

Level Up:



The Town of Paradise Economic Development Strategy Refresh 2021-2023

Where are we now?

Introduction & Progress from Previous Strategy





Introduction

The Town of Paradise created its first economic development strategy in 2015.

That strategy highlighted several focus areas



Business Support and
Business Retention
and Expansion (BR+E)



Investment
Readiness



Customer Service
for Businesses



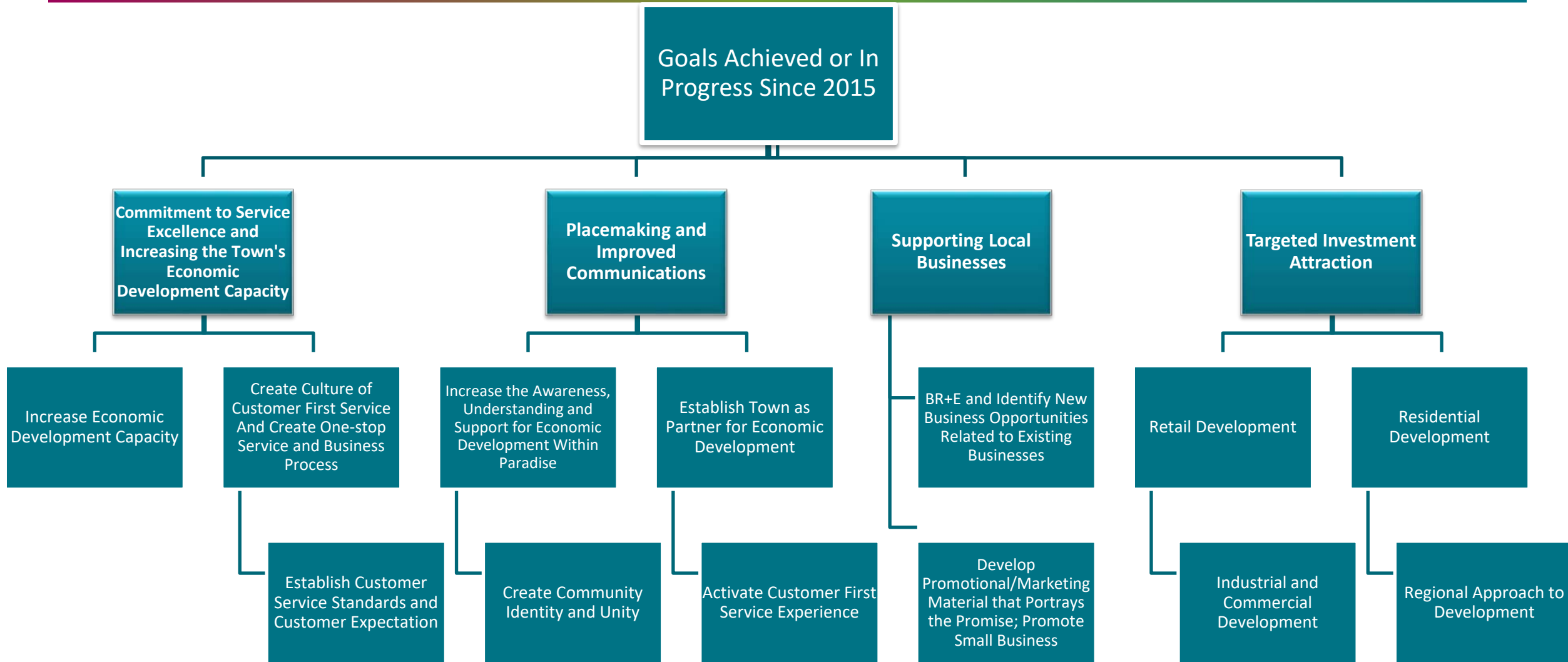
Placemaking

All consultation and data indicators revealed that Paradise has been successful in achieving its 2015 goals, and that the municipality's investments were worth it.



Scope of 2015 Strategy implementation

Where are we now?

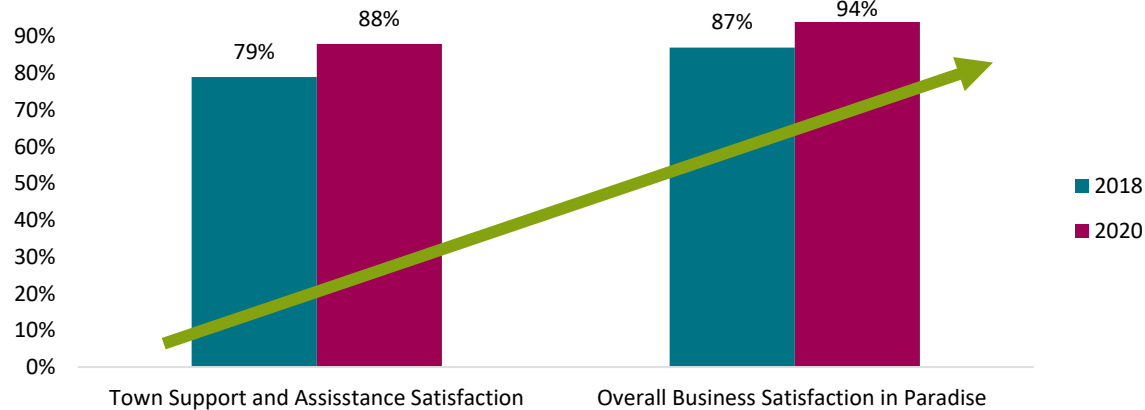




Key Indicators

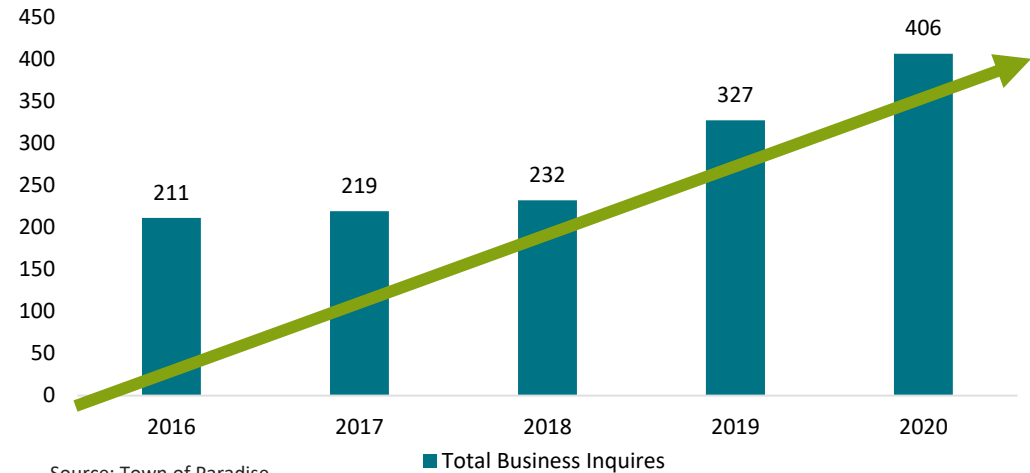
Where are we now?

Commitment to Service Excellence and Increasing The Town's Economic Development Capacity



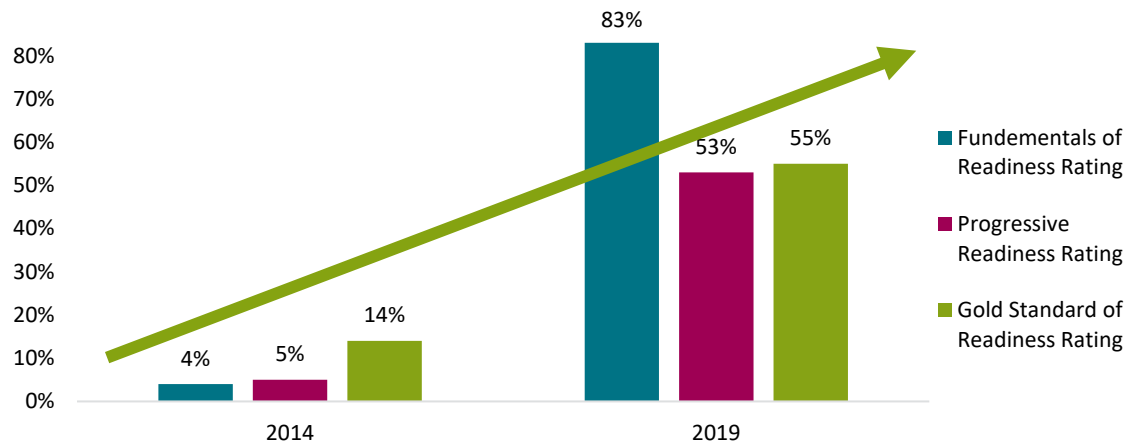
Source: MDB – 2018 & 2020 Triage BR+E Results

Supporting Local Businesses (Total Business Inquires)



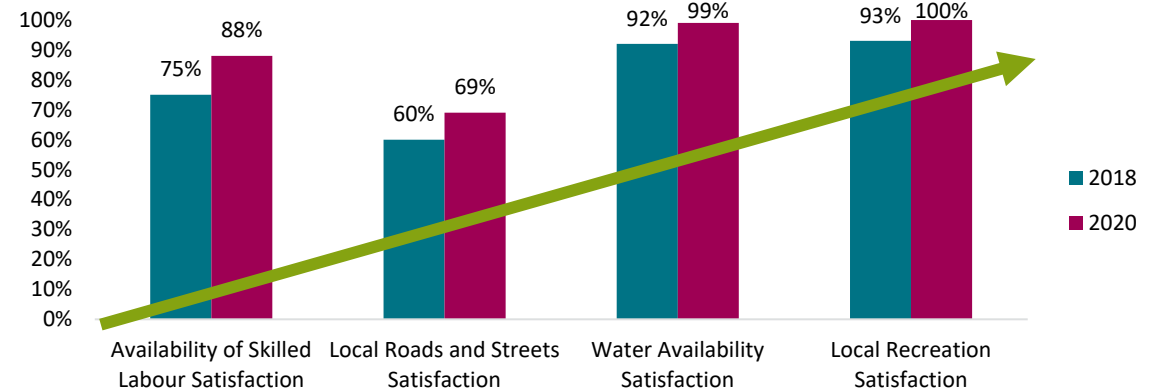
Source: Town of Paradise

Investment Attraction Readiness



Source: MDB - 2019 Investment Readiness Results

Placemaking And Improved Communications



Source: MDB – 2018 & 2020 Triage BR+E Results



Time to Level Up

**Where
We Are
Now**

The 2015 strategy led to a new EDO position and accomplishments in all four focus areas of the strategy.

This strategy refresh considers increasing economic development capacity to build on the town's success while considering the new economic environment to take Paradise to the next level.

**Where
We Want
to Go**

A full-page background image showing a person in a blue and white striped shirt and black shorts standing on a large, rugged rock formation by the ocean. The person has their arms raised in a gesture of triumph or achievement. The sea is a deep blue, and the sky is clear with a few wispy clouds. In the distance, a cliffside is visible on the left.

Strengths, Opportunities, Aspirations, Risks, and Results



STRENGTHS

What can we build on?



What are we doing well?

What key achievements are we most proud of?



OPPORTUNITIES

What are our best possible future opportunities?



What changes in demand do we expect to see in the future?

What external forces or trends may positively affect development?



ASPIRATIONS

What do we care deeply about achieving?



What are we deeply passionate about?

What difference do we hope to make for businesses, residents, and institutions?



RISKS

How will we recognize and mitigate or eliminate potential risks?



What are the key goals we would like to accomplish in order to achieve these results?



RESULTS

How will we know we are succeeding?



What are the key goals we would like to accomplish in order to achieve these results?



Strengths

- Strategic location – connectivity with St. John's, and international markets
- Recreational opportunities: access to coast line, walking trails, hockey and other sports
- Young and growing population, young families
- Internal team and elected officials who are motivated to find efficiencies and provide better customer service to businesses and residents and a Corporate Strategy that supports those objectives
- Business incentives – tax exemptions, etc.
- New retail amenities to service the growing residential population
- Available land for industrial and commercial development
- Motivated development community



Opportunities

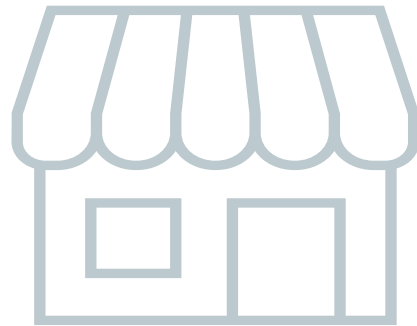
- Increasing the industrial and tech sector base
- Further support of local entrepreneurship
- Available land and commercial spaces to attract new businesses
- Placemaking and the development of a central gathering space/shopping district in community Centre
- Branding and marketing, playing off of the strength of Paradise's name
- Increased social media presence
- Attraction of more restaurants and a brewery
- Better communication of the customer-first focus within the Town, and business successes (launch of concierge program)
- Increased capacity in economic development services



Aspirations



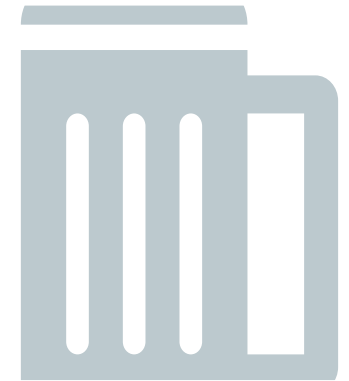
A diversified, empowered, connected business community that thrives on innovation and knowledge



A central business district, where entrepreneurs collaborate



The Town has a sterling reputation for being friendly, supportive of businesses, and easy to navigate



Residents work, shop, eat, and drink within Paradise



Risks

- Paradise may not meet all of its corporate goals of fostering further growth and diversification of the town's economic base without further investment in economic development capacity.
- Paradise's reputation as a difficult municipality to work with will precede it without efforts to communicate its internal improvements and intention to support the business community



Results

- Increased daytime population
- Overall business satisfaction in Paradise shows measurable increase in BRE surveys – ‘Town support and assistance’ business factor rank is increasing
- Population and business growth numbers are increasing
- Business survey results that indicate increasing business satisfaction year over year
- Number of new businesses starting up, number of jobs and type of jobs
- Increased communication between the Town, businesses, and residents using new platforms such as social media and apps
- Families stay in Paradise for entertainment
- Low vacancy rates in commercial and industrial properties and a wide range of serviced greenfield sites ready to support demand
- Streetscaping and beautification are evident. There is a palpable sense of place



Sectors of Opportunity

Professional, Scientific & Technical Services (PSTS)

Expanding on support for businesses services and knowledge-based businesses. This sector accounts for 14% of businesses with employees in Paradise, many of them with large employee bases. PSTS often the sector that refers to the 'tech' sector, including clean tech. Growing this sector will contribute to the aspiration of Paradise as *a diversified, empowered, connected business community that thrives on innovation and knowledge.*

Oil and Gas, Ocean Sector

Oil and gas is one of Paradise' anchor industries, and stakeholder consultation revealed that there is ample opportunity for Paradise to continue developing oil and gas firms while also becoming a hub for the natural resources and ocean sector in the region. This includes ocean tech and advanced manufacturing. Growing the oil and gas and ocean sectors will contribute to the aspiration of Paradise as *a diversified, empowered, connected business community that thrives on innovation and knowledge.*

Retail Trade

Consultation revealed an appetite for increased retail amenities in Paradise, following some recent commercial development wins. Focusing on growing this sector relates to aspirations *a central business district, where entrepreneurs collaborate, and residents work, shop, eat, and drink within Paradise.*

Accommodation and Food Services

Consultation revealed an appetite for more restaurants in Paradise for residents and workers to enjoy closer to home. There also may be opportunities to attract a hotel or conference centre. Focus on growing this sector contributes to the aspiration *residents work, shop, eat, and drink within Paradise.*



Note on Alignment Between This Strategy and the “Your Paradise” Plan

- Section 3.2.1 of the Your Paradise Plan focuses on Infrastructure and Economic Growth with a goal to continue a proactive approach to economic development aimed at fostering further growth and diversification of the economic base of the Town.
- Specific strategies in the plan that are considered in this strategy and action plan include the following:

Specific Strategies from Your Paradise Plan

	Streamline development/approvals process. Provide service excellence and efficiencies.	Enhance business and retail growth improving balance between residential and commercial/industrial assessment base and continue to diversify revenue sources.	Remain attractive and responsive to future citizens and businesses looking to locate in the region while pursuing retention initiatives for existing businesses.
Responsibility - Specific municipal department taking the lead responsibility	Planning and Protective Services	Planning and Protective Services	Council; Administrative Offices; Corporate Services; Planning and Protective Services

Level Up: Economic Development Capacity and Resources

Organizational Best Practices



Economic Development Department – Best Practices



- The following figure is an example of an economic development department of a community of a similar size to the Town of Paradise.
- With increased economic development capacity, the Town can more effectively accomplish goals in this strategy and “Your Paradise” Plan.
- Working collaboratively with communications and planning helps cut red tape, streamlines processes and enhances economic development initiatives (e.g. social media marketing).
- **Paradise’s current position in Planning and Development is ideal for its focus on business development and retention, and land development. The EDO is in an ideal position to assist business owners with navigating planning & engineering technicalities.**



Regional Competitiveness

Community Name	Population of Municipality (2019)	# of Economic Development Staff
Paradise	21,389	1
Holyrood	2,846	1
Torbay	8,362	1
Portugal Cove-St. Philips	8,810	3 (blended with marketing and communications)
Gander	12,301	3
Corner Brook	20,103	2-3
Mount Pearl	22,581	4 (blended with marketing and communications)
Conception Bay South	27,528	2-3
St. John's	112,482	4+interns

The Strategy and Action Plan





Overview

Level Up Internal Economic Development Capacity

The Strategy	Strategic Objectives	Outcomes
Level Up: Placemaking	<ol style="list-style-type: none"> 1. Support Retail and Restaurants 2. Create Sense of Place 3. Support Community Core & Innovation Campus 	<ul style="list-style-type: none"> • Increased daytime population • Entrepreneurs and families stay in Paradise for entertainment • Streetscaping and beautification are evident. There is a palpable sense of place
Level Up: Local Business and Entrepreneurship	<ol style="list-style-type: none"> 1. Retention & Satisfaction 2. Support Local Entrepreneurship 	<ul style="list-style-type: none"> • Increasing number of new businesses starting up, jobs and type of jobs • Business survey results that indicate increasing business satisfaction year over year • Overall business satisfaction in Paradise shows measurable increase in BRE surveys – ‘Town support and assistance’ business factor rank is increasing
Level Up: Communication	<ol style="list-style-type: none"> 1. Celebrate Paradise’ Wins 2. Business Communication 3. Tell the World About Paradise 	<ul style="list-style-type: none"> • Increased communication between the Town, businesses, and residents using new platforms such as social media and apps • All attraction and marketing activities are taking full advantage of Paradise’ name
Level Up: Investment	<ol style="list-style-type: none"> 1. Investment Readiness 2. Investment Attraction 3. Investment Strategy 	<ul style="list-style-type: none"> • Low vacancy rates in commercial and industrial properties and a wide range of serviced greenfield sites ready to support demand • Increased score under progressive and gold criteria in investment readiness evaluation



Level Up Placemaking



Strategic Objective 1: Support Retail and Restaurants

- Undergo a full Commercial Gap Analysis **(2021)**
- Attract a brewery to Paradise **(2022-23)**
- Update investment brochure regularly with traffic counts, updated data, etc. **(2021-23)**



Strategic Objective 2: Create Sense of Place

- Create a façade improvement grant or program **(2022-23)**
- Implement wayfinding signage **(2021)**



Strategic Objective 3: Support Community Core & Innovation Campus

- Look at unique retail and service options akin to an independent “main street” feel through a Commercial Gap Analysis **(2021)**
- Commission studies and plans to advance Main Street and Town Centre **(2021-23)**



Level Up Local Business and Entrepreneurship



Strategic Objective 1: Retention & Satisfaction

- Continue to support Chamber of Commerce and partner on initiatives **(2021-23)**
- Maintain a comprehensive business directory, including a database of local business contacts for direct communication with the business community **(2021-23)**
- Enhance internal business contact information on hand **(2021-23)**
- Continue BRE survey to track progress annually **(2021-23)**
- Continue being attentive to businesses and providing stellar customer service **(2021-23)**

Strategic Objective 2: Support Local Entrepreneurship

- Evaluate graduated business permit fees for different types of business, offer preferential rates for home-based artisans. Review home-based business tax fees **(2021-22)**
- Create a municipal business award for innovation, creativity. Create categories for small business (0-15 employees) and larger businesses (15+ employees) **(2021-22)**
- Creation of how-to guides to assist new businesses with navigating permits and other administrative concerns **(2021-22)**
- Continue dialogue and collaboration with business support organizations **(2021-23)**



Level Up Communication & Marketing



Strategic Objective 1: Celebrate Paradise' Wins

- Create a social media campaign to profile local businesses and their successes to bolster community pride in the local business base **(2022)**
- Share economic development milestones and successes **(2021-23)**

Strategic Objective 2: Business Communication

- Create Paradise Economic Development social media presence **(2022)**
- Share Economic Development project information, notices and resources **(2021-23)**
- Share Shop local messaging and new businesses welcomes on social media **(2021-2023)**

Strategic Objective 3: Tell the World About Paradise

- Undergo a rebrand or brand enhancement to be used across the Town's platform, and all attraction and marketing activities that takes full advantage of Paradise' name **(2023)**



Best Practices: Celebrating Wins

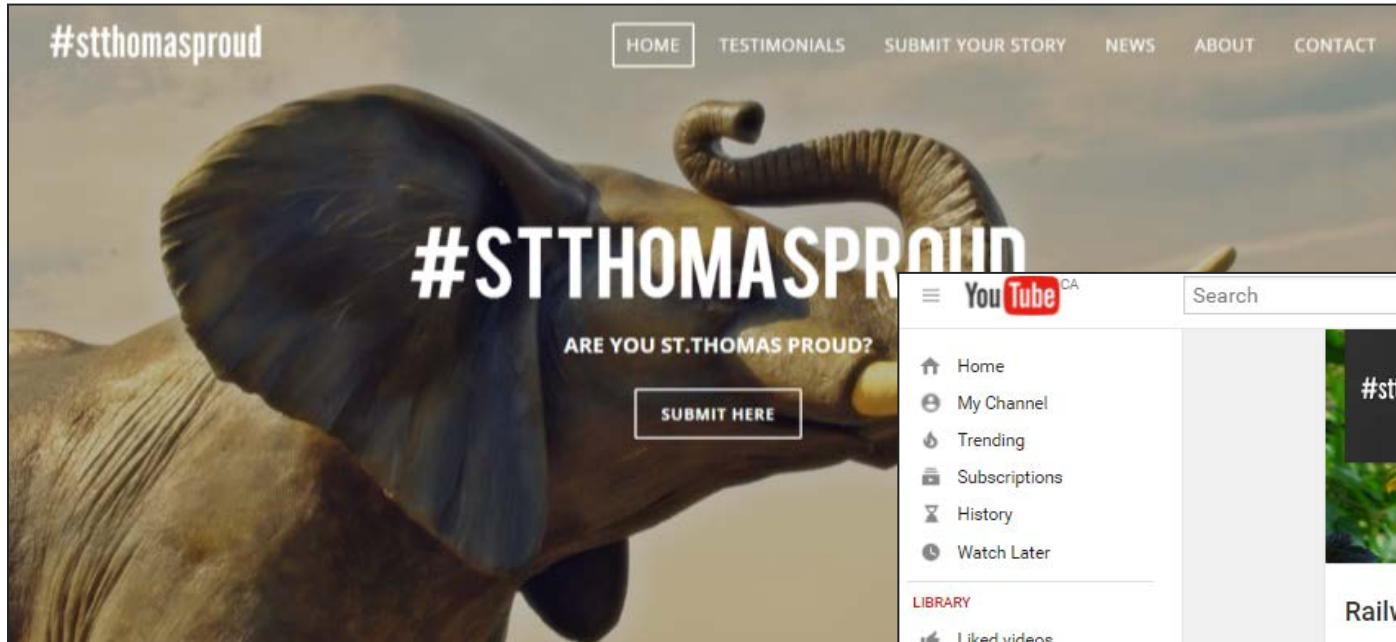


www.infrontenac.ca

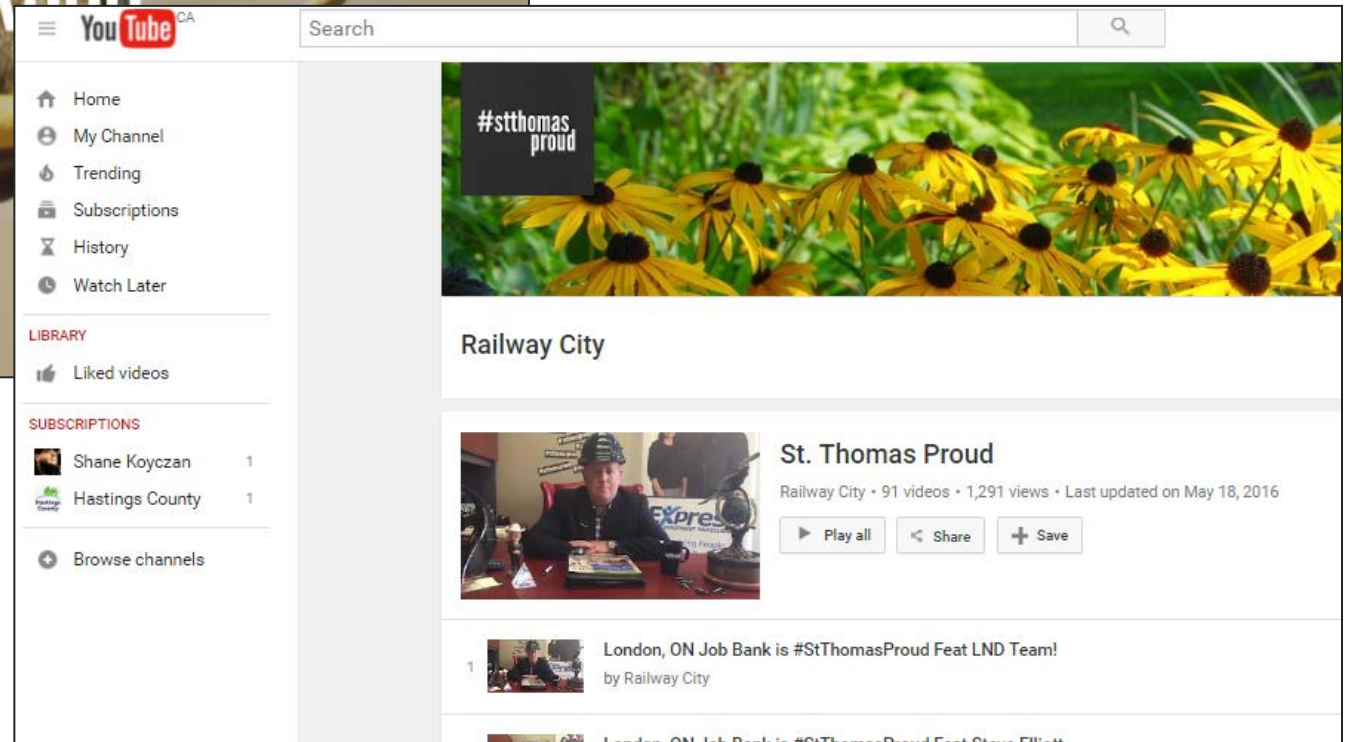




Best Practices: Celebrating Wins



www.stthomasproud.ca





Level Up Investment Attraction



Strategic Objective 1: Investment Readiness

- Land availability mapping tool **(2021)**
- Invest in marketing collateral/content **(2022)**
- Data visualization tool **(2021)**
- Investment Readiness Assessment Refresh **(2022)**
- Continue investing in current community data (e.g. demographics, labour force and traffic counts) **(2021-23)**
- Continue to work towards Gold Level of Readiness **(2021-23)**

Strategic Objective 2: Investment Attraction

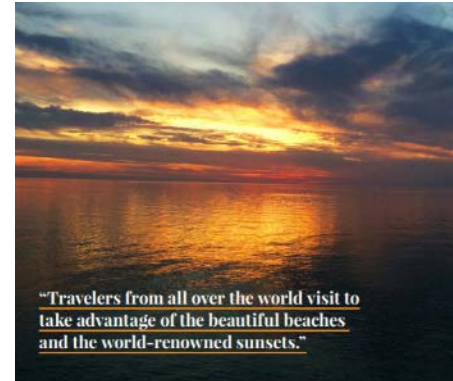
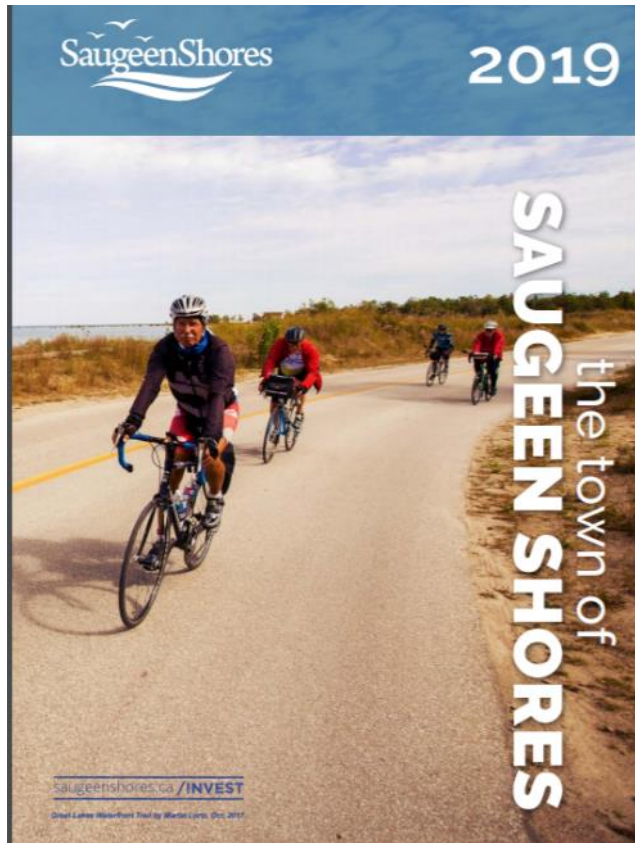
- Continue to develop and implement the Concierge Program **(2021-23)**
- Strategic lead generation activities in priority sectors **(2021-23)**
- Investment incentives to attract or foster sectors of interest **(2021-23)**
- Continue targeted attraction activities and marketing **(2021-23)**

Strategic Objective 3: Investment Strategy

- Explore the value in ISO certification to track metrics comparable with regional municipalities that have been certified **(2023)**
- Maintain relationships with regional partners toward creation of a regional strategy **(2021-23)**
- Maintain relationships with the development and real estate community in the CMA **(2021-23)**



Best Practice: Community Profile for Investment Readiness



Tourism

The Lake Huron shoreline has attracted generations of summer residents, and tourism continues to have a major impact on the area. Travelers from all over the world visit Saugeen Shores to take advantage of the beautiful beaches, the fabulous attractions, and the world-renowned sunsets. The local population more than doubles during the summer, benefiting all businesses in the region.

Highlights include the Charity Island Lighthouse, built in 1858 and recently restored; the Bruce County Museum and Archive, recently renovated, which celebrates the people, heritage and culture of Bruce County; Over 40 kms of trails for walking, running or cycling; sandy beaches and warm water; and world famous award winning sunsets every day!

Energy

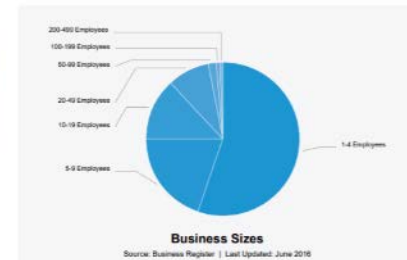
Saugeen Shores has a long-standing relationship with Ontario's energy sector, due to its proximity to the Bruce Nuclear Power Development, now known as Bruce Power. The site forms the core of the municipality's economic base by providing highly skilled jobs with good pay. Bruce Power is the largest employer in the region, with approximately a third of its 4000 employees living in Saugeen Shores.

A multi-billion dollar project to rewire two reactors, as well as plans aimed at the potential construction of new reactors on the nearby three hundred acre site, will mean an influx of workers similar to those experienced during the 1970's and 1980's. During the construction of the nuclear plant, more than nine thousand people were employed at the site. The spin-offs to the local economy were dramatic, and continue to positively influence life in Saugeen Shores.

Small Business

There are two distinctly different urban cores within the municipality of Saugeen Shores. Downtown Southampton has the look of a quaint turn of the century fishing village and features a variety of retail stores and boutiques, restaurants and gift shops. In Port Elgin, the Main Street includes a mix of retail uses in addition to

numerous gift shops, restaurants and grocery stores. Small businesses thrive throughout the community. Saugeen Shores takes pride in fostering a pro-business climate, which is aimed at helping people to realize their dreams.



"The BIAs are engaged and actively playing a role for the Saugeen Shores business community."

Arts, Culture & Heritage

Throughout the year visitors and residents can enjoy the arts, culture and heritage of Saugeen Shores. The premier cultural event in the community is Pumpkinfest, an annual festival that draws more than 80 thousand visitors to the community during the first weekend of October. More than 45 events and attractions, including the giant pumpkin weigh-off, highlight the festival, which provides 'Family Fun Second to None'.

The annual Canadian Big Band celebration has kept the music of the Big Band Era alive in Saugeen Shores for more than a decade, while band shell concerts keep music lovers entertained through the summer. Once a week at the Port Elgin beach grounds you can watch an award-winning sunset while listening your toes to the band of the week. In Southampton watch the swans glide around Fary Lake while enjoying a concert in the late-noon band shell.

That's not all the entertainment by a long shot. Organizations like the Bruce County Playhouse have been rehearsing and are ready to entertain. Stop by the historical Town Hall in Southampton to catch a

performance or check out the Bruce County Museum to pick up some of Bruce County's rich history. The Port Elgin BIA along with the Southampton BIA plan events year round. From winter dining/basting opportunities through to spring celebration, summer festivals to festive holiday lighting, the BIAs are engaged and actively playing a role for the Saugeen Shores business community.

The annual Southampton Craft show draws artists and crafts people from across Ontario. At the nearby Southampton Art School, thousands of students have explored their inner artist since 1957, studying painting, drawing, sculpture, cooking, jazz and drama. The Showcase Artists' annual Studio Tour provides an interesting glimpse into the workspaces of some of the area's pre-eminent artists and craftspersons. Located in Southampton, the Southampton Art School is one of the oldest, most respected summer art schools in Ontario. With an enrollment of over 900 and classes from March to November the school has enriched the lives and enhanced the skills of thousands of students - from young beginners to seasoned professionals.

Housing

With the help of knowledgeable local realtors, you'll find housing in Saugeen Shores. Whether you are seeking a family home or a modern space to rent, residential developments are a rising and providing options in the Town of Saugeen Shores.

The proven growth rate in the municipality speaks to the accessibility of housing and other attractive assets to help call Saugeen Shores home.

In 2018 Saugeen Shores issued 258 new dwelling units - single detached dwellings, townhouse dwellings and apartment style dwelling units. This is an increase of 60 residential units from 2017.



- Example of a Community Profile from a rapidly growing community
- Visuals, data updated annually
- saugeenshores.ca/invest



Quebec International Website

**WE ANSWER
YOUR BUSINESS CHALLENGES
THANKS TO OUR EXPERTS
AND OUR NETWORKS**

WHY ARE YOU VISITING US TODAY?

Step 1

Local customer
I am a Québec entrepreneur or professional

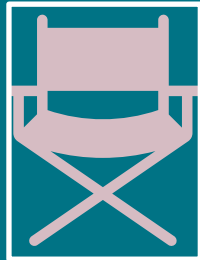
International customer
I am an international entrepreneur or investor

International talent
I am an international student or worker

I'm curious
I'm just curious to know more about your services



Increase Internal Economic Development Capacity



Economic
Development
Officer/Manager

- Strategy and tactics
- Budgetary management
- Investment inquiries and site selection
- Development meetings
- Regional collaboration
- Business outreach – retention, support services
- Customer first service excellence



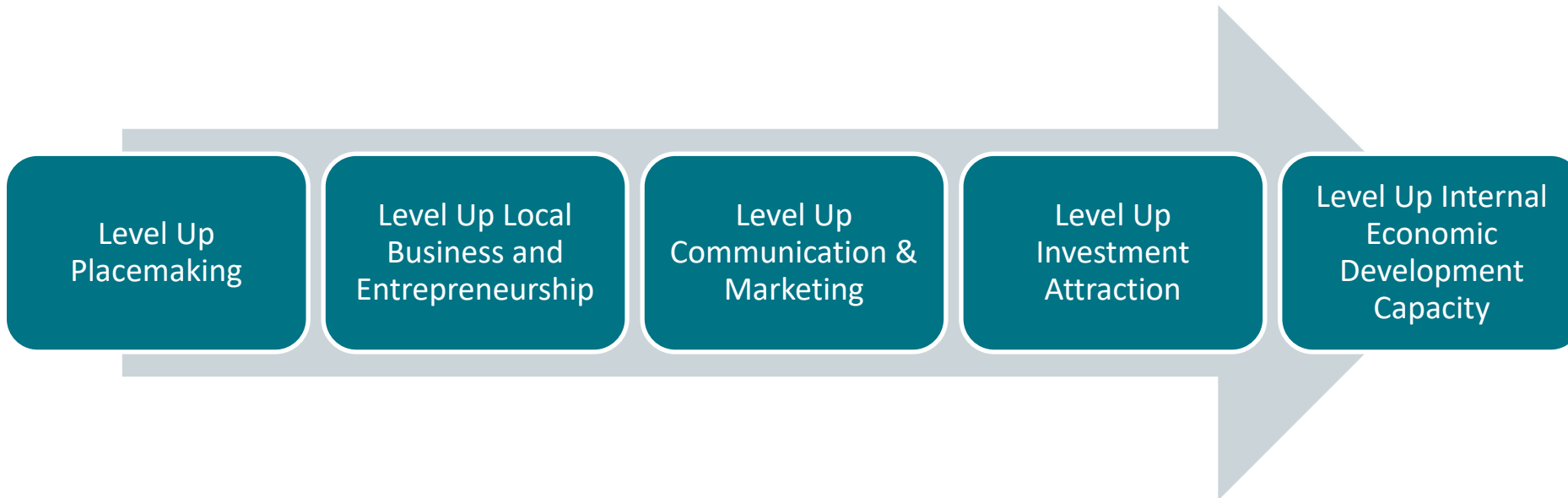
Economic
Development
Coordinator

- Business directory management and database maintenance
- Social media
- Data analysis
- Shop local program
- Municipal awards
- Business outreach and information
- Grant writing
- Updating marketing material and Community Profiles



The Critical Path for Paradise

- The following critical path supports the action plan in order to effectively build on the town's success while considering the new economic environment and implications of COVID-19 recovery.





Critical Path Recommendation

	Ongoing (2021-2023)	2021*	2022*	2023*
Level Up Economic Development Capacity (2021-23)				
Placemaking	<ul style="list-style-type: none"> Update investment brochure regularly with traffic counts, updated data, etc. Commission studies and plans to advance main street and town center 	<ul style="list-style-type: none"> Undergo a full Commercial Gap Analysis Look at unique retail and service options akin to an independent “main street” feel through the Commercial Gap Analysis Implement wayfinding signs 	<ul style="list-style-type: none"> Attract a brewery to Paradise (22-23) Create a façade improvement grant or program (22-23) 	<ul style="list-style-type: none"> Create a façade improvement grant or program
Local Business and Entrepreneurship	<ul style="list-style-type: none"> Support Chamber of Commerce and partner on initiatives Maintain a comprehensive business directory Enhance internal business contact information on hand Continue BRE survey to track progress annually Continue being attentive to businesses (stellar customer service) Continue collaboration with business support organizations 	<ul style="list-style-type: none"> Evaluate graduated business permit fees, Review home-based business tax fees and offer preferential rates (21-22) Creation of how-to guides to assist new businesses (21-22) Create a municipal business award for innovation, creativity (21-22) 	<ul style="list-style-type: none"> Continue ongoing initiatives 	<ul style="list-style-type: none"> Continue ongoing initiatives
Communication & Marketing	<ul style="list-style-type: none"> Share economic development milestones and successes Share Economic Development project information, notices and resources Shop local and new businesses messaging on social media 	<ul style="list-style-type: none"> Continue ongoing initiatives 	<ul style="list-style-type: none"> Create Paradise economic development social media presence Create a social media campaign to profile local businesses 	<ul style="list-style-type: none"> Rebrand or brand enhancement to take full advantage of Paradise’ name
Investment Attraction	<ul style="list-style-type: none"> Continue to develop and implement the Concierge Program Strategic lead generation activities in priority sectors Investment incentives to attract or foster sectors of interest Continue targeted attraction activities and marketing Relationships with regional partners and regional strategy Relationships with the development community in the CMA Continue to work towards Gold Level of Readiness Continue investing in current community data (e.g. demographics, labour force and traffic counts) 	<ul style="list-style-type: none"> Land availability mapping tool Data visualization tool 	<ul style="list-style-type: none"> Invest in marketing collateral/content Investment Readiness Assessment Refresh 	<ul style="list-style-type: none"> Explore the value in ISO certification to track metrics comparable with regional municipalities that have been certified

*The year an initiative starts



Implications on COVID-19 Recovery

- Canada has signed contracts with several companies, guaranteeing access to millions of doses of potential COVID-19 vaccines. With this news comes optimism related to the end of the pandemic.
- This action plan and the critical path empowers the resiliency of the Town in case of further economic turbulence and supports efforts to make Paradise open for business once its safe to do so.
- Relevant action items include but are not limited to:

Creating a municipal business award for innovation and creativity

Creating how-to guides to assist new businesses

Creating a social media campaign to profile local businesses and their successes

Creating a new land and property availability mapping tool

Creating Investment incentives to attract or foster sectors of interest