

Report CCR-PCD-25-15

To: Chair Wright and Members of the Planning and Community Development Committee

From: Bryan Plumstead, Manager of Economic Development and Tourism

Meeting Date: August 13, 2015 / October 20, 2015

Subject: **Made in Grey - Economic Development Action Plan**

Status: Report deferred until October 20, 2015 per Resolution PCD105-15; Recommendation adopted by Committee as presented on October 20, 2015 per Resolution PCD131-15; Endorsed by County Council November 3, 2015 per Resolution CC149-15;

Recommendation(s)

WHEREAS Grey County has endorsed the Made in Grey Economic Development Strategy at its April 7, 2015 meeting;

AND WHEREAS staff was directed to finalize an implementation plan outlining priorities and next steps in initiating the action items within the Economic Development Strategy;

NOW THEREFORE BE IT RESOLVED THAT Report CCR-PCD-25-15 be received;

AND THAT the Made In Grey Economic Development Strategy Action (Implementation) Plan as outlined in Report CCR-PCD-25-15 be endorsed,

AND THAT staff be directed to report on progress in completing the actions on an annual basis or more frequently if needed.

Background

Grey County council endorsed the Made in Grey – County’s Economic Development Strategy at the April 7, 2015 County Council meeting. The strategy outlines a vision for economic development in Grey County, that “Grey County is Open for Business,” and highlights seven themes and high level actions to be undertaken under each theme. Staff was requested to finalize a more detailed Action Plan which would outline priorities, progress measurements and timing for the next five years.

Staff’s approach has been to provide the most detail for the immediate actions, those to be accomplished over the next 12 months, and less detail for Medium Term (2016-17)

and Long Term (2018-20). This is a living document which will be reviewed regularly and updated annually as it moves forward, with a more detailed annual work plan prepared each year. One of the main tasks of the newly re-constituted Economic Development Advisory Committee (EDAC) will be to monitor progress on the action plan and bring a wider perspective from business, industry, agriculture, health and education sectors. It is expected that staff would bring an annual update on progress on the action plan to Planning and Community Development Committee and more often if required.

The Made in Grey Economic Development Strategy outlines the economic development process as: $\text{People} \times \text{Process} = \text{Economic Development Success}$. The Action Plan focuses on both sides of this equation, with several actions focusing on building relationships, understanding and collaboration between the partners in economic development while at the same time building the tools and processes to support investment growth and prosperity.

Financial / Staffing / Legal / Information Technology Considerations

Economic development is a top priority for County Council. The Economic Development Action Plan supports this direction but current staffing levels may not be sufficient to achieve all of the recommendations contained in the plan. Future staffing levels within the economic development and tourism portfolio will be need to be included as part of the 2016 budget deliberation process. Staff involved in the implementation of this plan includes tourism, economic development, planning and IT.

Link to Strategic Goals / Priorities

"Developing and implementing an economic action plan" is action 1.2 under Goal 1 (Expanding the prosperity base) and this initiative supports Goal 3 (Securing our place as Ontario's recreation jewel) and Goal 5 (Listening and Working Together) of Grey County's Corporate Strategic Plan 2012-15. This plan is also in the County's Strategic Operating Plan 2014-16 and is consistent with the Clerk Department's Work Plan 2015-17.

Respectfully submitted by,



Bryan Plumstead
Manager of Economic Development and Tourism

Director Sign Off: *Sharon Vokes*

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Disabilities Act, 2005 (AODA). To request this information in an alternate format, please contact Rob Hatten at Robert.Hatten@grey.ca or 519-372-0219 ext. 1235.


Made in Grey Economic Development Strategy – Action (Implementation) Plan

BECOMING INVESTMENT READY									
Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020
1. Investment Readiness Assessment	Together with municipal partners, undertaking an investment readiness assessment and creating investment readiness action plans for the county and individual municipal partners.	<u>Lead:</u> Grey County <u>Partner:</u> Municipal partners	IRA completed; Action plan developed and implemented						
	Investment Readiness Workshops held March 24 & 25		COMPLETE: 40 attendees	II					
2. Economic Development Web Presence	Creating an economic development web presence with direct input from municipal partners and links to partner websites on the already existing www.grey.ca site.	<u>Lead:</u> Grey County (IT Dept)	Web pages completed; Pages updated regularly with new data and content						
	Improve web presence on grey.ca		Includes strategic plan documents, current publications and resources						
3. Industrial / Commercial Lands and Buildings	Working collectively with municipal and private real estate sector partners to create an employment industrial/commercial lands and buildings inventory (listing tool). <i>See also: Action 4 - Agriculture & Farm</i>	<u>Lead:</u> Grey County <u>Partners:</u> Municipal partners, regional real estate assoc., property owners	Employment lands and buildings inventory completed and being updated in online listing tool regularly						
4. Shovel-Ready Lands Strategy	Developing a county-wide strategy to bring more shovel-ready employment lands and buildings (industrial and commercial) to the market, if the inventory determines there is a shortage. <i>See also: Action 4 - Agriculture & Farm</i>		Employment lands and buildings strategy completed and options are being pursued to being more land and buildings to the market						
5. Community Economic Profile (CEP)	Continually updating Grey's Community Economic Profile (Grey County to remain the keepers of all investment related data).	<u>Lead:</u> Grey County <u>Partners:</u> Municipal partners	CEP updated regularly with new info, data and assets.						
6. Municipal	Engaging Grey's municipal partners	<u>Lead:</u> Municipal	Each Municipal partner has own						

BECOMING INVESTMENT READY									
Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020
Community Profiles (CP)	to update or prepare Community Profiles for each municipal partner. Contents of the profiles should match content requirements of the Grey Community Economic Profile.	Partners <u>Partner:</u> Grey County	CP; Process in place to ensure contents are updated regularly; All profiles are available on respective municipal websites.						
7. Investment Inquiry Response Protocol	To improve efficiency, shorten overall response times and reinforce an open and transparent process, designing and implementing an investment inquiry response protocol.	<u>Lead:</u> Grey County <u>Partners:</u> EDO Working Group, Municipal partners, regional real estate assoc., utilities, property owners, Georgian College	Investment inquiry response protocol agreed upon by Municipal partners and being implemented						

CREATING A BUSINESS FRIENDLY ENVIRONMENT									
Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020
1. Business Visitation Program	Continue working with Grey's municipal partners, CoC's, Business Improvement Areas and other supporting agencies to formalize Grey's Business Visitation Program. Place an increased focus on retention and expansion as well as issue identification and resolution. One business tour/month moving around all municipalities	<u>Lead:</u> Grey County <u>Partners:</u> Municipal partners, CoC's, BIA's, Bluewater Wood Alliance	Business Visitation Program formalized; timelines established; Outcomes documented, success stories communicated						
2. Education /Training for Staff, Elected Officials and Community Partners	Creating and delivering a program about working together with your local business community. This would be a training and education session for Grey County staff, municipal partner staff, elected officials and community partners.	<u>Lead:</u> Grey County <u>Partners:</u> Municipal partners (staff and elected officials), CoC's, businesses	Training program offered to Municipal partners, chambers, BIAs, businesses						


CREATING A BUSINESS FRIENDLY ENVIRONMENT

Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020
	Regional Collaboration Workshops: <ul style="list-style-type: none"> • Why the Grey business community is very important – jobs mean people • Getting a business perspective on issues faced by Grey's business community • Getting a perspective of issues faced by Grey County and its municipal partners • How to listen, hear and talk to your business community and government. A focus should be placed county, municipal staff and elected officials to better understand how to best communicate to the business community • Positive issue resolution • Understanding regulations and guidelines. See #4 below								
	Bridges to Better Business Event	<u>Lead:</u> Owen Sound BEC <u>Partners:</u> Grey County	Business attendance / engagement						
	Economic Development for Elected Officials workshop (EDCO session)	<u>Lead:</u> Grey County <u>Partner:</u> Simcoe County, EDCO	# Attendees						
3. Home Occupancy Policy	Engaging Grey's municipal partners to develop consistent home occupation policies and bylaws across the county.	<u>Lead:</u> Grey County <u>Partners:</u> Municipal partners, home-based businesses	Home occupation policies and by-laws are consistent across the entire county						
	Undertake review of by-laws & best practices related to home occupation policies. Create draft template to be distributed.	<u>Lead:</u> Grey County (Planning dept.) <u>Partners:</u> Municipal by-law officers	As above						
4. Annual Networking Events	Hosting an annual Business to Business and Government to Business networking event to help strengthen/identify opportunities for	<u>Lead:</u> Grey County <u>Partners:</u> Municipal partners, CoC's,	Annual Business to Business and Government to Business networking event created and being held regularly						

CREATING A BUSINESS FRIENDLY ENVIRONMENT

Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020
	County businesses to do business. This is also a forum for communication. Grey County can use this as an opportunity to promote its good work while interacting with the local business community and investors.	OMAFRA, FCLMPB, CFDC's,) businesses							
	Grey County Warden's Breakfast - June 16, 2015		# attendees, engagement, COMPLETE	II					
	Business Mixers/Engagement Events - Geoff Malleck		# attendees, # businesses,						


ENSURING KEY INFRASTRUCTURE IS IN PLACE


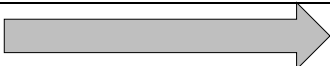
Actions	Description	Responsibility	Progress	2015	2016	2017	2018	2019	2020
1. Accelerating and Implementing Broadband Plan	Developing shortened timelines and accelerating the implementation of Grey's Broadband Plan in order to ensure affordable, reliable and accessible broadband throughout the County (urban and rural).	<u>Lead:</u> Grey County IT dept. <u>Partners:</u> Local broadband providers/WOWC/SWEA/SWIFT	All of Grey County residents, businesses and institutions have access to affordable and reliable broadband						
2. Creating Infrastructure Master Plan	Creating a Grey County infrastructure master plan which identifies and maps county and municipal partner key capital infrastructure projects and priorities.	<u>Lead:</u> Grey County <u>Partners:</u> Municipal partners	Grey County infrastructure master plan complete						

DEVELOPING GREY'S WORKFORCE

Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020
1. Establishing Working Group	Establishing a working group consisting of Grey County, School Boards, Georgian College, Grey Bruce Health Services, major employers, CoC's, and municipal	<u>Lead:</u> Grey County <u>Partners:</u> FCLMPB, School Boards, Georgian College,	<i>ON HOLD - stakeholders listed are currently engaged in Grey County EDO Working Group and Grey County EDAC</i>						


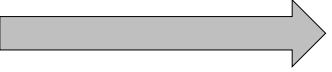
DEVELOPING GREY'S WORKFORCE

Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020
	partners to prioritize recommendations of the Four County Labour Market and Planning Board's Skills Gap study from 2014.	GBHS, major employers, CoC's, Municipal partners							
2. Creating a Skills Gap Action Plan	<p>Creating an action and implementation plan to address the priority recommendations of the 2014 Skills Gap report. Include, as a priority action, better communicating the urgency that a labour crisis is coming to Grey County in the next 5 years. Grey County to prioritize its own recommendations and to make sure the recommendations are a regular agenda item for the Grey County EDO working group and Grey County EDAC.</p> <p>Recommendations and Action items identified for 2015: -work with employers to build a strong workforce attraction strategy to fill immediate skills gaps. -develop a strategy to connect with expatriates to communicate business and career opportunities in Grey County.</p> <p><i>Related Actions:</i> Creating a Business Friendly Environment – Action 1- Expanded Business Visitation Program Action 3 below: - Regional Career Fair - Hanover October 28, 2015 Women in Trades Event Local Food - Action 3 - Food-Entrepreneurship committee networking and education events</p>		Recommendations are implemented and completed.						

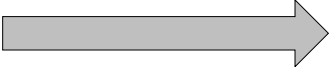
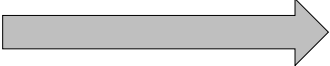
DEVELOPING GREY'S WORKFORCE										
Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020	
	- <i>Chef's Mentorship program (completed 2015)</i>									
3. Youth Retention	3. Creating a youth retention and attraction task force to develop a strategy and implement action items that address youth retention and outmigration.	<u>Lead:</u> Grey County <u>Partners:</u> Municipal partners, School Boards, Georgian College, GBHS, major employers, CoC's, FCLMPB	<i>ON HOLD- Most stakeholders engagement in youth retention work are currently engaged in Grey County EDO Working Group and Grey County EDAC.</i>							
	Support innovative regional projects focusing on youth in member municipalities - eg. Hanover Launch Pad -Youth Innovation Technology Centre.	<u>Lead:</u> Member municipality/ Other community partners <u>Partner:</u> Grey County	Outcomes/lessons learned that can be shared							
	Regional Career Fair - Hanover October 28, 2015	<u>Lead:</u> Town of Hanover & Grey County <u>Partners:</u> FCLMPB, School Boards, Georgian College	# attendees, # businesses participating,							
	Women in Trades Event	<u>Lead:</u> Grey County Social Services Dept. <u>Partners:</u> OYAP, Georgian College	# Attendees, registrations							
	<i>See: Local Food Action 3 - Food Entrepreneurship Committee</i>									

BETTER COMMUNICATING AND MARKETING GREY'S GREATNESS										
Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020	
Advisory Committee	Re-instating Grey County Economic Development Advisory Committee (GC EDAC)	<u>Lead:</u> Grey County								


BETTER COMMUNICATING AND MARKETING GREY'S GREATNESS




Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020
1.a Formalizing Working Group	Formalizing the Grey County Economic Development Working Group in order to maintain a forum that fosters two-way communication between the county and its municipal partners.	<u>Lead:</u> Grey County <u>Partners:</u> Municipal partners	GCEDWG has been formalized and agreed upon by all partners						
	Develop Terms of Reference for EDO WG.	<u>Lead:</u> Grey County <u>Partners:</u> Working group	Terms of Reference in place.						
1.b. Working Group Joint Projects	Identifying two joint projects a year that can be undertaken by the GCEDWG but coordinated by the County.	<u>Lead:</u> Grey County <u>Partners:</u> Working Group	Two joint projects are undertaken per year						
2. Investment Attraction and Marketing Plan	Completing and implementing an investment attraction marketing action plan, including actions completed under other themes: <ul style="list-style-type: none"> • Economic development web presence (inc. investment attraction) • Grey's Community Economic Profile • Employment industrial lands buildings inventory • Grey's value proposition When above actions are complete, develop sector sheets and testimonials: <ul style="list-style-type: none"> o Manufacturing o Value-added processing o Tourism o Sectors specific to municipal partners. 	<u>Lead:</u> Grey County <u>Partners:</u> Municipal Partners	Investment attraction marketing action plan is being implemented						
3. Information Gathering and Sharing	Compiling and promoting information on existing business development services, grant programs and contacts for the Provincial, Regional, County and Municipal governments. Ensure this information is shared with municipal partners and easily accessible on the	<u>Lead:</u> Grey County <u>Partners:</u> Municipal partners, Provincial	Database of services is created, updated regularly, made available on the County's webpages and shared with Municipal partners						

BETTER COMMUNICATING AND MARKETING GREY'S GREATNESS



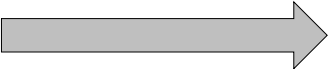
Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020
	county's economic development webpages.	Ministries, Federal Depts. Agencies, CFDC's, BECs, Georgian College, CoC's, FCLMPB							
4. Marketing / Communications	Creating a marketing and communications program to tell residents and partners what the county is doing in terms of economic development.	<u>Lead:</u> Grey County	Communications program in place <i>See Newsletter below</i>						
	Formal marketing and communications program implemented.	<u>Lead:</u> Grey County	Marketing and communications program created and implemented						
5. Newsletter	Continuing to prepare and circulate a semi-annual or quarterly newsletter highlighting activities and success stories in Grey County.	<u>Lead:</u> Grey County <u>Partners:</u> Municipal partners to provide input and information	Quarterly newsletter is being published						

TOURISM

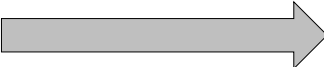

Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020
1. Continue Tourism Activities	Continuing specific current tourism activities: o Growing and improving Grey's marketing efforts and materials with an increased focus on outward marketing • Promoting Grey's tourism website	<u>Lead:</u> Grey County <u>Partners:</u> RTO7, Georgian Bay DDP, CoC's, Municipal partners	Website analytics, downloads, newsletter subscription						
	Continued emphasis on social media marketing and campaigns	<u>Lead:</u> Grey County (IT Dept.)	Social media analytics/engagement						
	Continuous improvement to Grey's new tourism website (May 2015) including: Expanding, improving and promoting festivals and events, accommodations	<u>Lead:</u> Grey County (IT Dept.)	# sessions, engagement						
	Continue development of new content for blog pages, campaign micro sites, social media content and monitoring	<u>Lead:</u> Grey County (IT Dept.) <u>Partners:</u> Contract Content Developers	New website content and materials website analytics, social media reach and engagement						
	Developing Grey's tourism infrastructure and offerings such as cycling, active lifestyle opportunities and local food products	<u>Lead:</u> Grey County							
	Prioritizing cycle and active transportation routes, developing paved shoulder policy	<u>Lead:</u> Grey County Tourism & Transportation Services <u>Partners:</u> Grey County cycling advisory group	Signature Cycling routes established, active transportation routes established, locations for paved shoulders identified						
	Continue product & experience development of Saints & Sinners	<u>Lead:</u> Grey County <u>Partners:</u> RTO7, municipal partners, businesses	Saints & Sinners expanded to include more business partners; experiential tourism elements developed						

TOURISM										
Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020	
	Being a supporting partner in regional efforts with RTO7, RTMP*, and Georgian Bay Destination Development Partnership. <i>*RTMP dissolved in 2015</i>	<u>Lead:</u> Grey County <u>Partners:</u> RTO7, Georgian Bay DDP, DMOs	Grey County DDAP to identify roles and responsibilities w.r.t. partners							
2. Update Destination Development Action Plan	Building off the Grey County Tourism Destination Development Action Plan, updating or creating a new tourism strategy including what Grey County will focus on in "Tourism" (e.g. activities and industry sectors-subsectors-jobs) as well as Grey tourism asset inventory and mapping.	<u>Lead:</u> Grey County <u>Partners:</u> RTO7, Georgian Bay DDP, Chambers, Municipal partners, DMOs, businesses,	Grey County DDAP to be completed in early 2016. Tourism strategy, asset inventory and mapping completed							
3. Wayfinding and Signage	Working with municipal partners to create and implement a Grey tourism way-finding signage program.	<u>Lead:</u> Grey County (Tourism, & Transportation Services depts.) <u>Partners:</u> RTO7, tourism businesses, Municipal partners,	Grey County wayfinding signage is created							
	Implementing new information, tourism and pay to play signage		Grey County wayfinding signage is implemented							
4. Tourism Stakeholder Education	In conjunction with RTO7 and tourism stakeholders, continue developing and implementing a tourism partnership education and training program aimed at: • Educating county business on the importance and benefits of tourism in the county and how to become better prepared to serve the tourism sector • Elevating the customer service experience	<u>Lead:</u> Grey County <u>Partners:</u> RTO7, MTC&S, Georgian College, Chambers, tourism stakeholders	A regional tourism partnership education and training program created and training delivered							

LOCAL FOOD

Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020
1. Local Food Strategy	Following a community and stakeholder engagement process to develop a local foods strategy that will build off of the existing definition of what constitutes local foods in Grey County.	<u>Lead:</u> Grey County <u>Partners:</u> Local Food community stakeholders, incl. GBACA, GCCF	Local food strategy is completed and actions implemented						
	Engage consultant through RFP process, develop and implement strategy. Strategy is expected to provide direction for Actions 2, 5, & 6 below.								
2. Local Food Brand	Developing and implementing a brand identity for local foods produced in Grey County. <i>* If identified as a priority in the Local Foods Strategy (#1 above)</i>	<u>Lead:</u> Grey County <u>Partners:</u> Local Food community stakeholders, incl. GBACA, GCCF, marketing agency	Grey County has a local foods brand						
	Upon completion of the local food strategy, work with marketing agency to develop county food identity and marketing strategies.	<u>Lead:</u> Grey County <u>Partners:</u> Tourism staff, marketing agency	Local food identity and marketing materials created						
	Develop local food implementation plan, communication and marketing materials for roll-out.	<u>Lead:</u> Grey County <u>Partners:</u> Local Food community stakeholders, incl. GBACA, GCCF	Local food identity and marketing plan created and implemented						
	Showcase a variety of local foods through at least one out-market consumer show per year (ie: Green Living, Taste of Toronto, Toronto Garlic Festival)	<u>Lead:</u> Grey County <u>Partners:</u> Local Food community stakeholders, incl. GBACA, GCCF	Show attended, samples provided, food and drink sold, information distributed						

LOCAL FOOD


Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020
	Expand outreach and promotion activities during Local Food Week (Foodland Ontario); consider creation of special event or events	<p>GCCF</p> <p><u>Lead:</u> Grey County</p> <p><u>Partners:</u> Local Food community stakeholders, as above and Grey Ag Services</p>	Markets attended, samples provided, information distributed; event created						
3. Food-E Projects	Continuing to work in partnership with Georgian College, partner municipalities and local food organizations to build upon and continually grow the annual food entrepreneurs' day to bring the local food growers and producers together.	<p><u>Lead:</u> Grey County with Georgian College "Food-E" Committee</p> <p><u>Partners:</u> Georgian College, municipal partners and local food orgs.</p>							
	Food-Entrepreneurship Day - Grey County	<p><u>Lead:</u> Grey County</p> <p><u>Partners:</u> Municipal EDO partners, other stakeholders</p>	# of attendees and businesses participating						
	Food-Entrepreneurship Day - Central Ontario region	<p><u>Lead:</u> Georgian College</p> <p><u>Partners:</u> Grey County, Simcoe County, Dufferin County, District of Muskoka, OMAFRA, Agri-</p>	Regional food entrepreneurship event is produced						

LOCAL FOOD

Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020
		Food Mgmt. Inst.							
4. Policies and Tools	Creating policies and tools to support local food initiatives and activities, e.g.: <ul style="list-style-type: none"> • On-site food processing • Pop-up restaurants • Food business incubator • Market gardens and farmers' markets • Special events focusing on promoting local foods. 	<u>Lead:</u> Grey County (Planning, Clerks Depts.) <u>Partners:</u> University of Waterloo	Municipal and County policies in place						
	Be responsive when policy needs arise (i.e.: food trucks policy) and undertake work as needed; Take Grey Bruce Food Charter into consideration when developing policies		Grey County Food Truck Policy est.						
	Consult with representatives from farm, food and agricultural organizations to better understand their needs and concerns; communicate our resources, policies and services	<u>Lead:</u> Grey County (Planning Dept.) <u>Partners:</u> Grey AG. Services	Meeting held, reps from key stakeholder groups engaged						
5. Food Hub Viability	Researching the feasibility of a regional food hub that will lead: <ul style="list-style-type: none"> • Co-ordination of farms and producers • Distribution of local products. 	<u>Lead:</u> Grey County <u>Partners:</u> Municipal partners, OMAFRA, OFA and/or other agricultural support agencies	Feasibility study complete						
	Undertake: comprehensive review of existing food hub/distribution research, community survey / interview process to assess needs, If hub is identified as a priority, undertake viability consultation process.								
6. Farm and Food Business Start-up Toolkit	Partnering with Ontario Ministry of Rural Affairs, and Ministry of Agriculture and Food, the Ontario Federation of Agriculture and/or other agricultural support agencies to develop a "How to Start" toolkit aimed at assisting new farmers and farm-based businesses.	<u>Lead:</u> Grey County <u>Partners:</u> OMAFRA, OFA and/or other agricultural	"How to Start" toolkit complete, available online and shared with all local foods partners						

LOCAL FOOD										
Actions	Description	Responsibility	Measurement	2015	2016	2017	2018	2019	2020	
		support agencies								
	If Identified as a priority during the Local Foods Strategy process, undertake comprehensive review of existing related materials, determine if gaps exist and create "Made in Grey" content if needed									
7. Tourism Marketing Alignment	More closely aligning the Grey Tourism marketing efforts to include local food.	<u>Lead:</u> Grey County (Tourism staff) <u>Partners:</u> marketing agency, regional and food related DMOs (OCTA, RTO7)	Local food is included into Grey County's tourism marketing efforts							
	Work with Marketing Agency to develop local-food related marketing materials and campaigns to be implemented and delivered by GC tourism team (including media stories)	<u>Lead:</u> Grey County (tourism staff) <u>Partners:</u> marketing agency	Increased promotion via tourism channels including tourism website, media buys and social media channels							
	Work with GBACA and Bruce County to develop criteria to identify food related businesses to be called out in tourism marketing efforts	<u>Lead:</u> Grey County <u>Partners:</u> Bruce County, GBACA	Criteria developed and implemented; information shared to tourism departments							

AGRICULTURE AND FARMS										
Actions	Description	Partners	Measurement	2015	2016	2017	2018	2019	2020	
1. Inventory of On-Farm Diversified	Undertake an inventory of small-scale on-farm diversified-use businesses currently operating in rural Grey County.	<u>Lead:</u> Grey County <u>Partners:</u>	Inventory of on-farm diversified businesses is created							

AGRICULTURE AND FARMS										
Actions	Description	Partners	Measurement	2015	2016	2017	2018	2019	2020	
Use Business		Municipal partners								
	Farm tour of south Grey on-farm businesses	<u>Lead:</u> Municipality	COMPLETED -	Π						
2. Land Use Policy Review	Encourage the appropriate growth and development of farm and non-farm related activities by undertaking a County and Municipal land-use policies and regulations review that ensures policy framework is in place to support small scale on-farm diversified uses while also contextually considering the industrial/commercial development policies within settlement areas.	<u>Lead:</u> GreyCounty (Clerks, Planning and Transp.Services depts.) <u>Partners:</u> Grey Agricultural Services, Municipal Partners	County and Municipal land-use policies and regulations review is undertaken, policy framework is created <i>*** start time pending consultation with partners</i>							
3. Definitions and Expectations	Set clear expectations (definitions) on the limits and appropriate size of what constitutes small-scale on-farm diversified use, and where development may be better suited towards a settlement area.	<u>Lead:</u> Grey County (Planning dept.)	Definitions created and policies developed regarding on-farm diversified use business.							
4. Ensuring Availability of Industrial Lands	Ensure there is sufficient and adequate commercial and industrial space in Grey County to accommodate the transition of small-scale on-farm diversified use businesses to the alternate locations once these businesses outgrow their original rural locations or choose to expand into a traditional industrial/commercial business park environment. <i>*** Included in Becoming Investment Ready Action 3</i>	<u>Lead:</u> Grey County <u>Partners:</u> Municipal partners	Employment lands and buildings inventory completed and being updated in online listing tool regularly							
5. Strategy to Communicate	Create a communication strategy to ensure all existing and new small-scale on-farm diversified use businesses	<u>Lead:</u> Grey County	Policy regarding on-farm diversified business use promoted by Planning and Economic							

AGRICULTURE AND FARMS										
Actions	Description	Partners	Measurement	2015	2016	2017	2018	2019	2020	
Limits and Expectations	understand the expectations and limits of what constitutes a small-scale on-farm diversified use and the opportunities that exist to relocate or expand within Grey County.	<u>Partners:</u> Municipal Partners	Development.							
	Consider inclusion in "Made in Grey" toolkit under Action 6 - Local Food above									

Legend of Abbreviations Used Above:

BEC – Business Enterprise Centre; CoC’s – Chambers of Commerce; CFDC – Community Futures Development Corporation; DDP – Destination Development Partnership; DMO – Destination Marketing Organization; EDO – Economic Development Officer; FCLMPB – Four County Labour Market Planning Board; GBACA – Grey Bruce Agriculture and Culinary Association; GCCF – Grey County Chefs’ Forum; GCEDWG - Grey County Economic Development Working Group; IT – Information Technology; OCTA – Ontario Culinary Tourism Alliance; OFA – Ontario Federation of Agriculture; OMAFRA – Ontario Ministry of Agriculture, Food and Rural Affairs; OMTC&S – Ontario Ministry of Tourism Culture and Sport; OYAP – Ontario Youth Apprenticeship Program; RTMP – Regional Tourism Marketing Partnership; RTO7 – Regional Tourism Organization 7, SWEA – Southwest Economic Alliance; SWIFT – SouthWestern Integrated Fibre Technology; WOWC – Western Ontario Warden’s Caucus