

ATTRACTING AND ENGAGING THE EVOLVING WORKFORCE

December 2020

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PHOTOGRAPHY CREDITS

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Executive Summary

Statistics Canada's 2016 census revealed that Prince Edward County's (PEC) population decreased by more than 2% from the previous census, five years prior. While the economic development of its various sectors is booming, PEC is seeking to understand workforce trends of the future so that it can transition from a labour market heavily based in tourism to a year-round workforce. With the declining population, PEC needs to attract potential residents from outside of the area to support the jobs of the future.



This strategy, “Attracting and Engaging the Evolving Workforce”, will raise awareness about, and stimulate growth and investment in, a range of industries that can make PEC more competitive and prosperous.

By undertaking this strategy, the PEC Chamber of Commerce will identify potential new job sectors in the region, as well as ensure the sector(s) chosen for further consideration will:

- Support new, year-round jobs for residents
- Attract businesses to the area and grow PEC's workforce
- Ensure the new sector(s) can be supported with current infrastructure
- Be supported by training options which are, or can be, undertaken in the region

The strategy highlights the importance of tourism and agri-food sectors in PEC, such as the multiple roles it plays within the community (economic, social, and cultural) and its ability to create a positive impact

(employment, wealth, dynamism, income enhancement, infrastructure, international/national/regional friendships).

However, the agri-food and tourism industries present a unique set of challenges when looking to extend employment and business operations into the fall and winter months. Prince Edward County's rural community and expansive geography, combined with its unpredictable climate and unpredictable business hours for many establishments, leads to reduced visitors and staff shortages.

In this report, the Prince Edward County Chamber of Commerce outlines the results of its labour market research findings, details the strategies identified to support the new future job market, and proposes action items to recruit both workers and businesses.

Message from the Executive Director

In my role as the Executive Director for The Prince Edward County Chamber of Commerce, I am thrilled to see the release of the “Attracting and Engaging the Evolving Workforce” strategy. With funding from the [Ontario Labour Market Partnership \(OLMP\) Program](#), we were able to hire project coordinator, Nadine Taft, whose expertise took our vision and delivered a report focused upon strategic implementation.



The Prince Edward County Chamber of Commerce is proud of its roles as advocate, cheerleader, supporter, and opportunity creator for our members and the broader business community. As we continue to navigate unprecedented times, we are looking to the “Attracting and Engaging the Evolving Workforce” strategy, not only to cope with the effects of the COVID-19 pandemic, but also, to lay the foundation for growth and prosperity for the future.

I, personally, would like to thank our partners for their contributions to this strategy: The County Workforce Partnership; the Prince Edward Learning Centre; Career Edge; Community Futures PEC; Centre for Workforce Development; and the Community Services, Programs, and Initiatives Department of the Municipality of Prince Edward. As well, many thanks to our local businesses and organizations that contributed their knowledge and insights to make this strategy possible.

I look forward to leading this team’s initiative and taking The County’s strengths to generate solid economic growth.

Lesley Lavender,

Executive Director of the Prince Edward County Chamber of Commerce

Prince Edward County Chamber of Commerce

Established in 1905, the [Prince Edward County Chamber of Commerce](#) is the largest, all-inclusive organization in The County as it represents businesses located primarily in the Municipality of Prince Edward County, as well as throughout the Bay of Quinte region. As a member-driven organization, the Prince Edward County Chamber of Commerce works on behalf of businesses to create valuable programs and events that help to grow their networks, advocate for public policy, work with partners to assist with economic development efforts, and support individual members on a variety of issues. As a member of the Ontario Chamber of Commerce (OCC) and the Canadian Chamber of Commerce (CCC), this local chapter gives local businesses a voice and helps address issues facing these establishments.



Preface

The following strategy, “Attracting and Engaging the Evolving Workforce”, has been developed by the Prince Edward County Chamber of Commerce as a member of the County Workforce Partnership. It is important to note that although, not all encompassing, this strategy touches on various societal and community issues. Economic development and talent attraction approaches and policies do not operate within a vacuum. Their success often depends upon regional governments implementing plans that support growth initiatives taking advantage of current trends, communities need to ensure that their current and future goals align to support economic and business growth. ***For example, affordable housing and reliable high-speed internet must be readily accessible to attract people and businesses to the area.*** In a technology-dependent age, relocation decisions require reliable on-demand internet and local housing options for talent to relocate to the area.

The strategy provides an overview of current trends and issues relating to the economic prosperity of PEC, and focuses on the following:

- Remote Working and the Gig Economy
- Entrepreneurs and Small Businesses
- Training and Workforce Development
- Local Food, Beverages, and Agriculture
- Tourism
- Housing and Real Estate
- Arts and Culture
- Partnership Development

As part of each focus area, the strategy also lists several actionable items that can be implemented to support future economic growth in PEC. “Attracting and Engaging the Evolving Workforce” was developed as part of a successful funding application to the Ontario Ministry of Colleges and Universities through the Ontario Labour Market

Partnerships (OLMP) program. It will be used to bring actionable items to the County Workforce Partnership that it, and its partners, can deliver to support local businesses and future economic growth in PEC.

In addition, the Prince Edward County Chamber of Commerce sets out several opportunities in the strategy that it is positioned to lead and deliver, such as:

- Continuing to improve services and products for PEC businesses
- Building relationships among local organizations to increase capacity and support growth across sectors
- Finding opportunities for partners to network and deliver additional programs with existing resources
- Partnering with the Ontario Chamber of Commerce to take advantage of available programs and benefits



Prince Edward County: At A Glance

Prince Edward County (PEC), referred to by residents fondly as “The County”, is a man-made island community in Eastern Ontario.

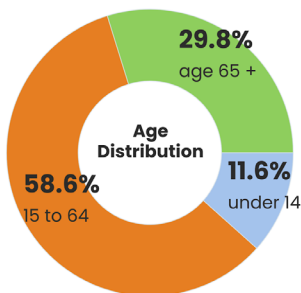
PEC is home to Sandbanks Provincial Park, one of the most popular beaches in Ontario, and is a popular tourist destination with strong ties to the larger urban centres of Toronto, Ottawa, and Quebec.



Image is published with expressed permission from The County Foundation.

As the next census data will not be available for the next couple of years, data has been collected from the 2016 census.

PEC POPULATION: 24,735 (2016 Census)
Almost 30% of our residents are age 65 +



Population: 24,735 (down 2.1% since 2011)

This graph has been published with permission from “The County Foundation” from the “Vital Signs Report of 2018”.

The County’s Median is 54.5 (up 2.9 years from 2011). Ontario’s median age is 41.3. PEC residents support their community

through a variety of charities and not-for-profit organizations. These efforts have led to substantial investments in PEC, such as the building of a new hospital, the development of The Prince Edward County Housing Corporation, saving a school with a commercial kitchen, and re-envisioning a closed school into seniors' housing. This generous spirit is a large part of The County's recognized brand.

Current Trends

With its large cultural community, growing wine and craft alcohol beverage sectors, and focus on sustainable and local food, PEC is becoming a preferred destination for those looking to build a new life outside of their current locations. It is currently experiencing growth with rising real estate prices, new housing developments, and ultimately, an increase in residents.

The COVID-19 pandemic is also accelerating some growth in PEC, caused by an increase in remote working, reduced lending rates, and an exodus from the more expensive urban and suburban areas into rural Ontario communities.

COVID-19

Since early 2020, a global outbreak of the coronavirus (COVID-19) has affected small to medium-sized enterprises (SMEs) that are especially vulnerable to the social distancing requirements of the pandemic.

Tourism, retail, and hospitality services have been significantly affected as they rely on in-person business. The Ontario Chamber of Commerce (OCC) released a paper entitled [Small Business Big Impact: How SMEs Are Pivoting During the COVID-19 Crisis](https://occ.ca/wp-content/uploads/SME-Report-June22.pdf)¹ which looks at empirical data regarding the pandemic's impact.

"Over the past two months, the Ontario Chamber of Commerce has observed countless SMEs pivot their operations to remain resilient

¹<https://occ.ca/wp-content/uploads/SME-Report-June22.pdf>

during the COVID-19 pandemic and provide continuity for their employees and clients. Many small businesses found new ways to serve customers, such as selling their products online or providing virtual services. Others started manufacturing entirely new products or offering entirely new services. Moreover, others have found creative ways to give back and show their appreciation for front-line workers during this unprecedented period.”

In Prince Edward County, for example, Kinsip Fine Spirits paused their craft alcohol production to make hand sanitizer.

The pandemic’s impact on The County has highlighted additional concerns, such as:

- The taxing of infrastructure with the influx of remote workers
- The need for reliable internet to support the increase in remote working
- Volunteer burnout
- The reduction of resources for many organizations and businesses

Observations such as these were recently released in the County Foundation’s interim report, [“Meeting the COVID-19 Challenge.”](#)² Recommendations discussed increased partnerships, leveraging resources, and continued support for the local community.

The impact of COVID-19 on The County’s economy has been considered when drafting the recommendations in this strategy.

² <https://www.countylive.ca/report-shares-community-impact-of-covid-19-in-the-county/>

Remote Working and the Gig Economy



Attracting and Engaging the Evolving Workforce

1 - Remote Working and the Gig Economy

Ongoing advances in technology, accelerated through the recent COVID-19 pandemic, have changed how people and businesses connect with employees, customers, services, and each other. The shift to online for information, training, shopping, HR functions, marketing, etc. is now and will continue to be predominant in interactions at both the personal and professional levels. Technology allows more people to collaborate, share information, connect globally, and link to businesses than ever before. As companies and organizations look to future talent to grow, the usual constraints of location, although not eliminated, have been greatly reduced for numerous industries. However, many rural communities cannot take advantage of the new technology trends as they do not have access to the necessary infrastructure to support high-speed internet.

“

According to Jared Linzon, a journalist for Fast Company, **“high-speed internet is a game changer for rural communities.”**³

”

First, it enables next-generation farming capabilities, such as self-driving tractors, greater data collection, etc. Second, it expands the talent pool available for local business owners and attract remote workers to the area. Thirdly, high-speed access is necessary for companies to pursue online and e-commerce solutions and opportunities.

³ https://www.fastcompany.com/90578964/rural-internet-broadband-access?partner=feedburner&utm_source=feedburner&utm_medium=feed&utm_campaign=feedburner+fastcompany&utm_content=feedburner&cid=eem524:524:s00:11/30/2020_fc&utm_source=newsletter&utm_medium=Compass&utm_campaign=eem524:524:s00:11/30/

1a - Remote Working

Economic development opportunities that support community growth often focus on investment attraction strategies. Many government incentives are designed to promote these opportunities as they lead to the creation of new jobs. These incentives are based on the idea that people need to live within commuting distance to their offices, and businesses need to be close to their clients and suppliers. However, as technology advances and it becomes easier to work outside the office, there has been a shift towards businesses offering remote and work-from-home opportunities. The COVID-19 pandemic has accelerated this trend. Many companies, such as the Conference Board of Canada⁴, have transitioned to a fully remote workforce.

Local governments, both in Canada and the United States, have even begun offering monetary incentives to remote workers to relocate to their cities⁵. This is resulting in remote workers living where they prefer, companies having a happier workforce, and communities benefiting from an increase in tax base and patronage. For example, a \$10,000 incentive paid to a remote worker is paid back to the community through taxes and economic activity in the first year or two⁶.

With this shift towards remote working, employees now have more flexibility in terms of where they can live and work. Employees in large urban areas, such as Toronto or Ottawa, are now taking advantage of remote working and are moving to rural areas. For example, the town of Renfrew, Ontario, saw its real estate market grow significantly in 2020 with people realizing they no longer need to live in major urban centres to do the same job.⁷

⁴ <https://www.msn.com/en-ca/money/topstories/out-of-office-is-the-new-office-can-the-work-from-home-boom-last/ar-BB17BLsj?li=AAggNb9>

⁵ <https://www.msn.com/en-ca/money/topstories/out-of-office-is-the-new-office-can-the-work-from-home-boom-last/ar-BB17BLsj?li=AAggNb9>

⁶ <https://www.flexjobs.com/blog/post/economic-development-programs-remote-workers/>

⁷ <https://obj.ca/article/regional/ottawa-valley-real-estate-market-hits-new-heights>

With that said, many rural communities in Ontario, such as PEC, do not have access to reliable, high-speed internet. This makes it difficult, if not impossible, to compete with other municipalities for talent.

1b - Gig Economy

There is also a trend towards hiring contract workers, consultants, and freelancers to complete specific projects. Many of these workers are self-employed and work remotely. This trend was not caused by, but was accelerated by, the COVID-19 pandemic. Many people are utilizing technology to develop additional revenue streams, reducing the reliance on one employer or one way to earn income. The internet provides a platform for people to monetize assets, market their expertise, build networks, and generate passive income. As the gig economy and remote working are interconnected with a shared reliance on technology and internet access, actionable items will deliver results for both sectors.

1a&b.1 - Opportunities

1. Work with the [Quinte Local Immigration Partnership](#), a regional collaboration among employers, non-profits, all levels of governments and more to provide a welcoming community to newcomers with access to local educational and employment services promoting remote working and the attractions of talent to the area.
2. The PEC Chamber of Commerce, through the OCC and CCC, can continue its role as a strong advocate for national and provincial assistance to provide high-speed internet access to communities and businesses.
3. Prince Edward County municipal council can work with other levels of government to advocate for improved internet access for the entire municipality.
4. The County is currently working through a Request for Proposal (RFP) to invite internet-service providers to increase high-speed

broadband access within the larger community.

5. Partner with organizations that offer technology training (such as [Career Edge](#) and [Prince Edward County Learning Centre](#)) to connect students with these opportunities.

6. Develop a database for top programs in the tech field in such courses as web design, e-commerce, social media, and client relationship management, to provide training to residents for remote working opportunities.

7. According to members of the CWP, there is a shortage of workers with the software skills such as programmers, developers, etc. to support the growing technology sectors within The County. By investing and bringing a boot camp for this applied/hands on knowledge, potential employees can be quickly upskilled to fill this industry's needs.

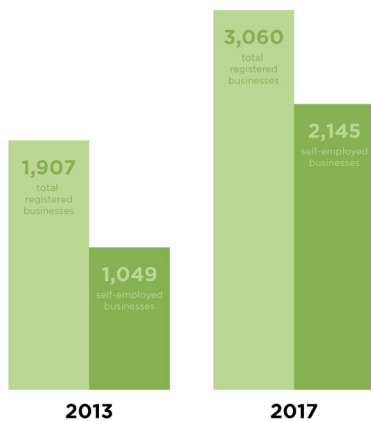
Entrepreneurship and Small Businesses



2 - Entrepreneurship and Small Businesses

The County, with its numerous owner-operated businesses, attracts people with an entrepreneurial spirit to live in, work in, and support the local community.

“According to Benchmark Law Corporation⁸, **small businesses in Canada create 70% of all new private sector jobs, spur innovation, and form a large percentage of the Gross Domestic Product (GDP).**”



Information taken from *The County Foundation, Vital Signs Report 2018*.

Prior to the COVID-19 pandemic, PEC experienced growth in its number of small businesses. Between 2013 and 2017, 1,096 new locally owned small businesses opened in The County, which was an increase of 104.5%. During that time, PEC also saw an overall 60% growth in registered businesses, with 86% of those being small and locally owned and operated.

The COVID-19 pandemic has, however, had a significant impact on small and independent businesses. The Canadian Federation of Independent Business (CFIB) estimates that, since the beginning of the pandemic, the number of businesses permanently lost in Ontario ranges from 6 to 20%.⁹

To address the ongoing challenges businesses are facing through the

⁸ <https://www.benchmarklaw.ca/2019/09/30/why-small-businesses-are-essential-to-canadas-economy/>

⁹ <https://www.cfib-fcei.ca/en/category/news-releases>

COVID-19 pandemic, the Canadian government has released programs to help companies. The PEC Chamber of Commerce was tasked with the management of the “[Community Economic Development and Diversification Adaptation Fund](#)” from the Federal Economic Development Agency for Southern Ontario and The County. Through this program, the PEC Chamber of Commerce supported 58 local businesses with funds totalling \$450,000 to assist in COVID-19 related projects in grants for The County.

2a.1 - Opportunities:

1. Work with local investment organizations such as [Upper Canada Equity Inc.](#) to provide capital and support to local small businesses.
2. Build relationships with angel investors such as the [Southeastern Ontario Angel Network](#), which is one of Canada’s fastest growing investment groups.
3. Take advantage of funding programs available through the [Prince Edward Lennox Addington Community Futures Development Corporation](#), [Business Development Canada](#), local programs, or other funding as it becomes available.
4. Market local success stories about small businesses to promote business opportunities within PEC and potential partnerships.
5. Build relationships with post-secondary institutions to attract graduates to PEC to start businesses.
6. Provide a one-window access point for information on services and programs available to entrepreneurs and small businesses.

Training and Workforce Development



3 - Training and Workforce Development

The attraction and retention of talent is a key factor to support community economic growth and diversification. Through successful marketing campaigns, such as “[Build a New Life](#)”, Prince Edward County has attracted new residents and businesses to the community. Moving forward, The County’s growth is dependent upon having access to skilled workers and talent in its key industries:

- Agriculture and Food
- Construction
- Health Care
- And training leaders to support all sectors

3a - Agriculture and Food

The County’s agriculture sector continues to grow specifically in industries that support the tourism sector and the local food movement such as wineries, breweries, and restaurants. This strong sector gives PEC a unique advantage to develop talent for and with these industries. With the recent COVID-19 pandemic, many post-secondary institutions have moved to mainly online education with small and socially-distance groups receiving the required hands-on, practical training for each program.

One of the programs that was implemented at the request of local businesses is the “Helping Employers Acquire Talent (H.E.A.T.)” program. H.E.A.T developed a two-week training session specifically geared to the hospitality and tourism sectors to improve the job readiness of potential employees.¹⁰

3a.1 -Opportunities:

1. To develop new talent and increase attraction to the region, businesses and associations in the alcoholic beverages sectors should establish partnerships among their organizations, individual companies

¹⁰ <https://careeredge.on.ca/h-e-a-t/>

and farms, and colleges to offer specific certification programs. Local industry can provide practical experience to compliment formal learning programs, and colleges such as Loyalist College and Niagara College could share certificate programs addressing both skill gaps and succession issues for the growing wine, brewery, and distillery sectors.

2. A pilot project of interested businesses (such as five wineries, two breweries, etc.) could commit to teaching a student as part of the program. If successful, this pilot project could be expanded depending on the interest from businesses, colleges, and students.

3. A similar program could be established for culinary training at local restaurants, wineries, and breweries to develop local chefs and chef helpers. Again, this would be a voluntary program by businesses to support local talent and provide hands-on experience and would be paid for through student tuition costs to the college. These students would also supplement the workforce during the summer months, when local industries struggle to find seasonal workers.

3b - Construction

According to BuildForce Canada, during the period of 2020 - 2029, Ontario's construction industry will need to hire, train, and retain almost 100,000 workers to meet demand and replace retiring skilled tradespeople.¹¹ The Ontario government is investing \$75 million in skilled trades training and has appointed a five-person panel to provide advice and recommendations to the Ministry of Labour, Training, and Skills Development.¹²

The shortages in these trades may limit overall economic growth as it reduces the workforce available to renovate existing infrastructure and buildings as well as completing new projects.

¹¹ https://www.buildforce.ca/system/files/forecast_summary_reports/2020%20ON%20Constr%20Maint%20Looking%20Forward.pdf

¹² <https://ontarioconstructionnews.com/skills-ontario-applauds-75-million-investment-in-skilled-trades-system/#:~:text=Skills%20Ontario%20applauds%20%2475%20million%20investment%20in%20skilled%20trades%20system,-By&text=The%20construction%20industry%20and%20Skills,participation%20in%20the%20skilled%20trades.>

3b.1 - Opportunities

1. The PEC Chamber, in its role as policy advocate, should work with its parent organization the OCC to provide member recommendations on changes to the apprenticeship and skilled trades programs.
2. The County should leverage municipal construction projects and approved developments for the employment and training of residents.
3. Partner with Loyalist College on the delivery of construction apprenticeships and training within The County.
4. Work with building associations and schools to attract students to construction trades upon graduation.
5. Explore opportunities to provide financial assistance to students to enter apprenticeship programs locally with the goal of securing certification and employment within The County.

3c - Health Care

The County has been engaged in a physician attraction strategy to increase the number of doctors within the community. With the completion of the new hospital and an aging population, PEC will need to attract additional health care workers to the region, such as Personal Support Workers (PSW), technicians, and nurses.

3c.1 - Opportunities:

1. On September 28th, 2020, the Ontario government announced \$52.5 million to recruit, retain, and support more health care workers.¹³ PEC should explore opportunities to train or attract graduates through this program.

¹³ <https://news.ontario.ca/en/release/58580/ontario-investing-525-million-to-recruit-retain-and-support-more-health-care-workers>

2. The Centre of Workforce Planning is currently working on an implementation strategy for their “Health Care Human Resources Report” that focuses on the unique opportunities that are available and we are positioned to leverage this expertise and assist with its development.
3. Provide scholarships or assistance for local post-secondary graduates who enter the health-care field and commit to working in The County for several years.
4. Partner with organizations that are providing or applying to provide PSW training to address current and future needs.
5. Work with local school boards to provide information to students on opportunities within The County’s health care system.

3d - Leadership

A strategy focusing on attracting and engaging the evolving workforce is not complete without discussing future leadership development. Many communities, such as PEC, face challenges including aging populations, a lack of succession planning, and declining numbers of civic volunteers. To nurture and attract talent that will be engaged in leading the community forward, a more formalized leadership program should be made available. There are a variety of models of leadership training, but they all have similar aspects:

- A certificate program where local companies pay for leadership training through an organization that also offers some scholarships. This type of program includes:
 - o Experimental and skills-based learning,
 - o Personal reflection,
 - o Completing community-based projects in small teams,
 - o Networking opportunities to develop relationships among current and future leaders.

Currently, there are various organizations that provide leadership training, such as:

- [Association of Leadership Programs](#) - a non-profit organization whose members have access to a variety of programs and services
- [Leadership Niagara](#) - a non-profit organization that focuses on leadership within the Region of Niagara.
- [CivicAction Leadership Foundation](#) - a non-profit organization with a policy and research arm in Toronto that develops leaders in Toronto and Hamilton
- [Leadership Waterloo Region](#) - a for-profit organization that works to address the leadership gap within the region.

Although local colleges offer certificates in leadership, Eastern Ontario does not currently have a non-profit, business-driven program in civic action.

3d.1 - Opportunities:

1. Research existing leadership curriculum and meet with their directors to obtain an overview of these programs, how they are organized, the costs involved, and the benefits to a community.
2. Survey members, employers, and partners to understand their needs and commitment to a leadership program.
3. Provide recommendations for a leadership program to both the Community Economic Development Commission and regional partners.
4. With commitment from others, develop and implement a local leadership program.

Local Food and Agriculture



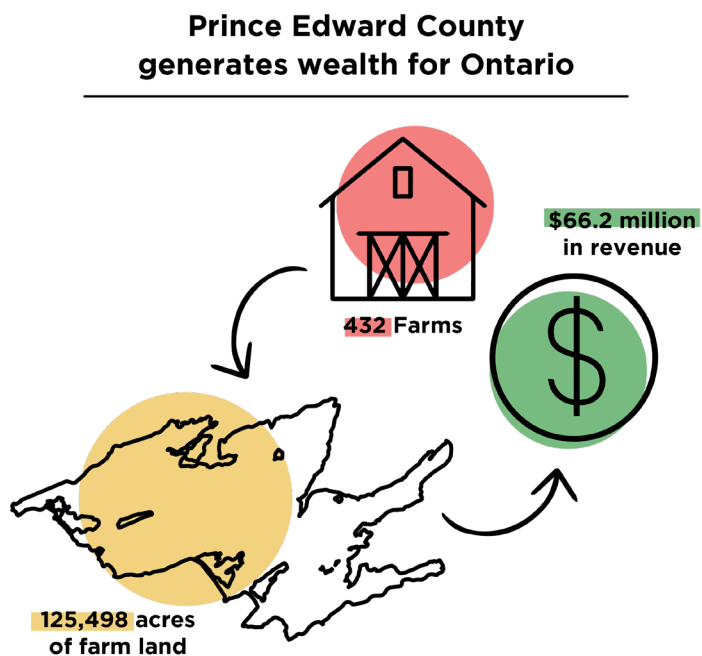
4 - Local Food and Agriculture

Organically produced and locally sourced food is becoming a key competitive advantage within agri-food sectors. Consumers are becoming more concerned about where their food comes from, what it costs, and how it is made, regardless of where it is purchased.

In response to changing and increasing consumer demand, traditional agriculture and tourism sectors are evolving to overlap in other areas. As a result, there has been an influx of sub-sectors that include the production of specialty food and drink products, winery and farm tours, farm vacations, and a variety of other niche products and services. Through investments in agriculture, The County can continue to grow its tourism sector, expand the local food brand, build its tax base, and attract talent, visitors, and private investment to the area.

4a - Agriculture

The County's agricultural sector, with its unique microclimate and commitment to the local food movement, attracts specific talent and business to the region. With the COVID 19 pandemic, there has also been a movement to shop local and support community businesses.



Currently in the County, there are 432 farms that use a total of 125,498 acres of land (2016 Census data). In 2018, these crops brought in approximately \$66.2M in revenue.¹⁴

¹⁴ <http://omafra.gov.on.ca/english/stats/county/index.html>

Food and Farming Canada found that 70% of Ontario's agricultural production supported its food processing industry.¹⁵ According to [Ontario Ministry of Agriculture, Food and Rural Affairs \(OMAFRA\) website](#) between 2011 and 2016, there was an almost 30% increase in large, corporate farms (between 560 and 759 acres). The census also found that in smaller municipalities, there was an almost 20% increase in smaller farms utilizing under 10 acres during the same period.

4b - Micro Farming and Vertical Farming

With advances in technology, growing crops is no longer dependent on large acreage and significant investments. Some farming can now be done in urban areas with the adaptation of micro, vertical, and greenhouse farming, or a combination of the three. For example, in 2018, [Back40Growers became Ontario's first vertical farm.](#)

With the growth of craft alcohol beverage operations, there has been a shift to producing crops for these industries such as grain, hops, grapes, apples, etc. Micro farming is small-scale, high-yield, sustainable-minded farming done by hand, manual tools, or inside buildings or homes with commercialized products. These farms produce organic products and have a focus on microgreens, herbs and vegetables for the food service and retail markets.

With its lower start-up cost, micro farming is becoming more appealing to farmers entering the industry. Popular micro farmers, such as The Market Gardener¹⁶, offer micro farming educational tools as resources to potential new farmers. The Quinte Local Immigration Partnership has also noted that many newcomers to the region have backgrounds in agriculture. Therefore, micro farming, with its lower entry costs, could be an attractive career choice for new Canadians looking to locate to Prince Edward County.

¹⁵ <https://www.foodandfarmingcanada.com/2010/10/14/measuring-agricultures-economic-footprint-in-ontario/>

¹⁶ <https://www.themarketgardener.com/>

Vertical farming is another form of small-scale agriculture where food is grown indoors using artificial light. With this type of farming, the farmer needs less land and water to produce crops, with higher energy and start-up costs. Ontario's "Local Leaf Farms" from Barrie plans to expand operations to 20 vertical farms by 2025.¹⁷

With available fertile, agricultural land and a focus on local, small-scale, and sustainable food production, PEC is well positioned to attract investments in micro farming and vertical farming, which aligns with its proponents and The County's core values.

4b.1 - Opportunities

1. Prince Edward County could develop a partnership with Ontario's Ministry of Agriculture and Food to market itself to potential investors in micro-farming, as well as their associations, such as Farmtario.¹⁸
2. Study the current state of micro farming in The County, which would include identifying small parcels of land and buildings that are available and conducive to this type of farming, as well as local restaurants and retailers that would purchase from these types of operations.
3. Develop co-operatives between large and small-scale agricultural operations to expand the product offering from The County.
4. Incorporate local produce into value-added products leveraging the PEC local brand and broadening potential markets, customers, and consumers.

4c - Community Gardens

The County is in the process of developing high-density residential neighbourhoods with condos, apartments, and townhouses to address the growing need for affordable and non-profit housing. As

¹⁷ <https://www.realagriculture.com/2020/06/ontario-company-makes-big-move-in-to-vertical-farming/>

¹⁸ <https://farmtario.com/>

it is not possible to support backyard gardens in these communities, many municipalities support community gardens through planning departments and use of municipal lands.¹⁹ In Ontario, the non-profit organization “Sustain Ontario Community Garden Network” has numerous municipalities sharing success stories and best practices. To provide its higher density residential neighbourhoods with fresh produce, The County could work with local groups to support and implement a community garden strategy.

4c.1 - Opportunities

1. Develop a partnership with “Sustain Ontario Community Garden Network” to connect with the organization and other communities that have implemented community garden initiatives.
2. Work with the local Food Collective on initiatives where collaboration may advance common goals and/or leverage resources.
3. Organizations such as “Civil Eats”²⁰, are creating ways to make community gardens profitable through co-operative local farming, land rentals, etc.
4. Develop partnerships with rural schools to plot community gardens in schoolyards, providing hands-on farming training and volunteer opportunities for the local neighbourhood.
5. Generate revenue streams by selling produce (stands, markets, restaurants, etc.) enabling these initiatives to become self-sustaining enterprises.
6. Excess produce could be donated to local food banks, homeless shelters, or become part of a local ugly food movement²¹ that looks to reduce food waste in Canada.

¹⁹ <https://sustainontario.com/initiatives/community-garden-network/>

²⁰ <https://civileats.com/2012/03/15/14343/>

²¹ <http://radicalhealth.ca/index.php/2019/09/25/meet-the-misfits-ugly-food/>

4d - Innovation in Agriculture

Most, if not all, industries continue to be disrupted through scientific and technological advances. Agriculture is no exception, as research continues to improve quality, sustainability, reduce labour intensiveness, and finding alternative uses for products. Micro/vertical farming is changing where food is produced, how it is harvested, and turning produce growing into a year-round occupation. Automation, the local food movement, and research into sustainable production continue to change the face of agriculture. The County, with its strong agricultural base, is poised to take advantage of some of these opportunities becoming a leader in agricultural innovation.

4d.1 - Opportunities

1. Attract businesses such as [Fieldless Farms Inc.](#) from Cornwall, Ontario, which announced in August 2020 that it secured an agreement to supply 20 Farm Boy stores with its lettuce.
2. Local producers can work with research organizations to develop new products and processes to improve operations. Institutions such as the [Vineland Research and Innovation Centre](#) are supporting innovation within this sector with investments in developing products such as an automated smart mushroom harvesting system to support Ontario's producers.
3. Look for opportunities to promote PEC produce for use as sustainable material for medical, construction and commercial uses, such as using mushrooms mycelium in the production of a variety of products including, homes, clothing, house decor, etc.²²

4e - Local Food

Consumers are also more aware of how their food choices impact the environment, sustainability, and quality of life for all those involved in

²² <https://www.dezeen.com/tag/mycelium-design/>

the food supply chain. As food purchasing continues to move online for ordering, pick up, and delivery many smaller businesses offering local food can now compete with larger companies and franchises. As agriculture and food processing continue to be intertwined, opportunities to support local food have been stated throughout this entire section of the strategy as continued commitment to each other strengthen the local brand providing numerous possibilities for expansion in product offerings and potential markets.

4f - Commercial Kitchens

Commercial kitchens are an important resource for communities whose key sectors focus on tourism, agriculture, and food. Commercial kitchens are fully equipped rental facilities that give caterers, local food companies, and organizations the ability to prepare food in larger quantities in a safe environment. This allows companies to scale up their operations to address demand for their products.

In 2019, the Sophiasburg Central School opened its doors to “[The County Food Hub](#)”, a commercial kitchen known as “the kitchen that saved a school”. Before COVID-19, the kitchen had been rented by caterers during the summer. Currently, it is operated by volunteers (including chefs) to prepare meals for delivery to local citizens in need.

4f.1 - Opportunities

1. The County Food Hub has more space than it is currently utilizing. Through investment, the County Food Hub’s facilities could provide additional services to local food companies such as:
 1. Providing local cold storage facilities
 2. Supporting local food producers and processors to develop products and scale operations to supply greater demand.
 3. Municipal government and other partners could work with The County Food Hub to leverage investment with government programs, such as:

1. The Rural Economic Development Program.²³
2. The Canadian Agricultural Partnership Program.²⁴
3. BioEnterprise Seed Funding for Innovation.²⁵

2. Through partnership development/investment, The County Food Hub could research the need for a local food incubator by potential clients.

- a. Incubators are scalable and require the purchase of one or two pieces of equipment, such as bottling or canning equipment and can be expanded as resources and needs allow.
- b. Various lines do not require new purchases as equipment is available used, and is relatively easy to install.

4g - Beverage Industries

According to the [Prince Edward County Wine Growers Association \(PECWA\)](#), the county is Ontario's fastest growing wine region. It is also home to more than 70 alcoholic beverage producers, including wineries,



cideries, breweries, and distilleries. Considering that there were only four wineries in Prince Edward County 20 years ago, this growth has been significant and is fuelling PEC's tourism, culinary arts, local food, and hospitality industries. Most of these beverage producers are owner-operated, use locally grown ingredients, and produce award winning products.

²³ <https://www.ontario.ca/page/rural-economic-development-program>

²⁴ <http://www.omafra.gov.on.ca/english/cap/index.htm>

²⁵ https://bioenterprise.ca/index.cfm?page=Seedfund_on

The distilling sector in Prince Edward County is male dominated in terms of ownership, management, and consumers. Kinsip House of Fine Spirits is strategically changing that by ensuring that both the board and management team are gender diverse (with equal numbers of men and women). The company is also changing the way it produces and markets their products to appeal equally to men and women.

4g.1 - Opportunities

1. Approach local colleges to develop formal training or certification programs for the beverage industry.
2. PECWA to continue its coordination of an online business model for Prince Edward County wines, using “The County’s” brand to showcase and build wine clubs for the local wineries.
3. Include wineries, cideries, breweries, and distilleries in initiatives such as filming opportunities, festivals, events, food processing, etc.

Tourism



5 - Tourism

Tourism is another key driver to PEC's local economy. Up until 2019, it was estimated that over 700,000 tourists visited Sandbanks Provincial Park each summer and those numbers were rising 3% each year.²⁶ With great beaches, wineries, arts and culture, The County's brand is well known and continues to grow.

The COVID-19 outbreak and ongoing pandemic is greatly affecting tourism in the region, as well as businesses that rely on this industry. In order to address these issues, numerous programs were initiated, such as the Ontario Tourism and Economic Recovery Fund 2020. Even with this assistance, social distancing requirements have restricted not only the number of people allowed at venues, but have also eliminated the festivals, events, and concerts that normally draw large crowds to the region.

PEC has seen a huge increase in short-term accommodation rentals, which supports the tourist industry and allows people to monetize assets. Companies like Airbnb are changing the economic landscape globally. Although profitable for many who have these assets, they have reduced the number of apartments and homes for residents who work in the community. Although tourism in The County supports many



²⁶ <http://www.qnetnews.ca/?p=127004>

local businesses and jobs, the industry does not provide year-round employment opportunities. ***With accommodations regularly at capacity during the tourist season, The County needs to find ways to draw visitors for most, if not all, of the year.***

5.1 - Opportunities

1. Businesses and organizations should partner to deliver experience packages including accommodations, meals, wine tours, cooking, theatre, and art.
2. As stated in the [The County Draft Official Plan on Have Your Say](#), use existing resources to promote winter activities in the County, such as snowshoeing, cross country skiing, snowmobiling, etc., and increasing dining and winter events that are similar to Winterlude in Ottawa or Winterlicious in Toronto.
3. Expand public transit to make it easier for tourists to use during the high traffic season. Currently, regional transit launched, but services could be extended depending upon growing needs of both residents and visitors. Current routes are available at <https://quinteaccess.org/county-transit>.
4. Digitalize the PEC's current map of The County into an app and continue to increase its functionality, data tracking capabilities, and links to social media expanding marketing and experiential tourism throughout PEC.
5. Build gift baskets with local products for purchase in PEC or online expanding The County's brand and markets to bring "County Staycations" directly to people's homes.
6. The Prince Edward County Chamber of Commerce is currently reviewing similar offerings from other jurisdictions and looking for partners for implementation.

7. Outreach to promoters and managers to attract talent to the area for concerts and shows including inside and outside venues to attract visitors throughout the year.
8. Improve PEC's web presence and use social media to market events and packages to tourists during the off-season.
9. Market local facilities for conferences or tradeshow.
10. Promote the sustainable local food as a draw for foodies, showcasing The County's wine and food with events/initiatives to leverage it as an attraction
11. Continue to work with tourism businesses and local organizations to deliver industry-specific training such as [H.E.A.T \(Helping Employers Acquire Talent\)](#).

Housing and Real Estate



6 - Housing and Real Estate

With the cultural flair of an urban centre, exceptional culinary and cultural experiences, and some of the best beaches in Ontario, Prince Edward County has been a top destination for tourists, cottagers, and retirees. More recently, it has seen an increase in people looking to relocate there permanently. Local real estate prices have consequently been on the rise, with low availability driving prices up within The County.

According to RE/MAX's most recent report on Prince Edward County real estate trends, the already high demand for housing in the region has soared since June 2020. In July 2020, housing prices advanced 77.6%, with the average price of a home being \$1.08 million.²⁷ Local real estate companies in The County have said that their issue is not attracting buyers but finding inventory to sell.

Although the term “affordable housing” is often used synonymously with non-profit, community, or Ontario housing, in this context, it specifically refers to housing costs relative to income. Blogs, surveys, financial advisors, and social housing proponents continue to measure rental affordability by 30% of an individual's gross income. This, however, is unattainable for many when you look at available housing.²⁸

With the goal of attracting talent and a skilled workforce to The County, the community needs to have real estate available for entry-level participants within the housing market.

²⁷ <https://blog.remax.ca/re-max-ontario-housing-market-prince-edward-county-real-estate-trends/>

²⁸ <https://rentals.ca/blog/30-per-cent-income-to-rent-ratio-not-achievable-for-many-millennials-according-to-rentals-ca-survey>

The Canadian Housing and Mortgage Corporation requires a down payment along with mortgage and debt servicing requirements (including student loans) not to exceed 42% of gross income.²⁹

Municipalities should address entry level housing purchase opportunities to attract talent by enabling them to locate and grow within communities. To support regional growth, communities and buyers need to analyze the costs associated with home purchases to determine affordability. Sites such as Zoocasa analyze current income relevant to home affordability.³⁰

Home builders and municipal planners are seeing this trend and working to meet the demand. The County currently has a few developments under construction or awaiting approval. With the review of the official plan, it is expected that developments will align with The County's vision for smart and sustainable growth that benefits the greater community. The new developments within The County include more than just detached homes. Condo developments such as Port Picton, or mixed residential developments with detached, semi-detached, or townhouses such as the new proposed developments in Wellington, are on the rise.

Other rural communities such as Goderich, Bayfield, and Bowmanville have turned seasonal trailer parks into adult-only, year-round retirement communities. With the number of seasonal parks in PEC, there may be opportunities to transition them to year-round housing, cottages, or mobile homes providing more options for people (retirement age or not) to reside in and enjoy The County through all four seasons.

The rising costs for housing in PEC have also been driven by the tourism industry and the huge growth in the short-term accommodations (STA) market. Between 2017 and 2019, STAs in Prince Edward County have grown from an estimated 200 to 1,200, and account for 10% of all housing in the region.

²⁹ <https://wowa.ca/calculators/affordability>

³⁰ <https://www.zoocasa.com/blog/these-are-the-most-affordable-housing-markets-in-ontario/>

Although rising prices are beneficial to the PEC housing market, they are also making housing even more unaffordable for some current residents and could be a barrier for potential newcomers and residents to the region.³¹

6a - Rentals and Affordable Housing

According to The County's 2019 Primary Market Vacancy Rate Report³², the actual long-term vacancy rate for rental properties in PEC is 0.81%. As PEC's tourism industry relies on a seasonal workforce, the lack of rental properties makes it even more difficult for the County to attract the required employees. Although a public transportation system was launched in August 2020, this workforce still requires local rental properties to easily travel to and from their jobs.

Referencing the current housing issues, a lack of rental properties is causing an increase in rental rates. As previously stated, the Canadian Housing and Mortgage Corporation explains that "housing is considered affordable when a household spends less than 30% of its pre-tax income on adequate shelter. Those who spend more than 50% are in severe housing need"³³.

Lack of affordable housing in PEC is restricting its economic growth and long-term sustainability. In 2018, to address this issue, The County developed the PEC Affordable Housing Corporation.³⁴ This not-for-profit organization aims to increase affordable housing through partnerships, funding opportunities, and re-development of assets. The corporation currently has several projects in both the planning and development stages to bring more affordable housing to The County.

³¹ <https://www.theglobeandmail.com/business/article-already-under-pressure-toronto-airbnb-operators-face-registration-2/>

³² <https://buildanewlife.ca/wp-content/uploads/2020/01/PEC-Rental-Vacancy-Study-Report.pdf>

³³ <https://www.cmhc-schl.gc.ca/en/developing-and-renovating/develop-new-affordable-housing/programs-and-information/about-affordable-housing-in-canada>

³⁴ <https://www.thecounty.ca/government/municipal-projects/corporate-strategic-initiatives/pec-affordable-housing-corporation/>

6b - Community Benefits Agreements (CBAs)

The Prince Edward County Chamber of Commerce is currently part of a working group with the PEC Affordable Housing Corporation and Loyalist College to explore how CBA's could work to provide affordable housing and apprenticeship opportunities. Through a CBA, a developer agrees to provide jobs and other benefits to community residents through an industrial, commercial, or institutional development.³⁵ Many countries and communities demand CBAs through these types of developments, or when public sector projects are built. An example of such a project would be the Metrolinx transit project in Toronto, which committed to providing opportunities for apprentices to learn and become certified.³⁶ By using CBAs with local builders and Loyalist College, The County can build its local skilled workforce through guaranteed apprenticeships.

CBAs can also ensure affordable housing is a part of every development project, requiring that a certain number of units be designated as rental units or meet affordable housing requirements. Many communities require commitments to the environment, such as planting trees and providing walking trails as part of development approval for projects. As part of CBAs, The County could incorporate sustainability commitments that align with its current priorities, such as environmentally friendly construction, the addition of bike trails, mixed use buildings, green roofs, community gardens, etc.

6c - New Housing Trends

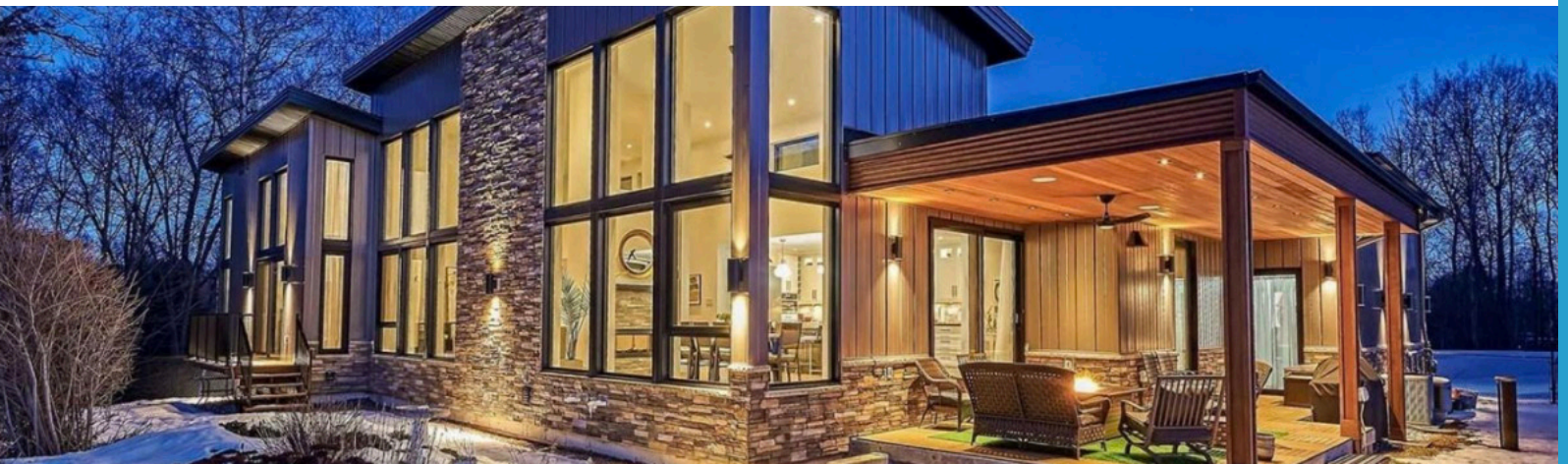
The County should research other opportunities in construction and housing development that align with its strategic priorities. PEC could begin converting vacant municipal land or buildings into multi-use or affordable housing developments. As with all sectors, construction is also innovating to address both the rising costs of building as well as the shortage of available skilled trades. Companies such as Horizon North

³⁵ https://www.communitybenefits.ca/what_is_community_benefits_agreementorcba

³⁶ <http://www.metrolinx.com/en/greaterregion/projects/community-benefits.aspx>

Logistics³⁷ address these issues with factory-built construction that is assembled on site.

According to [The County's Official Plan, September 2020](#), there are some zoning changes being made to address local housing needs. By zoning areas as high growth The County is looking to increase density through sustainable building, providing walkable areas, and reducing the dependency on cars. To protect much of the agricultural land, mixed use and higher density building needs to occur. Planning is looking at townhomes, lower rise apartment/condo complexes, etc. as affordable options to attract talent to The County.



The Canadian company, [Bone Structure](#), is building custom zero-net energy homes faster than traditional construction. These homes are completely electric and are run off solar panels incorporated into the designs.

6.1 - Opportunities

1. With PEC creating a new official plan, there is an opportunity to provide thoughtful development guidelines for growth that address affordability and sustainability issues, while maintaining the character and assets that make The County a popular destination.

³⁷ <https://dexterra.com/>

2. Leverage CBAs with partners and builders to provide apprenticeship and learning opportunities, local projects, and to expand the impact of development.
3. Review housing affordability and development plans to ensure that planning focuses on current and future growth with a variety of residential options to use talent required by local businesses.
4. Continue partnership with PEC's housing authority to continue to serve the housing needs for a variety of residents.

Arts and Culture



7 - Arts and Culture

Ontario's creative industries such as film, art, television, print, music, theatre, and digital media support economic growth and job creation across the province. There have been numerous articles that discuss how the internet has disrupted the creative industries reliance on larger companies for product development, distribution, and marketing. One such article from [BBVA - The Internet's Influence on the Production and Consumption of Culture: Creative Destruction and new opportunities](#), discusses the shift to online content and the opportunities it provides to artists in the creative industries who are no longer limited by large players who had the only access to audiences and/or customers and can now attract a global market. For example, films can be made and distributed without support from cable, big studio, or television networks using platforms such as Amazon, YouTube, and Netflix. YouTube has also opened markets for musicians, experts, and bloggers alike as content can be developed and uploaded. Writers no longer need contracts from publishing houses to write books and attract readership. Online content also provides other opportunities to generate revenue through advertising, partnerships, and online shopping. Through social media, creative industry professionals can easily scale marketing through followers (tweeters, blogs, etc.) and use e-commerce for direct payments. This is not to say that with so many players, it is easy to distinguish a product from the many others that are available online.

As creative industries play a large role in the economy, funding has been made available to organizations such as "Ontario Creates" "an agency of the provincial government whose mandate is to be a catalyst for economic development, investment, and collaboration in Ontario's creative industries. Through targeted programs and services, support for innovation, and leveraging of public and private partnerships, Ontario Creates builds capacity and competitiveness of the Province's creative industries to deliver content that is enjoyed by audiences across Ontario and around the world."³⁸

³⁸ <https://ontariocreates.ca/>

7a - Television and Film

According to the Ontario Creates website, “in 2018, there was a total of 324 film and television projects produced in Ontario. That same year, the sector generated 37,000 full-time direct and spin-off jobs, which was a growth of 13% from the previous year. Cities across Ontario have been building additional studio space in response to rising interest from international productions. However, a new study projects that the approximate 1.3 million square feet of production space will not be enough to keep up with demand.”³⁹

7a.1 - Opportunities:

1. Ontario Creates has an online site locator that showcases a variety of potential shooting locations. The County can submit a variety of locations to the agency at no charge to be posted on the site to increase opportunities to film within PEC.
2. The County can build a partnership with Ontario Creates to learn about the film and television industry in Toronto, and the programs and services that the agency provides. PEC could participate in the Ontario Creates municipal working group, market local productions, attract new talent, expand current technological capabilities, etc. within this industry.
3. Work with producers to develop a food show using local chefs to highlight the strong local food movement in The County.
4. The film and television industry in Prince Edward County are growing.



³⁹ <https://ontariocreates.ca/>

The County could develop a working group to bring together individuals who are active in this industry to leverage opportunities and develop the local ecosystem.

5. Use festivals such as the Toronto International Film Festival to bring a film festival to The County using local theatres, libraries, and town halls.

7b - Local Artists

With the cultural flair of an urban centre, The County attracts creative individuals as both visitors and residents. According to Janna Smith, the Executive Director for the [Prince Edward County Arts Council](#), the Council has 252 members, including 165 professional artists, 65 supporters, and 22 art businesses. Many of these professional artists need to supplement their art income with other employment.

PEC should explore ways to leverage this sector to promote talent and tourists to the area.

“

The cultural and creative businesses and artists directly add to the attraction of The County for tourists and residents.

”

7b.1 - Opportunities

1. Display local art in municipal buildings, such as libraries and government buildings, that are open to the public.
2. Look for opportunities in vacant spaces to house studios and workshops.

3. For projects within The County that require art, such as marketing and murals, The County could promote the use of local artists to complete the work.
4. Commission artists for the labelling of local products in the agri-food industries to promote the local food brand.
5. Provide opportunities for local musicians to play concerts, shows, and events in parks, wineries, and other venues.
6. Showcase local talent online with videos and stories to give them a broader market.

An aerial photograph of a town, showing a mix of residential and commercial buildings, streets, and green spaces. A semi-transparent white rectangular box is overlaid on the upper portion of the image, containing the title text.

Partnership Development



8 - Partnership Development

“

Community development does not happen in isolation and requires the commitment of numerous players working together to achieve similar goals and promote the overall vision for The County.

”

There are numerous organizations within PEC that provide a variety of supports and services. This leads to a lot of competition for limited resources and makes it harder for individual organizations to implement large, longer-term projects. As many not-for-profit organizations are reliant on government funding, membership fees, and volunteers, strong partnerships with other organizations can align services and supports within those shared needs to deliver consistent programming across a variety of sectors. Through combining and leveraging resources, organizations can meet thresholds for bigger funding envelopes to deliver large-scale projects to maximize overall impact to the greater community.

8.1 - Opportunities

1. Develop partnership agreements between organizations, or merge organizations within The County to maximize the use of resources.
2. PEC's local government has numerous committees and working groups (see Appendices), whose mandates and current efforts may align with specific opportunities listed in this strategy. Through these efforts, natural and intentioned partnerships should form leveraging existing work and resources to deliver comprehensive county-wide economic development activities.

3. Work with partners such as the [Ontario Eastern Economic Development Commission](#) that offer programs and services to PEC, such as the LinkedIn pilot project, “Free Recruitment Help of Eastern Employers.”⁴⁰

4. By offering a one-window approach to support and services in the community, newcomers, and recently relocated residents can more easily participate.

5. Build partnerships with various levels of government through marketing of new initiatives, good news stories, and provide meeting opportunities to raise the economic profile of PEC with key decision makers.

⁴⁰ <https://blog.ontarioeast.ca/free-recruitment-help-for-eastern-ontario-employers>

Conclusion



9 - Conclusion

It is the intention of the Prince Edward County Chamber of Commerce that the “Attracting and Engaging the Evolving Workforce” strategy focus on key opportunities that, when implemented, will grow local sectors, attract talent, and support economic development. These key deliverables are made possible through the data and information provided by local foundations and organizations. This strategy looks at the attributes that make The County unique and ways to leverage those characteristics to support growth that aligns with the region’s priorities, such as sustainability, culture, tourism, and agriculture. In today’s current climate, communities compete to attract talent as it is a key investment driver within the knowledge economy.

“

Although not specifically noted, The County and its organizations need to intentionally diversify its population, board memberships, and leaders to ensure the community is welcoming, reflects changes to the population, and attracts top talent to support future growth and capitalize on opportunities.

”

Along with the County Workforce Partnership, The Prince Edward Chamber of Commerce is excited to take on the leadership role for the development of the strategy and is approaching funding partners to receive the required resources to lead the implementation of key initiatives.

Appendices



10 - Appendices

10.1 - Prince Edward County List of Committees and Working Groups

Accessibility Advisory Committee

Agricultural Advisory Committee

Audit Committee

Bloomfield Town Hall Lower-Level Board of Management

Cemetery Advisory Committee

Committee of Adjustment

Community and Economic Development Commission (CEDC)

Community Safety & Well-Being Working Group

Emergency Plan Municipal Control Group

Environmental Advisory Committee

Fence Viewers

Food Security Working Group

Hastings Prince Edward Public Health

Hastings/Quinte Emergency Services Committee

Healthcare Services Working Group

Heritage Advisory Committee

Livestock Evaluations

Loyalist Parkway Association

Millennium Trail Improvement Ad-Hoc Committee

Museum Advisory Committee

PELA - Housing Advisory Committee

PELASS Committee

Picton BIA Board of Management

Picton Boardwalk Task Team

Picton Town Hall Board of Management

Police Services Board

Prince Edward County Cultivation Corporation

Prince Edward County Housing Corporation

Prince Edward Tree Policy Working Group

Property Standards Committee

Public Library Board

Quinte Conservation Authority

Quinte Health Care Advisory Members

Quinte Region Source Protection Committee

Quinte Waste Solutions

Recreation Ward Committees/Boards (9 in total)

Traffic Advisory Committee

W&WW Rates & Connection Charges Ad-Hoc Committee

Wellington Waterfront Task Team



Prince Edward County Chamber of Commerce would like to extend our gratitude to the partners who made the development of this strategy possible. Our work as part of The County Workforce Partnership, a coalition that includes [Career Edge](#), the [Centre for Workforce Development](#), [The County's Community Services Programs and Initiatives Department](#), the [Prince Edward Learning Centre](#), and [Prince Edward Lennox & Addington Community Futures](#), leveraging opportunities to provide local training and skills development. It was through this partnership that The Prince Edward County Chamber of Commerce secured funding from the Ontario Labour Market Partnership (OLMP) Program to hire a contract project coordinator to research and develop the Attracting and Engaging the Evolving Workforce Strategy.