1. Call to Order
2. Declaration of Pecuniary Interest
3. Reports – CAO
   a. CAOR-ED-18-18 Community Improvement Plan Program
      That Report CAOR-ED-18-18 regarding the Community Improvement Plan Program be received; and
      That staff be directed to prepare a presentation and report for County Council on September 27, 2018.
   b. CAOR-ED-19-18 Economic Development Department Priorities and Staffing
      That Report CAOR-ED-19-18 Economic Development Department Priorities and Staffing be received and the 2018/2019 operational priorities of investment readiness, people attraction and retention, entrepreneurship and agri-food and the staffing plan be adopted as presented.
4. Agri-Food Business Retention and Expansion Update
5. Regional Investments Update
6. Business Enterprise Centre Update
7. New to Grey and Regional Forum Update
8. Dates to Remember
9. Other Business
   a. Roundtable Updates
10. Next Meeting Dates
a. To be determined

11. Adjournment
**Committee Report**

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<tr>
<th>To:</th>
<th>Chair and Members of Economic Development and Planning Advisory Committee</th>
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<tr>
<td>Committee Date:</td>
<td>September 6, 2018</td>
</tr>
<tr>
<td>Subject / Report No:</td>
<td>CAOR-ED-18-18</td>
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<tr>
<td>Title:</td>
<td>Community Improvement Plan Program</td>
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| 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-18-18 regarding the Community Improvement Plan Program be received; and

2. That staff be directed to prepare a presentation and report for County Council on September 27, 2018.

**Executive Summary**

Growing the Grey County Economy is one of the three goals in the County Strategic Plan. Following discussions with member municipalities looking for new tools to grow their assessment base and become more investment ready, earlier this year Planning and Economic Development staff initiated the development of a Community Improvement Plan Program. The first draft of the CIP Program is complete. An extensive process of stakeholder consultation is recommended in order to refine the program and have it ready for formal adoption in Q2 2019.

**Background and Discussion**

A Community Improvement Plan (CIP) is developed by municipal planners and economic developers working collaboratively to develop policies and incentives targeting specific types of growth and investment. Grey County and the local municipalities have identified a need for a Community Improvement Plan Program to help promote and enable prioritized development across the County as outlined in the County Official Plan.
Grey County hopes to have an inventory of Investment-Ready properties and to realize its economic development vision of being ‘Open for Business’; while ensuring County Council’s goal of ‘Growing the Grey County Economy’ is met. This CIP Program is meant to enable and boost development momentum across the region and enhance the regional ecosystem from the ground up, which is where investment happens. The intent of this Program is to offer targeted incentives countywide including within settlement areas as well as in our rural areas.

This CIP Program will provide a menu of incentives to promote and support the following types of development and revitalization projects:

- **Increase attainable housing stock**, including secondary suites, multi-unit housing, purpose built rental housing, rooming house developments and apartment dormitory style developments;
- **Increase value added agricultural uses**, agri-tourism, and facility improvement projects;
- Promotion of the development, redevelopment and/or conversion of brownfield, vacant, and grey field properties;
- Support for **downtown revitalization** of store fronts, publically-used frontages, and streetscapes; and
- **Support adaptive re-use** of commercial, industrial and institutional buildings.

**CIP Program Process**

The CIP Program began following several discussions with the Grey County Economic Development Working Group in 2017 regarding 2018 priorities and work plans.

A draft CIP Program has been developed based on initial input received from several Economic Development Working Group discussions as well as community input received as part of Recolour Grey, Affordable Housing Study, Mayor’s Attainable Housing Forum, etc.

The preparation of a CIP must be consistent with applicable provincial, regional, and local policy. The first section of the draft document provides an overview of the legislation, policies and studies relevant to the preparation of a CIP for each Municipality. The second section outlines priority areas, followed by eligibility and procedure, incentives and an appendix inclusive of definitions, general terms of incentive programs, links to complementary programs, proposed administration, by-law templates, OMAFRA research documents and an application template.

Given the research and input collected throughout this process, the following five priority areas have been identified in an effort to encourage development and grow the assessment base:

- **Residential**: To increase attainable housing stock, including secondary suites, multi-unit housing, rooming house developments, purpose built rental housing, and apartment dormitory style developments.
- **Agricultural**: To increase agricultural value-add, agri-tourism, and facility improvement projects.
- **Vacant/Brownfield**: To promote the development, redevelopment and/or conversion of brownfield, vacant, and grey field properties.
- **Downtown**: Downtown revitalization of store fronts, publically-used frontages, and streetscapes; reduction of vacant storefronts and increased residential capacity.
- **Residential and Commercial**: Adaptive re-use of commercial, industrial and institutional buildings, support development of new commercial uses.

To enable these priority areas, an a la carte menu of incentives have been proposed, recommending a mixture of grants, fee waivers and deferrals, tax equivalent financing and surplus land grants.

<table>
<thead>
<tr>
<th>Menu of Recommended Incentives</th>
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<tr>
<td>Study &amp; Design Grant</td>
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<tr>
<td>Development Charge Exemption/Deferral</td>
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<tr>
<td>Tax Increment Equivalent Grant</td>
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<tr>
<td>Heritage Property Tax Relief</td>
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<tr>
<td>Surplus Land Grant</td>
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<tr>
<td>Start Up Space Leasehold Improvement Grant</td>
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<tr>
<td>Façade, Signage &amp; Property Improvement Grant</td>
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It is the expectation of staff that each municipal CIP will be unique to their community, enabling development and enhancement aligned with local priorities, in addition to supporting overarching County priorities such as affordable and attainable housing.

The draft was shared with municipal CAOs, EDOs and Planning staff on August 24, 2018 for review. On August 29 County Economic Development and Planning Staff hosted a Planning 101 session with the same municipal stakeholders to engage in a formal review and discussion of the draft.

County and Municipal staff had a good discussion focused on topics such as requirements to designate, adopt and implement a CIP, structure and administration, budgeting and cost containment, performance measurement, marketing and a review of the recommended incentives menu. Stakeholders reinforced the need for the program to be targeted, at the same time, ensuring flexibility in the program to drive projects and demonstrate a strong return on investment.

All agreed in the need to take the time now to ensure the program is well thought out and comprehensive enough to adapt as scenarios change to ensure the program’s best success. As such, the following next steps were discussed to continue the process.

**Next Steps**

There are several necessary steps still ahead before the CIP Program will be ready for approval and implementation. The initial draft is being reviewed by CAOs, EDOs and Planning staff as well as by municipal and county finance teams. With support from the Economic Development and Planning Advisory Committee, a presentation to County Council will take place.

Each municipality will also need to seek input from key stakeholders such as developers, Downtown Improvement Areas and Chambers of Commerce to ensure the incentives are
valuable and will be used. Input will be obtained from County Council in and the Councils of each member municipality in Q1 2019.

Once discussions have taken place and drafts are nearing their final form, presentations and reports to Council and public meetings will be required. Each municipality is in a different position in terms of these requirements. Some will require a local official plan amendment in addition to the CIP public meeting, where others will only require an amendment to their existing CIPs for land areas and programs. County staff will work with member municipalities to help complete these necessary steps.

Following the public meetings, final documents will be prepared and circulated to the Ministry of Municipal Affairs and Housing. Approval of CIPs and associated budgets will ultimately be the choice of each local municipal Council.

This process is expected to take six to eight months, with approvals and implementation possible by the spring of 2019.

**Legal and Legislated Requirements**

The Community Improvement Plan Program has been drafted with due regard for S.28 of the Planning Act and O.Reg. 550/06 Prescribed Matters – Upper Tier Community Improvement Plans.

**Financial and Resource Implications**

As part of the 10 year capital plan, 2019 to 2029, staff has proposed a county contribution of $20,000 per municipality for a period of five years, 2019 to 2024. In addition to the cash contribution, the County would also participate in the County tax portion of tax increment financing and provide relief to planning application fees and development charges as determined by the CIP program. Surplus land will also be considered as determined by the CIP program. All financial implications are being carefully reviewed and subject to Council approval during the 2019 budget process and beyond.

**Relevant Consultation**

☒ Internal – CAO, Director of Corporate Services, Director of Planning, Director of Housing, Manager of Economic Development, Economic Development Officers, Senior Planner, Planning Summer Student


**Appendices and Attachments**

None.
Committee Report

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

Committee Date: September 6, 2018

Subject / Report No: CAOR-ED-19-18

Title: Economic Development Department Priorities and Staffing

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 Report CAOR-ED-19-18 Economic Development Department Priorities and Staffing be received and the 2018/2019 operational priorities of investment readiness, people attraction and retention, entrepreneurship and agri-food and the staffing plan be adopted as presented.

Executive Summary

The Grey County Economic Development Department is currently drafting its 2019 work plan. At the same time, staff transitions are being planned to better achieve priority areas and cover vacancies.

Background and Discussion

2018/2019 Priorities

The Grey County Economic Development Working Group met on August 10th to discuss 2018 achievements and 2019 local priorities for the drafting of the Grey County Economic Development work plan.

Municipal EDOs identified the Community Improvement Plan Program, Foreign Direct Investment, Investment Ready inventory, Regional Economic Development Website and Business Directory as the most valuable initiatives of 2018. In addition to these action items, they also reinforced the value of County staff expertise and support in areas such as entrepreneurship through the Business Enterprise Centre, investment and newcomer attraction and retention.
Municipal partners wish to see these activities continue in addition to the following:

- Business succession matching opportunities;
- Staff training for investment and development;
- GIS training and expansion of online real estate listings;
- Regional attraction and retention campaign;
- Regional job fair and local job fair coordination;
- Employee retention communication and training for employers;
- Municipal strengths and opportunities review for development mapping; and
- Regional transportation solutions.

With these priorities identified, the 2019 economic development work plan is being drafted for review by the Economic Development Working Group in October. This will ensure member municipalities are aware of County initiatives and resources prior to determining their own work plans and budgets.

In an effort to maintain the current service level of the department, priority areas are being filtered by theme according to staff expertise. As a result, positions are being intentionally sculpted by theme:

- Investment Readiness;
- People Attraction & Retention;
- Entrepreneurship; and
- Agri-Food.

These themes directly enable implementation of the Economic Development Strategy and Corporate Strategic Plan, ensuring efficiency and effectiveness while remaining flexible enough to adapt to unknown opportunities that may arise more broadly (i.e. Western Ontario Wardens’ Caucus, the Province’s plan to reform social services, etc.).

**Staffing**

The economic development team is undergoing some transition due to a combination of retirement, contracts, and maternity leave:

- On June 8, 2018, the part-time administrative assistant retired;
- On October 22, 2018 (approximately), the manager will begin a six month maternity leave returning April 18, 2019 (approximately); and
- On December 31, 2018, funding for the outreach coordinator position will end.

In order to maintain the service level provided by the team, the following transitions are planned for the maternity leave:

- The senior economic development officer will step in to the role of acting manager of economic development from October 2018 to April 2019;
- The outreach coordinator contract will increase from a part-time three day per week role to a full-time five day per week role from September 2018 to December 31, 2018; and
- The part-time administrative assistant hours will be reallocated to the outreach coordinator contract.
The outreach coordinator position was funded from October 30, 2017 to December 31, 2018 by the Ministry of Citizenship & Immigration through an approved pilot project, New to Grey.

Given the success of the pilot program, the changing needs of employers, municipal and community partners and opportunities to advance regional projects proposed for 2019, it is being recommended that the outreach coordinator position be transitioned to an economic development officer beginning in January. This transition would ensure a dedicated focus on people attraction and retention which has been prioritized by municipal staff and employers around the region.

It is anticipated that these staffing transitions will ensure that the leadership and support member municipalities, business leaders and community stakeholders have come to expect from Grey County’s Economic Development team will continue and that strategic action items will be advanced in a timely and focused manner.

Legal and Legislated Requirements
There are no legal or legislated requirements.

Financial and Resource Implications
There are no financial implications associated with this report. Staffing resources are being reallocated according to area focus and priority. The transition to a full-time economic development officer will be included in the 2019 budget for Council consideration.

Relevant Consultation
☒ Internal – Chief Administrative Officer, Director of Corporate Services, Human Resources Manager.

Appendices and Attachments
None.
Cody Walker, Municipality of Chatsworth - Samsara Wilderness Tours
Samsara Wilderness Tours offers guided canoe tours in Grey, Bruce & Simcoe County

Lyndsay Budgell, Municipality of Georgian Bluffs - Lyndsay Budgell RMT
Operating out of her new location in the Shallow Lake Health Centre in Georgian Bluffs Lyndsay offers massage services which focus on injury recovery, pain management & soft tissue maintenance.

Paige Scott, Municipality of Georgian Bluffs – Hair by Paige
Paige offers a range of services out of her home salon as well as off-site styling for weddings and special events.

Kristen Harley, Owen Sound - Foxx Salon and Spa
Foxx Salon and Spa offers a range of hair and esthetic services. Foxx Salon and Spa is planning to move into a larger space within downtown Owen Sound in the fall.

Kelly Maw, Owen Sound - Mat & the Easel
The Mat & the Easel offers painting and yoga classes out of their studio located in Owen Sound.

Amanda Fromager, Owen Sound - Harmony Hockey Academy
Harmony Hockey Academy offers year round programming for skaters of all levels and ages.

Yuri Rosa, Owen Sound – Bearwood - Finish Carpentry
Yuri a trained finish carpenter provides trim installation services for newly built properties and renovations within Grey County

Tom Snider, Owen Sound - Sydenham Metal and Machine
Sydenham Metal and Machine offers welding, machining, millwright, hydraulics and fabricating services in downtown Owen Sound.

Jana Miller, Owen Sound - Jana Miller Jewellery
Jana designs and manufactures jewellery made mainly from recycled materials. Her services also include jewellery repair, pearl and bead restringing as well as custom projects.

Robert Currie, Owen Sound – Grey-Bruce Plumbing Ltd
Grey-Bruce Plumbing is a residential and commercial plumbing service business located in Owen Sound.

Corey Hargest, Owen Sound – Hargest Renovations
Hargest Renovations services include custom renovations and small scale new build projects.

Joel Nicholson, Thornbury – Track Club
Track Club is a mobile fitness app that offers video-based interval running programs for the treadmill. The app is currently available for purchase on google play and through the apple app store.

Andrea Garner, Meaford – FED Farms
FED Farm is a high yield, market garden located the municipality of Meaford. Their products are currently available for purchase at their on farm stand, with plans to sell at local markets in the 2019 season.

Jennifer Moore, Meaford - Connect the Dots Fibre Communications
Connect the Dots Fibre Communications is a telecommunications company providing high speed internet, VoIP telephone and IPTV to residences and businesses within Meaford and the surrounding area.

Joanne Kennan, Meaford - Mojo’s
Mojo’s specializes in seasonal plant-based food currently available at the Meaford farmers market. Mojo’s also offers pre-order and catering services locally.

Adrienne MacArthur, Hanover - Little Ones Studio & Boutique
Little Ones Studio & Boutique is a retail boutique and studio which offers creative play-based activities for children.