

Hastings County Economic Development Mandate and Operations Review

Final Report to County Council

January 17th, 2017

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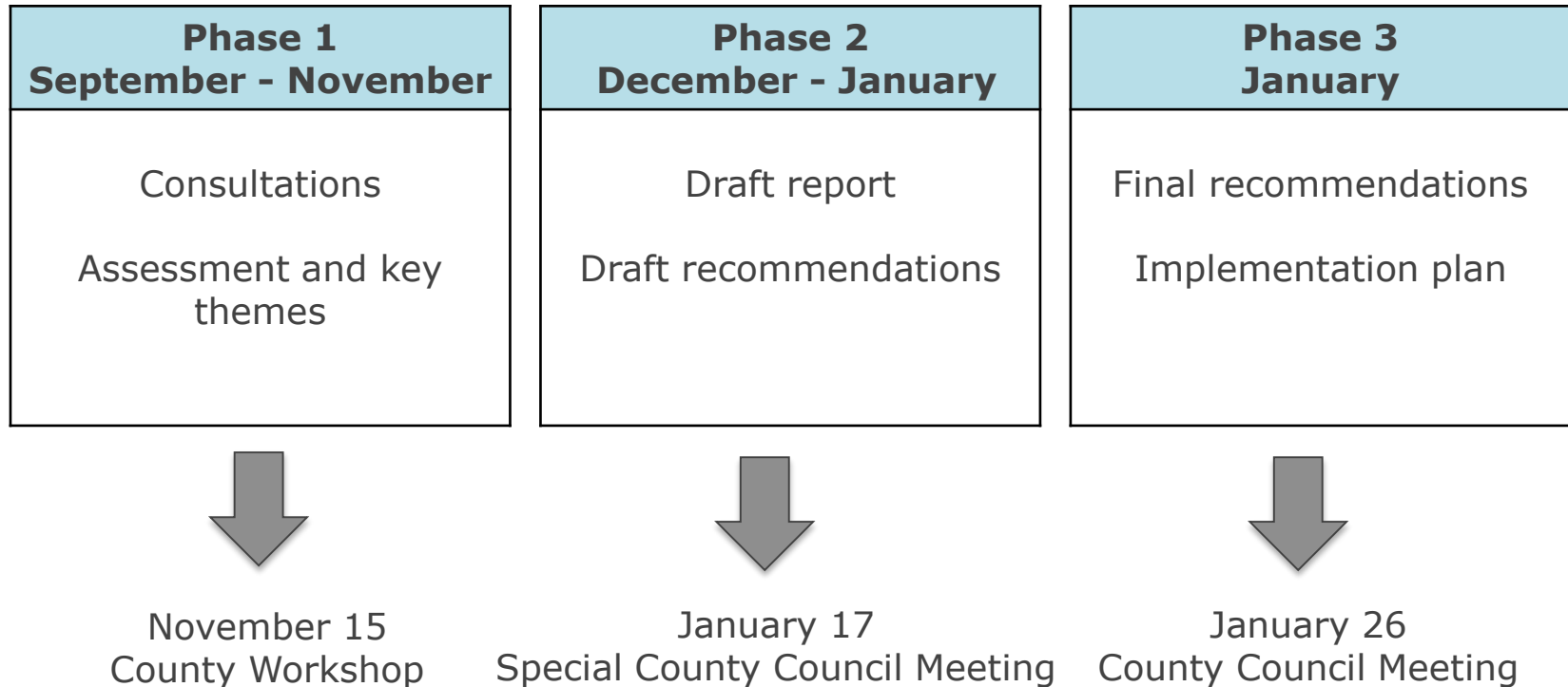
1. Introduction

This section outlines the overall objectives and process of the project.

Project objectives

- Outline current County **mandate** in economic development and assess whether it is still appropriate and relevant
- Understand what **neighbouring counties** are doing in economic development
- Determine what role the County should play in **tourism** and whether it should have a greater focus going forward
- Determine how **success should be measured** in economic development and what metrics should be used for that measurement

Project process



2. Current Mandate, Services and Organization

This section describes the current mandate, services and organization of the County's economic development function.

County mandate in economic development has evolved over time under Council approved direction

Origin - 2006

- Council Strategic Planning Task Force **recommends County mandate and role** in economic development



Foundation - 2007

- **Economic Development Strategy and one year action plan** approved by Council
- **Economic Development Manager** position established within Planning and Development



Strategic Evolution I - 2009 - 2014

- **Key strategy documents** developed and approved
 - Economic Development Action Plan 2009-2012 approved by Council
 - Business Retention and Expansion study and plan
 - Investment Attraction Strategy and brand
 - Premier Ranked Tourism Destinations Strategy /Tourism Development Master Plan
 - Hastings Opportunities in Tourism (HOT) Initiative
 - 10 Year Cultural Plan
 - Harvest Hastings created
 - Enterprise facilitation program created
- **Tourism Development Coordinator** established (2011)
- **Enterprise Facilitation Program and Coordinator** established (2009)



Strategic Evolution II - 2014 - 2016

- **Key strategy documents** developed
 - Economic Development Action Plan 2014-2018 approved by Council
 - Updated Tourism Master Plan developed and waiting to be brought forward to Council
- **Enterprise Facilitation Coordination position vacant and not filled** (March 2016)

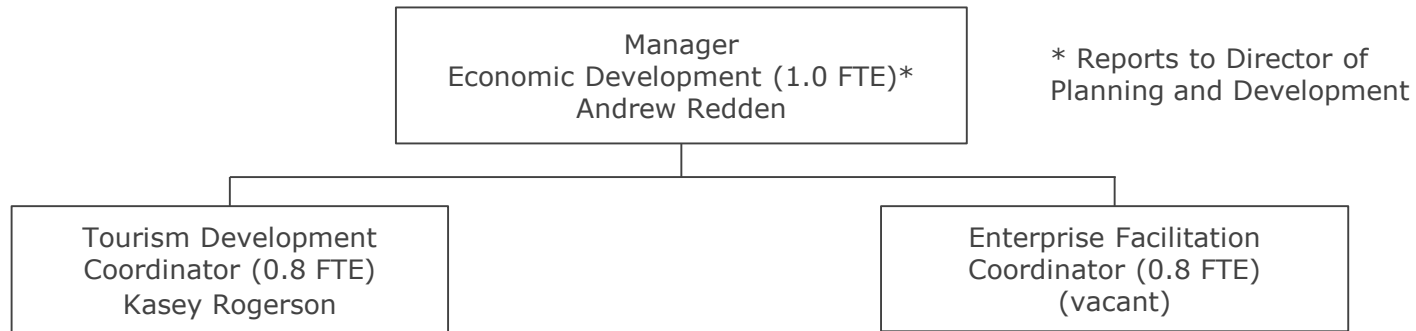
Current mandate and services

Mandate	Services
Start-up and Small Business Assistance	<ul style="list-style-type: none"> • Helping entrepreneurs and existing businesses with coaching and advice through the Enterprise Facilitation Service (currently vacant) • Providing them with economic data and information on available properties and financing opportunities
Investment Marketing	<ul style="list-style-type: none"> • Encouraging 'Lone Eagles' to re-locate to and invest in Hastings County through social media and on-line advertising • Promoting investment in artisan food and beverage (e.g. FAB Region) • Collaborating with regional partners (e.g. Ontario East Economic Development Commission)
Product Development	<ul style="list-style-type: none"> • Collaborations with member municipalities and the local tourism industry to improve identified underdeveloped and underperforming assets. • Examples include supporting trails maintenance and development, and helping with the development of Bancroft's Earth Sciences Centre

Current mandate and services

Mandate	Services
Agriculture and Natural Resources/Forestry	<ul style="list-style-type: none"> • Providing funding and initiative specific staff assistance to Harvest Hastings and the Bancroft and Area Forest Industry Association • Advocacy on industry issues
Culture and Heritage	<ul style="list-style-type: none"> • Supporting and highlighting local culture and heritage assets as economic drivers. • Examples include the development of the regional cultural plan, organizing the cultural summit and networking events, developing CulturalPortal.ca, and creating a region-wide calendar of events
Strategies, Partnerships and Network Development	<ul style="list-style-type: none"> • Facilitating the creation of overall strategies such as the Economic Development Action Plan and Tourism Development Master Plan • Developing the profile of and collaboration within industry (e.g. Annual Tourism Awards) and among member municipalities (e.g. Economic Development Partners Group) • Collaborating with and providing financial support to regional destination marketing partners (e.g. Bay of Quinte Regional Marketing Board, Bancroft and District Chamber of Commerce) • Working with and acquiring funding from provincial partners (e.g. Ontario East Economic Development Corporation, Ministry of Economic Development and Growth)

Current organization and overview of roles



Manager Economic Development	Tourism Development Coordinator	Enterprise Facilitation Coordinator
<ul style="list-style-type: none"> • Development and implementation of strategies, programs and projects • Support product development • Conduct investment marketing, including online marketing • Develop and process leads • Assist and provide support to local economic development efforts • Develop and support partnerships • Represent County on regional economic development initiatives • Support stakeholder relations and communication • Support coordination and collaboration • Access/facilitate external funding • Provide statistical analysis • Develop annual business plan/budget • Manage staff • Provide annual report and support reporting to Committee and Council 	<ul style="list-style-type: none"> • Development and implementation of strategies, programs and projects • Support product development • Support tourism related task forces • Stakeholder relations and communication • Online marketing and social media • Statistical analysis and reporting • Liaison with regional tourism and destination marketing organizations • Advice and support to operators • Assist and provide support to local tourism marketing efforts • Provide customer service training • Administer industry tourism awards • Coordinate and support Arts Route • Promote tourism awareness week • Administer HOT spots competition • Conduct visitor surveys • Support coordination and collaboration 	<ul style="list-style-type: none"> • Provide one-on-one coaching assistance to local residents and entrepreneurs to assist with business start-up and expansion • Support volunteer advisory board to assist entrepreneurs to find resources

2016 Operating Budget – Economic Development

Expenditures		Revenue	
Item	Amount	Item	Amount
Salaries	\$198,908	Tourism development grant	\$1,000
Fringe benefits	28,855	Contribution from reserves	43,000
Telephone	2,200	Total Revenue	\$44,000
Marketing plan	22,240		
Memberships/conferences/training	8,000	Net Cost	\$430,654
Mileage and travel	12,000		
Investment attraction branding	2,700		
Enterprise facilitation	9,550		
Destination marketing	72,000		
Trails (EOTA surveys)	33,000		
Trails (CP land acquisition)	15,000		
Business retention and expansion initiative	7,200		
Natural resources and agriculture initiatives	23,000		
Food and beverage investment	3,000		
Tourism development project	29,000		
Cultural plan	5,000		
Miscellaneous expense	3,000		
Total Expenditures	\$474,654		

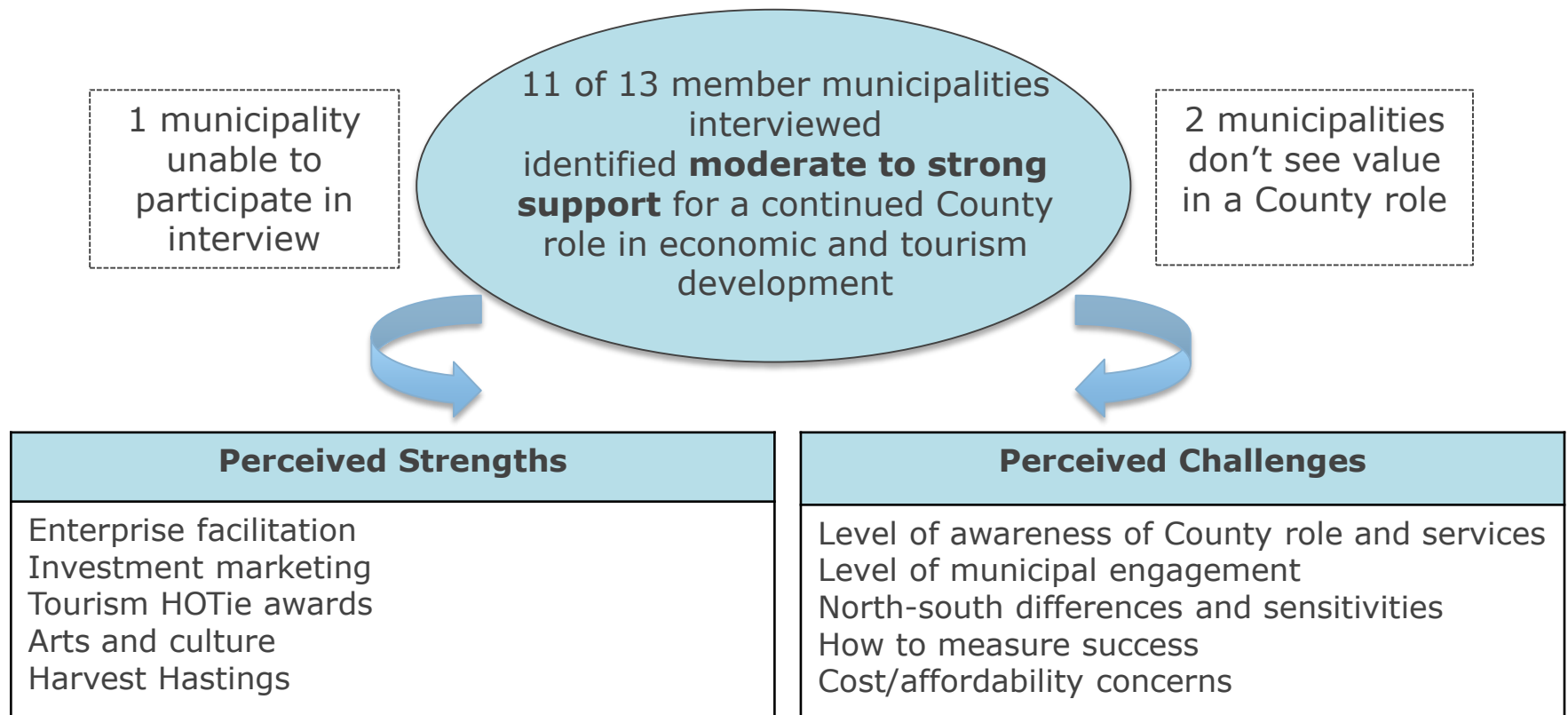
2. Observations

This section provides observations on the County's economic development function. Observations are organized under the following categories:

- a. Mandate and services
- b. Governance and partnerships
- c. Measuring success
- d. Organization and operations

a. Mandate and services

- There is a **solid base of support** among member municipalities for a continued role by the County in economic and tourism development, though **some challenges** need to be addressed



Staff are seen as competent, enthusiastic and responsive. But there is a definite lack of member municipality understanding and awareness of what they do.

a. Mandate and services

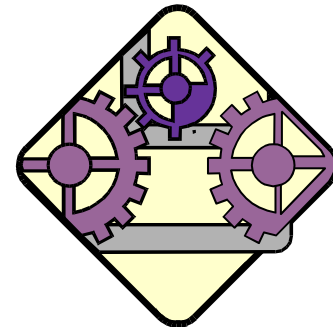
- The **County's** sector and opportunity focus is **well-aligned** with where **member municipalities** see potential for economic and tourism development in their communities

Sectors Identified by Member Municipalities

Tourism
Agriculture/Agri-business
Culture and heritage
Natural resources

Opportunities Identified by Member Municipalities

Lone-eagle business attraction
Startup and small business assistance
Business retention and expansion
Product development



Alignment exists between where member municipalities see potential and the County's focus

a. Mandate and services

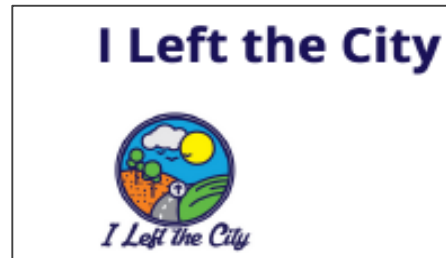
- The County of Hastings has an important leadership role to play in economic and tourism development in:
 - providing **County-wide leadership, advocacy and support** for the direct and indirect benefit of all member municipalities
 - helping Hastings to **stand out** from regional competitors as a place to live, work and visit
 - spearheading **key County-wide and regional initiatives in economic and tourism product and sector development and marketing**
 - **attracting entrepreneurs** and providing **support to existing businesses** operating in Hastings County
 - serving as a coordinating and connecting window to facilitate **access to and leverage** the contributions of a wide range of economic and tourism development **partners and supports**
 - being a central hub for **information, research, analysis and communication**
 - **encouraging and facilitating** local community development efforts by member municipalities and supporting the sharing of information and knowledge among member municipalities
 - developing and sustaining the **critical mass** and **breadth of capabilities** required to be effective over time in economic and tourism development

a. Mandate and services

- **Enterprise facilitation** is a **highly valued** and **important** service
 - solid base of support among member municipalities during interviews (9 of 13 interviewed support this)
 - aligns well with county strategy and opportunities for attracting lone eagles
 - supports local business retention and expansion (key source of job growth)
 - past incumbents were seen as helpful and responsive
 - valued by local staff as a place to refer businesses
 - service is missed – most want it replaced and some want it expanded to increase capacity and geographic accessibility/operational efficiency
 - all other counties offer some form of small business assistance
- Desire to know more about **long term outcomes** for businesses assisted
- Requirement of **confidentiality** is frustrating for local elected officials but a necessary and standard practice
 - essential for businesses to feel comfortable in participating
 - all other counties interviewed follow this practice
- Name is confusing/uncommon – small business and start-up assistance or coaching is likely clearer

a. Mandate and services

- The County's focus on **attracting lone eagle entrepreneurs** is appropriate
- Represents a very **viable and realistic opportunity** that fits with the assets Hastings has to offer
- Fits with **overall economic trends and findings** related to the role of small business and entrepreneurialism in job creation
- All other neighbouring counties interviewed have **shifted their primary focus away from industry attraction** and are placing greater emphasis on small business development, attraction of entrepreneurs, business retention and expansion, tourism, agriculture and agri-business, and food and beverage
- Reinforces the marketing of Hastings **as a great place to live**



a. Mandate and services

- **Tourism is an important sector** for the County to continue to focus on
 - Hastings has many core attractors to build on – outdoor recreation, lakes and fishing, minerals and rocks, motorcycle tourism, first nations, arts and culture, wellness, agri-culinary tourism, antiques etc.
 - tourism is relevant to all parts of the county
 - opportunity exists to build on base of special festivals and events
 - opportunity exists to develop significant and distinctive year round attractions (earth sciences centre, pump storage project)
 - supports marketing of the county as a place to live
- To be **effective** the County needs to:
 - have a strategic and integrated approach - too many organizations and jurisdictions involved at present
 - develop a clear and customer focused brand that stands out and is relevant to the different regions and target markets across the county
 - develop and focus on distinctive experiences and clear target markets
 - engage and support industry, municipalities and partner organizations effectively
 - implement a sustained marketing effort over time that makes best use of available resources

a. Mandate and services

- The County needs to develop and implement a **brand strategy**
 - there are **too many brands** out there delivered by multiple partners, none of whom have exclusive and complete responsibility for the success of Hastings County communities
 - the **fragmentation** is confusing, ineffective and wasteful
- The brand strategy should:
 - include a **master brand** that elevates recognition of the County and speaks to the quality of life to be experienced here
 - include **related sub-brands or key messages** that speak more directly to key target audiences (tourists, businesses, residents) and are relevant to all parts of the County
 - be flexible to **incorporate local municipal branding** and messaging
- The branding strategy must:
 - be **professionally** developed and implemented **consistently**
 - be supported by an accessible set of **tools and templates**
 - be embraced by **all regions and stakeholders**
- Other **neighbouring counties** have done or are doing this – Hastings is in danger of being left behind

b. Governance and partnerships

- **Reporting through the Planning and Development Committee** is not generating enough understanding, engagement and direction from Council in relation to economic and tourism development
 - members of Council do not feel informed about the role, services and activities of the economic development office
 - written reports are not sufficient in engaging Council attention and discussion
 - future strategies should consider how to better engage all of Council while fitting within the overall governance system and approach of the County
- **Industry partner engagement** is good and is centred on key strategies and initiatives specific to key sectors and functions – this is the most effective way of engaging industry. However, it would be valuable for the County to have additional industry advice on ongoing economic and tourism development strategies
- The **engagement of eastern Ontario and provincial partners** is an important role for the County
 - helps to leverage funds and programs to the benefit of the County
 - builds critical mass through collaborations with other counties
 - helps to coordinate efforts to use resources most effectively
 - however, many are looking for clearer and more integrated leadership from the County in order for them to work most effectively

County brings together many contributing partners

Organization	Tourism Marketing	Tourism Product Development	Regional/Local Marketing	Small Business Assistance	Agriculture	Infrastructure & Planning	Natural Resources	Downtown Revitalization	Labour Force Development	Investment attraction	Business Retention and Expansion	Advocacy	Partnerships and Network Development
Bancroft & District Chamber of Commerce	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>				<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Bay of Quinte Regional Marketing Board	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>										
CFDC North & Central Hastings and S. Algonquin				<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		<input type="checkbox"/>
County of Hastings	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
East Central Ontario Training Board									<input checked="" type="checkbox"/>				
EOWC/EORN						<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>	
Local municipalities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Loyalist College									<input checked="" type="checkbox"/>				
North Hastings Economic Development Committee	<input type="checkbox"/>									<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Provincial ministries				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Regional Tourism Organizations	<input checked="" type="checkbox"/>												
QEDC									<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Trenval CFDC				<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input type="checkbox"/>			<input type="checkbox"/>		<input type="checkbox"/>

= Major focus = Contributing role

Source: Adapted from County of Hastings Economic Development Overview, 2016

b. Governance and partnerships

- Other counties operate with **varied governing structures**

County	Governance Structure
Hastings	Planning and Development Committee of Council
Leeds Grenville	Council (no standing committees)
Lennox and Addington	Economic Development Coalition
Frontenac	Community Development Advisory Committee
Northumberland	Council (no standing committees)
Prince Edward County	Community and Economic Development Commission
Renfrew	Development and Property Committee of Council

b. Governance and partnerships

- The **Municipal Partners Group** needs to evolve its focus, role and approach to be a more influential and effective advisory and collaborative resource
 - take on a more **proactive role** in advising on priorities and strategies, collaborating on collective initiatives, supporting learning and development and facilitating information exchange
 - enact **a committee structure or meeting approach** that better supports a **sustained focus on both tourism and economic development** while ensuring integrated planning and coordination among economic and tourism development initiatives
 - Continue to **rotate meetings** between locations across the County to promote engagement and support understanding
- The contribution of this group should be so valuable and effective that it engenders the support of the **North Hastings Economic Development Committee** and that this group could decide to integrate its mandate and operations into that of the partners group if it chose to do so. Members could also potentially play a role on the Economic and Tourism Development Advisory Committee
- If North Hastings Economic Development Committee continues to exist, it could also play a role in taking on specific projects for the County where this makes sense.

c. Measuring success

- Member municipalities and County staff want to develop **an agreed upon means of measuring success** in economic development
- Success measurement is **important yet challenging**. Challenges include:
 - ability of the county to control or influence macro economic health
 - attributing cause and effect to County service interventions
 - currency and jurisdictional fit of available data
 - balancing cost and effort of measurement with value
- **A variety of measures** and approaches are being used by other jurisdictions
 - a 2011 survey of members of the Economic Development Association of Canada found a multiplicity of measures being used
 - discussions with neighbouring counties found the same kind of variation
- **Best practice** as outlined in the literature suggests:
 - distinguish between inputs, activities, outputs and outcomes
 - focus on a handful of key measures within each to be manageable
 - tie measures and associated targets to your particular strategic objectives
 - define measures and data sources explicitly
 - client input is important

d. Organization and operations

- The County should keep the economic and tourism development unit within the Planning and Development Department and address the need for more engaged governance through new Council reporting protocols
 - Will continue to facilitate interdependencies with Planning
 - Avoids potential added costs of creating a new department
 - Avoids risk of overburdening CAO
- The County economic and tourism development unit needs to be **resourced** to fulfill a leadership role in economic and tourism development
 - Enterprise Facilitator position is vacant and was only four days a week
 - Tourism Coordinator position is only four days a week
 - Economic Development Manager and Tourism Development Coordinator are wholly responsible for both leadership and service delivery
 - An expanded County role in tourism would require a re-positioning of existing marketing resources and some supplementary resources
 - Unit name should be changed if County embraces enhanced tourism role

d. Organization and operations

- Other counties operate with **varied administrative reporting relationships** for economic development

County	Administrative Reporting
Hastings	Part of Planning and Development Department reporting to CAO
Leeds Grenville	Economic Development Department reports to CAO
Lennox and Addington	Part of Community and Development Services reporting to CAO
Frontenac	Part of Planning and Economic Development Department reporting to CAO
Northumberland	Economic and Tourism Development Department reporting to CAO
Prince Edward County	Part of Community Development Department reporting to the CAO
Renfrew	Part of Development and Property Department reporting to CAO

d. Organization and operations

- Five of the six counties surveyed have a **greater investment in staff and operating budgets** devoted to economic development in comparison to Hastings

County	Economic Development Staff	Net County Funding for Economic Development 2016
Hastings	Total Staff – 2.6 FTE Manager of Economic Development Destination Development Coordinator (0.8 FTE) Enterprise Development Coordinator (0.8 FTE) vacant	\$430,654
Leeds Grenville	Total Staff – 4.0 FTE Economic Development Manager Economic Development Officer Economic Development Department Administrator and Communications Support Unfilled/new position to focus on business retention and expansion and investment attraction	\$621,588
Lennox and Addington	Total Staff - 3.0 FTE Director of Community and Development Services (50% of time on economic development) Business Development Officer Community Development Officer Graphic designer (50% of time on economic development)	\$445,000
Frontenac	Total Staff – 2.0 FTE Manager of Economic Development Tourism Development Officer	\$200,000

d. Organization and operations

County	Economic Development Staff	Net County Funding for Economic Development 2016
Northumberland	<p>Total Staff – 9.0 FTE Director, Economic Development and Tourism Tourism Manager Tourism Coordinator Agriculture Manager Immigration Coordinator Ontario Agriculture Venture Centre Operations Manager Administrative Clerk Northumberland Business Advisory Centre Manager Northumberland Business Advisory Centre Consultant</p>	\$1.15 million
Prince Edward County	<p>Total Staff – 5.5 FTE Director of Community Development (est. 50% on economic development) Community Development Coordinators (2) Contracts, Grants and Special Projects Coordinator Destination Development and Marketing Coordinator Business Retention/Downtown Revitalization Coordinator (Contract)</p>	\$830,000
Renfrew	<p>Total Staff – 8.0 FTE Manager of Economic Development Services and Tourism Business Development Officer Administrative Assistant Business Consultant, Enterprise Renfrew County Program Officer, Enterprise Renfrew County Research Coordinator Tourism Marketing Coordinator Communications Coordinator</p>	\$673,000

3.Recommendations

This section outlines the project's recommendations. The recommendations have been shaped by input received on preliminary directions presented at the special County workshop held on November 15th.

Recommendations fall into four areas

1. County mandate and services
2. Governance and partnerships
3. Organization and operations
4. Measuring success

1. County mandate and services - recommendations

1.1 The County of Hastings should adopt the following statement of its overall mandate in economic and tourism development

Overall Mandate of County of Hastings in Economic and Tourism Development

- Provide **County-wide leadership, advocacy and support** for the direct and indirect benefit of all member municipalities
- Helping Hastings to **stand out** from regional competitors as a place to live, work and visit
- Spearhead **key County-wide and regional initiatives** in **economic and tourism product and sector development** and **marketing**
- **Attract entrepreneurs** and providing **support to existing businesses** operating in Hastings County
- Serve as a coordinating and connecting window to facilitate **access to and leverage** the contributions of a wide range of economic and tourism development **partners and supports**
- **Be** a central hub for **information, research, analysis and communication**
- **Encourage and facilitate** local community development efforts by member municipalities and supporting the sharing of information and knowledge among member municipalities
- Develop and sustain the **critical mass** and **breadth of capabilities** required to be effective over time in economic and tourism development

1. County mandate and services - recommendations

1.2 The County should adopt the following service mandate for the County's economic and tourism development unit

Service Mandate - Economic Development Services	
Start-up and small business assistance	<ul style="list-style-type: none"> • Helping entrepreneurs and existing businesses with business coaching and advice • Providing them with information on available properties, financing opportunities and government resources
Investment marketing	<ul style="list-style-type: none"> • Developing and implementing an effective brand strategy • Encouraging 'Lone Eagles' to re-locate to and invest in Hastings County • Promoting investment in key sectors (e.g. artisan food and beverage)
Product development	<ul style="list-style-type: none"> • Collaborating with member municipalities, industry and government partners to improve identified underdeveloped and underperforming economic assets
Sector development	<ul style="list-style-type: none"> • Providing funding and initiative specific staff assistance to key industry sectors (e.g. agriculture and natural resources/forestry)
Culture and heritage	<ul style="list-style-type: none"> • Supporting and highlighting local culture and heritage assets and sectors as economic drivers
Strategies, partnerships and network development	<ul style="list-style-type: none"> • Facilitating the creation of overall economic development strategies • Supporting County advocacy initiatives on key economic development issues • Serving as a hub for information, research, analysis and communication related to economic development • Serving as a coordinating and connecting window to facilitate access to and leverage the contributions of a wide range of partners and supports • Encouraging and facilitating local community development efforts by member municipalities

1. County mandate and services - recommendations

1.2 The County should formally adopt the following service mandate for the County's economic and tourism development unit (cont'd)

Service Mandate – Tourism Development Services	
Product development	<ul style="list-style-type: none"> • Collaborating with member municipalities, industry and government partners to improve identified underdeveloped and underperforming tourism assets • Assisting in the development of distinctive tourism experiences aimed for identified target markets
Destination marketing	<ul style="list-style-type: none"> • Developing and implementing an effective brand strategy • Developing and implementing a strategy for marketing the County as a tourism destination
Tourism sector/industry development	<ul style="list-style-type: none"> • Increasing the profile and connectedness of the tourism industry • Providing funding and initiative specific staff assistance to tourism industry development efforts
Strategies, partnerships and network development	<ul style="list-style-type: none"> • Facilitating the creation of overall tourism development strategies • Supporting County advocacy initiatives on key tourism development issues • Serving as a hub for information, research, analysis and communication related to tourism • Serving as a coordinating and connecting window to facilitate access to and leverage the contributions of a wide range of partners and supports • Encouraging and facilitating local tourism development efforts by member municipalities

1. County mandate and services - recommendations

1.3 Develop and implement an integrated branding strategy for economic and tourism development

Recommendations Related to the Integrated Branding Strategy

- a. Develop a master brand that elevates recognition of the County and speaks to the quality of life and experiences available in Hastings County
- b. Develop related sub-brands or key messages that speak more directly to key target audiences (tourists, businesses, residents) and are relevant to all parts of the County
- c. Ensure that the brand strategy is flexible enough to be relevant to all municipalities and can incorporate local municipal branding and messaging
- d. The brand strategy should be professionally developed based on research and analysis
- e. The brand strategy should be implemented consistently and be supported by an accessible set of tools and templates that are made accessible to all member municipalities and that are incorporated into all relevant touch points of the County

2. Governance and partnerships - recommendations

2.1 Strengthen the role and operations of the Municipal Partners Group

Recommendations Related to the Municipal Partners Group

- a. Adopt a formal mandate for this group which includes:
 - Advising on economic and tourism development strategies
 - Collaborating on collective initiatives with regional or County-wide impact
 - Facilitating information exchange
 - Supporting learning and development
 - Promoting awareness of and access to external partner resources and initiatives
- b. Formalize membership of this group so that it includes at least one and up to two designated representatives (Council members and/or staff) from each member municipality plus relevant staff from the County of Hastings. Member municipalities should formally designate their representatives.
- c. Enact a meeting approach that ensures a sustained focus on both tourism and economic development initiatives
- d. Rotate meetings between locations across the County to promote engagement, awareness and relationship-building
- e. Invite relevant external partners to attend meetings when there is a specific agenda item that would benefit from their participation

2. Governance and partnerships - recommendations

2.2 Establish an Economic and Tourism Development Advisory Committee to support industry engagement

Recommendations Related to Economic and Tourism Development Advisory Committee

- a. Establish an Economic and Tourism Development Advisory Committee comprised of:
 - Two members of the Planning and Development Committee of Council
 - Four business operators from the tourism industry in Hastings County (appointed by Council)
 - Four business operators from other key industry sectors in Hastings County (appointed by Council)
 - Two citizen appointees (appointed by Council) with an interest in advancing economic and tourism development in Hastings County
- b. Committee members would be appointed for the term of Council
- c. The mandate of this committee would be to provide advice to County Council through the Planning and Development Committee of Council on:
 - Economic and tourism development needs, strategies and priorities
 - Development and implementation of the County branding and marketing strategy
 - Industry engagement strategies
- d. The committee is advisory and is not a Council committee – it cannot direct County staff activity, allocate funds, or determine initiatives – these decisions are made by County Council

2. Governance and partnerships - recommendations

2.3 Implement more direct reporting to County Council

Recommendations Related to More Direct Reporting to County Council

- a. Twice a year, Planning and Development Committee should devote a two-hour meeting to tourism and economic development matters (suggest August or September and February). Outcomes of the meeting would be reported in minutes to Council.
- b. The meetings should be attended by the County's senior management, including the Director of Planning and Development, and the staff from the economic and tourism development unit
- c. These meetings should be designed to:
 - Receive and discuss a report on the success measures scorecard prepared by the economic and tourism development unit (see recommendations on success measures later in report)
 - Receive a report on the advice of the Economic and Tourism Development Advisory Committee and on the activity of the Municipal Partners Group
 - Discuss progress, developments and needs related to key economic and development strategies and provide guidance on the same
- d. These meetings would supplement the regular process of Planning and Development Committee and Council meetings
- e. Monthly written reports to Planning and Development Committee and Council would supplement the reporting and monitoring strategy

3. Organization and operations - recommendations

3.1 Invest in the organizational resources needed to effectively fulfill recommended County mandate in economic and tourism development

Recommendations Related to Organization

- a. Retain the economic and tourism development function within the Planning and Development Department
 - Facilitates interdependencies between planning, economic and tourism development functions
 - Avoids the costs of establishing a separate department or unit
 - Avoids overburdening the CAO with too many direct reports
- b. Convert the two existing and funded 80% positions into full-time positions (Enterprise Facilitation Coordinator and Tourism Development Coordinator) in order to enhance the capacity of the County to provide the valued service of small business assistance and to fulfill the expanded County role as the Destination Marketing Organization in Tourism. Change the name of the Enterprise Facilitator to Small Business Advisor.
- c. Establish a new, full-time Marketing Coordinator position reporting to the Manager to support economic and tourism development through responsibility for:
 - Development and implementation of marketing strategies
 - Implementation of County branding strategy
 - Management of social media and traditional media strategies for economic and tourism development
 - Management of portal and web site content for economic and tourism development
 - Supporting coordinated information collection and sharing for the County and with member municipalities
 - Data collection and management for economic and tourism development
 - Tracking of success measures

4. Measuring Success - recommendations

4.1 Implement a formal process of measuring and reporting on success

Recommendations Related to Measuring success
<ul style="list-style-type: none">a. Recommended measures should include activity, outputs and outcomes for economic and tourism developmentb. Staff in the economic and tourism development unit should review the recommended measures on the following two pages and report back to Committee and Council on what is available and feasible and what data definitions and sources will be used for each measurec. The unit should report twice a year on activity and output measures to Planning and Development Committeed. The unit should report once a year on outcome measures to Planning and Development Committee (where data is available)e. Wherever possible, measures and reports should show County totals and information by member municipality

4. Measuring Success – Recommended measures

Economic Development Measures			
Inputs	Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • Annual operating budget • Staff hours • Number of volunteer hours 	<ul style="list-style-type: none"> a. Investment marketing b. Start-up and small business assistance c. Agriculture and natural resources/forestry d. Culture and heritage e. Strategies, partnerships and network development 	<ul style="list-style-type: none"> • Inquiries processed • Project files by stage of development • Inquiries processed • Clients served • Client satisfaction • Number of agricultural and forestry related operations profiled and promoted • Project files by stage of development • Number of culture and heritage related events/sites profiled and promoted • Project files by stage of development • External funds acquired • Number of partner engagements • Project files by stage of development 	<ul style="list-style-type: none"> • Job growth • Capital investment • Tax assessment • Number of businesses operating • Number of business start-ups • Sales of local agricultural and forestry products • Visitation to cultural and heritage sites/events

4. Measuring Success – Recommended measures

Tourism Development Measures			
Inputs	Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • Annual operating budget • Staff hours • Number of volunteer hours 	<ul style="list-style-type: none"> a. Product development a. Destination marketing b. Industry development a. Strategies, partnerships and network development 	<ul style="list-style-type: none"> • Project files by stage of development • Website traffic • Number of followers on social media • Tourism information centre visits • Number of training sessions delivered and participants • Number of HOTie award applications • Project files by stage of development • External funds acquired • Number of partner engagements • Project files by stage of development 	<ul style="list-style-type: none"> • Total person visits • Key event attendance • Total visitor spending

Summary of benefits

- A clearly defined County mandate in economic and tourism development
- A more effective and better resourced organization to fulfill the County mandate in economic and tourism development
- More effective marketing of Hastings County communities as places to live, visit and do business in
- A more effective and coordinated brand strategy that will raise the profile and shape perceptions of Hastings County communities
- A more effective governance and partnership structure to guide and inform economic and tourism development strategies
- Increased capacity to work with and support industry, entrepreneurs, member municipalities and regional and provincial partners
- A more effective and accountable process for measuring and reporting on activity, outputs and outcomes in economic and tourism development

Summary of costs

The additional investment required would still leave the County's total annual spending on economic and tourism development at less than the average of the other eastern Ontario counties studied.

Item	Costs
Net Additional Ongoing Operating Costs (total)	\$117,000
A. Net additional salary and benefits costs	
• Moving Tourism Coordinator from 80% to 100%	\$17,500
• Moving Enterprise Facilitator from 80% to 100%	\$17,500
• Hiring a full-time Marketing Coordinator	\$72,000
B. Net additional operating costs	
• Mileage and travel	\$6,000
• Memberships conferences and training	\$4,000
• Destination marketing (do not transfer the \$72,000 funds in the budget to external agencies in 2017, a transition year – develop future strategy once Marketing Coordinator is hired and develop budget for 2018)	- tbd* -
Estimated One Time Costs – Branding Strategy and Tools (2018)	\$60,000
• One-Time Costs for Branding Strategy Development	\$30,000
• One-Time Costs for Visual Identity, Tools and Template Development	\$30,000

* There will be a need for a marketing program and budget for advertising, publications, video development, trade show and event participation, tours etc.

4. Implementation

This section presents the recommended implementation strategy.

Recommended implementation strategy

Recommendations	Lead Responsibility	Timing
1. Adopt overall statement of County mandate in economic and tourism development	County Council	January 2017
2. Adopt service mandate statement for County's economic and and tourism development unit	County Council	January 2017
3. Strengthen the role and operations of the Municipal Partners Group	Director, Planning and Development and Manager, Economic and Tourism Development	2017
4. Establish an Economic and Tourism Development Advisory Committee	County Council and CAO	2017
5. Implement more direct reporting to County Council	County Council and CAO	2017
6. Invest in the organizational resources needed to effectively fulfill recommended County mandate in economic and tourism development	County Council and CAO	January – June 2017
7. Implement a formal process of measuring and reporting on success	Director, Planning and Development and Manager, Economic and Tourism Development	2017
8. Develop and implement an integrated branding strategy for economic and tourism development	Director, Planning and Development and Manager, Economic and Tourism Development	2018

Appendix A – What Other Counties Are Doing

This appendix provides summary descriptions of what other counties are doing in economic development.

Interviews completed with six neighbouring counties

County	Participants
Leeds and Grenville	<ul style="list-style-type: none">• Andy Brown, Chief Administrative Officer• Ann Weir, Economic Development Manager
Lennox and Addington	<ul style="list-style-type: none">• Stephen Paul, Director, Community and Development Services
Frontenac	<ul style="list-style-type: none">• Kelly Pender, Chief Administrative Officer• Anne Marie Young, Manager of Economic Development
Northumberland	<ul style="list-style-type: none">• Jennifer Moore, Chief Administrative Officer• Dan Borowec, Director, Economic Development and Tourism
Prince Edward County	<ul style="list-style-type: none">• James Hepburn, Chief Administrative Officer• Neil Carbone, Director of Community Development
Renfrew	<ul style="list-style-type: none">• Jim Hutton, Chief Administrative Officer• Alistair Baird, Manager of Economic Development Services and Tourism

Economic development function in neighbouring counties

Area	Frontenac
Role and services	<ul style="list-style-type: none"> • Coordination of tourism/economic development infrastructure improvements in three areas of focus (see next row below) • Facilitating access to grants • Grants and counselling to small business through staff and 30 brand ambassadors • Regional marketing • Partnership development and coordination • Project management • Support of community engagement and improvement plans in partnership with Planning
Focus	<ul style="list-style-type: none"> • Priority areas of focus identified for 'The Frontenacs' in 2015 Economic Development Charter <ul style="list-style-type: none"> ○ Trips and trails ○ Local food and beverage ○ Recreation lifestyle • Sustainability plan and focus also an important driver
Member Municipality Roles	<ul style="list-style-type: none"> • No member municipalities have staff dedicated to economic development functions • Some have volunteer task forces • Member municipalities focus on community development, events, community improvement plans • All participated in the development of the charter

Economic development function in neighbouring counties

Area	Frontenac
Reporting Relationship	<ul style="list-style-type: none"> Part of Planning and Economic Development Department whose Director reports to Chief Administrative Officer
Governance	<ul style="list-style-type: none"> Reports to Council through a Community Development Advisory Committee (2 members of County Council, Warden and 5 citizen members) every two months
Staffing	<ul style="list-style-type: none"> 2 full-time staff devoted to economic development functions <ul style="list-style-type: none"> Manager of Economic Development Community Development Officer Corporate staff positions outside department also support economic development and other departments (Communications Officer, GIS Specialist) Work closely with planners to integrate economic development into planning documents and initiatives
Net Operating Budget (County levy)	<ul style="list-style-type: none"> \$200,000 net operating budget for economic development (not including grants)

Economic development function in neighbouring counties

Area	Frontenac
Branding	<ul style="list-style-type: none"> • Recently developed and implemented a regional brand – <i>In Frontenac</i> • Used by County, member municipalities, partner organizations and business operators
Success Measurement	<ul style="list-style-type: none"> • Focus on overall outcome measures tied to overall County objectives e.g. Increased food and beverage business and supporting infrastructure, more people living and working in the Frontenacs etc. • Augment this with activity measures tied to departmental objectives in departmental business plan (e.g. target numbers for Brand Ambassadors)
Other Comments	<ul style="list-style-type: none"> • County role and areas of focus have evolved significantly over last 1.5 years as trail build ended • No direct role in tourism marketing (this has been handled by Land O’ Lakes) but may evolve a role in this area in the future

Economic development function in neighbouring counties

Area	Leeds Grenville
Role and services	<ul style="list-style-type: none"> • Focus on five areas – details laid out in annual implementation plan <ul style="list-style-type: none"> ○ Leadership and capacity building ○ Business investment and attraction ○ Business retention and expansion ○ Tourism ○ Marketing and communication
Focus	<ul style="list-style-type: none"> • Build collaboration and focused efforts on 'corridors of strength' – transportation corridors/routes that cut across member municipalities and that align with key sectoral opportunities in: <ul style="list-style-type: none"> ○ Tourism ○ Agriculture and agri-business ○ Manufacturing/transportation • Focus on major projects with a regional effect
Member Municipality Roles	<ul style="list-style-type: none"> • Only one municipality (North Grenville) has a staff person with economic development responsibilities • Identify and focus on local community development priorities • Each member municipality encouraged to have an economic development committee • Work in partnership with County on regional level impact initiatives • Contribute to regional priorities through Annual Summit (also include other partners)

Economic development function in neighbouring counties

Area	Leeds Grenville
Reporting Relationship	<ul style="list-style-type: none"> • Economic development department reports to Chief Administrative Officer
Governance	<ul style="list-style-type: none"> • No committee structure – reports to Council in Committee of the Whole
Staffing	<ul style="list-style-type: none"> • Total of 4 full-time positions <ul style="list-style-type: none"> ○ Economic Development Manager ○ Economic Development Officer ○ Economic Development Department Administrator and Communications Support ○ Unfilled/new position to focus on business retention and expansion and investment attraction
Net Operating Budget (levy)	<ul style="list-style-type: none"> • \$621,588 for 2016 from levy

Economic development function in neighbouring counties

Area	Leeds Grenville
Branding	<ul style="list-style-type: none">• Have an externally oriented corporate branding strategy<ul style="list-style-type: none">◦ Leeds Grenville - where lifestyle grows good business• Have branding and style guide• Central ordering of all branded materials
Success Measurement	<ul style="list-style-type: none">• Conscious decision not to rely on macro level economic statistics as can't control these• Measure success by business plan objectives and activity levels• Point out specific investment and attraction successes
Other Comments	<ul style="list-style-type: none">• Will be working on developing a strategy for tourism

Economic development function in neighbouring counties

Area	Lennox and Addington
Role and services	<ul style="list-style-type: none"> • Small business development and coaching • Tourism product development • Investment attraction • Partnership development
Focus	<ul style="list-style-type: none"> • Logistics and distribution • Advanced manufacturing • Food processing • Tourism <ul style="list-style-type: none"> ○ Focus on development of distinctive products e.g. Dark Sky Viewing, Geocaching event ○ Sports tourism also important ○ Focus on marketing to a more regional/local audience
Member Municipality Roles	<ul style="list-style-type: none"> • Town of Greater Napanee has economic/community development staff - no other member municipality has staff • Long history of collaboration between the County and member municipalities on economic development • Strong link to member municipalities through the community improvement plans process

Economic development function in neighbouring counties

Area	Lennox and Addington
Reporting relationship	<ul style="list-style-type: none"> • Economic development function is part of the Department of Community and Development Services headed by a Director reporting to the Chief Administrative Officer • Department also responsible for libraries, museums, corporate communication and planning and development
Governance	<ul style="list-style-type: none"> • Report to an Economic Development Coalition (2 Council members, Warden, plus industry volunteers who are sector specialists) • Meets 6-7 times a year • It reports to Council • Director attends Council meetings every month and provides activity reports
Staffing	<ul style="list-style-type: none"> • A total of 3.0 FTE staff dedicated to economic development • Director of Community and Development Services (50% of time on economic development) • Business Development Officer • Community Development Officer • Graphic designer (50% of time on economic development)
Net Operating Budget (levy)	<ul style="list-style-type: none"> • Net operating budget for economic development only of \$445,000 in 2016 (includes tourism expenditures and transfers of \$65,000)

Economic development function in neighbouring counties

Area	Lennox and Addington
Branding	<ul style="list-style-type: none">• Haven't yet done a lot of work on branding• Is in strategic plan• Branding needs to support building strong communities
Success Measurement	<ul style="list-style-type: none">• Have an annual dashboard that ties to where we have had impact<ul style="list-style-type: none">○ Jobs created that we have shaped○ Business opportunities that we have been involved with by type (acquisition, expansion, new businesses, closures etc.)○ Number of clients dealt with by stage of pipeline (assigned, qualified, proposal presented, in progress, real estate acquired, win)○ Grants facilitated• Report on probability of success for each business opportunity we have been involved with
Other Comments	<ul style="list-style-type: none">• Will be focusing more on assisting businesses with e-marketing and e-commerce in future

Economic development function in neighbouring counties

Area	Northumberland
Role and services	<ul style="list-style-type: none"> • Tourism investment attraction • Tourism destination marketing • Business immigration • Small business development and entrepreneurship services integration • Ontario Agri Food Venture Centre (OAFVC) development and operation • Manufacturing attraction • Labour market development • Strategic alliances and forums • Advocacy • Department has also recently been given responsibility for planning function and County OP
Focus	<ul style="list-style-type: none"> • Agriculture and agri-business • Tourism • Manufacturing
Member Municipality Roles	<ul style="list-style-type: none"> • Port Hope and Cobourg have full-time staff involved in economic development • Trent Hills has a part-time staff person involved in community development • Four others do not have staff devoted to economic development

Economic development function in neighbouring counties

Area	Northumberland
Reporting Relationship	<ul style="list-style-type: none"> • Economic and Tourism Department reports directly to Chief Administrative Officer
Governance	<ul style="list-style-type: none"> • No formal committees of Council • Report directly to Council once a month
Staffing	<ul style="list-style-type: none"> • Total of 9 staff <ul style="list-style-type: none"> ○ Director, Economic Development and Tourism ○ Tourism Manager ○ Tourism Coordinator ○ Agriculture Manager ○ Immigration Coordinator ○ Ontario Agriculture Venture Centre Operations Manager ○ Administrative Clerk ○ Northumberland Business Advisory Centre Manager ○ Northumberland Business Advisory Centre Consultant
Net Operating Budget (levy)	<ul style="list-style-type: none"> • \$1.15 million net County levy to economic and tourism development in 2016

Economic development function in neighbouring counties

Area	Northumberland
Branding	<ul style="list-style-type: none"> • Unified brand being developed for the County as a corporation • Communications department leading this • Trying to develop a tourism destination brand
Success Measurement	<ul style="list-style-type: none"> • Measure results and activity by program (see examples below) <ul style="list-style-type: none"> ○ Business immigration (ESL program participation) ○ Manufacturing attraction (jobs attracted) ○ OAFVC (clients served, products developed, facility usage) • Stay away from macro measures of economic health as they are hard to tie to our region • Culture of transparency important
Other Comments	<ul style="list-style-type: none"> • Have invested in good research to provide the basis for strategies and services (e.g. industrial land study, agricultural master plan, Premier Ranked Tourism Destinations) • Future directions may include establishing business accelerators and angel networks • Future initiatives/developments will include Highway 407 extension, increased GO Transit access, Darlington 2, Port Hope Area Initiative

Economic development function in neighbouring counties

Area	Prince Edward County
Role and services	<ul style="list-style-type: none">• Business retention and expansion• Destination marketing/tourism• Entrepreneur attraction, development and support• Investment attraction and marketing• Referrals• Partnerships and networks development
Focus	<ul style="list-style-type: none">• Tourism• Agriculture and agricultural products• Housing availability and affordability• Workforce attraction and development• Picton Terminals• Alternative energy
Member Municipality Roles	<ul style="list-style-type: none">• Not applicable as Prince Edward is single tier

Economic development function in neighbouring counties

Area	Prince Edward County
Reporting Relationship	<ul style="list-style-type: none"> • Community development department reports to Chief Administrative Officer • In addition to responsibilities in economic development, the department is responsible for museums, development approvals, community grants, grants administration for all departments, alternative energy, surplus lands and real estate, contracts and agreements, special projects
Governance	<ul style="list-style-type: none"> • Reports to a Community and Economic Development Commission made up of two members of Council, the Mayor, a Chamber of Commerce representative and four citizen members • Council has delegated decision making and spending authority to this Commission • Commission reports to Council twice a year (likely to increase)
Staffing	<ul style="list-style-type: none"> • Total of six staff (5.5. FTE est.) <ul style="list-style-type: none"> ○ Director of Community Development (est. 50% of time on economic development) ○ Community Development Coordinators (2) ○ Contracts, Grants and Special Projects Coordinator ○ Destination Development and Marketing Coordinator ○ Business Retention/Downtown Revitalization Coordinator (Contract)
Net Operating Budget (levy)	<ul style="list-style-type: none"> • \$830,000 in net County levy funding (does not include funding for the museums)

Economic development function in neighbouring counties

Area	Prince Edward County
Branding	<ul style="list-style-type: none"> • Have invested in a strong County brand • Have a branding guide and standards • Have significantly increased brand awareness/recognition
Success Measurement	<ul style="list-style-type: none"> • Have traditionally used metrics linked to specific initiatives • Are in the process of developing a new measurement strategy that will include a dashboard with: <ul style="list-style-type: none"> ○ Activity based metrics tied to initiatives ○ Outcome based measures tied to new corporate strategic plan goals • Recognize challenge of macro economic measures in defining success of economic development (e.g. stagnant population level in County but more, smaller households established)
Other Comments	<ul style="list-style-type: none"> • County will be taking over visitor services from Chamber of Commerce • Were members of Bay of Quinte Living Council • Collaborate with Quinte Regional Marketing Board on specific initiatives in destination marketing for tourism

Economic development function in neighbouring counties

Area	Renfrew
Role and services	<ul style="list-style-type: none"> • Small business assistance - fund 35% of Enterprise Renfrew/Small Business Enterprise Centre • Tourism marketing - fund close to 85% of Ottawa Valley Tourism Association • Investment attraction • Business retention and expansion • Marketing and outreach for key sectors • Advocacy and issues management
Focus	<ul style="list-style-type: none"> • Forestry and wood processing • Manufacturing • Tourism and special events (outdoor adventure focus) • Agri-business • Nuclear science and bio-energy • Science and technology • Transportation • Broadband and cellular access (EORN)
Member Municipality Roles	<ul style="list-style-type: none"> • 7 of the 17 member municipalities have staff dedicated in whole or in part to economic/community/tourism development • Collaborate in marketing efforts • Request assistance from County • Ottawa Valley Economic Development Partners Group brings together staff from municipalities and provincial agencies to do joint projects, build relationships, and share information

Economic development function in neighbouring counties

Area	Renfrew
Reporting Relationship	<ul style="list-style-type: none"> • Director of Development and Property Department reports to Chief Administrative Officer • Manager of Economic Development Services and Tourism reports to Director
Governance	<ul style="list-style-type: none"> • Report through the Development and Property Committee of Council • OVTA board is advisory
Staffing	<ul style="list-style-type: none"> • Total of 8 staff (all County employees in a common office) <ul style="list-style-type: none"> ○ Manager of Economic Development Services and Tourism ○ Business Development Officer ○ Administrative Assistant ○ Business Consultant, Enterprise Renfrew County ○ Program Officer, Enterprise Renfrew County ○ Research Coordinator ○ Tourism Marketing Coordinator ○ Communications Coordinator
Net Operating Budget (levy)	<ul style="list-style-type: none"> • Total of \$673,000 in 2016 <ul style="list-style-type: none"> ○ \$399,000 for economic development in 2016 ○ \$28,000 for Enterprise Renfrew County ○ \$246,000 for OVTA

Economic development function in neighbouring counties

Area	Renfrew
Branding	<ul style="list-style-type: none"> • Have a tag line – Experience our history, share our future • OVTA markets region as Ontario’s adventure playground and whitewater capital of Canada
Success Measurement	<ul style="list-style-type: none"> • Number of new businesses • Number of retained businesses • Number of business expansions • Square footage of new commercial/industrial • Business development events • External marketing activities • Issues resolution/lobbying efforts • Funding acquired for businesses, County and community initiatives • Tourism visitation statistics • OVTA paid membership
Other Comments	<ul style="list-style-type: none"> • Doing more at regional level now (EOWC, EORN, Ontario East, City of Ottawa, universities and colleges etc.)