture, developers, consultants, and some members of the public. Four open houses were held in March, one occurring in Hanover, two in Markdale and one in Owen Sound. A Council/Local Municipal Workshop was held on March 16th to discuss any further revisions that should be considered to the Official Plan. Notes from that workshop can be found in the Attachment sections below. A Public Meeting was held on March 27th and minutes from that meeting can be found in the Attachments section below. A number of written comments were also received and a link to all the written comments can also be found in the Attachments section.

Why we Plan and the Importance of an Official Plan

We thought it would be important to reflect on why we plan and why it is important to have an Official Plan. We plan for people, whether they be community members or visitors. With this in mind, our goal through this new Official Plan is to foster healthy, happy communities. Land use planning affects almost every area of life. It helps to decide where our communities, homes, businesses and factories should be built; where parks and schools should be located; and where roads, sewers and other essential services should be installed.

Land use planning manages our land and our resources. It helps each community set goals about how it will grow and develop. It also works out ways of reaching these goals while balancing social, economic and environmental interests. Land use planning balances the interests of individual property owners with the wider interests and objectives of the entire community, and the Province.

Good planning leads to healthy orderly growth and the provision of services. It also promotes community interaction, happiness, and social equity. Planning thinks long-term about spaces, including how people use them, and how we can improve them to create a better quality of life for everyone. It also supports the economy, by having business ready policies that promote economic development. Planning benefits all of us and helps us to have the kind of community we want.

Although Official Plans are land use plans, this new Official Plan shall be read as a plan for people. In interpreting the policies of the new Official Plan, users should also consider the people, the land, and the interactions between them. Creating healthy communities, enhancing quality of life, fostering a strong local economy, preserving our environment and resource lands, encouraging social interaction, and providing efficient transportation networks, are all crucial elements of this Plan.
The Plan is a guiding document for directing growth for the next 20 years. It represents an important shift in shaping Grey County towards a more balanced community structure. It will build a strong, long standing planning policy framework that will support substantial growth and change. The policies included in the new Official Plan will help to achieve a better County for all that live and visit here. The new Official Plan will change over time through amendments to the Plan, as the needs and interests of the community change.

Proposed Changes to the Official Plan

Based on all the comments received, and based on the principles described above, staff are recommending revisions to the draft Official Plan. Below is a link to the revised draft Official Plan as well as links to the revised Schedules and Appendices to the Official Plan. It is worth noting that some of the sections have been moved around to create a better flow to the Official Plan. Below is a table showing the old section numbers and the new section numbers:

<table>
<thead>
<tr>
<th>Old Sections</th>
<th>New Sections</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction</td>
<td>1. Introduction</td>
</tr>
<tr>
<td>3. Cultivate Grey</td>
<td>3. Develop Grey</td>
</tr>
<tr>
<td>4. Develop Grey</td>
<td>4. Live Grey</td>
</tr>
<tr>
<td>5. Niagara Escarpment Plan</td>
<td>5. Cultivate Grey</td>
</tr>
<tr>
<td>7. Live Grey</td>
<td>7. Natural Grey</td>
</tr>
</tbody>
</table>

Revised Draft Official Plan - May 2018 - Tracked Changes Version
Revised Draft Official Plan - May 2018 - Clean Version
Revised Schedules A, B and C
Revised Appendices A to F
Revised Secondary Schedules

The following are some of the key recommended revisions to the various sections of the Official Plan:

Introduction/Vision/Principles

1. Based on comments received from the public, we added further wording on why we plan and the importance of good land use planning in the ‘Why we Plan’ section and the ‘Purpose of the Plan’ section.

2. Based on comments received from economic development and tourism staff, the Province, businesses, and the public, we made the following revisions to the ‘Our Opportunities’ section including:
   a. Added a section about supporting young families, youth and newcomers,
b. Revised the ‘Economic Changes’ section,
c. Added a ‘Complete Communities’ section,
d. Added some language about the importance of culture in subsection 10, and
e. Added a Tourism and Recreation section given the importance of Tourism and Recreation in Grey.

Managing Our Growth

1. Revised the growth projection tables using the latest growth projection numbers from Hemson Consulting and based on the comments received from local municipalities and others.

2. We have added in clarification on the differences between various growth projections from different sources. We have added a statement indicating that the County will work with our local municipalities and community partners in developing a common set of growth projections that we can all utilize.

Develop Grey

1. General Policies Affecting Settlement Area Land Use Types – based on comments received from a number of local municipalities, additional policy wording was included that speaks to how municipalities can accommodate growth within settlement areas. Efforts for development intensification are encouraged prior to considering a comprehensive review, and/or municipal boundary restructuring (Section 3.4).

2. Settlement Area Expansions – upon receiving guidance from the Province, further policy direction was provided that speaks to the notion of reinstating previously designated settlement area lands that were either removed or redefined in the previous Official Plan update. Consideration for this type of development will only be assessed upon completion of a scoped comprehensive review (Section 3.4.2).

3. Municipal boundary restructuring (annexation) – based on comments from municipalities in Grey experiencing restricted settlement area boundaries, a new section was included that begins to define the process of a municipal boundary adjustment as per regulations from the Municipal Act and Planning Act.

4. Second Units – included policy clarity for second unit development and as-of-right permissions within settlement areas.

5. Inland Lakes and Shoreline Areas – based on comments received from the development community and local planners, additional wording was included that speaks to conservation efforts along the County’s shorelines. These areas are recognized as ecologically sensitive, and the County will endeavor to work with local municipalities to adopt appropriate management techniques for these areas.
**Live Grey**

1. Accessibility for Ontarians with Disabilities Act (AODA) compliance – included wording based on comments from the Province that recognizes the need to make heritage properties accessible, while ensuring alterations do not adversely affect the heritage attributes.

2. Affordable Housing – The Housing Continuum – (Canadian Mortgage Housing Corporation) – Adjusted the definition of ‘affordable housing’ to better encompass the broader meaning, which includes all forms of housing tenure (i.e. rental, ownership and cooperative ownership). It can also include temporary as well as permanent housing. A housing continuum graph (see image below) was included as part of the OP to illustrate the range of housing opportunities, where ‘affordable housing’ can refer to any part of the housing continuum. Included within this subsection are separate policies that speak to affordable home ownership, affordable rental housing, social and special needs housing, second units, garden suites, seniors housing, and short-term accommodation.

![Housing Continuum Graph](image.png)

3. Inclusionary zoning – updated as per Planning Act changes that include direction for local municipalities to incorporate inclusionary zoning through their zoning bylaws.

4. ‘Housing First’ policy – based on comments from non-for-profit organizations, developers, and municipalities, we have adjusted the ‘Housing First’ policy to now include parameters where priority on the sale of surplus County and municipally owned lands should be given to public, non-profit, and private entities that can demonstrate their ability to provide affordable housing. Evaluation of a successful applicant will be assessed based on design, form of development, tenure, and management.

**Cultivate Grey**

1. Minor terminology and policy changes in Cultivate Grey – based on comments from the Province, and others (Owen Sound, Southgate, Meaford, The Blue Mountains, etc.);
   a. Defined the terms ‘non-agricultural use’, ‘livestock facilities’, and ‘livestock barns’,
   b. Farm size and non-farm sizes are defined for the Agricultural, Special Agricultural, and Rural land use types,
   c. Minimum Distance Separation (MDS) formulae now applies to all lots created after March 1, 2017, as per the Provincial MDS Guidelines,
d. Clarified and defined ‘home rural occupations’, versus home occupations that may otherwise be found in a settlement area,

e. Clarified provisions around medical marihuana / cannabis production locations,

f. Clarified servicing requirements in the Agricultural, Special Agricultural, and Rural land use types,

g. Clarified the policies restricting non-farm sized lot development within 500 metres of a Primary Settlement Area,

h. Clarified the policies restricting non-farm development adjacent to Mineral Resource Extraction sites, or within the Aggregate Resource Areas,

i. Clarified the surplus farm dwelling severance policies to require the farm lands to either be (i) owned by, or (ii) being sold to a bona fide farmer,

j. Added in the policy permitting agricultural-related use severances – this had previously been mentioned in the Plan, but the actual policy itself had been omitted,

k. Deleted the policy permitting inns and motels in the Rural land use type.

2. On-Farm Diversified Uses – Based on comments from the Province, a new Table 8 (see below) has been added to the Plan with size criteria for on-farm diversified uses. This criteria is based on the Province’s Permitted Uses In Prime Agricultural Areas Guideline. This policy change eliminates the term ‘small scale’ from the definition, and instead utilizes a size criteria which is relative to the size of the property, and considers the entire use (i.e. buildings, laneways, parking, outdoor storage, servicing, exhibition areas, and/or amenity areas occupied by the on-farm diversified uses), not just the total building size. The total building size of an on-farm diversified uses can occupy no more than 20% of the total size of the use itself (i.e. 20% of the 2% of property size, or 8,000 square metres could be buildings on a farm-sized parcel). The size of an on-farm diversified use is still distinguished from the farm and residential uses on the property i.e. farm buildings, driveways, and houses are not included in the size requirement calculations for an on-farm diversified use. Redefined the term ‘small scale’ to reference Table 8, for the Agricultural, Special Agricultural, and Rural land use types. Outside of these land use types ‘small scale’ may have different meanings as they may pertain to municipal official plan or zoning by-law definitions.
### Table 8: On-farm Diversified Use Size Criteria

<table>
<thead>
<tr>
<th>Land use type</th>
<th>Property Size</th>
<th>On-farm diversified Use Maximum Size</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Agricultural</strong></td>
<td>20 hectares or greater</td>
<td>The lesser of;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 2% of the total size of the property, or</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• a maximum combined area of the use of 8,000 square metres</td>
</tr>
<tr>
<td>Less than 20 hectares</td>
<td></td>
<td>Bed and breakfasts and/or <em>home rural occupations</em> within the <em>dwelling</em> only.</td>
</tr>
<tr>
<td><strong>Special Agricultural</strong></td>
<td>10 hectares of</td>
<td>The lesser of;</td>
</tr>
<tr>
<td></td>
<td>agriculturally productive area or greater</td>
<td>• 2% of the total size of the property, or</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• a maximum combined area of the use of 8,000 square metres</td>
</tr>
<tr>
<td>Less than 10 hectares of</td>
<td></td>
<td>Bed and breakfasts and/or <em>home rural occupations</em> within the <em>dwelling</em> only.</td>
</tr>
<tr>
<td>agriculturally productive area</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Rural</strong></td>
<td>20 hectares or greater</td>
<td>The lesser of;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 2% of the total size of the property, or</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• a maximum combined area of the use of 8,000 square metres</td>
</tr>
<tr>
<td>Less than 20 hectares</td>
<td></td>
<td>The lesser of;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 2% of the total size of the property, or</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• a maximum combined area of the use of 2,000 square metres</td>
</tr>
</tbody>
</table>

3. Resource Based Recreational Uses – added some new criteria for consideration of resource based recreational uses, as well as residential development associated with such uses. The County received detailed comments on this section from Parkbridge Lifestyle Communities, which informed these changes.

4. Added in the site specific exceptions for approved Official Plan Amendments (OPAs) including OPAs 133, and 138.

5. Bedrock and Shale Resource Areas – based on comments from the Province, added a new section 5.6.6 dealing with Bedrock and Shale Resource Areas, shown on Appendices E. The resource areas are mapped for information purposes only at this stage. The County may undertake a future study to further refine this mapping, look at policy constraints to it, and recommend future Official Plan policies for protection.
6. Required studies for pit/quarry operations – based on comments from the Province and other parties, added policies in section 5.6.4(4) to require rehabilitation plans and agricultural impact assessments (in the Agricultural or Special Agricultural land use types) for pit and quarry operations.

7. Oil and Gas Resources – based on comments from the Province, added a new section 5.8 to the Plan, as well as additional mapping on Appendix A showing oil and gas resources. Based on this being a new policy area in the County, staff utilized official plan policies from the recent County of Lambton Official Plan, where they have more knowledge on this subject matter. A policy has also been included here noting that fracking is not a permitted use, based on public comments and based on Council's previous position with respect to fracking.

**Niagara Escarpment Plan**

1. Niagara Escarpment Plan – added in a policy recognizing Georgian Bluffs current deferral for urban uses on the airport lands, which was submitted as part of the Provincial Coordinated Land Use Plan review (and deferred in the Province’s decision on the Niagara Escarpment Plan).

2. Niagara Escarpment Plan – clarified the Hazard Lands policies within the Niagara Escarpment Plan Area.

**Natural Grey**

1. Core Areas and Linkages – Based on comments from residents and municipal staff, policies around Core Areas and Linkages have been combined, and clarified in section 7.1 of the Plan. In order to aid readability and understanding of this section, a new Table 10: Permitted Uses in Core Areas and Linkages has been included. Through this section, the County has tried to maintain a balance between protection and development potential / resource use in the countryside. Small mapping changes have also been considered to some of the Linkages, based on local knowledge and suggestions. Changes to the Plan also clarified that neither the Core Areas nor Linkages are intended to become public lands or public trails, where the land is not already in public ownership.

2. Added a new policy in section 7 recognizing existing approved and draft approved developments, and exempting them from further environmental review, except where required by Provincial / Federal Regulations, or where major changes are being proposed to a development.

3. Further terminology and mapping changes in Natural Grey – based on comments from the Province and Conservation Authorities, the terminology around land use types, constraints, and adjacent lands buffers have been updated to be consistent with the Provincial Policy Statement, key highlights include;

   a. Provincially Significant Wetlands now also include Significant Coastal Wetlands,

   b. Areas of Natural and Scientific Interest are now referred to as Significant Areas of Natural and Scientific Interest,
c. The adjacent lands buffer for Fish Habitat has been increased to 120 metres, as per the Natural Heritage Reference Manual 2010,
d. The term 'buffer' is now used when referring to adjacent lands, rather than the term 'setback',
e. Hazard Forest Types for Wildland Fire are now mapped on Appendix A,
f. Clarified terminology around Significant Wildlife Habitat and Habitat of Threatened / Endangered Species,
g. Environmental Impact Studies – added in a policy under section 7.11.1 noting that the County, in cooperation with member municipalities and Conservation Authorities may develop an environmental impact study guideline to include a terms of reference and more detail on scoped environmental impact studies, and
h. Added in some wording in sections 5.5 (Forestry Uses) and 7.4 (Significant Woodlands) recognizing plantations versus more naturalized woodland features.

4. Karst Area Policies and Mapping – Based on comments from the Province and the Municipality of Meaford, the County has updated the karst area policies and mapping. The policy changes provide more background on the significant geologic feature, why it is mapped in the Plan, and what type of investigation is needed when karst is present with shallow overburden. The mapping changes use a new provincial layer to provide more accurate karst mapping on Appendix A.

5. Parkland – added some additional policies to section 7.12 recognizing the importance of parks (including dog parks, skate parks and trampoline parks), in response to numerous public comments.

6. Climate Change – based on comments from a number of parties, revised the Climate Change policies in section 7.13 of the Plan.

Move Grey

1. Added some policies in the General Transportation section to address comments received from the Province and others with respect encouraging the identification of historic transportation routes, screening outdoor storage areas and loading areas that back onto provincial highways, stormwater management/drainage requirements, and ensuring that development adjacent to patrol yards is compatible.

2. Added in language to clarify the differences between Provincial Connecting Links and the Connecting Links being proposed on County Roads. We also added in policies under the Provincial Highways section encouraging local municipalities to improve pedestrian safety within Provincial Highway Connecting Links through the use of such measures as traffic calming, roundabouts, improved signage, etc.

3. Identified Concession 5 Derby and Concession 6 (Sullivan) that connects Grey Road 40 to Grey Road 18 as a Potential Planning County Road corridor. We have also identified the recommended functional classification of these planned corridors should they become County Roads in the future. We also included a statement indicating that options for a by-pass at the south end of Markdale be explored and have identified this graphically on Appendix D. The functional classification of Grey Road 9 has been changed to County Arterial based on comments from the Township of Southgate and through further discussions with County Transportation Services.
4. We have added a policy indicating that the County will explore the use of living snow fences along County Roads and to also explore partnerships with local municipalities in establishing living snow fences on local municipal roads.

5. We have added further policies and criteria for when to consider development on existing lots of record that gain access from a private road or a seasonally maintained road (section 8.3.4(4). It is recommended that local municipalities apply a holding zone for existing lots that front on to a private road or a seasonally maintained road and that the holding provision only be removed when the criteria identified in Section 8.3.4(4) has been addressed to the satisfaction of the local municipality. Notwithstanding the criteria, if a private road or seasonally maintained road is deemed to be inadmissible and if deemed to be a risk to public health and safety, then development on existing lots should not be permitted.

6. We have added in additional examples of active transportation and have also identified further reasons for supporting paved shoulders.

7. Based on comments received from Southgate and developers in Southgate, we have clarified the wording with respect to the policy dealing with new development adjacent to the CP Rail Trail when considering the potential return of rail service such that new development be designed to include buffers/setbacks and screening (i.e. fences, berms, tree plantings, landscaping, etc.) to the satisfaction of the County.

8. We have clarified some of the servicing policies based on comments received including:
   a. What it meant by interim servicing measures (Section 8.9.1(7)),
   b. Clarifying the intent of infilling and rounding out on partial services (Section 8.9.1(10)),
   c. Encouraging local municipalities to develop a servicing strategy for partially serviced settlement areas to provide the other municipal service (Section 8.9.1(11)), and
   d. Clarifying that when service partnerships are not possible or are not working for municipalities then municipalities may need to explore other options including municipal boundary restructuring (e.g. annexation) – Section 8.9.1(14).

9. Based on comments from the Province, we have mapped the wastewater/sewage treatment facilities on Appendix A and have included a policy indicating that the Ministry of Environment and Climate Change D-2 Guideline be used to comply with recommended buffer separation between wastewater treatment facilities and sensitive land uses.

10. Clarifying in the stormwater management policies that stormwater management proposals need to be prepared in accordance with Ministry of the Environment and Climate Change’s Stormwater Management Planning and Design Manual and the applicable conservation authority’s guidelines.

11. Added some policy language in the ‘Managing our Waste’ section regarding working towards a circular economy in which materials are never discarded but reused or recycled into new products and reintegrated into the market. A policy has been added indicating that the County and the local municipalities will consider implementing the
Food and Organic Waste Policy Statement issued under the Resource Recovery and Circular Economy Act. This includes considering the development and implementation of education programs aimed at preventing and reducing food waste.

12. Added a missing policy regarding setbacks from operating landfill sites as shown on Appendix A. Also added a policy regarding setbacks from operating and abandoned landfill sites that are located just outside of Grey County in neighbouring municipalities. Clarified some policy wording for closed landfill sites based on comments from the Ministry of Environment and Climate Change.

13. Updated some of the Source Protection Policies based on comments from the Province and from local source protection authorities to be better align with the approved Source Protection Plans in our area.

14. Clarified that the commercial water taking policies (Section 8.11.2) apply to new commercial water taking operations from a non-municipal water service intended for human consumption.

Our Tools

1. Added some wording in the ‘Understanding the Plan’ section about the Niagara Escarpment Plan.

2. We have clarified terminology throughout the Plan with respect to words such as ‘will’, ‘must’, ‘should’ and ‘encourage’.

3. Added some further studies that could be considered as part of a complete application and clarified that the information/study requirements will be determined at the time of pre-submission consultation.

4. Clarified and added some definitions in Section 9.18 based on comments received from the Province, agencies and the public in order to be consistent with the Provincial Policy Statement definitions as well as definitions in other documents. Some of the definitions were added or clarified based on revisions made to related policies.

Mapping Changes to the Schedules and Appendices

1. Hazard Lands have been updated using the most current data from the conservation authorities.

2. The Castle Glen Secondary Plan Area has been identified on the various Schedules and Appendices which defers to the Town of The Blue Mountains Official Plan.

3. The ‘two-zone’ hazard lands have been identified in the Neustadt and Durham Secondary Schedules which is consistent with the mapping in the West Grey Official Plan.

4. Petroleum Wells have been identified on Appendix A.

5. Wellhead Protection Areas in the Dundalk area have been updated using the most current mapping from the Source Protection Plan.
6. Karst Area mapping has been updated based on new mapping from the Province.

7. Wildland Fire Forest mapping has been added on Appendix A based on mapping from the Province.

8. Wastewater Treatment Facilities (i.e. sewage treatment facilities) have been added on Appendix A.

9. Based on many comments and concerns about the revised Other Wetland mapping, we have reverted back to the Other Identified Wetland mapping in the current Official Plan and have called it ‘Other Wetlands’.

10. Significant Woodland mapping has been revised in the Town of The Blue Mountains to be consistent with the mapping approved in the Town of The Blue Mountains Official Plan which removed significant woodlands within some of the draft approved developments.

11. Provincial Highway Connecting Links has been identified in Appendix D.

12. Bedrock and Shale Resource Areas have been identified in Appendix E using mapping provided by the Province.

13. The Aggregate Resources Area mapping has been updated on Schedule B by removing areas that overlap with the Core Areas on Schedule C.

Legal and Legislated Requirements
Planning Act

Financial and Resource Implications
A significant amount of staff resources has gone into Recolour Grey. The work has been a true team effort with all planning staff being involved in the community engagement process as well as developing the new Official Plan. The work has been truly rewarding and we have learned a lot from the many conversations we have had with community members.

Relevant Consultation
☒ Internal (Transportation Services, Economic Development, Tourism, Housing, Social Services, Information Technology)
☒ External (Provincial Ministries, Conservation Authorities, Niagara Escarpment Commission, Local Municipalities, Neighbouring Municipalities, Farm Organizations, Developers, Consultants, and the Public)

Appendices and Attachments
PDR-CW-47-17 - Recolour Grey - Draft of New Official Plan
Recolour Grey Council/Local Council Workshop - March 16, 2018
Public Meeting Minutes - March 27, 2018
Revised Draft Official Plan - May 2018 - Tracked Changes Version
Revised Draft Official Plan - May 2018 - Clean Version

Revised Schedules A, B and C
Revised Appendices A to F
Revised Secondary Schedules
Committee Report

To: Chair and Members of Economic Development and Planning Advisory Committee

Committee Date: April 25, 2018

Subject / Report No: CAOR-ED-07-18

Title: Economic Development and Planning Advisory Committee Revised Terms of Reference

Prepared by: Randy Scherzer, Director of Planning
Savanna Myers, Manager of Economic Development

Reviewed by: Kim Wingrove, Chief Administrative Officer

Lower Tier(s) Affected: All Grey County

Status:

Recommendation

1. That Report CAOR-ED-07-18 regarding revised Terms of Reference for the Economic Development and Planning Advisory Committee be received; and

2. That the revised Terms of Reference for the Economic Development and Planning Advisory Committee as attached to Report CAOR-ED-07-18 be endorsed.

Executive Summary

The Economic Development and Planning Advisory Committee Terms of Reference required minor revisions following revised roles/title changes and membership changes.

Background and Discussion

The Economic Development and Planning Advisory Committee exists to support the County of Grey’s Goal 1 in its Corporate Strategic Plan to ‘Grow the Grey County Economy’ and specifically assist in implementation of “Made in Grey” Economic Development Strategy and to provide a planning advisory role regarding planning polices and special studies.

Committee membership includes the Warden, two members of County Council and seven members to represent broader economic interests/sectors and geography of Grey County.

The Chair and Vice chair are elected annually and the Committee reports directly to Committee of the Whole with recommendations being finalized by County Council.
The recommended revisions to the terms of reference have been highlighted and attached to this report. These revisions are minor in nature, reflecting revised roles/title changes and membership changes.

Legal and Legislated Requirements
There are no legal or legislated requirements associated with this report.

Financial and Resource Implications
There are no financial or staffing considerations associated with this report.

Relevant Consultation
☒ Internal – Deputy Clerk/Legislative Coordinator, CAO, Director of Planning, Manager of Economic Development
☒ External – none

Appendices and Attachments
Grey County Economic Development and Planning Advisory Committee Terms of Reference
Terms of Reference

Grey County Economic Development and Planning Advisory Committee

Purpose:
To support the County of Grey’s Goal 1 in its Corporate Strategic Plan of “expanding the prosperity base” to “Grow the Grey County Economy” and specifically to assist in implementation of “Made in Grey” Economic Development Strategy and to provide a planning advisory role regarding planning policies and special studies.

Scope of Responsibility:

- To progressively move towards Grey County’s Economic Development Vision: “Grey County is Open for Business.”
- To represent both County Council and the broader interests of private and public sectors involved in supporting the economic development process, namely People x Process = Economic Development Success;
- To review and monitor progress in implementation of the Economic Development Action Plan in order to fulfill the Economic Development Strategy;
- To ensure alignment of the Economic Development Strategy and Grey County’s Corporate Strategic Plan;
- To provide a planning advisory role by providing feedback and recommendations on the Grey County Official Plan and any County-initiated amendments to the Official Plan (e.g. Official Plan Update);
- To provide a strategic perspective to the planning department on Provincial, local or procedural matters affecting Grey County residents, visitors, and businesses,
- To receive updates on and review any long term planning related studies such as Growth Management Study, Aggregate Resource Master Plan, Natural Heritage Systems Study, Development Charges, etc.
- Any other planning matters referred by Grey County to the Economic Development and Planning Advisory Committee.

Voting Membership:

- Warden
- Two members of County Council
- Seven members to represent the broader economic interests/sectors and geography of Grey County, with one member to represent the agriculture industry, one member to represent Grey Bruce Health Services, one member to represent Georgian College (and alternate as determined by Georgian College), one member to represent Healthy
Communities (Grey Bruce Health Unit) and three members from Business and Industry sectors. The term of appointment shall be concurrent with the term of council.

**Chair and Vice Chair:**

The Chair and Vice Chair shall be elected *annually* from the voting members.

**Meetings:**

Meetings occur at the call of the Chair or as determined by the Committee (approximately six meetings per year.)

**Quorum:**

A quorum shall consist of more than 50% of the membership of the Committee.

**Statutory Authority:**

The Committee is guided by the County’s Procedural By-law as well as Provincial Acts and regulations such as the Municipal Act.

**Reporting Relationship:**

The Economic Development and Planning Advisory Committee reports directly to Committee of the Whole the Planning and Community Development Committee with recommendations being finalized by County Council.

**Resources:**

- CAO
- Director of Planning and Development
- Clerk
- Senior Manager of Information Technology
- Director of Information Technology
- Director of Social Services
- Director of Housing
- Manager of Economic Development
- Manager of Tourism
- Economic Development Officers
- Deputy Clerk/Legislative Coordinator

Purchasing Staff and Finance Staff, when required. External agencies will be approached when required.

**Committee Coordination**

The Clerk’s, Economic Development Department and Planning Department will provide staff support and coordination.
Financial Support

Committee expenses and implementation of The Economic Development Strategy are contained within the annual Economic Development Department budget. Individual Departments will absorb any of their staff costs relating to the committee or Economic Development Strategy.
Committee Report

To: Chair and Members of Economic Development and Planning Advisory Committee
Committee Date: April 25, 2018
Subject / Report No: CAOR-ED-08-2018
Title: Regional Attraction & Retention Campaign
Prepared by: Savanna Myers, Manager of Economic Development
Reviewed by: Kim Wingrove, Chief Administrative Officer
Lower Tier(s) Affected: All Grey County
Status: Recommendation

1. That Committee Report CAOR-ED-08-18 titled Regional Attraction & Retention Campaign be received; and
2. That the staff be directed to formally engage campaign partners, lead the development of an RFP for the campaign materials and contribute $10,000 to the project from the 2018 economic development budget.

Executive Summary
Grey County employers are having increasing difficulty in attracting and retaining the employees they need. The development of a Regional Attraction & Retention Campaign in partnership with major employers would provide an efficient and effective way to build upon individual efforts taken over the past two years.

Background and Discussion
Attracting and retaining people with the appropriate skills and experience has never been more challenging or more competitive. Over a decade ago, Richard Florida published ‘The Rise of the Creative Class’ which spoke to the mobility of the knowledge workforce and their desire to choose their place based on multiple factors including a heavy emphasis on quality of life.

On the surface, Grey County’s population appears stable and growing slowly, however a further investigation shows significant churn. The 2016 Migration Characteristics and Trends report published by Four County Labour Market Planning Board tracked in-migration of 20,161 people and out-migration of 18,625 people during the five year period of 2009 to 2014. If employers are experiencing a high turnover rate, their competitiveness and profitability will be negatively impacted.
Recent discussions with major employers in our region and examining the County’s own labour experience paints a concerning picture of recruitment and retention concerns.

Grey County is already struggling to find people to fill open vacancies and faces a potential retirement of 24% of the workforce in the next 5 years. In some cases, jobs are posted and going unfilled for up to one year, in other cases, positions are being reposted four or five times and offers declined, often based on a lack of equivalent spousal employment opportunities. Grey County is also noting retention issues above and beyond the attraction challenges. More employees are leaving than coming on, which is especially evident among front line workers, where retention is less than 30% percent in the first year. This experience is shared by employers throughout in the region and needs a common approach to develop a solution.

In response, Grey County Economic Development has been working to better understand the regional labour force and the on-the-ground circumstances that challenge both attraction and retention.

Work undertaken recently includes:

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016</td>
<td>Bruce Power united with Bruce County, Grey County and Huron County to launch a Tri-County Partnership to aid in the Major Component Replacement and Supplier Attraction efforts</td>
</tr>
<tr>
<td>April 2017</td>
<td>South Georgian Bay Labour Supply Task Force was launched to address the significant labour shortage facing the tourism industry in South Georgian Bay (The Blue Mountains region).</td>
</tr>
<tr>
<td>August 2017</td>
<td>Major manufacturers from the region gathered for a Stakeholder Session regarding the proposed Regional Skills Training, Trades &amp; Innovation Centre and spoke to the hiring and training challenges faced today. More telling was the critical pain-point in 2021 when the issue is expected to become far more severe due to a significant increase in slated retirements.</td>
</tr>
<tr>
<td>October 2017</td>
<td>Grey County launched New to Grey, a pilot initiative aimed at attracting and retaining newcomers. The goal of the initiative is to better understand the environment and set the stage for retention success.</td>
</tr>
<tr>
<td>February 2018</td>
<td>Grey County hosted the 5th Annual Regional Job Fair, which was the largest to date with over 90 employers and 1200 attendees.</td>
</tr>
<tr>
<td>March 2018</td>
<td>Grey County hosted its first Creative Mixer: Young Professionals Edition. The event sold out days prior at a capacity of 140 and the response from attendees was overwhelmingly positive (see Attachment).</td>
</tr>
<tr>
<td>April 2018</td>
<td>2018 EmployerOne Survey results were published and the three-year ranking of 68% fair to poor ability to find a qualified workforce worsened to an all-time high 77%.</td>
</tr>
</tbody>
</table>

Grey County and its employers have both a vested interest and the ability to attract and retain people, specifically talent, to help grow the Grey County economy as stated under Goal One of the Corporate Strategic Plan. As noted in the initiatives above, staff and leaders from around the region have the data, understanding and combined willingness to take action in support of a solution to attract and retain talent in the region.

Discussions with major employers in our region, has painted an alarming picture of recruitment and retention concerns. At the same time, these discussions have also opened the doors to partner in the development of a regional campaign.

Grey County and its employers have both a vested interest and the ability to attract and retain people, specifically talent, to help grow the Grey County economy as stated under As noted in
the initiatives above, staff and leaders from around the region have the data, understanding and combined willingness to take action in support of a solution to attract and retain talent in the region.

Grey County Economic Development is prepared to take the lead on this initiative. Staff will facilitate partnerships with regional employers in an effort to pool resources and support the development of a request for proposal to create a strategic and targeted Regional Attraction & Retention Campaign.

Preliminary consideration of a comprehensive regional attraction & retention campaign could include dual marketing for three focuses:

<table>
<thead>
<tr>
<th>Target</th>
<th>Internal (Retention)</th>
<th>External (Attraction)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students</td>
<td>Secondary and Post-Secondary Students</td>
<td>Targeting local students who previously left the region for work or school (ex-pat).</td>
</tr>
<tr>
<td>Young Professionals</td>
<td>Young Professionals Network</td>
<td>Recent graduates or entrepreneurs looking to start/advance their career and/or start/purchase a business.</td>
</tr>
<tr>
<td>Newcomers</td>
<td>New to Grey</td>
<td>New Canadians who are highly skilled/entrepreneurs looking to build their lives in a rural community/purchase a business.</td>
</tr>
</tbody>
</table>

Similar initiatives being reviewed include:

- [Live and Work Wellington](#) – Wellington County
- [Opportunity Lives Here](#) - Perth County
- [Why Waterloo](#) – Waterloo Region

**Legal and Legislated Requirements**

None.

**Financial and Resource Implications**

Consulting fees for campaigns of similar nature (ie. Re-Branding, Fall Colours Tourism Campaign, Communications Strategy) have ranged from $25,000 to $50,000. The budget for this initiative will depend on the resources available following partnership confirmation. Grey County Economic Development has up to $10,000 to contribute from the 2018 budget. Additional implementation resources will be included for consideration in the 2019 budget.

**Relevant Consultation**
Internal – Chief Administrative Officer, Director of Corporate Services, Director of Human Resources, Buyer.


Appendices and Attachments
Creative Mixer: Young Professionals Edition

Rrampt Article - 150 Young Professionals Walk Into a Bar
I met marketing directors, code writers, creative curators, Red Cross workers, barbers, accountants, realtors, speech writers, musicians, city councillors, and parliamentary research assistants. ..

Anyone who says that the young demographic isn’t strong in Grey County wasn’t at Heartwood Hall last night.

https://rampt.com/150-young-professionals-walk-into-a-bar-6050

how old are you?

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-25</td>
<td>13%</td>
</tr>
<tr>
<td>26-30</td>
<td>45%</td>
</tr>
<tr>
<td>31-34</td>
<td>20%</td>
</tr>
<tr>
<td>35-40</td>
<td>22%</td>
</tr>
</tbody>
</table>

where are you from?

- **40%** New to the Area
- **60%** Grew up Here

how did you hear about the event?

- **WORD OF MOUTH** 60%
- **FACEBOOK** 20%
- **WORK EMAIL** 20%
EMPL YERONE
SURVEY OBSERVATIONS 2018

BRUCE
GREY
HURON
PERTH

Four County Labour Market Planning Board
Serving Bruce Grey Huron Perth

Ontario
Your Workforce. Our Future.

Workforce Planning Ontario
www.workforceplanningontario.ca
Acknowledgements

Four County Labour Market Planning Board (FCLMPB) is a community-directed, not-for-profit corporation assisting Bruce, Grey, Huron, and Perth counties in its approach to workforce development and labour market planning. Our mission is to plan and promote local labour market strategies to meet the challenges of a changing economy.

We wish to thank the following:

Memorandum of Understanding Partners:
- Bruce Federation of Agriculture
- Canadian Manufacturers and Exporters (CME)
- The Centres for Employment and Learning of the Avon Maitland District School Board
- Conestoga Career Centre
- Corporation of the County of Bruce
- Corporation of the County of Grey
- Corporation of the County of Perth
- Fanshawe College
- Georgian College of Applied Arts and Technology
- Grey Federation of Agriculture
- Huron Manufacturing Association (HMA)
- Kincardine and District Chamber of Commerce
- Municipality of Brockton
- Municipality of North Perth
- Municipality of South Huron
- Ontario Co-op Association
- Partners in Employment
- QUILL Learning Network
- Sara Mann and Research Team
- Saugeen Economic Development Corporation (SEDC)
- Town of Goderich
- Town of Hanover
- Township of Perth East
- vpi Working Solutions
- Wiarton and District Chamber of Commerce
- YMCA of Owen Sound Grey Bruce

Business Owners and Managers that assisted by completing the survey

Staff of the Four County Labour Market Planning Board
According to Statistics Canada’s Labour Force Survey, for the Stratford-Bruce Peninsula Economic Region (which includes Bruce, Grey, Huron, and Perth counties):

Despite fewer survey responses overall compared to last year (555 vs. 633), there appeared to be more employee turnover – and expected hiring – at all levels. In this survey, significantly more employers reported that they had hired at least one person or experienced at least one separation in 2017, and/or plan to hire at least one employee in 2018.

In this year’s survey, we also saw considerably more employers who reported:

- Expanding their search area for potential workers to include other areas of the province rather than just the local region.
- Spending more than 1 year trying to fill hard-to-fill positions.
- Feeling dissatisfied with the availability of qualified workers.
- Using both Employment Ontario service providers and paid recruitment agencies to assist in their search for workers.

Highlight Observations

The local labour pool grew by 3,300 between 2016 & 2017.

Number of people employed increased by 1.3% between 2016 & 2017.

Unemployment rate decreased by 0.3% to 4.5% in 2017.

The provincial unemployment rate decreased by 0.5% to 6% in 2017.

Labour force participation increased by 1.1% between 2016 & 2017.

Unemployment rate decreased by 0.3% to 4.5% in 2017.

At the same time, the provincial unemployment rate decreased by 0.5% to 6% in 2017.

Unemployment rate decreased by 0.3% to 4.5% in 2017.

At the same time, the provincial unemployment rate decreased by 0.5% to 6% in 2017.

Unemployment rate decreased by 0.3% to 4.5% in 2017.

At the same time, the provincial unemployment rate decreased by 0.5% to 6% in 2017.

Unemployment rate decreased by 0.3% to 4.5% in 2017.

At the same time, the provincial unemployment rate decreased by 0.5% to 6% in 2017.

Unemployment rate decreased by 0.3% to 4.5% in 2017.

At the same time, the provincial unemployment rate decreased by 0.5% to 6% in 2017.

Unemployment rate decreased by 0.3% to 4.5% in 2017.

At the same time, the provincial unemployment rate decreased by 0.5% to 6% in 2017.

Unemployment rate decreased by 0.3% to 4.5% in 2017.

At the same time, the provincial unemployment rate decreased by 0.5% to 6% in 2017.

Unemployment rate decreased by 0.3% to 4.5% in 2017.

At the same time, the provincial unemployment rate decreased by 0.5% to 6% in 2017.
These observations, when paired with the relatively low unemployment and high participation rates in our region, suggest that employers in the four county area are becoming increasingly desperate in their search for workers. The demand for employees – across most occupational levels and industrial sectors – is outpacing the availability of potential workers in our local labour market.

453 Employers Hired 7,750 Employees in 2017

- 380 Employers anticipated hiring representing 5,507 new positions
- 7,061 job separations
- 44% were Full-Time
- 7,061 job separations
- 47% were Quits
- 330 employers had at least 1 hard-to-fill position
- 29% spent over one year trying to fill these positions

TOP 3 REASONS positions were hard-to-fill
- Not enough applicants
- Lack of qualifications (education level/credentials)
- Lack of motivation, attitude, or interpersonal abilities

72% of employers provided/supported ongoing training & education opportunities in 2017

In 2017, 330 employers had at least 1 hard-to-fill position. 29% spent over one year trying to fill these positions. TOP 3 REASONS positions were hard-to-fill: Not enough applicants, Lack of qualifications (education level/credentials), Lack of motivation, attitude, or interpersonal abilities. 417 Employers anticipate hiring in 2018, representing 5,507 new positions. 7,061 job separations, 47% were Quits.
Background

The EmployerOne Survey was conducted for the fourth time in January 2018 in the four county area, which includes the counties of Bruce, Grey, Huron, and Perth. In total, 640 businesses responded to the survey; 555 businesses completed all questions and 85 businesses completed some of the questions in the survey. Collectively, respondents represented 35,169 employees. These business respondents continue to provide valuable insights into changes in the local labour market.

The goal of this survey is to gather information about employers’ successes and challenges in the workplace. Now in its fourth year, we are beginning to look at trends and anomalies in these data, providing us with a solid benchmark of local labour market information as we move forward. Information from EmployerOne is continually shared widely within our communities, assisting local organizations that require up-to-date data for funding applications, project proposals, strategic planning, and program implementations throughout the four county area. Where it is both possible and relevant, this report includes comparisons with data collected from past survey reports, in order to offer a picture of which elements of the labour market are remaining constant, and which appear to be changing over time.

Methodology

For the purposes of this report, only responses from the 555 completed surveys have been included.

For the purposes of this report, Perth County includes Stratford and St Marys.

For the purposes of this report, wholesale trade and retail trade have been combined.

Based on business counts for 2017 (including only businesses with one or more employees), completed survey responses represent 5.6% of all businesses in the four county area.

The aggregate results have a confidence level of 95% ± 5; however, when separated by county, Huron County results did not achieve minimum numbers required to achieve this confidence level. As such, whenever data is separated by county, Huron is not included. Where applicable, this is noted as “insufficient data” later in the report.
General Labour Market Conditions

The general conditions of the local labour market set the stage for survey responses. According to Statistic Canada’s Labour Force Survey, the labour force participation rate slightly increased from 62.1% to 63.2% between 2016 and 2017. The employment rate, the share of the labour force that is employed, increased from 59.1% in 2016 to 60.4% in 2017. At the same time, the unemployment rate in our region decreased by 0.3% to 4.5% in 2017. The provincial unemployment rate fell 0.5% to 6.0% in 2017.

The local labour pool grew by 3,300 between 2016 and 2017. During the same period, employment grew by 3,500 (+2.4%) in 2017, a faster growth observed compared to 2016 (+500, 0.3%). Full-time employment accounted for most of the annual increase in 2017, up 5,500 (+4.9%). This increase was offset by the loss of 2,000 part-time jobs.

The four county area continues to have a lower unemployment rate than the Ontario average, 4.5% compared to 6.0%, indicating that a priority in our local area must be continuing to find ways to grow the labour supply to meet the needs of employers.
Availability of Qualified Workers

When employers were asked how they rate the availability of qualified workers in the four county area:

When we look at a four year trend, more employers responded “fair” or “poor” in 2018 than in previous years.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Excellent - Good</strong></td>
<td>33%</td>
<td>33%</td>
<td>32%</td>
<td>23%</td>
</tr>
<tr>
<td><strong>Fair - Poor</strong></td>
<td>68%</td>
<td>68%</td>
<td>68%</td>
<td>77%</td>
</tr>
</tbody>
</table>

* Totals do not always equal 100% due to rounding

Availability of Qualified Workers by Industrial Sector

In each of our top five employment sectors, the percentage of employers who reported that the availability of qualified workers was fair or poor increased from 2017 results. This increase was, on average, 9% in each sector.
Across all sectors, the percentage of employers reporting that the availability of qualified workers was fair or poor ranged from 42% in Information and cultural industries to 97% in Construction.

### Availability of Qualified Workers by County

The percentage of employers in each of our four counties who identified worker availability as fair or poor is as follows. In every county, the percentage of employers who reported that the availability of qualified workers was fair or poor increased from 2017 results. This increase was, on average, 7% in each county.

**2017** | **2018**  
--- | ---  
Bruce | 70% | 74%  
Grey | 68% | 76%  
Huron | 65% | insufficient data  
Perth | 68% | 77%  

*Includes only sectors in which ten or more employers responded*
Employment Dynamics 2017

Hiring and Separations

Eighty-two percent of surveyed employers hired at least one employee in 2017. This is higher than 73% of employers who reported the same based on 2016 activity. Slightly over half of surveyed employers reported that at least one of their hires in 2017 was a recent (within 2-years) post-secondary graduate.

Based on this year’s survey, the hires by tenure included:

<table>
<thead>
<tr>
<th>Tenure</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time</td>
<td>3,445</td>
<td>2,855</td>
</tr>
<tr>
<td>Part-time</td>
<td>1,651</td>
<td>1,595</td>
</tr>
<tr>
<td>Contract</td>
<td>438</td>
<td>472</td>
</tr>
<tr>
<td>Seasonal</td>
<td>2,056</td>
<td>2,040</td>
</tr>
<tr>
<td>Paid Co-op</td>
<td>160</td>
<td>155</td>
</tr>
</tbody>
</table>

Total Number of Hires
7,750

Compared to the previous year, in this year’s survey employers reported hiring fewer full-time and more part-time positions overall, while the percentage of hires in other categories remained relatively constant.
68% of surveyed employers experienced at least one separation in 2017. This is higher than 62% of employers who reported the same based on 2016 activity.

Based on this year’s survey, the separations by category included:

- **3,302** Quits
- **537** Retirements
- **2,325** Temporary Layoffs
- **189** Permanent Layoffs
- **708** Dismissals

Compared to the previous year, in this year’s survey employers reported fewer quits and dismissals, but a higher percentage of layoffs. The percentage of retirements remained constant.

In 2017, employers were not asked to differentiate between Temporary and Permanent Layoffs, so this cannot be compared. The remaining separations in the 2017 survey were noted as “other”. The category was removed in 2018.
Occupations in Demand

Surveyed employers most frequently identified the following occupations as positions that were filled in 2017. As in previous years, the majority of jobs filled were in occupations requiring less formal skills and training:

- Labourers
- Sales
- Cooks
- Retail/Cashiers
- Servers
- Production Workers
- Administrative Assistants/Administrative Support Staff
- Customer Service
- Machinists/Machine Operators
- Truck Drivers
Hiring Challenges

Fifty-nine percent of employers had difficulty filling at least one position in 2017. This is considerably higher than 47% of employers who reported the same in the previous year.

The top reasons positions were hard-to-fill in 2017:

- Not enough applicants (66%)
- Lack of qualifications (education level/credentials) (48%)
- Lack of motivation, attitude, or interpersonal abilities (47%)
- Lack of technical skills (31%)
- Lack of work experience (30%)

This order and percentages in each category remained essentially unchanged compared to last year’s survey results. When separated by county, significantly more employers in Perth County (71%) reported “not enough applicants” as their top reason, whereas the responses in each of the other counties ranged from 62% to 65%.

When these results are separated by sector, lack of work experience – which was the fifth reason positions were hard-to-fill when results were aggregated – emerged as either the first or second reason in the following sectors:

- Construction
- Information and cultural industries
- Public administration

Lack of technical skills – which was the fourth reason positions were hard-to-fill when results were aggregated – emerged as either the first or second reason in the following sectors:

- Manufacturing
- Professional, scientific and technical services
- Public administration

When asked how long, on average, they had been trying to fill hard-to-fill positions, employers responded as follows:

- less than 3 months (19%)
- 3 to 6 months (31%)
- 6 to 9 months (11%)
- 9 to 12 months (10%)
- more than a year (29%)

---

2 This does not total 100% because employers were asked to select the top three reasons that apply.

3 Last year, “lack of motivation, attitude or interpersonal abilities” and “lack of qualifications” were the second and third top reasons, respectively; “lack of work experience” and “lack of technical skills” were the fourth and fifth top reasons, respectively. However, each category has changed by only between two and four percentage points.
The highest percentage of employers (31%) spent between 3 and 6 months trying to fill hard-to-fill positions, which is only slightly higher than last year when 29% of employers reported the same. However, 29% of this year’s surveyed employers spent over a year trying to fill hard-to-fill positions, which also represents an increase from 25% in last year’s survey.

When analyzed according to industrial sector, and compared to last year’s results, a higher percentage of employers in several sectors reported that they had spent over a year trying to fill these positions in: Agriculture; Construction; Manufacturing; Professional, scientific and technical; Health care and social assistance.

### Percentage of Employers who Spent Over a Year Trying to Fill Hard-to-Fill Positions By Sector*

<table>
<thead>
<tr>
<th>Sector</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, forestry, fishing and hunting</td>
<td>23%</td>
<td>40%</td>
</tr>
<tr>
<td>Construction</td>
<td>33%</td>
<td>52%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>24%</td>
<td>28%</td>
</tr>
<tr>
<td>Wholesale and retail trade</td>
<td>35%</td>
<td>33%</td>
</tr>
<tr>
<td>Transportation and warehousing</td>
<td>46%</td>
<td>39%</td>
</tr>
<tr>
<td>Professional, scientific and technical services</td>
<td>21%</td>
<td>27%</td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>22%</td>
<td>28%</td>
</tr>
<tr>
<td>Arts, entertainment and recreation</td>
<td>25%</td>
<td>14%</td>
</tr>
<tr>
<td>Accommodation and food services</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Other services (except public administration)</td>
<td>43%</td>
<td>29%</td>
</tr>
</tbody>
</table>

* Includes only sectors in which ten or more employers responded that they had hard-to-fill positions in both 2017 and 2018 survey results.
When analyzed according to county, there was also variation in how employers responded. A higher percentage of employers in Perth County appear to be spending over a year trying to fill hard-to-fill positions than employers in Bruce and Grey counties:

**Percentage of Employers who Spent Over a Year Trying to Fill Hard-to-Fill Positions by County**

- **Bruce**: 21%
- **Grey**: 26%
- **Huron**: insufficient data
- **Perth**: 35%

**Top 5 Hard-to-Fill Positions**

The top hard-to-fill positions reported by employers, when separated by those that typically require post-secondary training and those that do not, are as follows:

**Post-Secondary Training Typically Not Required**
- Labourer
- Sales
- Servers
- Dishwashers/Kitchen Support Staff
- Housekeeping Staff

**Post-Secondary Training Required**
- Chefs/Cooks
- Machinists
- Truck Drivers
- Registered Nurses/Registered Practical Nurses
- Mechanics

**Top Employee Competencies Required for Hard-to-Fill Positions**

When asked to select the top three competencies employers are looking for in hard-to-fill positions, employers responded:

- Work ethic, dedication, dependability (63%)
- Self-motivated/ability to work with little or no supervision (42%)
- Teamwork/interpersonal abilities (37%)\(^4\)

These top three competencies remain unchanged when compared with last year’s survey results. Employers are continuing to emphasize soft skills as necessary for workplace success.

\(^4\) Totals do not equal 100% because employers were asked to select top three reasons that apply.
Anticipated Hires and Recruitment

Anticipated Hires

417 of surveyed businesses (75%) indicated that they anticipate hiring in 2018, for a total of 5,057 predicted hires across the four county area. Despite fewer survey responses overall, a greater total number of employers reported that they plan to hire in 2018, and the total number of expected hires is larger than was reported in last year’s survey. When asked about the occupational group for which they anticipate hiring the most employees, responses were:

<table>
<thead>
<tr>
<th>Occupational Group</th>
<th>Full-Time</th>
<th>Part-Time</th>
<th>Contract</th>
<th>Seasonal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers and Executives</td>
<td>76%</td>
<td>14%</td>
<td>3%</td>
<td>8%</td>
</tr>
<tr>
<td>Professionals</td>
<td>66%</td>
<td>15%</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>Technical</td>
<td>75%</td>
<td>11%</td>
<td>1%</td>
<td>13%</td>
</tr>
<tr>
<td>Trades (Journeyperson)</td>
<td>74%</td>
<td>7%</td>
<td>4%</td>
<td>15%</td>
</tr>
<tr>
<td>Apprentices</td>
<td>80%</td>
<td>4%</td>
<td>0%</td>
<td>15%</td>
</tr>
<tr>
<td>Sales and Marketing</td>
<td>49%</td>
<td>29%</td>
<td>6%</td>
<td>15%</td>
</tr>
<tr>
<td>Administrative and Clerical</td>
<td>50%</td>
<td>29%</td>
<td>5%</td>
<td>15%</td>
</tr>
<tr>
<td>Production Workers</td>
<td>67%</td>
<td>12%</td>
<td>3%</td>
<td>18%</td>
</tr>
<tr>
<td>Service Workers</td>
<td>27%</td>
<td>33%</td>
<td>4%</td>
<td>36%</td>
</tr>
</tbody>
</table>

Similar to last year’s results, in all categories except service workers, the majority of employers anticipate full-time hires. For service workers, the majority of future hires are predicted to be either seasonal or part-time.

Methods of Recruitment

Of the surveyed businesses, the majority continue to identify word of mouth as the most often used method to find workers. The next most frequently used methods of recruitment are online job boards/postings, social media, company’s own internet site, and newspaper ads.5

Geographic Area of Recruitment

Based on 2017 activities, employers reported that their search for workers was primarily limited to the local area. 96% of employers focused their recruitment efforts locally, which is roughly equivalent to 95% of employers who did the same in the previous year. However, 27% of this year’s employers reported that they expanded their search to elsewhere in the province, whereas only 19% of last year’s respondents indicated that their search for workers extended provincially. Only 11% of this year’s respondents reported searching for workers at either the national or international level.6
The fact that employers are expanding the geographic area in which they search for potential workers speaks to an extremely limited supply of workers, as expressed by comparatively low unemployment and high participation rates in the four county region.

**Employment Service Agency Use**

In the previous year, 27% of employers used an Employment Ontario service provider to help in their search for workers, and 12% used a paid recruitment agency. When compared to last year’s results, this reflects an increase in the use of both these services:

<table>
<thead>
<tr>
<th>Service Used</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Ontario Service Provider</td>
<td>18%</td>
<td>27%</td>
</tr>
<tr>
<td>Paid Recruitment Agency</td>
<td>10%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Additionally, when employers were asked if they would like to be connected with an Employment Ontario service provider for immediate assistance with workplace issues, 119 surveyed employers reached out and shared their contact information. Last year, despite a higher number of survey responses, only 63 employers expressed interest in being connected with a service provider. Overall, our surveyed employers appear to be seeking out more assistance to find employees than we saw last year.

**Succession Planning**

103 surveyed employers indicated that they plan to retire and/or sell their business within the next three to five years. Most frequently, these employers indicated that they are training a current staff or family member to take over the business (43 responses), followed by those who indicated that they have approached – or been approached by – someone outside the business who is interested in purchasing the business (24 responses).

Over a quarter of respondents indicated that, although they plan to retire or sell within the next few years, they have not yet considered options around succession planning.

---

5 Company’s own internet site and newspaper ads have, respectively, moved from the fifth to fourth, and fourth to fifth, most popular recruitment methods compared to last year’s results.
6 Totals do not equal 100% because employers were asked to select all that apply.
Business Investment in Training

When employers were asked if they were able to provide or support ongoing training and education opportunities in 2017, responses were as follows:

- **Yes**: 72%
- **No**: 14%
- **N/A**: 14%

Compared to last year, slightly fewer employers indicated they were able to provide training (72% compared to 75%); however, 14% of employers indicated that they had no training needs, and this option was not included in previous surveys.

Of our top five sectors, compared to last year, a smaller percentage of businesses in Agriculture, Construction, Manufacturing, and Wholesale and retail trade were able to provide training in 2017.

<table>
<thead>
<tr>
<th>Sector</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare and social assistance</td>
<td>84%</td>
<td>93%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>79%</td>
<td>78%</td>
</tr>
<tr>
<td>Construction</td>
<td>86%</td>
<td>76%</td>
</tr>
<tr>
<td>Agriculture, forestry, fishing and hunting</td>
<td>75%</td>
<td>65%</td>
</tr>
<tr>
<td>Wholesale and retail trade</td>
<td>63%</td>
<td>56%</td>
</tr>
</tbody>
</table>
Consistent with last year’s results, when asked how they were able to support training, employers most frequently responded that they were able to fund it (fully or partially), they were able to offer the training internally, or they were able to offer flexibility in work schedules to accommodate staff training needs.

Thirty-three percent of surveyed employers indicated that they had no barriers preventing them from providing training. Of those who did have barriers, the top responses were:

- Cost (42%)
- Relevant training is not offered locally (30%)
- Loss of productivity during training time (28%)
- Distance to training facility (27%)
- Losing trained employees to other businesses (24%)\(^7\)

“Losing trained employees to other businesses” was not one of the top five responses in last year’s survey.\(^8\) It has replaced “not aware of existing training programs” as the fifth most frequent response. The top four responses have remained consistent with last year’s results; however, in all but one category (“distance to training facility”), the percentage of employers reporting each barrier has decreased.

### Table: Barriers to Training

<table>
<thead>
<tr>
<th>Barrier</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>56%</td>
<td>42%</td>
</tr>
<tr>
<td>Relevant training is not offered locally</td>
<td>40%</td>
<td>30%</td>
</tr>
<tr>
<td>Loss of productivity during training time</td>
<td>41%</td>
<td>28%</td>
</tr>
<tr>
<td>Distance to training facility</td>
<td>26%</td>
<td>27%</td>
</tr>
</tbody>
</table>

\(^7\) Totals do not equal 100% because employers were asked to select all that apply.

\(^8\) In 2017, only 18% of surveyed businesses indicated that “losing trained employees to other employers” was a barrier to providing training.
While tourism is not properly classified as an industrial sector, businesses from several sectors contribute to tourism. These most commonly include: Retail trade; Arts, entertainment and recreation; Accommodation and food services.

Tourism business is defined by the Ontario Ministry of Tourism as business activity from visitors who have travelled greater than 40km from their place of residence. Regardless of the sector to which they belong, businesses that identified over 25% of their business as relating to tourism are included in this overview of the tourism economy in the four county region. The following is a summary of results gathered from the 152 businesses that have self-identified as having over 25% of their business derived from tourism:

76% of responses came from four industrial (sub) sectors:

- Food services & drinking places: 28%
- Accommodation services: 13%
- Arts, entertainment & recreation: 13%
- Retail & wholesale trade: 22%

46% of the tourism workforce is made up of SEASONAL EMPLOYEES.

57% of HIRES are SEASONAL.

58% of ANTICIPATED HIREs in 2018 will be service workers.

The majority of separations were:

- 54% Temporary Layoffs
- 36% Quits

---

9 “Food services and drinking places” and “Accommodation services” are not separated out for the rest of the EmployerOne report as “Accommodation and food services” is a 2 digit NAICS code (72), consistent with how we have identified industrial sectors by 2 digit NAICS throughout this report. However, within the tourism economy, separate insight, so these sub-sections of NAICS 72 are separated for this section of the report only.
Comments from Employers

As in previous years, we asked employers if they wanted to share anything else about their labour market concerns. Beyond the scope of the survey questions, the following key issues were raised:

1. Many employers expressed concerns about how new provincial legislation – particularly the increase in minimum wage – could impact their businesses. At this point, concerns remain speculative, as the new legislation has only recently come into effect; however, several employers are concerned that these changes may mean they are unable to keep current staff and/or hire new staff in the future.

2. Significant concerns about transportation and housing issues continue to dominate feedback received from employers in our region, as well as in focus groups and ongoing interactions with a broad range of employers throughout the past year. While there are no easy solutions to these complex challenges in rural communities, we acknowledge the pervasiveness of these concerns, and the Planning Board is committed to conducting research that will inform strategies aimed at minimizing these obstacles.

3. Some employers shared positive experiences hiring immigrants and refugees, as well as a commitment to reaching out beyond the local area in order to fill vacant positions. This is becoming a growing recruitment strategy, as the local labour supply continues to be extremely limited.

4. Several employers shared that they are considering downsizing, selling or closing their businesses due to lack of available workers. Similarly, several mentioned an inability to expand or take on additional contracts because they cannot find enough employees to hire.

5. Many employers reiterated concerns that new hires are lacking necessary soft skills including motivation, reliability and willingness to learn.
Community Engagement Strategies

In 2017, labour market needs and worker shortages were addressed by several projects in the four county area. Several important initiatives included:

Hospitality and Tourism & Manufacturing and Construction

The Planning Board received funding from the Ministry of Advanced Education and Skills Development (MAESD) for two Sector Partnership Planning Grants: The first focused on Hospitality and Tourism in Grey County, while the second looked at Manufacturing and Construction in Bruce, Grey, and Huron counties. In both cases, employers were consulted and recommendations for how to build and sustain a workforce to support these industries were outlined.

Local Action Training Team

In Bruce County, the Local Training Action Team (LTAT) is responding to economic opportunities that are emerging as part of Bruce Power’s multi-year Life Extension Project. The goals of the LTAT program are to: assess the feasibility for local training opportunities and resources; identify and move forward on apprenticeship opportunities, and develop opportunities for alignment of the local education curriculum with the nuclear industry and energy sector. Bruce County is also pursuing the development of an annual “Exploring the Future of Work” Youth Event, and is actively investigating emerging online platforms such as EdgeFactor and Magnet.

New to Grey

In Grey County, “New to Grey” is a 15-month pilot initiative funded by the Province of Ontario, that aims to build capacity and partnerships to aid in newcomer retention and attraction efforts by becoming a welcoming community, well prepared to integrate newcomers into neighbourhoods and the labour market. Additionally, a Regional Skills Training, Trades and Innovation Centre (STTIC) is being developed in Owen Sound; this centre will focus on skills training and include an innovation centre, expanded post-secondary, trades and entrepreneurship programs to support local businesses and the broader economy.
Workforce Attraction and Retention Strategy in Huron County

In Huron County, as part of a larger Workforce Attraction and Retention Strategy to meet the labour supply shortage, Economic Development received funding from the Ministry of Citizenship and Immigration for a recruitment and training pilot. This aims to attract an immigrant and refugee workforce from urban centres to meet the labour demand in Huron County.

connect2SKILLS

In Perth County, connect2SKILLS is a new initiative that is focusing on short-term training and employability for individuals interested in careers in manufacturing. With the support of local employers, this program is currently training future employees for manufacturing careers throughout the county. Additionally, Opportunity Lives Here is an ongoing promotion of job opportunities in geographic Perth County, and Perth4Youth project partners are working collectively to support youth attraction and retention across Perth.

The above projects highlight initiatives across the four county region that are being undertaken in an effort to bring workers to the area, provide appropriate skills and training for recognized job vacancies, and address the chronic impact of worker shortages in our region.