



**The Corporation of the County of Wellington**  
**Economic Development Committee**  
**Agenda**

April 19, 2016

10:00 am

County Administration Centre

Guthrie Room

Members: Warden Bridge; Councillors C. White (Chair), Breen, Brianceau, Linton

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Pages

1. **Call to Order**
2. **Declaration of Pecuniary Interest**
3. **Delegation:**
  - 3.1 Mr. Korb Whale, French Immersion Parent Group Representative  
Upper Grand District School Board French Immersion Programme Changes
4. **Economic Development Financial Statements as of March 31, 2016** 2 - 3
5. **April 2016 Economic Development Update** 4 - 12
6. **Closed Meeting**
7. **Rise and Report**
8. **Adjournment**

Next meeting date May 17, 2016 or at the call of the Chair.



**County of Wellington**  
**Economic Development**  
Statement of Operations as of  
31 Mar 2016

	Annual Budget	March Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
<b>Revenue</b>					
Grants and Subsidies	\$9,000	\$9,807	\$9,807	109%	\$(807)
User Fees & Charges	\$80,000	\$3,118	\$5,641	7%	\$74,359
<b>Total Revenue</b>	<b>\$89,000</b>	<b>\$12,926</b>	<b>\$15,448</b>	<b>17%</b>	<b>\$73,552</b>
<b>Expenditures</b>					
Salaries, Wages and Benefits	\$352,200	\$34,795	\$93,797	27%	\$258,403
Supplies, Material & Equipment	\$20,100	\$4,106	\$6,571	33%	\$13,529
Purchased Services	\$508,400	\$8,951	\$16,479	3%	\$491,921
Transfer Payments	\$300,000	\$20,000	\$20,000	7%	\$280,000
<b>Total Expenditures</b>	<b>\$1,180,700</b>	<b>\$67,851</b>	<b>\$136,846</b>	<b>12%</b>	<b>\$1,043,854</b>
NET OPERATING COST / (REVENUE)	\$1,091,700	\$54,925	\$121,398	11%	\$970,302
<b>Transfers</b>					
Transfers from Reserves	\$(200,000)	\$0	\$0	0%	\$(200,000)
Transfer to Capital	\$130,000	\$0	\$130,000	100%	\$0
Transfer to Reserves	\$340,000	\$0	\$340,000	100%	\$0
<b>Total Transfers</b>	<b>\$270,000</b>	<b>\$0</b>	<b>\$470,000</b>	<b>174%</b>	<b>\$(200,000)</b>
<b>NET COST (REVENUE)</b>	<b>\$1,361,700</b>	<b>\$54,925</b>	<b>\$591,398</b>	<b>43%</b>	<b>\$770,302</b>



# County of Wellington

04-April-2016

## Economic Development Capital Work-in-Progress Expenditures By Departments All Open Projects For The Period Ending March 31, 2016

	LIFE-TO-DATE ACTUALS						
	Approved	March	Current	Previous		% of	Remaining
	Budget	Actual	Year	Years	Total	Budget	Budget
Wellington Signage Strategy	\$200,000	\$5,884	\$14,046	\$34,846	\$48,892	24 %	\$151,108
SWIFT Rural Broadband	\$50,000	\$30,000	\$30,000	\$20,000	\$50,000	100 %	\$0
Total Economic Development	\$250,000	\$35,884	\$44,046	\$54,846	\$98,892	40 %	\$151,108



# COUNTY OF WELLINGTON

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## COMMITTEE REPORT

**To:** Chair and Members of the Economic Development Committee  
**From:** Jana Burns, Director of Economic Development  
**Date:** Tuesday, April 19, 2016  
**Subject:** **Economic Development – April Report**

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### **Business Retention and Expansion (BR+E)**

In partnership with the member municipalities 140 Downtown/Retail business interviews in addition to eight Foreign Direct Investment business interviews have been completed. All of the survey data has been entered into the Executive Pulse data management system with the assistance of economic development staff in the member municipalities and initial reports have been pulled for analysis. After primary analysis is completed by our department, we will organize a data retreat for the municipalities and key stakeholders. The municipal and countywide final reports will be completed by our department in the spring. I will present some of the preliminary interesting findings to Committee.

### **Business Support**

I will provide examples of businesses that have contacted the County this month, the type of support we have provided and the status of those inquiries.

### **Talent Attraction**

1. **IPM - Careers in Agriculture Day - September 21:** Tom and I met with the University of Guelph Career Services to present our proposal and request assistance. Karen Reimer, head of the department was most enthusiastic about the opportunity to collaborate and will assist in promoting the event to the students. Given our website does not have registration with payment capabilities, we are arranging to conduct registration via the university. We will begin creating promotional material, thus far at events such as the recent Wellington North Showcase, we have utilized the attached postcard created by Tom. We also offered our departmental electronic newsletter to Karen to promote student co-op employment opportunities in Wellington businesses. The university will provide us with details to their revolving intake process for employers and we will provide employers with links to subsidies and advantages of hiring students. As employers will be showcasing their career opportunities, this event will also be open to the public, close at 3:30pm and will be followed by the Future Farmers Eve, with live music.
2. **Global Skills Conference - April 13, Kitchener:** We will be an exhibitor, creating awareness of employment possibilities in Wellington County for skilled/educated immigrants and also promoting the fall 2016 Live and Work in Wellington bus tours. Tom is also developing a postcard for outreach to newcomers.
3. **Business Follow up:** This month Tom will meet with the human resources manager at MSW Plastics, as they are interested in learning how immigration policies can be used get the workers they need for plant expansion.

4. **Project Awareness:** On April 29 Tom will meet with Lloyd Longfield, Federal Liberal MP to discuss the project. Lloyd also sits on the Rural Economic Development Committee in Ottawa. This month we will also meet with Andrea Leis, Dean at Conestoga College to discuss how we can work together to let students/recent graduates know about employment opportunities in Wellington County.
5. Tom and I participated in the **Talent Attraction Summit** in Toronto this month. Included was 'How Canada Can Take An Economic Giant Step By Putting The Right People In Place.' This session stressed that global talent attraction and recruitment is the greatest issue facing the Canadian economy. Of the four main recommendations, our project incorporates three, emphasizing that we are on the right track. They were as follows:
  - a) The business community must consider international students. They have significant human and economic capital, therefore potential source for future global talent. In addition, the Canadian government recently announced that International students hold great potential as immigrants. Our project is already reaching out to this group at the University of Guelph and Conestoga College.
  - b) Canada should aggressively pursue immigrants from areas in economic distress, such as Europe. Our project is considering a national version of this by idea by targeting workers in Alberta.
  - c) Municipalities taking more initiative/control in attracting and retaining global talent and shouldn't only be national/provincial initiatives. Our project is developing specific materials that will promote the advantages of living/working in Wellington County to newcomers/immigrant communities.
6. **Support of the "Network for Rural Refugee Sponsorship Groups"** This is a new network established for rural sponsorship groups. Tom was in contact with the Refugee Sponsorship Forum which is interested in intercultural training and employment connections, both of which he can provide. He also reached out to the Refugee Sponsorship Forum's Employment directors (Jim Estill and Muhammed Sayyed) to inquire whether any incoming refugees may be from an agricultural background/interested in working outside of Guelph and to offer help setting up connections of this nature.

#### **Wellington hosts first Western Wardens ED Project Meeting**

As Warden Bridge is the Chair of the WOWC ED Committee, we will be host to the first project meeting. We thus far have 26 confirmed attendees, representing 14 jurisdictions (ED staff and/or CAOs) in addition to four agency representatives (Workforce Planning Boards, Community Futures). We will provide an overview of the objectives and discuss the priority projects as defined by the Committee. The project themes include consistent and predictable funding, energy services and costs, workforce attraction, hi-speed internet, investment attraction and public transit. The group will also discuss timelines and budgetary requirements. It is the Warden's goal to present the Committee's position on these matters at the AMO Conference in August.

#### **Investment Attraction**

Ontario is the largest food and beverage manufacturing jurisdiction in Canada accounting for 40% of revenues and where processing businesses, like in Wellington, are composed 90% of micro and small

businesses (1-4 employees and 5-99 employees respectively). Though exports increased 12% between 2010 and 2012, we still show a trade imbalance. In an effort to boost our region's export and growth potential, we are participating in the Ontario Food Cluster and one of its 2016 export activities: SIAL international food show in Paris, October 2016.

Europe has shifting consumer preferences to healthy, value-added specialty products and businesses can leverage currency differences and the proposed CETA to expand opportunities and substitute imports. We will work on market readiness with the six businesses who have confirmed their desire to attend the show. This will involve presenting them with the full schedule of the show and the additional market mission in Dijon, organized by our counterparts. We are working with OMAFRA, OAFT and the Canadian Trade Commission on preparing the businesses.

In our next e-newsletter we will also be highlighting "Profit" an OMAFRA workshop for export-interested businesses, where the \$350 cost will cover transportation to Buffalo, education materials, accommodation and food.

### **Wellington Labour Market Mobility Study**

We are happy to announce the successful funding application, submitted by the project lead, the Rural Ontario Institute. Our goal in ED is to attract new residents that contribute to our economy and this study will enable us to better understand migration patterns tied to income levels. We are hosting a workshop on May 9 at the Fergus Library from 1pm to 3pm where we invite local stakeholders with knowledge of the Wellington migration context. ROI will present an overview of the overall labour mobility/income database and will discuss issues particular to Wellington County.

### **Festivals and Events**

The 2016 guide was completed April 1 and sent to print on schedule. A total of 20,000 copies will be produced and delivered to the County and member municipalities between April 22 and 24. Promotion of the guide will occur simultaneously via a two-page centre spread in the April 22 edition of the Wellington Advertiser, indicating the availability of the guide at local offices on April 25. The digital version of the guide is currently available on the County website also known as [experiencewellington.ca](http://experiencewellington.ca). The first festivals and events e-blast is planned for May.

The Wellington Lure Piece is in progress. Photo shoots continue for the concept of "Letters from the Country" theme. The resurgence of winter weather has delayed the planned outdoor session, but it is anticipated all photos will be completed by the end of the month. Design is being coordinated in house and is expected to be ready for distribution in June.

### **International Plowing Match (IPM) – County Showcase**

For the 2016 IPM, it is the County's objective to garner a younger generation of attendees and highlight the many wonderful things ag-related in Wellington County. "A Fresh Taste of Farming" will include a Showcase of two tents where visitors can learn all about Wellington, interact with various demonstration stations (wood carving to pig butchery), learn about our businesses and municipalities (interactive booths themed by the strength of each community ie: Mapleton's 'Drayton Theatre'), zipline 175ft from 30ft in the air over top of a living, growing Wellington County map, visit our farmers' market area and have a seat to enjoy local entertainers.

Between these two tents is another tent (as per the attached site plan), where visitors can partake in our programming. Tuesday's grand opening will include a Taste Real Harvest Dinner for 135 invitees including the Premiere, OPA and Councils. Wednesday we will host Careers in Agriculture Day, bringing high school students in the morning and university students in the afternoon to tour the career fair of employers offering a range of agriculturally related opportunities, followed by a panel of local 'ag heros' (young professionals working in the field of research, sales, IT, finance regardless if they have a background in farming, we want to show the breadth of careers related to ag in rural). Given the availability of this tent Thursday, Friday and Saturday, we proposed that if the OPA is interested, we could utilize this space as the VIP tent. The VIP lunch would not conflict with the Taste Real Harvest Dinner and the space would already be setup including décor.

#### Programming:

- **Wellington Entertainment Stage**, September 21-24
- **Artisan Demonstration Stage**, September 21-24
- **Wellington Farmers' Market** 9:00am – 5:00pm daily
- **Member Municipality Features**, experiences presented by each Municipality
- **Made in Wellington**, displays of Wellington County products
- **Tour the Taps of Wellington**, local drink and food sampling 11:00am-5:00pm daily
- **Taste Real VIP Dinner** September 20
- **Careers in Agriculture Career Fair**, September 21 from 10:00am - 3:30pm
- **Future Farmers Night**, September 21 from 5:00pm - 9:30pm
- **Patriotic Wellington**, September 24

Please find attached the Field Notes for distribution to Councils, residents and the press. Our Field Notes will be updated monthly with details of the exciting things to experience at the County Showcase. Also attached, an updated site plan. We have met with various exhibitors including Guelph Tourism on their participating and our expectations. Crystal and I chair the Industry and Entertainment Group, which met April 5 to discuss the municipal themes, signage and provide our updates on what's happening and when. We then met with the Executive Chair to communicate our activities.

Crystal, Christina and I met to draft the communication letters to our businesses, separate letters for the farmers market, food and drink booths and entertainment and demonstrations. These separate letters detail the benefit of participating, the subsidy offered and the expectations. We will utilize the strength of the Taste Real brand for all Showcase related food, drink, Tour the Taps licensed area in addition to the Wellington Farmers' Market and Harvest Dinner.

#### **Wellington Visitor Map**

Work continues on developing the County's first Visitor Map, highlighting the region's places to experience, including the Plowing Match. Side one of the map will contain the road map with call outs of specific must see, do, eat and discover in addition to pins describing the assets within Wellington. The reverse will provide a list of themes, consistent with the 2016 Lure Piece themes, which will describe the type of experiences Wellington offers to its visitors in addition to imagery and tips.

## **Taste Real**

**Local Food Map and Membership Drive:** We have more members than last year on the 2016 Food Map. Businesses we have worked with since January and who have officially joined in 2016 as new members:

- Elora Brewing Company (Centre Wellington)
- Wellington Made (Centre Wellington)
- Salad Days Farm (Centre Wellington)
- Chomping at the Bit (Guelph/Eramosa)
- Heaven on Seven (Guelph/Eramosa)
- Rockwood Farmers' Market (Guelph/Eramosa)
- Jim Farm Market (Guelph/Eramosa)
- Wagram Springs (Wellington North)
- Miijidaa Restaurant (Guelph)
- Taste deTours (Guelph)
- Bella Roma Foods (Guelph)
- Savour the Season (Guelph)
- Tintangels Tea Room and more... (Erin)
- Paradise Farm Butcher Shop (Erin)
- The Roost Pub (Puslinch)

Annual partnership calls provide opportunity to check in and talk about plans and activities for Taste Real members. Late 2015 we collected 25 feedback forms and tweaked our programming according to current business needs. This included a new layout for **online profiles**, a sample available here: <http://www.tastereal.com/partner-profile/mapletons-organic-dairy/>. In order to better promote our partner businesses, we are creating comprehensive, picture heavy online profiles this year. As identified in the Food Tourism Strategy, story-telling and beautiful images are important ways to engage the public and the food tourist, who will research businesses online, prior to visiting/engaging. This will also assist businesses that do not have a comprehensive web presence. The profiles can be used to promote our businesses through online newsletters, social media and be linked to any news or events updates we may have.

**Local Food Fest, June 26:** Due to overwhelming feedback from attendees last year, we will expand our offering of skill building workshops in 2016. They have become one of the main attractions of the event and one third of all ballot respondents have identified the hands-on workshops as their favourite component. This year's workshops are: butchery, bread making, beer brewing, fermenting, cheese making, foraging for wild edibles, backyard chickens, butter making, bee keeping and a hands-on cooking workshop for kids. We are also incorporating additional recommendations from the Wellington County Food Tourism strategy, which include a Taste Real-only Food vendor court - each chef paired with a local farmer, Taste Real shopping bags at the entrance and a higher entry fee \$10/family \$5/person, to keep the festival sustainable.

This year, we are also partnering with the Wellington Museum and Archives to have a 'Harvest Home' showcase at the Local Food Fest. Other partnerships include Minga Skill Building Hub to co-present the Hands-on Food workshops and Slow Food - Wellington County chapter to host a 'Slow Food' Market within the festival.



We have also confirmed the main Food Fest 2016 sponsor, The Neighbourhood Group of Companies, having committed \$2,500.

Please find below the Canadian Restaurant News coverage of Source It Here and the Food Tourism Strategy.

## A business case for local food

GUELPH, Ont. — At a Wellington County networking event and conference, delegates heard restaurateurs who sourced local food felt somewhat insulated from the rise in food costs.

Taste Real and Foodlink Waterloo Region held the eighth annual Source It Here event on Feb. 8 at Ignatius Jesuit Centre in Guelph, Ont.

"The economic context is very different from last year," said Sylvain Charlebois, professor for the University of Guelph's Food Institute.

Food costs are expected to increase between two and four per cent, exceeding general inflation, according to the institute's 2016 forecast.

The consumer is asking a lot, he said, and in the not-so-distant future, animal welfare will have enough value in the market to justify a price increase at quick service.

"What you've been trying to do for many years is more valuable than ever," Charlebois told delegates.

He also noted the margins between local food and imports have been shrinking.

A panel "connecting the dots — partners in food" paired producers and retail and foodservice operators for discussions on food cost.

Chef Ben Sachse said he hasn't "experienced the same food cost influxes" at his restaurant at Elora Brewing Company when he is buying meat from Leslie Zinger of Top Market Meats, a farm in Ariss, Ont.

An important factor in this supplier/operator relationship is that Sachse understands that sometimes the farm will be out of duck legs, so he puts another protein on the menu.

"Those limitations define who we are," said

Zinger. "I think the main thing is communication."

Charlebois suggested that modest price increases could go a long way in the sustainability of a business.

"Trust allows the marketplace to become price blind," said Charlebois, adding education allows for the understanding of what food should be.

### Culinary tourism plans

The Ontario Culinary Alliance recently assessed the Waterloo Region's position as a culinary tourism destination.

"There is a really engaged local food community," said Julia Gilmore, FEAST ON and food tourism development manager.

She noted Wellington County — which is in close proximity to a large urban market — also has an "awesome selection of festivals and events."

Gilmore outlined the characteristics of food tourists: they are interested in the origin of products, have above average expenditure, are adventurous, loyal, active on social media, looking for VIP treatments (something exclusive) and, for them, value goes beyond price.

"Food tourists aren't just coming for a meal," said Gilmore.

She made some recommendations including preparing a collective marketing program, dubbed In Real Life, for those local businesses who are market-ready for guests to the area.

"I think we have to tailor-make it so it fits our region," said Taste Real coordinator Christina Mann, who asked for interested stakeholders to get involved in a committee.

## Firehouse Subs plans to build 85 units in Ontario

OSHAWA — Firehouse Subs purchases more dail peppers than any other restaurant group on the planet.

The uncommon pepper flies under the radar for most people in the business of making hot sauce. Yet, in northeastern Florida, where Firehouse Subs opened its first location, dail pepper sauce is a staple.

"Everybody in St. Augustine (Fla.) grows dail peppers in their backyard. We just assumed everybody had them," said Robin Sorensen, who created Firehouse Subs with his brother Chris.

When the Sorensen brothers began to build their brand, they named their version of dail pepper sauce after their father, creating Captain Sorensen's Dail Pepper Hot Sauce.

"We have rabid fans of our sauce," Sorensen said. "In the early years, we would run out of it. Now we make sure we always have it."

The dail is similar to the habanero in spice, varying from 100,000 to 300,000 on the Scoville scale. However, the dail's heat is combined with a sweet, fruity flavour.

"It's extremely hot, but when you pick it at the right time, it has a sugar spike," Sorensen said. "If you eat it by itself, it will light you on fire."

While the pepper sauce is a draw Sorensen explained Firehouse's in-house steamed meat mixed with a toasted bun also helped the com-



Firehouse Subs CEO Don Fox and co-founder Robin Sorensen.

pany carve out its customer base in the sandwich market.

"We knew it was better, but it turned out to be one of the big things that separated us from everyone else," he said. "It was a fluke how it all happened, how we got the steamer idea."

The dail sauce and uniquely steamed meat are now available in Canada. Firehouse Subs opened its first international location in Oshawa, Ont. in October.

By the summer, the chain expects to have opened 1,000 stores throughout 43 states, Puerto Rico and Canada.

Last month, Sorensen visited the Oshawa franchise — the first of 85 units planned for Ontario.

"We had requests for years to go to all kinds of places," Sorensen said. "We never felt we were ready. We knew we had to take our time."

As of February, Firehouse Subs has 13 lo-

cations confirmed throughout Ontario. A franchise in the province costs \$400,000 to \$500,000, plus a six per cent royalty and three per cent advertising fee.

"When we developed our plan with Firehouse Subs, in terms of the 85 areas we want to be in, Durham Region was a key part of that," said Alex Gerzon, one of three principals of OnFire Restaurant Inc., the Firehouse Subs area representative for Canada. "When this amazing site opened in Oshawa we were all over it."

OnFire wasn't the first restaurant group to pitch the idea of opening a Firehouse Subs outside of the United States.

"We've never been in a rush to do international, just for the sake of doing it," Sorensen said. "If we start letting in anybody and their brother just for the sake that they can sign a cheque, we'd [grow] temporarily, but it's going to collapse."

The company's founders maintain tight control on all potential franchisees. Every Friday, they interview potential franchisees. They also maintain the final say on all new products introduced throughout the chain.

"We approve every single thing that goes into this restaurant. ... Otherwise, what are we doing here?" Sorensen said. "We've met every single franchisee in this system, most of them many times."

**Other activities:**

- Adjudication of the 2016 Minto Chamber Awards April 27
- Meeting to confirm signage design with Communications
- Layout for creation of new ED webpages (business, experience, live and work)
- Drafting RFP of the County Community Improvement Plan
- Presentation to the Township of Puslinch Council
- Summer student (Mr. Sina Farsi) to begin May 2
- Career Education Council Annual Business Breakfast April 22

**Recommendation:**

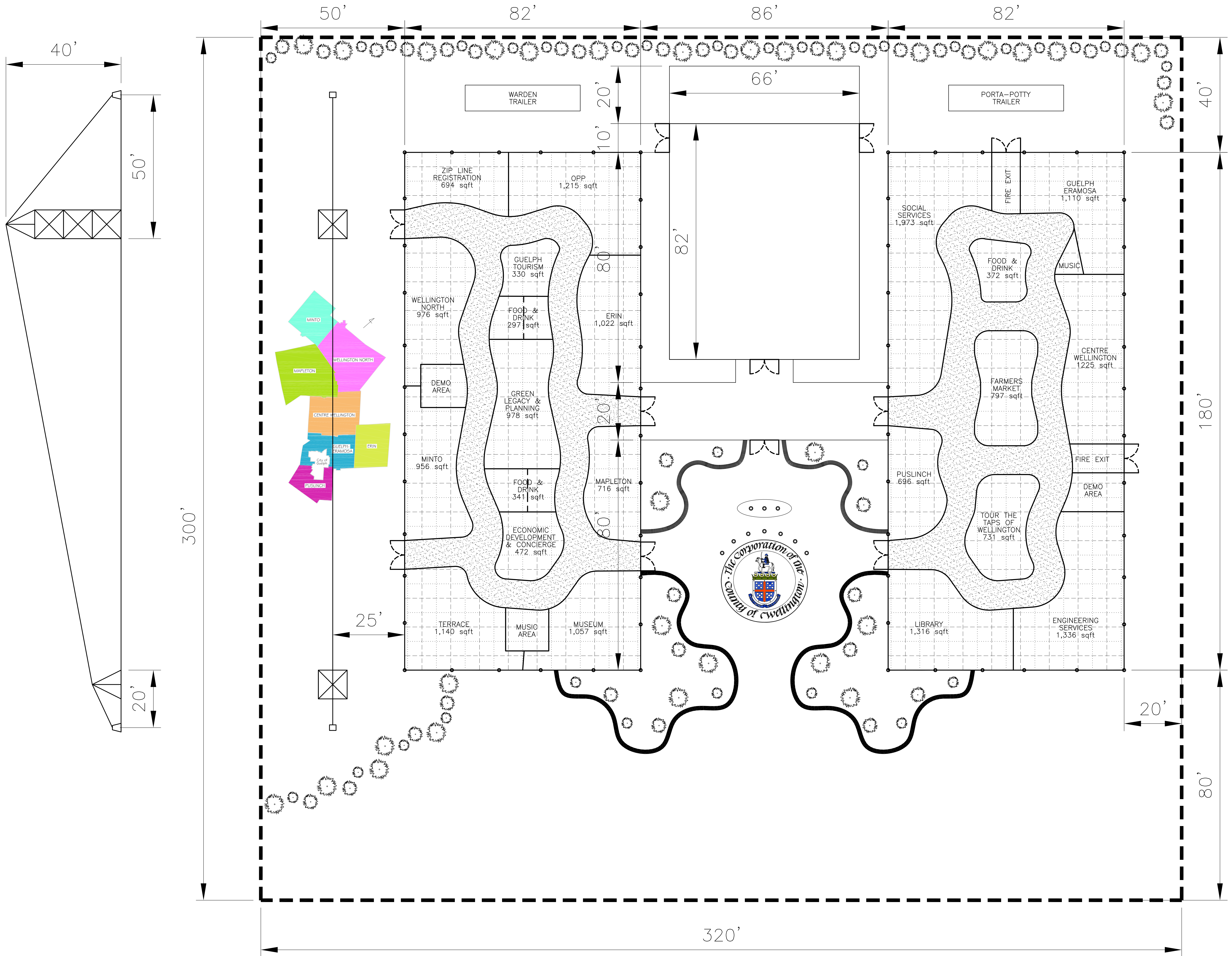
That the Economic Development Committee approve the Economic Development April Report.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'J. Burns'.

Jana Burns  
Director of Economic Development







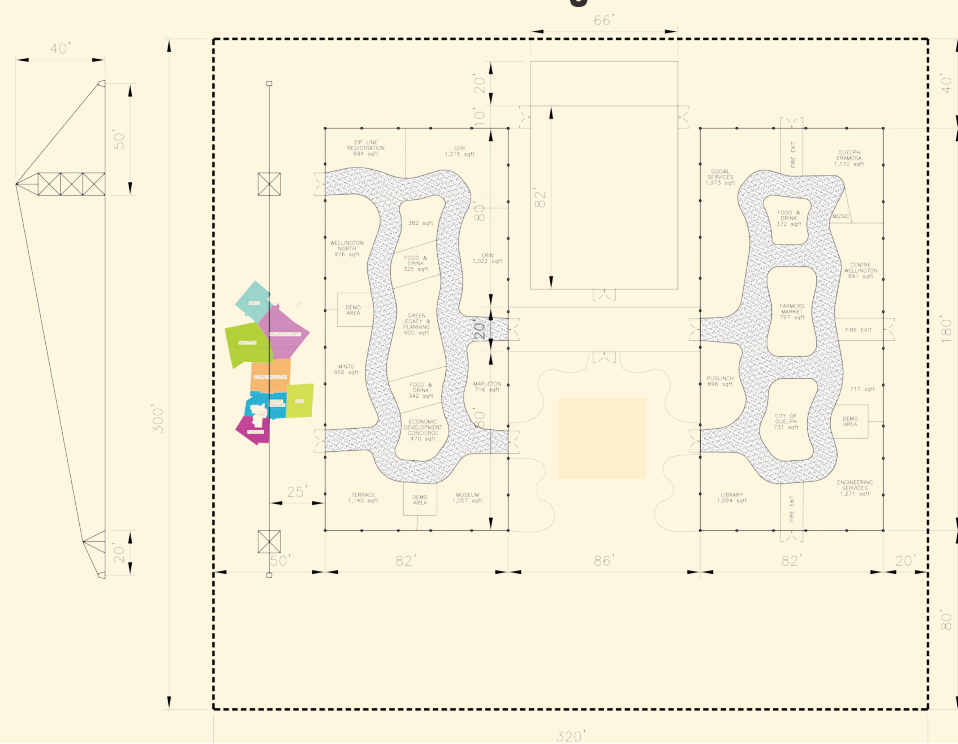


Planning is underway! The Wellington County Showcase at the 2016 International Plowing Match and Expo will be sure to leave a lasting impression. The IPM 2016 site location is 6414 Wellington County Road 109, Town of Minto. Visit [www.plowingmatch.org](http://www.plowingmatch.org) to learn more about the 2016 event.

## Who is in the Wellington County showcase?

- County departments
- Municipal experiences
- Local music and entertainment
- Cultural demonstrations
- Made in Wellington features
- Wellington marketplace
- Tour the Taps: local food and drink
- Zipline over Wellington County

## Showcase Site Design



## Special Events

- Taste Real Harvest Dinner
- Careers in Agriculture Day
- Future Farmers' Eve