

**North Perth Economic Development Advisory Committee Meeting
Agenda**

Date: March 5, 2025
Time: 3:30 pm
Location: North Perth Municipal Building
Committee Room

	Pages
1. Call to Order	
2. Land Acknowledgement Statement	
<p>“We acknowledge that we are on the traditional land of the Anishnaabe people. We wish to recognize the long history of Indigenous People of Canada and show our respect to them today. We recognize their stewardship of the land, may we all live with respect on this land and live in peace and friendship.”</p>	
3. Approve Agenda / Additions to the Agenda	
4. Declarations of Pecuniary Interest	
5. Review and Approval of Previous Meeting Minutes	2
6. Correspondence	
6.1 10-2025 Board and Committee Procedure By-law	7
7. Tourism / Destination Animation	
8. Character Square Umbrellas	
9. Succession Planning	
10. North Perth Economic Development Update (Kim Kowch)	52
11. Perth County Economic Development Update (Justin Dias)	56
12. Sector / Citizen Contributions (Chair)	
13. Adjournment	

North Perth Economic Development Advisory Committee Meeting Minutes

Date: January 15, 2025
Time: 3:30 pm
Location: North Perth Municipal Building
Committee Room

Members Present Lee Anne Andriessen
Todd Kasenberg (Remote)
Andrew Coghlin
David Meulenstein
Tanya Terpstra

Staff Present Kim Kowch, North Perth Economic Development Officer
Grace Murakami, North Perth Economic Development
Coordinator (Recording Secretary)
Jessica McLean, Manager of Strategic Initiatives
Matt Cardiff, North Perth Agricultural Specialist
Justin Dias, Perth County Economic Development Officer

1. Call to Order

Chair Andriessen called the meeting to order at 3:30 pm.

2. Land Acknowledgement Statement

“We acknowledge that we are on the traditional land of the Anishnaabe people. We wish to recognize the long history of Indigenous People of Canada and show our respect to them today. We recognize their stewardship of the land, may we all live with respect on this land and live in peace and friendship.”

3. Approve Agenda / Additions to the Agenda

Moved by: Dave Meulensteen **Seconded by:** Andrew Coghlin

THAT: The agenda be approved.

CARRIED.

4. Declarations of Pecuniary Interest

There were none.

5. Review and Approval of Previous Meeting Minutes

Moved by: Todd Kasenberg **Seconded by:** Andrew Coghlin

THAT: The minutes of the November 6th, 2024 North Perth Economic Development Advisory Committee meeting be approved.

CARRIED.

6. Correspondence

6.1 NPAAAC Minutes

The Chair noted that the included NPAAAC minutes were draft.

Moved by: Todd Kasenberg **Seconded by:** Andrew Coghlin

THAT: The minutes of the November 14th, 2024 NPAAAC meeting be accepted for information.

CARRIED.

7. 2025 Budget and Business Plan

The Committee reviewed the Strategic Initiatives 2025 Budget and Business Plan included in the agenda package and approved by Council on January 6th, 2025. Discussion included public transit needs assessment, potential RED Grant eligibility, and the public art project.

Moved by: Lee Anne Andriessen **Second by:** Andrew Coghlin

THAT: The Strategic Initiatives 2025 Budget and Business Plan be received for information.

CARRIED.

8. Tourism / Destination Animation

Staff discussed the developing Public Art implementation plan, which will be based on the motion from the previous meeting. The implementation plan will include review processes, potential locations, themes, partnerships, and other considerations. A draft plan is expected for review at the March 2025 meeting.

Moved: Dave Meulenstein **Seconded:** Todd Kasenberg

THAT: The Tourism / Destination Animation update be accepted.

CARRIED.

9. North Perth Economic Development Update (Kim Kowch)

Tanya Terpstra joined the meeting at 3:46pm

The North Perth Economic Development Officer (EDO) provided updates on key 2025 initiatives, including the installation of new benches in the North Perth downtowns and the reopening of the Façade Improvement Program (FIP) for applications on February 3rd. The EDO highlighted the success of the Driftscape App in late 2024 and advancements in the Workforce Attraction and Employment Branding (WAEB) portal, such as employer mentorship sessions and planned student outreach.

Updates included Set7's ongoing Conversation Circles and upcoming ESL classes, as well as Housing Action Plan Community Plan updates. It was shared that the façade design for the 104 Wallace building is set for installation summer 2025, and renovations to the Business Innovation Centre are planned for 2026. The Summer Company Program for young entrepreneurs is open for applications until May 15, 2025.

Moved by: Andrew Coghlin **Seconded by:** Dave Meulenstein

THAT: The North Perth Economic Development Update be received for information.

CARRIED.

10. Perth County Economic Development Update (Justin Dias)

The Perth County Economic Development Officer (EDO) provided an update on 2025 programming and tourism initiatives, such as Business Tours & New Business Profiles (*Planted in Perth County*), businesses of all sizes are invited to participate.

The EDO also highlighted the Shareworthy Moments program, the expansion of the program for 2025 offers local tourism businesses and destinations the opportunity to implement 'shareable moments' installations at their locations. Applications for this program were received in November, with local high school students participating in the construction of stands in Spring 2025.

The Rural Route service of PC Connect will end service on March 31, 2025, but other routes will remain unaffected.

Moved by: Tanya Terpstra **Seconded by:** Todd Kasenberg

THAT: The Perth County Economic Development Update be received for information.

CARRIED.

11. Sector / Citizen Contributions (Chair)

The Chair opened the discussion for member feedback on current challenges and opportunities facing North Perth businesses, in relation to commercial space availability and workforce concerns. It was noted that several businesses are undergoing renovations or relocating so that most open spaces are filled. Limited availability of commercial space to own vs lease was discussed. The impact of inflation, carbon taxes, and labor shortages on industries such as construction and agriculture were also noted, with some sectors showing optimism for 2025.

Members discussed the significance of succession planning for local businesses with awareness session/webinars and surveys being introduced. Further discussion regarding actions to support is planned for the next meeting agenda. Collaboration with local organizations such as Set7 and Listowel BIA were raised. Discussion regarding the importance of enhanced productivity and technology investment for long-term competitiveness followed.

12. Adjournment

Moved by: Dave Meulensteen **Seconded By:** Andrew Coghlin

THAT: The NPEDAC Meeting be adjourned at 4:43pm.

CARRIED.

CHAIR

SECRETARY



BOARD & COMMITTEE REPORT

From: Sarah Carter
Date: Thursday, February-27-25
Subject: Board and Committee Procedure By-law

Background:

As part of their workplan, the Governance Review Committee, with support from staff, reviewed the previous Board and Committee Procedure By-law with the goal of creating a new by-law to improve transparency, accurately reflect current operating procedures, and ensure consistent meeting management for all boards and committees.

On February 10th, 2025, the Council of the Municipality of North Perth adopted a new [Board and Committee Procedural By-law, 10-2025](#).

Comments:

The following is a summary of key changes that have been included in the new by-law.

By-law Section	Revision	Rationale
Entire Document	<ul style="list-style-type: none"> Updated language and headings to be consistent with Council Procedure By-law 106-2023, where possible. 	
2	<ul style="list-style-type: none"> Definitions updated to be consistent with updates throughout the By-law Ad Hoc Working Group definition added. 	<ul style="list-style-type: none"> Add a section for sub-committees that form to work on a special project for the committee but are not appointed by Council.
5.	<ul style="list-style-type: none"> Section title updated to <i>Term of Appointment</i>. 	<ul style="list-style-type: none"> Section title should accurately reflect the content of the section.
5.2	<ul style="list-style-type: none"> Section 5.2 was added to indicate that if a member misses 3 consecutive meetings without authorization by the 	<ul style="list-style-type: none"> Currently do not have an attendance requirement for members.

	Board/Committee, they will be removed from the Board/Committee	
6.2	<ul style="list-style-type: none"> • First meeting agenda updated to include introductions and policy training/education prior to the election of a Chair and Vice Chair. 	<ul style="list-style-type: none"> • First meeting agenda should include more of an opportunity for training, onboarding and introductions of members to one another. • Election process can often be difficult at the start of the first meeting because nobody has any information about other or the requirements of being the Chair.
7.2	<ul style="list-style-type: none"> • b) was added to allow for a meeting to be cancelled when the Chair and/or Recording Secretary are aware in advance of the meeting that quorum will not be met. 	<ul style="list-style-type: none"> • Current by-law does not provide an option to cancel the meeting when it is known in advance that quorum will not be met.
14.	<ul style="list-style-type: none"> • 14 b) added to include roundtable discussion on all advisory committee agendas 	<ul style="list-style-type: none"> • Add an opportunity for roundtable discussion at Advisory Committee meetings to allow for input from the volunteer members of the committee.
16. a)	<ul style="list-style-type: none"> • Updated to indicate that delegation requests must be submitted no later than 4:30 p.m. two days before the agenda is posted. 	<ul style="list-style-type: none"> • Meeting dates are not always held on the same day of the week, Tuesday before meeting isn't always adequate time.
18.	<ul style="list-style-type: none"> • 18 a) added that a resolution is required for the meeting to continue longer than 2 hours. 	<ul style="list-style-type: none"> • Meetings should have a time limit out of respect for volunteer time
Schedule "A" – Terms of Reference	<ul style="list-style-type: none"> • Each of Terms of Reference updated for consistency. • Dissolved Committees were moved, recently established Committees were added. 	

	<ul style="list-style-type: none">• Frequency, time and location updated to more generic language.• Specific staff position titles removed.	
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All Board/Committee members are required to review the by-law and complete the [Board & Committee Member By-law & Policy Acknowledgement](#).

Any questions or concerns regarding By-law 10-2025 can be forwarded to Sarah Carter, Deputy Clerk/Committee Coordinator at scarter@northperth.ca.

THE MUNICIPALITY OF NORTH PERTH

BY-LAW NO. 10-2025

BEING A BY-LAW TO GOVERN THE CALLING, PLACE AND PROCEEDINGS OF BOARDS AND COMMITTEES OF THE MUNICIPALITY OF NORTH PERTH

WHEREAS Subsection 238 (2) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, (the "*Municipal Act, 2001*") requires every municipality to pass a procedure by-law for governing the calling, place and proceedings of meetings;

AND WHEREAS the Council of the Municipality of North Perth deems it advisable to enact a by-law to govern the proceedings of boards and committees, the conduct of board and committee members and the calling of meetings, and to provide for procedures and statutory requirements in accordance with the *Municipal Act, 2001*, and to repeal all previous by-laws related thereto;

NOW THEREFORE the Council of the Municipality of North Perth enacts as follows:

1. SHORT TITLE

This by-law shall be cited as the "Boards and Committees Procedure By-law".

2. DEFINITIONS

In this by-law,

"Ad Hoc Committee" means a special purpose committee of limited duration, appointed by Council to consider a specific matter and which is dissolved automatically upon submitting its final report to Council, unless otherwise directed by Council.

"Ad Hoc Working Group" means a group of committee members, appointed by the committee, to consider a specific matter, and which is dissolved automatically upon submitting its final report to the Committee, unless otherwise directed by the Committee.

"Adjourn" means to end the meeting. This motion requires a seconder, is not debatable, is not amendable, requires a majority vote for adoption and cannot be reconsidered.

"Advisory Committee" means a committee established by Council that provides advice and recommendation to Council as requested on areas within their mandate with no authority for decision making or independent actions.

"Agenda" means a package of documents, assembled to support the conduct of a meeting, which includes a listing of items to be considered during a meeting as outlined in Section 14 of this by-law, and relevant and available reports and similar documentation to support an understanding of the business items to be conducted. These may be delivered in digital, paper and/or other formats deemed relevant to support distribution and accessibility.

"Board" means those boards established by legislation and members are appointed by Council. They have authority to address their responsibilities as determined under the relevant legislation.

"Chair" means the person presiding at a meeting who was elected by the members at the first meeting of the term of appointment.

“Clerk” means the Clerk or designate of the Municipality of North Perth, appointed by by-law.

“Closed Session” means a meeting, or portion thereof, closed to the public in accordance with Section 239 of the *Municipal Act, 2001* and Section 6.4 of this by-law.

“Committee” means statutory, ad hoc, advisory or joint committees which may be appointed by Council from time to time.

“Correspondence” includes, but is not limited to, the following: letter, memorandum, report, notice, electronic mail, facsimile, petition, etc., that may require an action or decision of a board or committee.

“Council” means the Council of the Municipality of North Perth.

“Councillor” means a person elected or appointed as a member of Council.

“Defer” means to postpone all discussion on the matter until later in the same meeting or to a future date which is established as part of the motion.

“Delegation” means a person or group of persons who address a board or committee on behalf of an individual or a group for the purpose of making a presentation.

“Ex-Officio” means the Head of Council who is a member of every board and committee, will not be considered part of the quorum but is able to participate fully in any meeting established by Council, without restriction, including voting.

“Frivolous” means a request that has no serious purpose or value or may have little merit, be trivial or be part of a pattern of conduct that amounts to an abuse of the right of access, interferes with the operations of the institution or is made in bad faith.

“Majority” means more than 50% of voting members of a board or committee.

“Majority Vote” means more than half of the votes cast by members entitled to vote.

“Meeting” means any regular, special or other meeting of a board or committee where,

- a) a quorum of members is present; and
- b) members discuss or otherwise deal with any matter in a way that materially advances the business or decision making of a board or committee

“Member” means a member of a North Perth board or committee.

“Minutes” means a record of the proceedings of a board or committee meeting that includes the place, date, time, name of Chair, list of members in attendance, and evidence of quorum. Minutes will record the actions taken and decisions made by members at the meeting.

“Municipality” means the Municipality of North Perth.

“Pecuniary Interest” means a direct or indirect financial interest of a member and a financial interest deemed to be that of a member, in accordance with Sections 2 and 3 of the *Municipal Conflict of Interest Act*, R.S.O. 1990, c. M.50.

“Quorum” means a majority of the members of a board or committee, or as otherwise legislated.

“Recess” means a short break taken during a meeting and is of a duration established by the Chair.

“Recorded Vote” means the recording of the name and vote of every member who is present when the vote is called on any matter of question.

“Recording Secretary” means the person appointed by the Clerk who performs the duties of the Clerk at board or committee meetings.

“Reports” means documents prepared by municipal employees, consultants, solicitors or other individuals, for the purpose of providing advice, alternatives and/or recommendations on various matters.

“Resolution” means a formal state of opinion or intention adopted by a board or committee in accordance with these rules.

“Rules and Regulations” means the applicable regulations contained in this by-law.

“Statutory Committee” means a committee that is permitted or required by Provincial legislation and performs functions as specified in the relevant legislation.

3. GENERAL RULES

- a) The rules and regulations contained in this by-law shall be observed in all proceedings of boards and committees and shall be the rules and regulations for the order and dispatch of business.
- b) Rules and regulations defined in Provincial and Federal Legislation shall take precedence.
- c) In any case for which provision is not made in these rules and regulations, the procedure to be followed shall be as near as may be followed in the most current official edition of Roberts Rules of Order.
- d) Any expenditure of municipal funds is to be approved by Council in accordance with the North Perth Municipal Procurement By-law and the current budget, unless otherwise legislated.
- e) Any board or committee may submit a delegation request form to the Municipal Clerk, requesting to attend a Council meeting to advise on a specific topic. Direction to request a delegation to Council must be given through a resolution of the board or committee.

4. TERMS OF REFERENCE

4.1 Terms of reference for boards and committees appointed by the Council of the Municipality of North Perth are included as Schedule “A” to this by-law.

4.2 The terms of reference shall establish (at least) the following:

- a) The authority of the board or committee
- b) Mandate/goals of the board or committee
- c) Board or committee composition
- d) Support Staff
- e) Meeting requirements
- f) Roles and responsibilities

5. TERM OF APPOINTMENT

- 5.1 The term of appointment shall be four years to coincide with the Council term. Members hold office until their successors are appointed. Where a member ceases to be a member before the expiration of their term, Council will appoint another eligible person for the remainder of the term.
- 5.2 The office of a member may become vacant if the member is absent for three (3) consecutive meetings without authorization by resolution of the committee. Follow up action may be taken in accordance with the Municipality of North Perth *Board/Committee Appointment Policy*.
- 5.3 All members shall attend at least 60% of regularly scheduled meetings of the board or committee to which they are appointed, in a calendar year. Follow up action may be taken in accordance with the Municipality of North Perth *Board/Committee Appointment Policy*.

6. MEETINGS

6.1 Date, Time and Location of Meetings

Meeting dates and times will be set through a resolution of the board or committee prior to the first meeting of the year. Additional meetings can be scheduled as necessary at the call of the Chair. All meetings will be held at a North Perth Municipal Facility.

6.2 First Meeting – Commencement of Term

- a) The first meeting of the term shall occur on a date following the Inaugural meeting of Council, after board and committee appointments have been made.
- b) The Clerk, their Designate, or the Recording Secretary shall chair the first meeting of the commencement of the term, until a Chair has been elected. The order of business for the first meeting shall be as follows:
- i. CALL TO ORDER
 - ii. LAND ACKNOWLEDGEMENT STATEMENT
 - iii. APPROVAL OF AGENDA
 - iv. INTRODUCTION OF MEMBERS AND STAFF
 - v. POLICY TRAINING AND EDUCATION
 - vi. ELECTION OF CHAIR AND VICE CHAIR
 - vii. SET MEETING DATES FOR THE YEAR
 - viii. ADJOURNMENT
- c) The following election process shall be followed at the first meeting, and any subsequent meeting that requires the election of a member to a specific position on the board or committee:
- i. Declare the positions of Chair and Vice Chair vacant.
 - ii. Call for nominations for the position of Chair.
 - iii. If only one nomination is received, declare that member as Chair for the term.
 - iv. If more than one nomination is received, the election shall be completed by show of hands in the open

meeting, each member, including nominees, shall have one vote. Once a nominee has received the majority of votes, no additional votes will be required.

- v. In the case of an equity of votes for the position, the successful nominee shall be determined by the Recording Secretary placing the names of the nominees on equal size pieces of paper in a box. One piece of paper will be selected by a member of the committee or staff, selected by the Recording Secretary. The name on the selected piece of paper will be read by the Recording Secretary and shall be declared as the Chair for term.
- vi. Repeat the above process for the position of Vice Chair.

6.3 Regular Meetings

- a) A board or committee may, by resolution, alter the date and/or time of a regular meeting provided that adequate notice of such change has been posted and/or published.
- b) No meeting of a board or committee is a properly constituted meeting unless the Recording Secretary or designate is present.

6.4 Closed Session

- a) Subsections 239 (1) and (2) of the *Municipal Act, 2001* requires that all meetings shall be open to the public, with the exception that a meeting or part of a meeting may be closed to the public if the subject matter being considered is,
 - i. the security of the property of the municipality or local board;
 - ii. personal matters about an identifiable individual, including municipal or local board employees;
 - iii. a proposed or pending acquisition or disposition of land by the Municipality or local board;
 - iv. labour relations or employee negotiations;
 - v. litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
 - vi. advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
 - vii. a matter in respect of which a council, board, committee or other body may hold a closed meeting under another act;
 - viii. information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;
 - ix. a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if

disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

- x. a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or
 - xi. a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.
- b) In addition to Section 6.4 (a), a meeting or part of a meeting shall be closed to the public if the subject matter being considered is,
- i. a request under the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56 if the Council, board, commission or other body is the head of an institution for the purposes of that Act; or
 - ii. an ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the *Ombudsman Act*, an Ombudsman referred to in subsection 223.13 (1) of the *Municipal Act, 2001*, or the investigator referred to in subsection 239.2 (1).
- c) A meeting of the board or committee may be closed to the public if the following conditions are both satisfied:
- i. The meeting is held for the purpose of educating or training the members; and
 - ii. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the board or committee.
- d) The published agenda for a meeting shall indicate the fact that a closed session is required. The agenda will provide as much detail as possible regarding the general nature of the matter to be considered during the closed session.
- e) Before holding a meeting or part of a meeting that is to be closed to the public, the board or committee shall state by resolution:
- i. The fact of the holding of the closed session and the general nature of the matter to be considered during the closed session; or
 - ii. In the case of a meeting under Section 6.4 (c), the fact of the holding of the closed session, the general nature of its subject matter and that it is to be closed under that section.
- f) A meeting shall not be closed to the public during the taking of a vote except when the meeting is for a purpose as outlined in Section 6.4 (a) or (b) and the vote is for a procedural matter or

for giving directions or instructions to officers, employees or agents of the municipality or persons retained by or under contact with the municipality. Votes taken during a closed session shall be by a show of hands unless a recorded vote is requested by a member, in which case the Recording Secretary shall conduct the recorded vote.

- g) The Chair shall report out in an open meeting immediately following the closed session and summarize the actions taken during the closed session. Matters discussed in a closed session which require a decision will be brought forward to an open meeting of the board or committee.
- h) When a closed session is necessary, the minutes of the closed session shall be prepared and approved at the next scheduled closed session.
- i) The Recording Secretary shall be responsible for maintaining a confidential copy of all original documentation distributed relating to closed sessions and for keeping confidential minutes of all closed sessions.
- j) Subject to the provisions of this section, boards and committees may hear delegations in closed session.
- k) It shall be the responsibility of members and staff to respect the confidentiality of all matters disclosed to them and materials provided to them during closed sessions that are required to be kept confidential.
- l) The electronic recording of the proceedings of a closed session is strictly prohibited. Any person who is required to leave the meeting room during the proceedings of a closed session must take all personal belongings with them.
- m) If Council, a board or committee receives a report from a closed meeting investigator, and if the report determined that a meeting was held contrary to Section 6.4 of this by-law, Council, the board or committee shall pass a resolution stating how it intends to address the report.

7. NOTICE OF MEETINGS

- a) Lack of receipt of the notice by any member shall not affect the validity of holding the meeting nor any action taken at the meeting.
- b) The notice requirements set out in this by-law are minimum requirements only, and the Recording Secretary may give notice in an extended manner if in the opinion of the Recording Secretary the extended manner is reasonable and necessary in the circumstances.

7.1 Notice for Regular Board/Committee Meetings

- a) Prior to the first meeting in each calendar year, boards and committees shall establish a schedule of all meeting dates for said calendar year. The schedule shall include the date, time and location of the meetings and shall be posted on the municipal website at the beginning of each year. The meeting schedule is subject to change as necessary.
- b) Notwithstanding the above, the published agenda shall be considered as adequate notice of meetings of boards and

committees. The agenda shall include the date, time and place of the meeting.

- c) The Recording Secretary shall ensure that a copy of the agenda for each board and committee meeting is posted for public viewing on the municipal website no later than 4:30 p.m. on the Friday preceding the scheduled meeting.

7.2 Cancelling of Meetings

- a) The Chair may, with appropriate notice cancel any meeting of a board or committee if, in consultation with the Recording Secretary, it has been determined that there are insufficient agenda items for the meeting, or if it appears that inclement weather or an emergency situation will prevent the members from attending.
- b) Any meeting of a board or committee may be cancelled if the Recording Secretary and/or Chair have been advised by the members that quorum will not be met.
- c) Meetings may be cancelled or adjourned taking any of the following into consideration:
 - i. Winter road closures or winter travel advisories have been issued;
 - ii. County or lower tier Public Works crews have stopped plowing roads for a specified period of time;
 - iii. Public Works crews have advised administration of hazardous road conditions;
 - iv. Radio public service announcements are advising of cancellations in the area;
 - v. School bus cancellations;
 - vi. Weather warnings by Environment Canada;
 - vii. Ministry of Transportation road condition advisory; or
 - viii. Members of the board, committee or staff report hazardous travelling conditions.

7.3 Notice of Cancelled Meeting

- a) Where a meeting has been cancelled for any reason, notice of the cancelled meeting shall be in the same form as notice for the meeting was made.
- b) Every effort will be made to notify all members of the board or committee and members of the public who have identified that they plan to attend.
- c) The Recording Secretary shall provide notice of cancellation to members, staff, and all other interested parties as soon as possible in advance of the meeting and in a manner deemed appropriate (e.g. via email, website and posting signs at the meeting site).

7.4 Postponement of Meetings

- a) Any Regular meetings may be postponed to a day named in:
 - (a) A notice by the Chair given through the Clerk's Office and twenty-four (24) hours in advance of the Regular meeting; or

- (b) A resolution of the board or committee passed by the majority of the members.
- b) Where a meeting has been postponed for any reason, notice of the postponed meeting shall be in the same form as notice for the meeting was made.
- c) Every effort will be made to notify all members of the board or committee and members of the public who have identified that they plan to attend.
- d) The Recording Secretary shall provide notice of postponement to members, staff, all other interested parties as soon as possible in advance of the meeting.

8. CALLING OF MEETINGS TO ORDER AND QUORUM

- a) The Chair shall call the members to order as soon after the scheduled meeting start time as quorum is present.
- b) A majority of all members, unless otherwise legislated, shall constitute a quorum and be necessary for the transaction of business.
- c) If a quorum is not present one-half (½) hour after the scheduled start time of the meeting, the Recording Secretary shall indicate that no quorum is present and record the names of those members in attendance and they shall adjourn to the appointed time for the next scheduled meeting.
- d) Where it is known by the Recording Secretary and/or Chair that quorum will not be achieved within one-half (½) hour after the scheduled start time of the meeting, the Chair shall have the discretion to adjourn the meeting at an earlier time.
- e) Where the number of members who are unable to participate in a meeting by reason of the provisions of the *Municipal Conflict of Interest Act, 1990*, such that, at that meeting the remaining members are insufficient to constitute a quorum, the remaining members shall be deemed to constitute a quorum, provided such number is not less than two (2).
- f) If, during the course of a meeting, quorum is lost, the Chair shall declare that the meeting shall stand recessed temporarily or be adjourned until the date of the next regular meeting or other meeting called in accordance with the provisions of this by-law.
- g) If members are not going to be in attendance or are going to be late for a meeting, they shall contact the Recording Secretary in advance of the meeting.
- h) If the Head of Council attends a board or committee meeting as an "Ex Officio" participant, their attendance will not be considered part of quorum.

9. ROLE OF MEMBERS

- a) It is the role of board and committee members:
 - i. to familiarize themselves with the mandate and/or terms of reference for the board or committee;

- ii. to represent the public and to consider the well-being and interests of the Municipality;
 - iii. to ensure the accountability and transparency of the operations of the board or committee;
 - iv. to understand the board or committee's relationship to Council; and
 - v. to operate under this Procedural By-law.
- b) Members shall come prepared to every meeting by having read all the material supplied, including agendas and staff reports, to facilitate discussion and the determination of action at the meeting.
- c) Members shall make technical inquiries of staff regarding materials supplied in advance of the meeting.
- d) No member shall have the authority to direct or interfere with the performance of any work for the municipality.
- e) While in a board or committee meeting of any sort, members shall abide by the following rules:
- i. Members shall only speak when recognized by the Chair;
 - ii. Members shall only speak respectfully of His Majesty the King or any member of the Royal Family, Governor General, Lieutenant Governor or any member of the Senate, the House of Commons of Canada or the Legislative Assembly of Ontario;
 - iii. Members shall not use indecent, offensive or insulting language in or against any member, staff, public or any other person. Further, no member will publish any derogatory or demeaning comment or opinion of a board or committee member, staff or member of the public;
 - iv. Members shall only speak to the question in debate;
 - v. Members shall not debate any prior determination of the board or committee except to conclude such remarks with a motion to rescind or reconsider such determination;
 - vi. Members shall not interrupt or disturb any member who has the floor except to raise a point of order;
 - vii. Members shall not disturb a meeting by disorderly conduct or comments;
 - viii. Members shall not leave their seat or make noise or cause a disturbance while a vote is being taken or until the result is declared;
 - ix. Members shall not leave the meeting that they do not intend to return to without first advising the Chair;
 - x. Members shall abide by the rules of the board or committee, obey the decisions of board or committee on questions of order or upon the interpretations of the rules of order by board or committee;
 - xi. In the event that a member persists in a breach of the rules of this by-law, after having been called to order by the Chair, the Chair

shall put the question, "Shall the member be ordered to leave their seat for the duration of the meeting?" the board or committee shall vote on the question and the question is not debatable;

- xii. If the board or committee decides the question set out in subsection xi. in the affirmative by a majority vote of the members, the Chair shall order the member to leave their seat for the duration of the meeting;
- xiii. If the member apologizes, the Chair, with the approval of the board or committee, may permit the member to resume their seat;
- xiv. If a member does not leave their seat after being ordered to do so by the Chair, and if the member does not apologize, then the Chair shall seek appropriate assistance from staff;
- xv. Members must occupy their chairs while a vote is being taken and the results are being declared;
- xvi. Members may require the question or motion under discussion to be read at any time during the debate, but not so as to interrupt a member while speaking;
- xvii. Every member present shall vote when a question is put on the floor unless a Pecuniary Interest has been declared;

10. ROLE OF THE CHAIR

- a) The Chair shall carry out the following responsibilities:
 - i. to operate in accordance with this procedural by-law;
 - ii. to preside over board or committee meetings so that business can be carried out efficiently and effectively;
 - iii. to ensure active participation by all members;
 - iv. to maintain decorum and ensure fairness and accountability; and
 - v. to provide leadership to the board or committee.

11. ABSENCE OF THE CHAIR

- a) In the event that the Chair is absent, has a conflict under the *Municipal Conflict of Interest Act, 1990*, refuses to act, or the position becomes vacant, the Vice Chair shall act in the place of the Chair, and while so acting, the Vice Chair may exercise all the rights, powers and authority of the Chair.
- b) In the absence of both the Chair and the Vice Chair, and if a quorum is present, the board or committee shall elect an Acting Chair from amongst its members present. While presiding, the member appointed by the board or committee shall have all the powers of the Chair for the purpose of conducting the meeting only.

12. CONDUCT OF PROCEEDINGS – BOARDS AND COMMITTEE MEETINGS

- a) The Chair shall call the meeting or order as soon after the scheduled start time as quorum is present.
- b) The Chair shall announce the business before the board or committee in the order to which it is to be acted upon.
- c) The Chair shall preserve order and decorum and decide questions of order subject to an appeal to the board or committee and this decision

may be overruled by a majority vote thereof.

- d) The Chair shall put to vote all questions which are moved and seconded and shall announce the result.
- e) The Chair shall authenticate by signature when necessary, minutes and documents authorized by the board or committee. In the absence of the Chair, the Chair presiding over the meeting shall the minutes and documents authorized by the board or committee.
- f) The Chair shall represent and support the board or committee declaring its will and obeying all decisions.
- g) The Chair shall ensure that the decisions of the board or committee are in conformity with the laws and by-laws governing the activities of the municipality.
- h) The Chair shall adjourn the meeting when business is concluded.
- i) The Chair shall adjourn the meeting without question in the case of grave disorder arising in the meeting space.
- j) The Chair shall ensure that the members of the public who constitute the audience in the meeting room:
 - i. maintain order and quiet;
 - ii. address the board or committee only with the permission of the Chair;
 - iii. do not interrupt any speech or action of the members or any other person addressing the board or committee;
 - iv. cease and desist any behaviour which disrupts the order and decorum of the meeting, the Chair shall order the individual or group to vacate the meeting room where such behaviour persists;
 - v. turn off or set to silent mode, all electronic devices; and
 - vi. use recording, broadcasting or streaming devices respectfully, and should the Chair direct it, move or cease to use said devices. In the event the individual is noncompliant, the Chair shall request the individual leave the room.

13. DECLARATIONS OF PECUNIARY INTEREST

- a) Pursuant to the *Municipal Conflict of Interest Act, 1990*, where a member has a pecuniary interest in any matter, including that of a spouse, child or parent, and is present at a meeting at which the matter is the subject of consideration, the member:
 - i. shall, prior to any consideration of the matter at the meeting, verbally disclose the interest and the general nature thereof;
 - ii. shall, prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof in writing using the prescribed online form and submit it to the Recording Secretary;
 - iii. shall not, at any time, take part in the discussion, or vote on any question in respect of the matter;
 - iv. shall not, at any time, attempt, either on their own behalf or while acting for, by or through any other person, in any way whether before, during or after the meeting to influence the voting on any such question;
 - v. shall immediately leave the room in which the meeting is being held for all or part of the meeting during which the matter is under consideration and remain absent from it where the matter is under consideration during closed session; and

- vi. in the case of electronic participation, shall disconnect audio and visual settings for all or part of the meeting during which the matter is under consideration and remain disconnected where the matter is under consideration during closed session.
- b) Where the interest of a member has not been disclosed by reason of the member's absence from a meeting wherein the matter was discussed, the member shall disclose the interest at the next meeting attended by the member.
- c) In advance of the first meeting of the term, the Record Secretary shall provide every member with the Declaration of Pecuniary Interest form. This form shall be completed for every declaration made by a member throughout the term.
- d) The Recording Secretary shall establish and maintain a registry to keep each statement filed before, at, or following a meeting. The Conflict of Interest registry will be available to the public for viewing on the municipal website.

14. AGENDAS

- a) The Recording Secretary shall prepare the agenda for all meetings consisting of the following "Order of Business":
 - 1. Call to Order
 - 2. Land Acknowledgement Statement
 - 3. Disclosure of Pecuniary Interest and General Nature Thereof
 - 4. Confirmation of the Agenda
 - 5. Delegations
 - 6. Approval of Previous Meeting Minutes
 - 7. Business Arising from Previous Meeting Minutes
 - 8. New Business
 - 9. Correspondence
 - 10. Round Table Discussion (if applicable)
 - 11. Announcements
 - 12. Closed Session
 - 13. Reporting Out
 - 14. Adjournment
- b) Advisory Committee agendas shall include a section for roundtable discussion.
- c) The Recording Secretary may add or remove sections as required in consultation with the Chair.
- d) The Recording Secretary, in consultation with the Chair, may change the order of business when preparing the agenda as deemed necessary.
- e) The agenda shall be available to members by 4:30 p.m. on the Friday preceding the meeting to which it pertains.
- f) The Recording Secretary shall ensure that the agenda for each meeting is posted for public viewing on the municipal website no later than 4:30 p.m. on the Friday preceding the scheduled meeting.
- g) The business of the board or committee shall be taken in the order in which it stands upon the agenda, unless otherwise decided by the majority of the board or committee.

15. MINUTES

- a) Minutes of a board or committee, whether it is closed to the public or not, shall record:
 - i. the date, time and place of the meeting;
 - ii. the record of attendance of the members;
 - iii. the correction and adoption of the minutes of prior meeting(s);
 - iv. all resolutions and decisions.
- b) After the minutes have been adopted they will be signed by the Chair and by the Recording Secretary.
- c) The Recording Secretary shall ensure that the minutes of the preceding meeting are circulated along with the agenda.
- d) The onus shall be upon members attending after commencement of the meeting to inform the Recording Secretary of their arrival in order that same may be recorded in the minutes.
- e) Unless a reading of the minutes of a meeting is requested by a member, such minutes shall be approved without reading if the Recording Secretary previously provided each member with a copy thereof and has previously posted the same.
- f) The Recording Secretary shall provide approved minutes to the Clerk to be placed on the next available Council meeting consent agenda for information only.
- g) The minutes of all board and committee meetings, with the exception of closed session meetings, shall be posted on the municipal website for public inspection as soon as practicably possible.

16. DELEGATIONS

- a) Any delegation wishing to appear before a board or committee on business related to the board or committee's mandate, shall make a formal request to the Recording Secretary in writing by utilizing the required Board and Committee Delegation Request Form. The request shall be submitted no later than 4:30 p.m. two business days prior to the agenda being posted. At the discretion of the Recording Secretary and depending on the volume of agenda items, the delegation may be scheduled to be heard on an alternate meeting date.
- b) Notwithstanding Section 16 a), any person wishing to make a delegation related to a matter on the agenda shall submit a Board and Committee Delegation Request Form no later than 12:00 noon on the business day prior to the meeting.
- c) After a delegation has been heard at a meeting and it is felt that a further meeting on the same topic is warranted, the board or committee may so recommend and shall determine the date and time of such further delegation.
- d) The Chair has the discretion to limit delegations on repetitive topics, or topics that are deemed to be frivolous.
- e) Each person addressing the board or committee shall give their name and address for the record and, unless further time is granted by the board or committee, shall limit their address to ten (10) minutes, including questions of board or committee to the delegation. All remarks shall be addressed to the board or committee as a body and not to any

individual member thereof. No questions shall be asked to the delegation or board or committee members, except through the Chair.

- f) A delegation requesting to speak for more than ten (10) minutes will only be permitted by a majority vote.
- g) Delegations must abide by the rules of procedure and public conduct at meetings. They will accept any decisions of the Chair and not enter into cross debate with members, other delegations, or staff.
- h) Where the Recording Secretary, Chair or the Clerk determines that a person requesting to delegate is likely to engage in unreasonable or offensive conduct, make unreasonable or offensive statements or demands, repeatedly speak on a subject matter that is not within the board or committee's jurisdiction, or otherwise misuse the privilege of addressing the board or committee, the person will not be permitted to appear as a delegation at the meeting.
- i) At the discretion of the Chair, Recording Secretary or Clerk, speaking notes may be requested in advance of the meeting prior to confirming registration as a delegation. Upon review of that material by the Chair, Recording Secretary and Clerk, if at least two parties deem the subject matter not applicable to the business of the board or committee, the delegation will not be registered to speak at the meeting.
- j) If a request to delegate has been denied in accordance with section 15 i), the Recording Secretary or Clerk will:
 - i. Notify the requester that they will not be permitted to appear as a delegate and provide reasons for the decision; and
 - ii. Inform the members of the decision to deny the request.

17. CORRESPONDENCE/PETITIONS

- a) Interested parties, or authorized representatives, may address a board or committee by written communication in regard to any matter over which the board or committee has control at any time by direct mail or by addressing the Recording Secretary and such written communication will be distributed to the members.
- b) Any communication or correspondence that is to be presented to the board or committee and included on a meeting agenda shall be legibly written, typed or printed and shall not contain any obscene or defamatory language and shall include the full name and contact information by the sender and be filed with the Recording Secretary no later than 4:30 p.m. two business days prior to the agenda being posted.
- c) The Recording Secretary may, upon receipt, refer any communication or petition to a department head without the prior consideration of the board or committee.

18. ADJOURNMENT

- a) Boards and committees shall adjourn if still in session after a duration of two hours, unless otherwise determined by a resolution of the board or committee passed by the majority of the members.

19. RESOLUTIONS/MOTIONS

- a) A motion must be formally seconded before the question can be put on a motion and recorded in the minutes.
- b) When a motion is presented to the board or committee in writing, it shall be read, or, if it is an oral motion, stated by the Chair.
- c) After a motion is read or stated by the Chair, it shall be deemed to be in possession of the board or committee but may, with the permission of the board or committee, be withdrawn at any time before decision or amendment.
- d) After a motion is finally put, no member shall speak to the motion, nor shall any other motion be made until after the vote is taken and the result declared.
- e) Every member shall have one vote.
- f) Every member present at a meeting, including via electronic participation in accordance with Section 26 of this by-law, when a question is put, shall vote thereon, except where the member is disqualified to vote by reason of a pecuniary interest or is absent from the meeting room when the question is put.
- g) All votes shall be announced openly, as carried or defeated, by the Chair.
- h) On an unrecorded vote, the manner of determining the decision on a motion shall be by show of hands.
- i) The Chair shall require a recorded vote to be taken on any question upon request of a member if such request is made prior to commencement of the voting or immediately thereafter (Section 246 of the *Municipal Act, 2001*). When a member present requests a recorded vote, all members present at the meeting shall vote, unless otherwise prohibited by statute.
- j) On a recorded vote, the manner of determining the decision on a motion shall be by verbal vote or show of hands and shall be conducted by the Recording Secretary. The result of the vote will be publicly declared and recorded in the minutes.
- k) In accordance with Section 246 of the *Municipal Act, 2001*, a failure to vote by a member who is present at the meeting at the time of the vote, and who is qualified to vote, shall be deemed to be a negative vote.
- l) Except where expressly provided in statute, any question on which there is an equality of votes shall be deemed to be defeated.
- m) The Chair shall declare the vote on all questions, and should their declaration be stated by any member to be in doubt, the Chair shall require the vote to be retaken and the results of this vote shall be final.
- n) Members shall not speak to the same motion without the consent of the Chair and at the end of the debate a motion for closure may be made by the Chair.
- o) Amendments shall be put in the reverse order to that in which they are moved. Only one amendment shall be allowed to an amendment.
- p) No vote shall be taken by ballot or any other method of secret voting, and every vote so taken is of no effect, in accordance with Section 244 of the *Municipal Act, 2001*.

20. RECONSIDERATION

- a) No decided matter may be reconsidered more than once during the term of appointment.
- b) A recorded vote shall be required for all motions to reconsider a previous decision of a board or committee.

20.1 Reconsideration in First Year

- a) Within one year after a matter has been decided by a board or committee, within that term of appointment, a member who voted in the majority may present a notice of motion to reconsider that matter. Such notice of motion to reconsider shall be referred to the next regularly scheduled meeting of the board or committee and shall be placed on the agenda under the appropriate section.
- b) Actions of a board or committee that cannot be reversed or suspended cannot be reconsidered.
- c) Before accepting a notice of motion to reconsider, the Chair may ask the member to confirm that they voted with the majority on the issue in question.
- d) A motion to reconsider a decided matter shall require the approval of at least two-thirds majority vote of the board or committee.
- e) No debate on a motion to reconsider shall be permitted. However, the mover of a motion to reconsider may make a brief and concise statement outlining the reasons for proposing such reconsideration.
- f) If a motion to reconsider is decided in the affirmative at a meeting, then consideration of the original decided matter shall become the next order of business.

20.2 Reconsideration After First Year

- a) After the initial one-year period, within the term of appointment, a motion to reconsider a decided matter shall require the approval of a simple majority of the members of the board or committee and if decided in the affirmative, then consideration of the original matter shall become the next order of business.

21. RULES OF DEBATE

- a) The following matters and motions may be introduced orally without written notice and without leave except as otherwise provided by these rules:
 - (a) a point or order or personal privilege;
 - (b) presentation of petitions;
 - (c) to lay on the table (to defer temporarily);
 - (d) to postpone indefinitely to a specific day; and
 - (e) to move the previous question (immediate vote on the main motion).
- b) The following motions may be introduced without notice and without leave:

- (a) to refer;
 - (b) to adjourn;
 - (c) to amend; and
 - (d) to suspend the rules of procedure.
- c) Every member prior to speaking to any question or motion shall raise their hand and obtain permission from the Chair to speak. When two or more members wish to speak, the Chair shall name the member who has the floor and shall be the member who, in the opinion of the Chair, raised their hand first.
 - d) When a member is called to order, they shall cease speaking unless allowed to explain, and the ruling of the Chair shall be obeyed, subject to the appeal to the board or committee, but without debate.
 - e) No member shall speak more than once to the same question without the leave of the board or committee or until all other members have had the opportunity to speak to the question a first time, except in explanation of a material part of the members' speech which may have been misconstrued, and in doing so, the member may not introduce a new matter.
 - f) With the approval of the Chair and a majority vote of the board or committee, the board or committee may temporarily suspend the rules of order to permit extended debate on a specific item of business.
 - g) During the extended debate, the Chair may permit members to speak to the item of business more than one time, but in the order which they have requested permission to speak.
 - h) During the extended debate, the Chair will maintain order. If, in the opinion of the Chair, the need for extended debate has ended or the debate is no longer orderly, the Chair may end the extended debate and return to the regular rules of order.
 - i) The Chair may answer questions and comments in a general way without leaving the Chair, but if they wish to make a motion or speak to a motion taking a definite position and endeavouring to persuade the board or committee to support that position, then the Chair shall first leave the Chair.
 - j) The Chair does not need to vacate the Chair to simply state support or opposition to a motion on the floor.
 - k) When a member is speaking, no other member shall interrupt that member except to raise a point of order.
 - l) Any member may require the question or motion under discussion to be read at any time during the debate but not so as to interrupt a member while speaking.

22. POINTS OF ORDER AND PRIVILEGE

- a) A member may raise a point of order at any time, whereupon the Chair shall:
 - i. interrupt the matter under consideration;

- ii. ask the member raising the point of order to state the substance of and the basis for the point of order; and
 - iii. rule on the point of order immediately without debate by the board or committee.
- b) A member may raise a point of privilege at any time if the member considers that their integrity, the integrity of the board or committee or staff has been impugned, whereupon the Chair shall:
 - i. interrupt the matter under consideration;
 - ii. ask the member raising the point of privilege to state the substance of and the basis for the point of privilege; and
 - iii. rule on the point of privilege immediately without debate by the board or committee.

23. PROCEDURAL APPEAL

- a) The Chair shall rule on all points of order and privilege.
- b) A member of a board or committee may appeal the ruling of the Chair to the board or committee.
- c) If there is no appeal, the decision of the Chair shall be final.
- d) The board or committee, if appealed to, shall vote on the motion without debate by way of a majority vote of the members present and its decision shall be final.

24. SUSPENSION AND AMENDMENT OF THESE RULES

- a) Any provision of these rules may be temporarily suspended by the majority vote of the board or committee. The vote on any such suspension shall be taken by way of show of hands and entered upon the record.
- b) These rules may be amended, or new rules adopted by a majority vote of the board or committee, provided that the proposed amendments or new rules have been introduced into the record at a prior meeting.

25. ELECTRONIC DEVICES AND RECORDING EQUIPMENT

- a) All electronic devices shall be placed on an inaudible setting during any meeting, with the exception of assistive devices or other accessibility provisions.
- b) Attendees may audio and/or video record meetings, except for a closed session, provided that doing so is not disruptive to the meeting or other attendees.
- c) The Municipality of North Perth may audio and/or visually record, broadcast and/or livestream any open meeting of a board or committee and may provide public access to any such recordings, broadcasts or streams.
- d) By attending open meetings of a board or committee, attendees are consenting to their image, voice and/or comments being recorded, broadcast and/or livestreamed.

26. ELECTRONIC PARTICIPATION


- a) Members of boards and committees shall attend all meetings in person, unless otherwise permitted by written permission granted by the Chair.
- b) Where a member participates in a meeting electronically, the member:
 - i. shall be counted in determining whether a quorum is present;
 - ii. is permitted to vote in accordance with this by-law;
 - iii. is permitted to speak on an item of business or motion in accordance with this by-law; and
 - iv. is subject to the rules and order provisions of this by-law and may be asked to leave a meeting and will no longer be permitted to participate electronically.
- c) Staff, delegations, consultants and other attendees participating in a meeting may attend the meeting electronically unless notice has been given on the agenda that electronic participation is not available.

27. VALIDITY AND SEVERABILITY

Should any section, subsection, clause, paragraph or provision of this by-law or parts thereof be declared by a court of competent jurisdiction to be invalid, unenforceable, illegal or beyond the powers of Council to enact, the same shall be deemed to be severable and shall not affect the validity or enforceability of any other provisions of the by-law as a whole or part thereof and all other sections of the by-law shall be deemed to be separate and independent therefrom and enacted as such.

28. EFFECTIVE DATE

- a) By-law No. 150-2018, as amended, is hereby repealed.
- b) This by-law comes into force and takes effect on February 10, 2025.



MAYOR TODD KASENBERG



CLERK LINDSAY CLINE

SCHEDULE "A"
TERMS OF REFERENCE

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NORTH PERTH ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

1.0 AUTHORITY

- 1.1 The North Perth Economic Development Advisory Committee (NPEDAC) is an advisory committee established by Council.

2.0 MANDATE/GOALS

- 2.1 NPEDAC works to enhance the quality of life and prosperity for North Perth residents and create a positive community image by commitment to:

- Responsible and sustainable urban and rural development;
- A healthy business environment for existing and new businesses; and
- Investment and pursuit of opportunities that benefit future generations of residents.

- 2.2 NPEDAC provides guidance to Council on matters related to the attraction, expansion and retention of businesses in North Perth, as well as policies and programs relevant to the Municipality's Economic Development in alignment with the North Perth Corporate Strategic Plan, including:

- Advising Council on the development and implementation of an overall economic development strategy and plan, both in the short-term and in the long-term;
- Providing advice and recommendations to Council on policy matters affecting employment land requirements (commercial and industrial), infrastructure, transportation, utility services, tax implications, development charges, land sale policies and other issues relative to economic development and referred to the NPEDAC by Council or any other matter as directed by Council;
- Developing and recommending an annual budget for Economic Development for Council consideration during budget deliberations
- Undertaking other projects as requested by Council that impact the economic sustainability and growth of the Municipality, and are within these terms of reference;
- Advising Council on marketing and branding strategies to attract investment and promote local business opportunities;
- Engaging and seeking public input relating to Economic Development matters when requested by Council and/or staff;
- Identifying new and emerging economic sectors and assessing growth potential; and
- Assisting staff and Council with promoting the Municipality's Economic Development Strategic Plan and demonstrating a positive ambassador role in the business community.

- 2.3 The expenditure of any municipal funds is to be approved by the Department Manager and/or Council in accordance with the Municipal Procurement By-law and the current municipal budget.

3.0 COMMITTEE COMPOSITION

- 3.1 The North Perth Economic Development Advisory Committee will be comprised of five (5) to eight (8) voting members consisting of the following;

- Up to five (5) members of the public representing business and development. To the greatest extent possible, public representation will be multi-sectoral from the following;
 - Industrial
 - Commercial
 - Agricultural
 - Creative Economy
 - Solo Entrepreneurship
- Three (3) members of Council, one of which shall be the Mayor or Deputy Mayor; and
- When possible, the committee will include at least one (1) member aged 18 – 39

4.0 STAFF SUPPORT

- 4.1 Support staff and a Recording Secretary will be assigned to the committee as appropriate.

5.0 MEETING REQUIREMENTS

- 5.1 NPEDAC will endeavour to meet five (5) times per year.
- 5.2 Prior to the first meeting in each calendar year, NPEDAC shall establish a schedule of all meeting dates, times and locations for the said calendar year. Additional meetings can be scheduled as necessary at the call of the Chair. All meetings will be held at a North Perth Municipal Facility.
- 5.3 An election will be held annually for the positions of Chair and Vice Chair of the committee.
- 5.4 A quorum of a majority of voting members is required to hold a meeting.

6.0 ROLE AND RESPONSIBILITIES

- 6.1 The Chair and all NPEDAC members shall adhere to the roles and responsibilities outlined in the Board and Committee Procedural By-law.
- 6.2 Support staff shall:
- Provide support, advice and expertise to NPEDAC;
 - Ensure that all recommendations to Council by NPEDAC are brought forward to Council in a timely manner for consideration; and
 - Facilitate clear communication of information between Council and NPEDAC.
- 6.3 The Recording Secretary shall:
- Prepare the agenda and minutes for all meetings in accordance with the Board and Committee Procedural By-law;
 - Conduct elections as required; and
 - Provide procedural guidance as required.

NORTH PERTH RECREATION ADVISORY COMMITTEE

1.0 AUTHORITY

- 1.1 The North Perth Recreation Advisory Committee (RAC) is an advisory committee established by Council.

2.0 MANDATE/GOALS

- 2.1 RAC provides advice and recommendations to Council on recreation policies and programs for all recreation facilities, parks and trails in the Municipality of North Perth. The primary objectives of RAC are to:
- Provide advice and guidance to Council on matters pertaining to policies, practices and programs concerning parks, recreation, trails and beautification;
 - Conduct advocacy on behalf of recreation and parks users in the municipality;
 - Review and advise on recreation needs of the community;
 - Provide opportunity for the pursuit of leisure and recreation, in order to improve the quality of life in the community;
 - Provide support and coordination of neighbourhood community efforts necessary for the development and implementation of leisure and recreation facilities, parks and programs; and
 - Refer to the Parks and Recreation Services Master Plan when making recommendations to Council.
- 2.2 The expenditure of any municipal funds is to be approved by the Department Manager and/or Council in accordance with the Municipal Procurement By-law and the current municipal budget.

3.0 COMMITTEE COMPOSITION

- 3.1 RAC will be comprised of up to nine (9) voting members consisting of the following;
- Up to seven (7) residents of North Perth
 - Two (2) Members of Council

4.0 STAFF SUPPORT

- 4.1 Support staff and a Recording Secretary will be assigned to the committee as appropriate.

5.0 MEETING REQUIREMENTS

- 5.1 RAC will endeavour to meet six (6) times per year.
- 5.2 Prior to the first meeting in each calendar year, RAC shall establish a schedule of all meeting dates, times and locations for the said calendar year. Additional meetings can be scheduled as necessary at the call of the Chair. All meetings will be held at a North Perth Municipal Facility.
- 5.3 An election will be held annually for the positions of Chair and Vice Chair of the committee.
- 5.4 A quorum of a majority of voting members is required to hold a meeting.

6.0 ROLES AND RESPONSIBILITIES

- 6.1 The Chair and all RAC members shall adhere to the roles and responsibilities outlined in the Board and Committee Procedural By-law.
- 6.2 Support staff shall:

- Provide support, advice and expertise to RAC;
- Ensure that all recommendations to Council by RAC are brought forward to Council in a timely manner for consideration; and
- Facilitate clear communication of information between Council and RAC.

6.3 The Recording Secretary shall:

- Prepare the agenda and minutes for all meetings in accordance with the Board and Committee Procedural By-law;
- Conduct elections as required; and
- Provide procedural guidance as required.

PERTH ADULT LIFE CARE RESIDENCES COMMITTEE

1.0 AUTHORITY

- 1.1 The Perth Adult Life Care Residences Committee (PALCRC) is an advisory committee established by Council.

2.0 MANDATE/GOALS

- 2.1 PALCRC provides advice and recommendations to Council specifically related to the Perth Meadows Development. The primary objectives of the committee are to:
- Provide advice and guidance to Council on matters pertaining to policies, practices and programs available to the residences;
 - To review the marketing and promotional material relating to the sale of the units;
 - Review and advise on the maintenance of the development including capital and operational expenditures;
 - Review the financial position of the development including the development of the annual budget for Council approval;
 - Review and development of an activity calendar for the residences; and
 - Review matters brought forward by residents of Perth Meadows.
- 2.2 The expenditure of any municipal funds is to be approved by the Department Manager and/or Council in accordance with the Municipal Procurement By-law and the current municipal budget.

3.0 COMMITTEE COMPOSITION

- 3.1 PALCRC will be comprised of up to six (6) voting members consisting of the following;
- Up to five (5) residents of North Perth; to the greatest extent possible one member should be a Perth Meadows townhouse resident, and one member should be a Perth Meadows suite resident; and
 - One (1) member of Council.

4.0 STAFF SUPPORT

- 4.1 Support staff and a Recording Secretary will be assigned to the committee as appropriate.

5.0 MEETING REQUIREMENTS

- 5.1 PALCRC will endeavour to meet six (6) times per year.
- 5.2 Prior to the first meeting in each calendar year, PALCRC shall establish a schedule of all meeting dates, times and locations for the said calendar year. Additional meetings can be scheduled as necessary at the call of the Chair. All meetings will be held at a North Perth Municipal Facility.
- 5.3 An election will be held annually for the positions of Chair and Vice Chair of the committee.
- 5.4 A quorum of a majority of voting members is required to hold a meeting.

6.0 ROLES AND RESPONSIBILITIES

- 6.1 The Chair and all PALCRC members shall adhere to the roles and responsibilities outlined in the Board and Committee Procedural By-law.
- 6.2 Support staff shall:
- Provide support, advice and expertise to PALCRC;

- Ensure that all recommendations to Council by PALCRC are brought forward to Council in a timely manner for consideration; and
- Facilitate clear communication of information between Council and PALCRC.

6.3 The Recording Secretary shall:

- Prepare the agenda and minutes for all meetings in accordance with the Board and Committee Procedural By-law;
- Conduct elections as required; and
- Provide procedural guidance as required.

NORTH PERTH DIVERSITY, EQUITY AND INCLUSION ADVISORY COMMITTEE

1.0 AUTHORITY

- 1.1 The North Perth Diversity, Equity and Inclusion Advisory Committee (DEI) is an advisory committee established by Council.

2.0 MANDATE/GOALS

- 2.1 DEI provides guidance and recommendations to Council on matters relating to diversity, equity and inclusion within the Municipality of North Perth and will assist staff in local diversity, equity and inclusion initiatives/functions. All recommendations must be approved by resolution of the Committee before going to Council.

- 2.2 The mandate of DEI is to provide feedback, guidance and support to improve diversity, equity and inclusion within the Municipality of North Perth. To accomplish this mandate, DEI will:

- Provide advice to Council on the development of a Diversity, Equity and Inclusion Strategy;
- Provide advice to Council on the implementation of actions outlined in the Diversity, Equity and Inclusion Strategy;
- Provide advice to Council on various issues and initiatives concerning diversity, equity and inclusion in our community;
- Provide advice to Council on the elimination of barriers within programs and services to improve diversity, equity and inclusion;
- Foster a greater understanding and awareness of diversity, equity and inclusion matters within the community through community partnerships and education;
- Facilitate opportunities to educate and celebrate the diverse social, cultural and traditional elements that make up North Perth;
- Engage community groups and leaders in the activities of the Committee;
- Provide advice on communication regarding diversity, equity and inclusion activity in the Municipality; and
- Provide a forum for discussion to foster greater understanding and awareness of diversity, equity and inclusion across North Perth.

- 2.3 Principles that guide the work of DEI include:

- Reflect the diversity of equity deserving groups within the Municipality of North Perth;
- Develop and promote a vision of inclusion;
- Be committed to operating with effective, respectful and inclusive communication;
- Promote and operate through a consensus decision-making process
- Foster intentional collaboration and partnerships;
- Inject intersectionality into strategies to build bridges between communities; and
- Be responsive to the community's needs.

- 2.4 The expenditure of any municipal funds is to be approved by the Department Manager and/or Council in accordance with the Municipal Procurement By-law and the current municipal budget.

3.0 COMMITTEE COMPOSITION

- 3.1 DEI will be comprised of up to 12 voting members consisting of the following:
- Up to 11 community members; and
 - One (1) member of Council.
- 3.2 Members must be North Perth residents and/or individuals who work for organizations that provide services to North Perth residents. The following qualifications will be considered for appointment:
- Experience working in teams, with community groups, boards or organizations;
 - Knowledge, living or lived experience with diversity, equity and inclusion matters; and
 - Commitment to support and encourage diversity, equity and inclusion matters in the community.
- 3.3 To the greatest extent possible, members from the community will represent a broad range of equity deserving groups such as, but not limited to:
- Indigenous peoples;
 - 2SLGBTQI+;
 - Newcomers, new Canadians;
 - Persons living with a low income;
 - Persons with disabilities – physical and mental health;
 - Racialized people, people of diverse ethnic or cultural origin;
 - People over 55;
 - Women;
 - Youth (18-29 years old); and
 - People who are allies for equity and anti-racism.
- 3.4 Community participation is key to the success of diversity, equity and inclusion initiatives. Additional municipal staff and representatives of diverse groups will be invited to attend meetings as needed to provide expertise related to a specific project.

4.0 STAFF SUPPORT

- 4.1 Support staff and a Recording Secretary will be assigned to the committee as appropriate.

5.0 MEETING REQUIREMENTS

- 5.1 DEI endeavours to meet five (5) times per year.
- 5.2 Prior to the first meeting in each calendar year, DEI shall establish a schedule of all meeting dates, times and locations for the said calendar year. Additional meetings can be scheduled as necessary at the call of the Chair. All meetings will be held at a North Perth Municipal Facility.
- 5.3 An election will be held annually for the positions of Chair and Vice Chair of the committee.
- 5.4 A quorum of a majority of voting members is required to hold a meeting.

6.0 ROLES AND RESPONSIBILITIES

- 6.1 The Chair and all DEI members shall adhere to the roles and responsibilities outlined in the Board and Committee Procedural By-law.
- 6.2 Support staff shall:

- Provide support, advice and expertise to DEI;
- Ensure that all recommendations to Council by DEI are brought; forward to Council in a timely manner for consideration;
- Respond to all media inquiries to ensure consistent messaging; and
- Facilitate clear communication of information between Council and DEI.

6.3 The Recording Secretary shall:

- Prepare the agenda and minutes for all meetings in accordance with the Board and Committee Procedural By-law;
- Conduct elections as required; and
- Provide procedural guidance as required.

NORTH PERTH AGRICULTURAL & AGRI-BUSINESS ADVISORY COMMITTEE

1.0 AUTHORITY

- 1.1 The North Perth Agricultural & Agri-Business Advisory Committee (AAAC) is a committee established by Council.

2.0 MANDATE/GOALS

- 2.1 The AAAC is an advisory committee that:

- Provides guidance and recommendations to Council on matters related to agriculture and agri-business in the Municipality of North Perth that will foster and enhance a strong and stable agricultural economy, ultimately allowing businesses to prosper, grow and create jobs in the Municipality of North Perth;
- Supports the retention, promotion and attraction of agriculture and related businesses in North Perth;
- Promotes North Perth as a key centre for agriculture, agri-business, agri-tourism and agri-technology; and
- Supports the Municipality of North Perth in the implementation of the vision and recommendations of the North Perth Agricultural Excellence Project Report.

- 2.2 To accomplish this mandate, the Agricultural and Agri-Business Advisory Committee will:

- Act as a resource to advise Council and/or staff on initiatives that should be considered for the purpose of encouraging vibrant agricultural, agri-business, agri-tourism and agri-technology sectors in North Perth (i.e. through supporting sector sustainability, job creation, labour reliability, and new employment and business development in North Perth)
- Align and cooperate with initiatives of the Municipality of North Perth (including the Agricultural Specialist service), Perth County Economic Development and Tourism Office, and North Perth Economic Development Advisory Committee and dedicated staff addressing community development
- Act as a public forum when requested by Council and/or staff to engage and receive public input relating to agriculture, agri-business, agri-tourism and agri-technology matters
- Promote services and solutions available to the agricultural community of North Perth
- Support recruitment and establishment of new agri-businesses to North Perth
- Provide members assistance with speaking at promotional events related to agriculture, agri-tourism, agri-business and agri-technology, on request of the Mayor or a delegated member of staff of the Municipality of North Perth
- Identify barriers, opportunities, and solutions to address concerns in the community to inform strategic direction making by Council
- Act as champions for positive and collaborative farming and agri-business development in North Perth
- Take an active role in the planning, organization and execution of key development projects, events and initiatives related to agriculture, agri-tourism, agri-business and agri-technology.

- 2.3 The expenditure of any municipal funds is to be approved by the Department Manager and/or Council in accordance with the Municipal Procurement By-law and the current municipal budget.

3.0 COMMITTEE COMPOSITION

- 3.1 AAAC will be comprised of five (5) to eight (8) voting members, consisting of the following:
- One member of Council;
 - Four (4) to seven (7) members of the community, which should, to the greatest extent possible, represent a broad range of the business and cultural interests of agriculture, agri-business, agri-tourism and agri-technology; and
 - At least one community appointment will be under the age of 25 at the time of appointment, if possible.
- 3.2 To be eligible to make application and serve on AAAC, individuals must be:
- A resident of the Municipality of North Perth, an owner of, or currently employed at time of appointment, by a business within the Municipality of North Perth, or otherwise serve as an official representative for one of the agricultural stakeholder groups listed above in section 3.1;
 - At least 18 years old; and
 - Able to demonstrate compliance with all relevant by-laws of the Municipality
- 3.3 North Perth endeavours to provide notice of calls for nominations to local agricultural stakeholder groups, such as the Perth County Federation of Agriculture, Christian Farmers Federation, National Farmers Union and Listowel Agricultural Society, where possible.

4.0 STAFF SUPPORT

- 4.1 Support staff and a Recording Secretary will be assigned to the committee as appropriate.
- 4.2 All communications and reports will be directed through the Strategic Initiatives Department.
- 4.3 The Agricultural Specialist will be the staff lead for the Committee. Staff are non-voting members.
- 4.4 Participation from other departments, external agencies, organizations or stakeholders will be solicited where appropriate depending on the issues and topics being addressed, at the request of the Chair.

5.0 MEETING REQUIREMENTS

- 5.1 AAAC endeavours to meet quarterly.
- 5.2 Prior to the first meeting in each calendar year, AAAC shall establish a schedule of all meeting dates, times and locations for the said calendar year. Additional meetings can be scheduled as necessary at the call of the Chair. All meetings will be held at a North Perth Municipal Facility.
- 5.3 An election will be held annually for the positions of Chair and Vice Chair of the committee.
- 5.4 A quorum of a majority of voting members is required to hold a meeting.

6.0 ROLES AND RESPONSIBILITIES

6.1 The Chair and all AAAC members shall adhere to the roles and responsibilities outlined in the Board and Committee Procedural By-law.

6.2 Support staff shall:

- Provide support, advice and expertise to AAAC;
- Ensure that all recommendations to Council by AAAC are brought forward to Council in a timely manner for consideration; and
- Facilitate clear communication of information between Council and AAAC.

6.3 The Recording Secretary shall:

- Prepare the agenda and minutes for all meetings in accordance with the Board and Committee Procedural By-law;
- Conduct elections as required; and
- Provide procedural guidance as required.

NORTH PERTH GOVERNANCE REVIEW COMMITTEE

1.0 AUTHORITY

- 1.1 The Governance Review Committee is an advisory committee established by Council.
- 1.2 The Governance Review Committee has the authority to direct staff in relation to the committee's mandate and may retain the services of outside experts and/or consultants as needed.
- 1.3 The Governance Review Committee does not hold any additional approval authority and any recommendations requiring implementation must first be considered by Council through a staff report.

2.0 MANDATE/GOALS

- 2.1 The Governance Review Committee is mandated to review governance-related policies and procedures with the purpose of improving accountability, transparency and efficiency.
- 2.2 The Committee will provide recommendations to Council on methods and/or tools to build on the current governance framework and practices.
- 2.3 The Committee will review and, if required, provide recommendations on:
 - Procedural By-laws for Council and Boards/Committees;
 - Council meeting frequency;
 - Committee structure and purpose;
 - Code of Conduct for Council, Local Boards and Advisory Committees
 - Council remuneration; and
 - Other policies and procedures as required related to governance and Council decision-making.

3.0 COMMITTEE COMPOSITION

- 3.1 The Governance Review Committee will be comprised of three (3) to five (5) members of Council.

4.0 STAFF SUPPORT

- 4.1 Support staff and a Recording Secretary will be assigned to the committee as appropriate.

5.0 MEETING REQUIREMENTS

- 5.1 The Governance Review Committee endeavours to meet monthly.
- 5.2 Prior to the first meeting in each calendar year, the Governance Review Committee shall establish a schedule of all tentative meeting dates times and locations for the said calendar year. Additional meetings can be scheduled as necessary at the call of the Chair. All meetings will be held at a North Perth Municipal Facility.
- 5.3 An election shall be held annually for the positions of Chair and Vice Chair.
- 5.4 A quorum of a majority of voting members is required to hold a meeting.

6.0 ROLES AND RESPONSIBILITIES

- 6.1 The Chair and all Governance Review Committee members shall adhere to the roles and responsibilities outlined in the Board and Committee Procedural By-law.
- 6.2 Support staff shall:

Schedule "A" to By-law 10-2025
North Perth Board/Committee Procedural By-law

- Provide support, advice and expertise to the Governance Review Committee;
- Ensure that all recommendations to Council by the Governance Review Committee are brought forward to Council in a timely manner for consideration; and
- Facilitate clear communication of information between Council and the Governance Review Committee.

6.3 The Recording Secretary shall:

- Prepare the agenda and minutes for all meetings in accordance with the Board and Committee Procedural By-law;
- Conduct elections as required; and
- Provide procedural guidance as required.

NORTH PERTH CEMETERY BOARD

1.0 AUTHORITY

- 1.1 The North Perth Cemetery Board is an advisory board established by Council.
- 1.2 The North Perth Cemetery Board is governed by the *Funeral, Burial and Cremation Services Act, 2002*, as amended, and as administered by the Bereavement Authority of Ontario.

2.0 MANDATE/GOALS

- 2.1 The North Perth Cemetery Board is established to provide:
 - advice and input on Municipality of North Perth cemetery services and support related local community initiatives such as annual Decoration Days; and
 - Promote the sale of cemetery lots and guidance on the provision of cemetery maintenance.

3.0 COMMITTEE COMPOSITION

- 3.1 The Cemetery Board shall be comprised of five (5) North Perth residents.

4.0 STAFF SUPPORT

- 4.1 Support staff and a Recording Secretary will be assigned to the committee as appropriate.

5.0 MEETING REQUIREMENTS

- 5.1 The Cemetery Board endeavours to meet quarterly.
- 5.2 Prior to the first meeting in each calendar year, the Cemetery Board shall establish a schedule of all meeting dates, times and locations for the said calendar year. Additional meetings can be scheduled as necessary at the call of the Chair. All meetings will be held at a North Perth Municipal Facility.
- 5.3 An election will be held annually for the positions of Chair and Vice Chair of the committee.
- 5.4 A quorum of a majority of voting members is required to hold a meeting.

6.0 ROLES AND RESPONSIBILITIES

- 6.1 The Chair and all members shall adhere to the roles and responsibilities outlined in the Board and Committee Procedural By-law.
- 6.2 Support staff shall:
 - Provide support, advice and expertise to the Cemetery Board
 - Ensure that all recommendations to Council by the Cemetery Board are brought forward to Council in a timely manner for consideration
 - Facilitate clear communication of information between Council and the Cemetery Board.
- 6.3 The Recording Secretary shall:
 - Prepare the agenda and minutes for all meetings in accordance with the Board and Committee Procedural By-law;
 - Conduct elections as required; and
 - Provide procedural guidance as required.

NORTH PERTH PROPERTY STANDARDS COMMITTEE

1.0 AUTHORITY

- 1.1 The North Perth Property Standards Committee is a quasi-judicial body established under the authority of the *Building Code Act* S.O. 1992 c. 23 and the Municipality of North Perth Property Standards By-law. The committee is appointed by Council.

2.0 MANDATE/GOALS

- 2.1 The Property Standards Committee hears appeals by property owners or their agents who have been served with an Order issued under the Property Standards By-law and who are not satisfied with the terms or conditions of the Order.
- 2.2 The responsibilities of the committee are to;
- Confirm the Property Standards Order; or
 - Modify the Property Standards Order; or
 - Quash the Property Standards Order; or
 - Extend the time of complying with the order provided that, in the opinion of the Committee, the general intent and purpose of the Property Standards By-law is maintained.

3.0 COMMITTEE COMPOSITION

- 3.1 In accordance with the Municipality of North Perth Property Standards By-law, the committee will consist of:
- Five (5) members, all of which must be North Perth ratepayers.

4.0 STAFF SUPPORT

- 4.1 Support staff for this committee will include:
- By-law Enforcement Officer(s)/Property Standards Officer(s);
 - Chief Building Official;
 - The Clerk will be the Recording Secretary; and
 - Additional support staff may be assigned to the committee as appropriate.

5.0 MEETING REQUIREMENTS

- 5.1 The Property Standards Committee will meet on an as needed basis. All meetings will be held at a North Perth Municipal Facility.
- 5.2 An election shall be held annually for the positions of Chair and Vice Chair.
- 5.3 A quorum of a majority of voting members is required to hold a meeting.
- 5.4 In advance of a meeting, all committee members will review all provided appeals, orders and supporting documentation.
- 5.5 The *Building Code Act* identifies that members of the Property Standards Committee shall be paid such compensation as the Council may provide. In the Property Standards By-law, North Perth Council has set the rate of pay for all members at \$50.00 per meeting.

6.0 ROLE AND RESPONSIBILITIES

- 6.1 The Chair and all members of the Property Standards Committee shall adhere to the roles and responsibilities outlined in the Board and Committee Procedural By-law.

6.2 Support staff shall:

- Provide support, advice and expertise to the Property Standards Committee

6.3 The Recording Secretary shall:

- Prepare the agenda and minutes for all meetings in accordance with the Board and Committee Procedural By-law;
- Conduct elections as required; and
- Provide procedural guidance as required.

NORTH PERTH COMMITTEE OF ADJUSTMENT

1.0 AUTHORITY

- 1.1 The North Perth Committee of Adjustment is a statutory tribunal, with authority delegated to it by Council, under the *Planning Act* R.S.O. 1990, to hold public hearings to make decisions on applications submitted to the Municipality for minor variances.

2.0 MANDATE/GOALS

- 2.1 The Committee of Adjustment may authorize minor variances from the zoning by-law and review and permit extensions and enlargements to legal non-conforming uses. These decisions are made as follows;
- Must be consistent with the Provincial Policy statement, conform to Provincial Plans and comply with Municipality of North Perth and Perth County Official Plans and the North Perth Master Growth Plan;
 - Must consider the applications in light of the requirements as laid out in the *Planning Act*, 1990;
 - Must be aware of Council decisions; and
 - Must comply with the *Statutory Powers Procedure Act*, R.S.O. 1990, c. S.22.
- 2.2 All decisions of the committee are subject to appeal to the Ontario Land Tribunal, in accordance with the *Planning Act*, 1990.

3.0 COMMITTEE COMPOSITION

- 3.1 The Committee of Adjustment will be comprised of three (3) to six (6) members.
- 3.2 Members will be North Perth property owners, tenants or the spouse of a property owner or tenant.
- 3.3 To the greatest extent possible, the committee should reflect a balanced representation from the areas of; planning, engineering, architecture, construction and lay people.

4.0 STAFF SUPPORT

- 4.1 Support staff and a Recording Secretary will be assigned to the committee as appropriate.
- 4.2 The Committee of Adjustment will pass a resolution to officially appoint the assigned Recording Secretary as the Secretary-Treasurer.

5.0 MEETING REQUIREMENTS

- 5.1 Prior to the first meeting in each calendar year, the Committee of Adjustment shall establish a schedule of all tentative meeting dates times and locations for the said calendar year. Additional meetings can be scheduled as necessary at the call of the Chair. All meetings will be held at a North Perth Municipal Facility.
- 5.2 Meetings will be open to the public and will be held within 30 days of receipt of the application by the Secretary-Treasurer.
- 5.3 An election shall be held annually for the position of Chair. If the Chair is absent for a meeting, the committee will appoint another member to serve as Acting Chair through a resolution of the Committee of Adjustment.
- 5.4 Where the Committee of Adjustment is comprised of three (3) members, two (2) members constitute a quorum. Where the Committee of

Adjustment is comprised of more than three (3) members, three (3) members constitutes a quorum.

6.0 ROLE AND RESPONSIBILITIES

- 6.1 The Chair and all members of the Committee of Adjustment shall adhere to the roles and responsibilities outlined in the Board and Committee Procedural By-law.
- 6.2 Support staff shall:
- Provide support, advice and expertise to the Committee of Adjustment
- 6.3 The Recording Secretary shall:
- Adhere to all requirements of the *Planning Act*, 1990 as they related to the Secretary-Treasurer of the Committee of Adjustment;
 - Prepare the agenda and minutes for all meetings in accordance with the Board and Committee Procedural By-law;
 - Keep record of all applications and decisions of the Committee of Adjustment and all other official business of the committee;
 - Conduct elections as required; and
 - Provide procedural guidance as required.

NORTH PERTH COURT OF REVISION

1.0 AUTHORITY

- 1.1 The Court of Revision is an appeal body established under Section 97 of the *Drainage Act* R.S.O. 1990, c. D17, which hears appeals on assessments as outlined in the *Drainage Act*, 1990.

2.0 MANDATE/GOALS

- 2.1 The Court of Revision will act in a decision-making capacity regarding appeals on assessment, will hear all resident complaints regarding assessment matters and will conduct themselves fairly and without bias.
- 2.2 The Court of Revision may hear and make decisions on the following grounds of appeals:
- Land or road has been assessed too high or low;
 - Land or road should have been assessed but has not been; and/or
 - Due consideration was not given to the land's use
- 2.3 The Court of Revision may not hear appeals or matters related to the technical and design aspects of the Engineer's Report. Its authority is limited to appeals related to the financial assessment of a property.

3.0 COMMITTEE COMPOSITION

- 3.1 Where only the Municipality of North Perth is affected by the drainage works, the Court of Revision shall be comprised of three (3) or five (5) members of Council, appointed by By-law.
- 3.2 Where more than one municipality is involved in the drainage works, the Court of Revision consists of two (2) members from the initiating municipality and one member from each of the other affected municipalities.
- 3.2 The term of appointment will be for four (4) years to align with the term of Council.

4.0 STAFF SUPPORT

- 4.1 The Municipal Clerk, or their designate, will serve as Clerk of the Court of Revision.
- 4.2 Additional staff may attend hearings to provide drainage-related or other relevant information or expertise.

5.0 MEETING REQUIREMENTS

- 5.1 The Court of Revision shall meet as required, in accordance with the *Drainage Act*, 1990.
- 5.2 Meeting dates and times will be set through a resolution of Council at the meeting in which the Engineer's Drain Report is considered. All meetings will be held at a North Perth Municipal Facility.
- 5.3 An election shall be held annually for the positions of Chair and Vice Chair of the Court of Revision.
- 5.4 Three (3) or five (5) members must be present to conduct the hearing.

6.0 ROLES AND RESPONSIBILITIES

- 6.1 The Chair and the Court of Revision members shall adhere to the roles and responsibilities outlined in the Board and Committee Procedural By-law, and requirements of the *Drainage Act*, 1990.

6.2 Support staff shall:

- Provide support, advice and expertise to the Court of Revision

6.3 The Recording Secretary shall:

- Adhere to all requirements of the *Drainage Act*, 1990, as they relate to the holding of a public hearing of the Court of Revision;
- Prepare the agenda and minutes for all meetings in accordance with the Board and Committee Procedural By-law;
- Conduct elections as required; and
- Provide procedural guidance as required.

North Perth Economic Development Advisory Committee (NPEDAC)

Strategic Initiatives Department – Economic Development Division

Economic Development Report – Mar 5, 2025

Community Improvement Plan (CIP) - Streetscape

Listowel Downtown Parkette and Downtown Enhancements

The Character Square public art and official signage project was approved for \$30,000 during the 2025 Capital budget process. Feedback from the Public Art engagement process will inform art selection in addition to the vision statement for the square to be a gathering place that is welcoming and promotes belonging and social connection to North Perth.

The final draft vinyl façade design for the municipal building at 104 Wallace Ave was approved by North Perth Council in December. The facade improvements are a component of the North Perth Innovation & Business Centre RED project. Façade design printing and installation are in progress with planned completion in summer 2025.

The design vision is to create a progressive, esthetically appealing, and welcoming design that reflects North Perth's strategic priorities and outdoor / greening advantages. The facade is to be compelling, enduring, and attractive to the young adult demographic and welcoming to all to support workforce and business attraction and retention priorities. The design can be viewed on page 213 of the December 2nd Council Agenda Package:

<https://events.northperth.ca/council/Detail/2024-12-02-1900-Council-Meeting/455b645c-945a-48ad-9e37-b2370106ae9e>. Remaining project components (e.g., minor renovations, furnishings, technology) of the Innovation and Business Centre will occur in 2026.

Façade Improvement Program (FIP)

The Façade Improvement Program (FIP) officially reopened for new applications on Monday, February 3, 2025. Since reopening, staff have actively reached out to local businesses to raise awareness and encourage participation. There has been strong interest from five businesses, all of which are new to the program. Inquiries have ranged from large-scale façade upgrades to signage improvements.

To further increase participation in 2025, staff will focus on targeted outreach in Atwood and Monkton in the coming weeks. This will include direct, in-person engagement through door-to-door visits in Atwood, Monkton, and Listowel. These visits will provide business owners with information, answer questions, and encourage applications.

Workforce / Youth Attraction and Retention

Driftscape App

The Operation Leprechaun Pursuit (OLP) scavenger hunt is returning for its third year at Memorial Park in Listowel. Running from March 6–18, 2025, this interactive challenge is hosted through the Driftscape app. Participants will follow a series of riddles to locate six hidden leprechauns, entering each leprechaun's name to unlock the next clue. To complete the challenge, participants must submit a photo with the final leprechaun for a chance to win \$50 in Shop Local Dollars.

This family-friendly activity encourages exploration of Memorial Park while also introducing users to the Driftscape app. By engaging with the app during the scavenger hunt, participants become familiar with its features, making it easier to navigate future interactive experiences, events, and self-guided tours in North Perth.

North Perth Economic Development Advisory Committee (NPEDAC)

Strategic Initiatives Department – Economic Development Division

Economic Development Report – Mar 5, 2025

The OLP scavenger hunt has been one of Driftscape’s highest-ranking activities in terms of engagement, with over 1,500 views in 2024. To maximize participation, staff will implement a combination of digital and in-person promotion. Driftscape will showcase various Paddyfest-themed activities in the coming weeks to align with local celebrations.

Search **#ExploreNP** in the Driftscape app to discover all North Perth content.

North Perth North Perth Workforce Attraction Employment Branding project

The North Perth Workforce Attraction Employment Branding project was launched to businesses, stakeholders and community organizations in November 2024. Further project implementation and promotion including a marketing and social media campaign are in progress for 2025.

North Perth employers and organizations can access the Employer Portal at: [Workforce Attraction Employer Portal | Municipality of North Perth](#)

Jobseekers and students can find the new North Perth jobs and career resources page at : [Work in North Perth | Municipality of North Perth](#)

Workforce attraction branding tools available include: 1) Photography library; 2) Dedicated webpage with downloadable content, assets, and tools; 3) Promotional videos; 4) Shareable social tools and Canva templates; 5) Banners to borrow (pillars, map, and sector specific); 8) Talent Attraction in North Perth 101 Webinar for employers; 6) Signature placemaking collateral and swag; 7) Other marketing support: web copy, digital screen animations for meetings/ career fairs and employee onboarding. Photography, videos and banners can be accessed via the Employer Portal or by emailing Kim or Grace at ecdev@northperth.ca.

Mentorship: Private coaching sessions were delivered by Trajectory Brand Inc. consultants and staff in January and February. The 45-minute session supports employers and organizations to maximize North Perth’s placebrand tools and employment brand findings. Staff will offer this tailored service to North Perth business going forward.

Student Outreach: Student outreach planning is in progress to promote North Perth place brand advantages and career opportunities in 2025. Business sector representatives will be incorporated into the sessions starting annually and tentatively biannually in the future.

Set7 Skills and Technology North Perth and Region:

Set7 staff continue to await a decision on the provincial Skills Development Fund (SDF) grant application that was submitted in October 2024.

- Conversation Circles at the Listowel Library are ongoing until April 2025, this drop-in program is offered biweekly on March 6 & 20 and April 3 & 17. Those who wish to practice their conversational English skills are encouraged to attend.
- 2 ESL classes will begin in Listowel on Saturday, March 29 for 10 weeks. The morning class will focus on beginner level 0-2 and the afternoon class will focus on English in the workplace for level 2-3.
- Set7 is offering compliance training in February and March, Working at Heights was offered on February 25, Confined Space Entry was offered on March 4 and a half-day

North Perth Economic Development Advisory Committee (NPEDAC)

Strategic Initiatives Department – Economic Development Division

Economic Development Report – Mar 5, 2025

Lock-out Tag-out electrical safety training is being hosted on March 11 at the EMCC in Atwood.

- Set7 had partnered with Huron County's Immigration Partnership to offer ESL classes in Dashwood from January-March 2025. Partnerships with neighbouring municipalities provides needed English language training while also supporting the sustainability of the Set7 initiative.

Agriculture Excellence Strategy Implementation

Agricultural Staff have been working with several local farms, and agricultural businesses to assist in advancing their plans for growth. They have also attended meetings of the Ontario Agri-Food Discovery Centre's board & committees to provide information and assist where appropriate. Staff presented at a farm succession seminar hosted by Ward & Uptigrove at the Trillium Mutual community room. Topics included local statistics related to farm demographics and succession plans, as well as topics to consider when discussing succession plans from a municipal perspective. Looking forward, there will be a renewed push to promote the AgriLink website and concierge service, alongside promotion of The Farm 911/Emily Project, a farm safety initiative to encourage landowners to erect civic address signs on vacant rural properties. The next Agriculture & Agri-Business Advisory Committee meeting will be held March 20th, 2025.

Housing Action Plan

A decision on the Municipality's submission to Round 2 of the Federal Housing Accelerator Fund is still pending. The application was submitted in September 2024.

Financial Assistance Agreement templates are currently being drafted with legal support. The CIP implementation budget for 2025 is \$100,000.

Municipal housing-related projects/initiatives planned for 2025 include continuation of the Attainable Housing CIP Financial Incentive Programs, development of pre-approved ADU building plans in collaboration with the Building Department, development of a Municipal Land Disposition and Affordable Housing Redevelopment Program, and development of a housing communications campaign.

2025 Business Plan and Budget:

North Perth Council approved the 2025 Business Plan and Consolidated Budget on January 6, 2025. Key initiatives and/or expenses included in the Strategic Initiatives Business Plan and Budget include:

- Completion of the Character Square Parkette (public art and signage) + addition of umbrellas (funded through Listowel BIA donation)
- Public Transit Needs Assessment
- Retail Market Demand Study
- Public Art Program (as recommended to North Perth Council by NPEDAC)
- Innovation and Business Support Centre (RED Project)
- Physician and Healthcare Recruitment - \$65,000 donation (increase of \$20,000 from 2024)

North Perth Economic Development Advisory Committee (NPEDAC)

Strategic Initiatives Department – Economic Development Division

Economic Development Report – Mar 5, 2025

- Ontario Agri-Food Discovery Centre (Huron Perth Ag Science Centre) - \$50,000 donation (as recommended to North Perth Council by NPEDAC)
- Facade Improvement Program - budget of \$45,000
- Attainable Housing CIP Programs - budget of \$100,000 (increase of \$25,000 from 2024)
- Allocated operating funds to support continued Workforce Employment Branding implementation, ongoing photography, youth attraction and retention, and community development priorities

Other:

Summer Company Program Open: Applications are now open until May15th, 2025 for the Summer Company program funded by the province with mentorship from Stratford Perth Centre for Business. The program is open to students aged 15 – 29 helping them to explore entrepreneurship by starting their own summer business/. The program provides hands-on training, mentorship, and financial grants of up to \$3,000. Up to 8 participants will be accepted across Perth County and Stratford. Apply now at <https://bit.ly/3W1jabC>! or search [Stratford Perth Centre for Business](#) for more information on this and other entrepreneurial services.

To: Chair Andriessen and Members of NPEDAC
Meeting Date: March 5th, 2025
Prepared By: Perth County Economic Development & Tourism Staff
Subject: Economic Development and Tourism Update (March 2025)

Executive Summary:

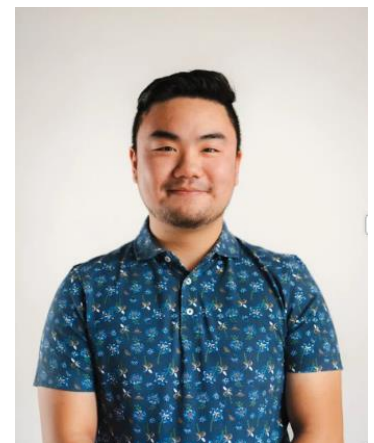
This report provides an overview of recent developments and upcoming opportunities within Perth County’s Economic Development and Tourism programs since the NPEDAC Meeting on January 15th, 2025.

These initiatives collectively underscore our department’s commitment to fostering economic growth, enhancing workforce development, and promoting Perth County as an exceptional place to live, work, and visit.

Updates:

Staffing Updates

Ricky Zhao has joined Perth County Economic Development and Tourism team to fill the Tourism Officer role during the maternity leave for our Tourism Officer Clara Leney. Ricky is well known throughout the County and to our business community from his previous experience working on our Digital Services Squad, as a Tourism Summer Student and various other project roles with our team. Ricky has completed training as a teacher through Laurier University and is also completing his Masters of Economic Development through the University of Waterloo. This breadth of education, experience and familiarity will allow Ricky to be a resource to our tourism businesses across the County.



Business Retention, Expansion and Attraction

Prosper in Perth County Program

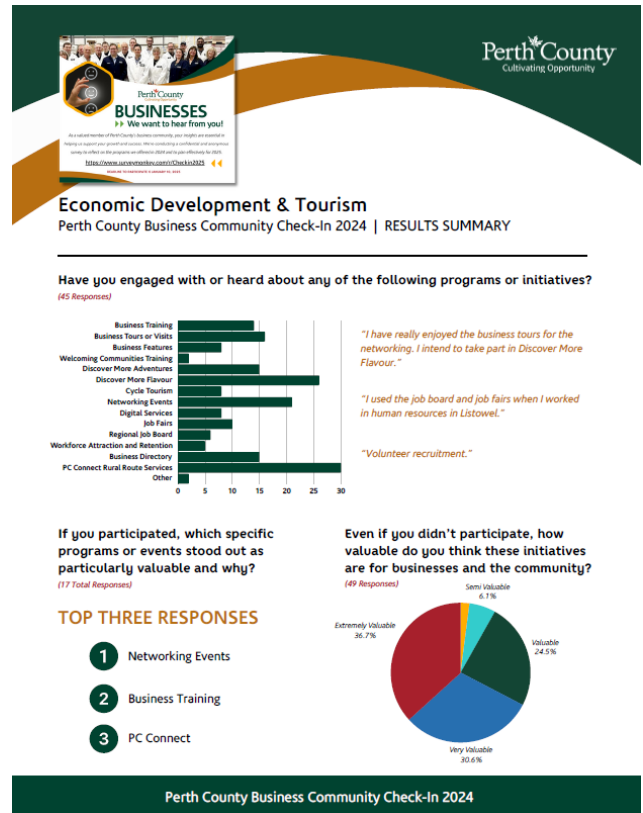
The *Prosper in Perth County* initiative is the new name for our Business Retention and Expansion (BR+E) framework. This framework and the newly developed



[Prosper in Perth County](#) program guide integrates all of the BR+E activities into a comprehensive and easy to communicate set of offerings to ensure that businesses are aware and can take advantage of the services available. The *Prosper in Perth County* initiative continues to support business retention and expansion through a combination of activities including ongoing surveys, outreach, business features, tours, networking events and training & resource development. The full *Prosper in Perth Resource and Program Guide* is included as an attachment to this report.

Annual Business Check-In Survey

The survey launched on December 12, 2024, and remained open until January 13, 2025. This survey provided businesses an opportunity to share their experiences from 2024 and plans for 2025. The survey aimed to gather insights on how Economic Development programs can better address business challenges and needs. Businesses highlighted challenges in workforce recruitment, particularly in attracting skilled professionals to the rural area. In response, Perth County is working to enhance regional job board efforts, strengthen business directory services, and provide additional workforce development resources.



Impact of Tariffs in Perth County Survey

In response to the threat of U.S. tariffs on Canadian businesses, Perth County launched the Tariffs & Perth County Business Impact Survey on February 3, 2025. The survey aims to assess the immediate impacts on businesses and

identify how the county can provide targeted support. The survey was also utilized by the Western Ontario Warden's Caucus for broader regional impact analysis. Key objectives of the survey included:

- Evaluating the direct impact of U.S. tariffs on Perth County businesses.
- Understanding the challenges faced by businesses due to these tariffs.
- Gathering insights to inform advocacy efforts at federal and provincial levels.

The [survey](#) is designed to be concise, ensuring higher participation rates while gathering essential information. All responses are kept confidential to encourage honest and open feedback.



Business Features (Planted in Perth County)

This initiative highlights businesses that may not typically appear in marketing or business tours, enhancing economic growth and investment attraction.

A "Did You Know" (DYK) marketing component has been added to Perth County's social media accounts with bi-weekly programmed features highlighting our diverse business community.



Business Tours



Prosper in Perth County: Hillmanor Holsteins

2 weeks ago · 248.8K views



Planning for the 2025 Business Tours is underway. These tours aim to showcase a diverse range of businesses from across Perth County and facilitate relationship-building. A total of eight business tours are planned for 2025. The latest [video](#) in our business tour series featuring Hillmanor Holsteins has been exceptionally well-received garnering over 250K views and almost 500 shares since it was launched on February 11th.

Business Support and Expansion Projects

Perth County staff continue to confidentially support a number of businesses involved in planned expansions. Assistance for these businesses range from connecting businesses to provincial and federal program advisors, supporting funding applications and assisting with navigating any potential hurdles. Some highlights of this commitment to business support include directly assisting five businesses with their expansion plans including three applications for provincial funding programs for building expansions, equipment & technology acquisition and increasing the size of their workforce.

Business Investment and Attraction

Perth County remains focused on investment attraction through strategic partnerships and direct business engagement. Key initiatives under this stream membership in the Southwestern Ontario Marketing Alliance (SOMA) which enable attendance or representation at international trade shows directly or through membership in the Ontario Food Cluster (OFC) and the Ontario Manufacturing Communities Alliance (OMCA). 2025 tradeshows through Perth County's various memberships include the International Production & Processing Expo (IPPE), Japan Society of Automotive Engineers show (JSAE) - SOMA, Anuga Food and Drink Trade Fair - OFC, K-Show (International Trade Fair for Innovations in the Plastics and Rubber industry) - SOMA, Site Selectors Guild (SSG), National Plastics Exhibition (NPE)-SOMA, E-Mobility, BAUMA (Construction Machinery & Mining trade fair), Summer Fancy Food Show (SFA)-OFC, International Automobil-Ausstellung (IAA)-OMCA, Supply West Side-OFC, and Agri-Technica. Trade show participation generated over 150 leads from companies interested in investing in Ontario in 2024 and contributed to our ongoing inventory of over 2500+ leads.

Manufacturing, Tourism and Agriculture Career Pathways

This program is designed to promote local career pathways in Manufacturing, Tourism and Agriculture, staff delivered [Grade 10 career lesson plans](#) and updated career path cards to the Avon Maitland District School Board. The Perth County Career Cards highlight a diverse range of occupations within the [manufacturing](#), [tourism](#) and [agriculture](#) industries, providing students with information on:

- Job descriptions and responsibilities
- Required skills and qualifications
- Educational pathways and certifications
- Salary expectations and potential career growth



In addition, a comprehensive *Educator Resource Guide* was provided to help teachers incorporate these career cards into lesson plans. The guide includes interactive exercises, research-based assignments, and case studies designed to encourage students to explore local career opportunities, challenge industry stereotypes, and connect their personal skills to real-world job possibilities.

Destination Development and Marketing

Media & Advertising

Perth County continues to position itself as a premier tourism destination in Ontario through strategic media partnerships and targeted advertising initiatives. For 2025, advertising placements have been secured in:

- Stratford Festival Visitor's Guide
- Stratford Festival Print-at-Home Tickets
- Globe and Mail Explore Ontario (May and Fall Editions)

Discover More Tourism Brochure

A newly revamped tourism brochure, designed to inspire travel through high-quality imagery, engaging experiences, and comprehensive destination information. The *Explore Perth County* brochure will unify existing assets into a cohesive, visually appealing guide.

Economic Impact and Visitation Data Analysis Project

Perth County, in partnership with RTO4, conducted a study to assess tourism's economic impact, visitor segmentation, and growth opportunities. Since adopting a tourism portfolio eight years ago, the County has made notable progress in sector development.

Key Findings:

- Economic Impact: Tourism contributes \$82M to GDP (\$48.4M direct, \$17.4M indirect, \$16.4M induced).
- Employment: 958 FTE jobs (705 direct, 253 indirect/induced).
- Tax Revenue: \$78M total, with \$31M attributed to Perth County tourism.
- Tourism Volume: 643,609 trips (47% day, 53% overnight); visitors mainly from London & Kitchener.
- Spending: \$229M regional tourism spending, with \$90M in rural Perth County.

An infographic summary is included as an attachment to this report.

Discover More Adventures Program

The *Discover More Adventures* program serves as a core pillar of Perth County's tourism programming, fostering visitor engagement and business development through curated experiences. The program includes multiple key initiatives that

spotlight Perth County's unique offerings, from immersive agritourism experiences to digital engagement strategies.

Discover More Adventures' Signature Experience Program

With an increased interest in the Discover More Adventures' Signature Experience Program, a competitive application program launched in 2024 requiring interested businesses to apply and undergo an evaluation process to determine their fit within the program. Applications were graded based on criteria such as uniqueness, visitor engagement potential, and alignment with experiential tourism principles. Part of the onboarding of the successful applications, an Experiential Tourism Training Workshop took place in January, offering insights into:

- The fundamentals of experiential tourism.
- Strategies to create memorable visitor experiences.
- Effective storytelling and engagement techniques.
- Integration of tourism assets into compelling visitor journeys.

The session was also offered to those unsuccessful in the program as an opportunity to refine their programming.

Shareworthy Moments Initiative

An extension of the *Discover More Adventures Program*, this pilot initiative focuses on enhancing the visual and interactive appeal, by strategically placing photo-friendly installations at visually appealing locations across the county. A competitive application process was initiated with 16 requests from tourism operators. Applications were evaluated based on visual appeal, accessibility, thematic relevance, and expected visitor engagement. Vendor Selection: Following a competitive RFP process in January 2025, SignOntario was awarded the contract to design, manufacture, and install 10 semi-permanent, free-standing, metal photo frames across select locations. Installation Timeline: Scheduled for completion 2025.

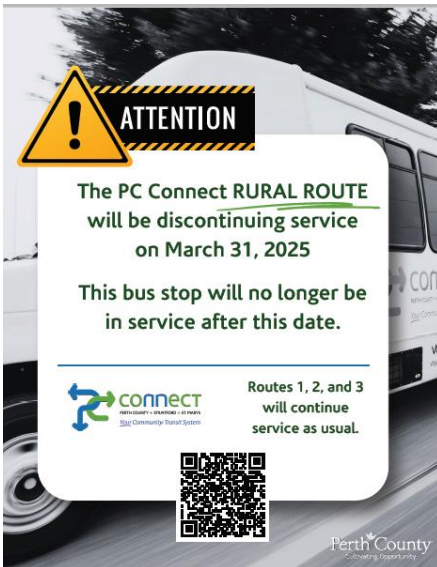
Discover More Flavour Program

The Discover More Flavour program continues to expand, celebrating agritourism and culinary experiences across Perth County.

- Farm Gate Map: The updated 2025 edition has been finalized, featuring over 90 local farm gate vendors. This updated map will launch in spring, serving as a key tool for visitors exploring the region's rich food culture.
- Farm Stand Pilot Program: This initiative is being launched as a test project to assess visitor engagement, vendor satisfaction, and economic impact before expanding further. Partnering with the Avon Maitland District School Board, local shop classes are designing and constructing 10 unique farm stands that double as Instagram-worthy installations.

Mobility 2.0

PC Connect Rural Route Discontinuation



Staff continue to ensure the smooth operation of the PC Connect Rural Route until the service end date of March 31, 2025. Winddown activities undertaken include direct outreach to pass purchasing partners, notification to MTO and service providers and planned transition of administration & marketing resources to PC Connect intercommunity partners (Routes 1-3). Public communication of PC Connect Rural Route discontinuation is ongoing with increasing frequency during February and March through social media, Blaise Transit app notifications, website updates, public notices on buses & bus stop locations and responding to inquiries.



Experiential Tourism Workshop-Mitchell



Prosper in Perth County

Ready to showcase your business or celebrate someone on your team? Reach out for more information on our Planted in Perth County & People of Perth County program!

Our most recent Planted in Perth County feature takes you on a tour of Hillmanor Holsteins.

<https://www.perthcounty.ca/en/doing-business/prosper-in-perth-county.aspx>



Host a business tour or networking event in 2025 and let your success take center stage!

Thank-you to the 51 respondents of our most recent Business Check-In survey! We appreciate your thoughts and feedback regarding upcoming programming for 2025.



Our current Business Impact Survey has served as a template for the Western Ontario Wardens Caucus (WOWC) survey on how possible Tariffs might affect our local businesses.

Scan QR Code for Tariff survey

<https://www.surveymonkey.com/r/PerthCountyTariffImpact>

Our Prosper in Perth County "DID YOU KNOW" campaign has reached great heights!

To date our posts have reached 26,163 Facebook accounts, received 109 Facebook Likes, and have been shared 33 times.



People & Workforce Development

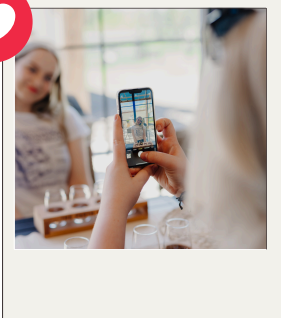


Looking to strengthen your workforce? Let us connect you with tools and strategies to attract top talent!

We encourage you to take advantage of our FREE 'Welcoming Communities' training! Digital online courses that you can take at your own pace.

<https://forms.perthcounty.ca/CAO/Ecdev-and-Tourism/Employer-Portal-Registration>

Tourism and Destination Development



Want to be featured in an upcoming social media influencer visit?

This campaign has helped to reach over 250K social media accounts!



Join our Discover More Flavour program today!

We have over 90 participants showcasing our diverse agricultural offerings, even unique farm-to-table experiences!

Are you a tourism operator with a unique story to tell?



We are often looking for inspiring stories when creating content for our marketing outlets. We offer the tools to support you in creating memorable experiences. Reach out today by scanning the QR Code or following the link!

<https://www.perthcounty.ca/en/discover/discover-more-adventures.aspx>

Want more info? Send us an email or give us a call!



519-271-0531 x152



Ricky Zhao, Tourism Officer
rzhao@perthcounty.ca



EXPERIENTIAL TOURISM WORKSHOP

A big thank you to everyone who participated in the Experiential Tourism workshop! We hope you found the session valuable and are excited to apply some of the concepts we discussed.

This exclusive initiative is designed to help local businesses transform their existing offerings into standout experiences that captivate visitors, boost visibility, and enhance the local tourism scene.

If you're interested in learning more or joining the Discover More Adventures (DMA) program, please don't hesitate to reach out to us at tourism@perthcounty.ca. We'd love to continue the conversation and help you take the next step in your tourism journey!

Want to participate in our Experiential Tourism Program?

Scan the QR code to download our Program Guide and Experience Planning Template.



<https://forms.perthcounty.ca/CAO/Ecdev-and-Tourism/Discover-More-Adventures-Business-Sign-Up-Form>



Mobility 2.0

Enjoy the PC Connect Rural Route Service

As the service winds down, you still have time to utilize the PC Connect Rural Route! Scan the QR code, or visit our website for bus routes & schedules.

<https://www.perthcounty.ca/en/living-here/school-buses-and-maps.aspx>



Partner Resources



"Discover Top Talent in the Stratford-Bruce Peninsula Area"



DIGITAL MATCH-MAKING FOR EMPLOYERS AND JOB SEEKERS!

Employment Services Bruce Grey Huron Perth offers a fantastic new tool that matches qualified candidates with your employment needs. It's simple to use for both employers and job seekers alike. Please visit their website for more information or click here for a downloadable brochure!

<https://employmentbghs.ca/digital-service-delivery/>



Scan the QR code to apply!

Are you a student and aspiring entrepreneur? If so, **Our Summer Company Program is for you!**

Funded by the government of Ontario, this program helps young people between 15 and 29 years old start and run their own summer business by providing a potential grant, mentorship and training.

APPLY TODAY!

www.stratfordperthbusiness.ca



Foodpreneur Advantage



Foodpreneur Advantage is a regional collaboration of Small Business Enterprise Centres. Whether you are starting your food venture, or ready to expand and scale your operation, this is the place to start.

Upcoming Seminars

- SELLING TO FOOD RETAILERS - Feb 20, 2025
- PACKAGING & LABELLING - Feb 27, 2025
- STARTING A FOOD BUSINESS & REGULATORY COMPLIANCE - April 24, 2025
- HOW TO SELL YOUR FOOD PRODUCT - May 1, 2025

visit foodpreneuradvantage.ca for more details!

Our office is always open! The Economic Development & Tourism team is here to support businesses, residents, and visitors with a range of programs to help Perth County grow & thrive.





prosper
in Perth County

PROGRAM AND
RESOURCE GUIDE

PROGRAM OVERVIEW

Perth County's Economic Development team is dedicated to fostering the growth of local businesses. By understanding the unique challenges and aspirations of business owners, our department offers a wealth of resources and support completely free of charge.

WHAT WE OFFER

- ✓ Business Tours
- ✓ Business Networking Events
- ✓ Business Features
- ✓ Stats, maps, demographics & community information
- ✓ Start-up & expansion resources
- ✓ Employee Features
- ✓ Business Training
- ✓ Support for grant & loan program applications
- ✓ Recruitment & Retention Strategies
- ✓ Connections to landowners, developers, municipal offices, & real estate



Prosper in Perth County is designed to ignite economic growth and collaboration among local enterprises. Whether you're a participant or simply seeking guidance, our department's programs cater to all. With Perth County's Economic Development team, support is not just a service; it's a partnership in unleashing your business potential!

WHY JOIN?

showcase your business!



HOST A BUSINESS TOUR

Tours are a great opportunity for elected representatives, municipal councillors & staff, educators and organizations with a mandate to support the business community, to find out firsthand about business retention & expansion challenges and opportunities. The tours also provide an opportunity for businesses to showcase the wide variety of career opportunities that exist within their company and our community.

grow your business with our support at no cost to you!



Click this link or scan the QR code to see examples of some of our most recent business tours!

Connect directly with key stakeholders, including government officials & economic development representatives!

WHY JOIN?

tell your story!

PLANTED IN PERTH COUNTY

We're excited to spotlight each participating business with a tailored feature that showcases everything you have to offer. From your mission to the unique qualities that set you apart, our business features are published across our website and social media platforms, bringing your story to the broader community. This feature helps local residents connect with you on a deeper level, strengthening trust, visibility, and local support.

#PlantedinPerthCounty

RIVER VALLEY GOLF & SNOW TUBE

Rural Roots

For 28 years, River Valley Golf Course & Winter Tube Slide has been a cherished part of Perth County, offering year-round entertainment. However, its story began in an unexpected way. Nick, hockey player Walter Traczuk and Danny Seguin, founded their own summer hockey school in St. Marys.

For over 15 years, the school attracted players from across Canada and the United States, making a lasting impact on many young athletes. In 1985, Walter and Danny decided to retire from the hockey school. They shifted their focus to a new venture aimed at enriching their local community. Embracing their entrepreneurial spirit, they set out to create a golf course and transformed the land into a picturesque 18-hole course.

Since opening in 1995, River Valley Golf Course has become a cherished destination for golf enthusiasts. This success is a testament to the Traczuk family's unwavering dedication. Today, the entire family is deeply involved in the business, with Sarah, David and Michael managing daily operations, while Walter, Victoria, and Danny continue to contribute their expertise. Their collective hard work recently resulted in the addition of a newly renovated indoor and outdoor event space, enhancing their ability to host community gatherings and celebrate local spirit.

River Valley Golf Course & Winter Tube Slide is more than a golf course; it's a testament to vision and dedication. The transition from a hockey school to a thriving golf course highlights the transformative power of local entrepreneurship and community commitment, showcasing the opportunities Perth County has to offer.

4205 Line 5, St. Marys, ON N4B 1K4
874.225.2224
Website: www.rivervalleygolf.com
Facebook: [River Valley Golf Slide](https://www.facebook.com/RiverValleyGolfSlide)

Perth County

PEOPLE OF PERTH COUNTY



Personal spotlights are a powerful way to celebrate the individuals who contribute to the success of local businesses and organizations, fostering a sense of pride and connection within the community. In Perth County, highlighting our employees and people not only boosts morale but also strengthens the bond between businesses and residents by showcasing the talent and dedication of our local workforce. These spotlights humanize organizations, promote workplace culture, and inspire others to appreciate the diverse skills and stories that enrich our community. By acknowledging individuals' contributions, we create a positive ripple effect that not only fosters collaboration but also strengthens employee retention and highlights the importance of local employment opportunities.

business support

BUSINESS RESOURCES & SUPPORT PROGRAMS FOUND ON OUR WEBSITE PERTHCOUNTY.CA

BUSINESS TRAINING

Discover a variety of training opportunities crafted to empower businesses in Perth County.

WELCOMING COMMUNITIES TRAINING

Together with Fanshawe's Corporate Training Solutions and Intercultural Competency Advantage Program, we look forward to ensuring the online learning experience is as easy to access and meaningful as possible. The goal of this training is to help our local businesses and service providers to become welcoming to all newcomers to the region.

DISCOVER MORE ADVENTURES

This program helps Perth County businesses expertly enhance and market their offerings. Receive a product enhancement and marketing package including expert guidance, professional photography/videography, paid advertising, marketing materials and more!

DISCOVER MORE FLAVOUR

Do you operate a local farm store or farm gate business? Join a community of local farm operators who receive promotion and marketing investment from Perth County Tourism.

NETWORKING EVENTS

get on the list to be our next location!

Hosting networking events connects your business with fellow small business owners, politicians, and municipal staff from federal, provincial, and local economic development departments. If you want to host a networking event at your business, our team organizes and executes for you!



business support

BUSINESS RESOURCES & SUPPORT PROGRAMS FOUND ON OUR WEBSITE PERTHCOUNTY.CA

JOB FAIRS

We actively facilitate partnerships at regional job fairs and participate in these events to showcase and promote available opportunities in Perth County.

WORKFORCE ATTRACTION AND RETENTION EMPLOYER TOOLKIT

The Workforce Attraction and Retention Employer Toolkit (WARET) is your one-stop shop for guides, templates, policies, forms and more to help you implement innovative retention and attraction practices.

perthcounty.ca/employertoolkit

DIGITAL SERVICES

We have a team with strong technology and digital marketing skills and experiences that provides one-on-one assistance to businesses.

BUSINESS DIRECTORY

Current local directory for enhanced online visibility. This is a great way to get discovered by Perth County visitors and add a layer of credibility and visibility for your business.

NEWS & EVENTS

Subscribe to our mailing list to get relevant business, program, and funding news delivered to your inbox.

ADDITIONAL LOCAL RESOURCES ON OUR WEBSITE INCLUDE:



Local Business Resources



Newcomer Settlement Resources



Recruitment Resources



Local Business Associations



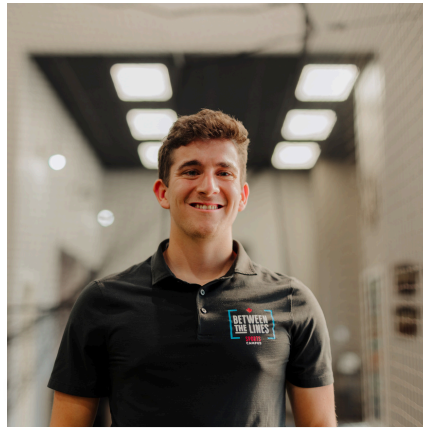
Employment Resources



Business Benefit Finder

local resources

LOCAL RESOURCES & SUPPORT PROGRAMS FOUND ON OUR WEBSITE PERTHCOUNTY.CA



LOCAL RESOURCES

Stratford Perth Centre for Business offers business advisory services, training, networking opportunities and assistance with funding applications stratfordperthbusiness.ca

Perth CFDC (Community Futures Development Corporation) provides business support through customized loan programs. perthcfd.ca

REGIONAL JOB BOARD

Perth County is full of great companies that offer employment opportunities in a variety of industries. Regardless of what type of position you are looking for, you are sure to find a job that fits your skills, your interests and your lifestyle right here.

Explore our Regional Job Map, Regional Job Board and Labour Market Information to find available jobs and insights to support your search.

perthcounty.ca/en/doing-business/regional-job-board.aspx

EMPLOYMENT RESOURCES

Partners in Employment works with job seekers and employers to match talents and skills to employers recruitment needs.

partnersinemployment.on.ca

Let us help your business *grow & thrive* in Perth County.



Ready to *elevate* your Business?

Contact Ashley Rooney, EDO at Perth County
aarooney@perthcounty.ca | 519-271-0531 ext 154

TOURIST VOLUME

643, 609 trips to Perth County

333,006 day trips

301,603 overnight stays*

*while overnight stays occur in Perth County, Stratford and St Marys, 71% of visitors spend a minimum of 2 hours in Perth County



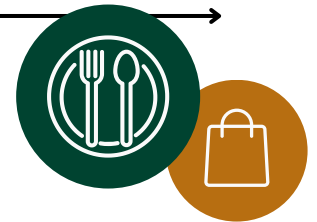
VISITOR DEMOGRAPHICS

Gender Identity

65% Female
34% Male
1% Undisclosed

Age Breakdown

27% age 18-44
38% age 45-64
35% age 65+



VISITOR ORIGIN

94% within Ontario
6% United States & International



TOURISM SPENDING

\$90 million

Accommodation: **\$21 million**

Food & Beverage: **\$27 million**

Entertainment: **\$12 million**

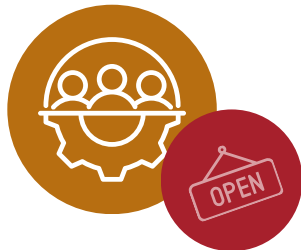
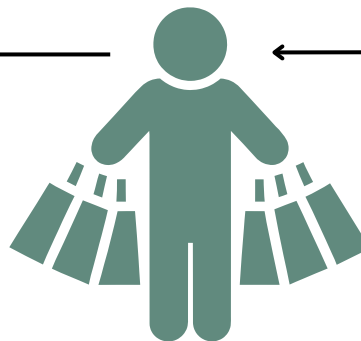
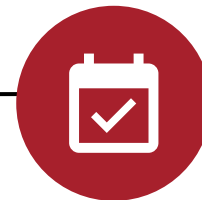
Transportation: **\$11 million**

Miscellaneous Shopping: **\$20 million**

VISITOR MOTIVATIONS

Popular Activities

Many tourism flows are driven by the **Stratford Festival**. Visitors exploring Perth County are looking for: **dining, shopping, cultural events, and outdoor adventures.**



ECONOMIC IMPACT: JOBS

958 Full-Time Equivalent Jobs

Direct: **705 FTEs**

Indirect: **152 FTEs**

Induced: **101 FTEs**

ECONOMIC IMPACT: GDP

\$82 million

Direct Impact: **\$48.4 million**

Indirect Impact: **\$17.4 million**

Induced Impact: **\$16.4 million**

ECONOMIC IMPACT: TAXES

\$31 million

Municipal: **\$931 thousand**

Provincial: **\$16 million**

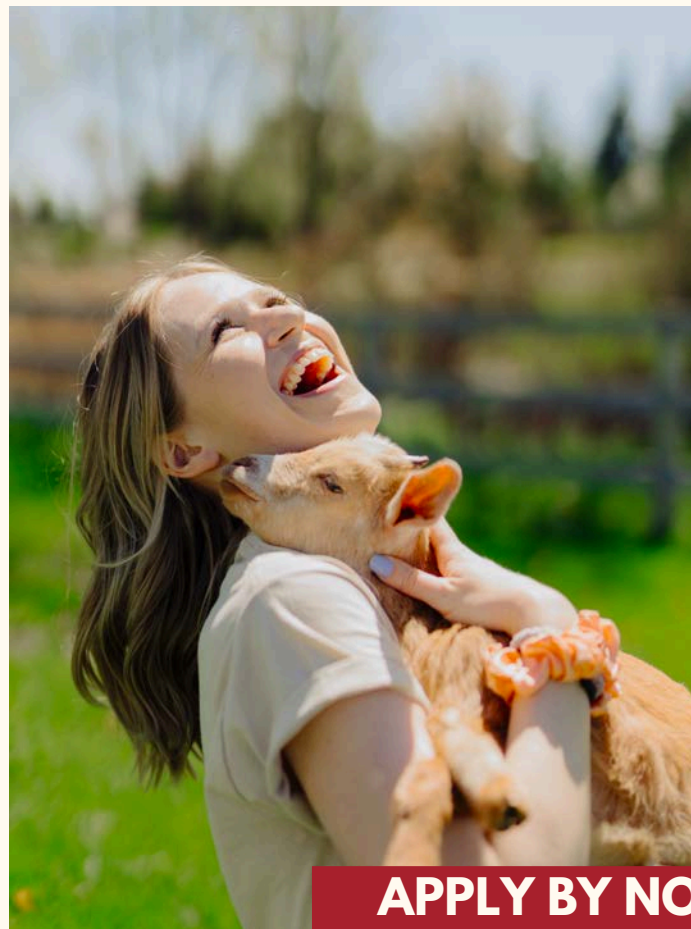
Federal: **\$14 million**



Perth County

DISCOVER MORE *adventures*

EXPERIENTIAL TOURISM PROGRAM



**APPLY BY NOVEMBER 4, 2024
TO JOIN OUR 2025 CATALOGUE!**

*Position your business as a must-visit destination in
Perth County.*

Program Overview

DISCOVER MORE ADVENTURES

What is Discover More Adventures?

The Discover More Adventures program enables businesses to enhance their current services, turning them into standout, marketable experiences that appeal to a wide audience. By participating, your business will receive professional support to maximize the potential of your offerings.

This program isn't about creating something new—it's about amplifying what you already do best, making your services more immersive, shareable, and attractive to visitors.

And the best part? Participation is completely **FREE** for eligible businesses.*



Elevate Your Business

The Discover More Adventures program offers a premium opportunity for local tourism businesses in Perth County to create signature experiences that captivate visitors and foster organic sharing. These unique experiences are designed to elevate your business or destination, spotlighting its distinctive qualities and attracting a broader audience.

This exclusive initiative from Perth County Tourism is designed to help local businesses transform their existing offerings into standout experiences that captivate visitors, boost visibility, and enhance the local tourism scene.

Ready to get started? Find our short application form [here](#).

**This program is exclusively available to businesses that are physically located within the County of Perth. Eligible businesses must be situated in and paying taxes to the Municipality of North Perth, The Townships of Perth East and South and the Municipality of West Perth. Unfortunately, businesses located outside of these specific municipal boundaries, including those in surrounding areas, are not eligible for participation in this program.*

Why Join?

DISCOVER MORE ADVENTURES

Grow Your Business With Our Support

The Discover More Adventures program empowers your business to:

Engage New Audiences: Draw attention from social media users and influencers who help spread the word.

Amplify Authenticity: Harness the authenticity of user-generated-content (UGC) to tell your story, making your business more relatable and credible.

Create Shareable Moments: Develop experiences that visitors love to share, enhancing your online presence and reputation.

Increase Digital Exposure: Benefit from professional visual content and targeted promotion to attract more visitors and boost bookings.

“We are so thrilled with how our first year went, we can’t thank Perth County Tourism enough!”

Casey Howanyck, Owner at The Perth Farmhouse



What You’ll Receive:

Participating businesses will benefit from an **exclusive marketing package** that includes:

Expert Guidance: Receive professional advice on how to enhance your current offerings and make them even more appealing to visitors.

Professional Photography & Videography: Capture the essence of your business with high-quality visuals that you can use across digital and social platforms.

Targeted Paid Advertising: Boost your visibility with strategic advertising campaigns across Perth County’s tourism platforms, reaching new and engaged audiences.

Ongoing Promotion & Support: Your business will be featured on Perth County Tourism’s social media channels and website, supported by a dedicated marketing team to amplify your reach.

Program Outcomes

DISCOVER MORE ADVENTURES

Generate New Revenue Streams

By enhancing your existing services, you can develop unique experiences that open up new revenue opportunities, increasing profitability.

Increase Foot Traffic

The program encourages visitors to experience your offerings by creating compelling, memorable attractions. This gives tourists a reason to choose your business, driving more in-person visits.

Boost Your Visibility

Tap into the power of user-generated content (UGC) as visitors share their experiences online. This authentic promotion builds trust, credibility, and increases your brand's presence.

Collaborate & Network

Join a community of local businesses working together to elevate the visitor experience in Perth County. This program fosters partnerships and collaboration, helping you grow alongside other tourism operators.

Long Term Brand Building

Through continued support, you'll have the opportunity to refine your experiences and grow your brand, ensuring your business remains a focal point in Perth County's tourism landscape.

Ready to Elevate Your Business?

Participating is easy! Simply complete the short application form [here](#), and a member of the Perth County Economic Development and Tourism team will reach out to discuss the next steps.

Questions? Contact **Clara Leney, Tourism Officer** at cleney@perthcounty.ca.

**APPLY BY NOVEMBER 4, 2024
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WILD ROSE SANCTUARY

Nature Retreat
 3058 149 Rd, Fullarton
 Unplug, relax, meditate, and get away from the noise at this rustic and restoring off-the-grid nature retreat.
thewildrosesanctuary.com

LYNN RIVER FARM

GRAZE Farm Dinners
 2529 Vivian Line 37 RR1, Stratford
 Enjoy 6 tasting plates filled with local flavours by the crackling fire overlooking the water.
lynnriverfarm.com

AMBE WINGED TOURS

Guided Birding Tour
 North Perth
 Explore little known birding areas to spot birds, capture photos, and learn about local and seasonal birds at this Indigenous lead, education filled, experience.
ambewingedtours@gmail.com



HOOVERS MAPLE SYRUP

Hoovers Maple Experience
 5896 Line 78, Atwood
 Explore the sugar bush, tap maple trees, tour the facility, and fill your own syrup bottle to take home.
hooversmaplesyrup.com

STRATFORD PERTH MUSEUM

Exploration of Land, Water and History
 4275 Line 34, Stratford
 This hands-on experience involves memorable Indigenous education and crafting, immersive nature exploration, and an exciting historical trail adventure.
stratfordperthmuseum.ca



CHOK FINE CHOCOLATES

Bonbon Making Workshop
 2236 Line 34 Unit 4, Shakespeare
 Experience the process of decorating, casting, filling and capping your very own Swiss chocolate filled bonbons.
chokfinechocolates.ca

ASPENS OJIBWE HORSE SANCTUARY

Open Barn Events
 2624 Line 47, Gads Hill
 Meet farm animals, walk the horses, and learn about important the history of Ojibwe Spirit Horses.
aspenshorses.com

TLC ALPACA

Alpaca Walking Tours
 4616 Road 170, Mitchell
 Walk the friendly alpacas through the scenic countryside. Meet Willie the goat and pet the horses and donkeys.
tlcalpaca.weebly.com

BLACK CREEK FLOWER FARM

Create Your Own Bouquet
 4858 Line 34, Stratford
 Walk through the stunning flower field and pick-your-own florals to create a beautiful bouquet.
blackcreekflowerfarm.com



THE PERTH FARMHOUSE

Goat Social
 4596 Wilmot Easthope Rd, Perth East
 Visit this trendy farm to tour the barn, cuddle the goats, and enjoy a picnic by the picturesque pond.
theperthfarmhouse.ca

Sip & Graze

4596 Wilmot Easthope Rd, Perth East
 Enjoy a self-guided tasting on the picturesque 5-acre vineyard of Perth County's first-ever winery! Savor the flavors of the region through locally sourced artisanal graze boxes.
theperthfarmhouse.ca



VICTORIAN INN & SPA

High Tea Parties
 405 Main St W, Listowel
 Feel like you've travelled back in time with this High Tea experience including warm tea, sandwiches, scones, fresh fruits, and sweet desserts.
victorianinnandspa.com

ARGYLE WINES & SCRAPBOOK SHOP

Wine Bottling and Scrapbooking
 155 Argyle Ave N, Listowel
 163 Inkerman St W, Listowel
 Capture memories tasting and bottling your own wine before creating a personal scrapbook keepsake.
thescrapbookshop.ca

APPLEBOTTOM ORCHARDS

Apple Picking
 9652 Road 146, Palmerston
 Wander rows of apple trees, fill your basket, and discover the journey of an apple from blossom to harvest.

Perth County
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MORE
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**Let's position your
business as a
must-visit destination
in Perth County.**



To: Warden Kellum and Members of Council
Meeting Date: February 20, 2025
Prepared By: Clara Leney, Tourism Officer
Subject: Economic Impact of Tourism in Perth County

Recommended Action:

THAT Council receives the “Economic Impact of Tourism in Perth County” report for information.

Executive Summary:

Perth County has made significant strides in the last eight years by investing in marketing and advertising initiatives, experiential tourism programming, and supporting local tourism operators. Recognizing the need to dig deeper into the economic impact of these initiatives and uncover new opportunities for growth, an Economic Impact and Visitation Data Study was completed. Notably, tourism contributes \$82 million in GDP.

Background Information:

In partnership with Regional Tourism Organization 4 (RTO4) an Economic Impact and Visitation Data Analysis was completed. The analysis provides the tools to quantify tourism’s economic impact, assess performance, establish a baseline for informed decision making, help understand visitor segmentation, as well as identify travel motivations. This will help align tourism marketing and programming with visitor expectations.

Comments:

Through a competitive RFP process, Forum Research was hired to manage this project. Forum Research’s data analysis included visitor surveys and a number of different secondary data sources including geo-indicator data, expenditure reports, accommodation information, and visitor demographics.

To achieve the project’s objectives, Forum Research employed a mix of research methodologies, combining various analytical approaches to ensure comprehensive insights:

- Engaging with tourism operators whose businesses interact directly with visitors in Perth County

- Conducting an intercept survey with active tourists in Perth County during peak tourism season
- Performing a tourism economic impact analysis

The full analysis attached provides a comprehensive understanding of tourism's economic contribution in Perth County, including employment generation, revenue generation, key visitor demographics, opportunities for development, and the overall economic multiplier effect.

Forum's TourForce Economic Impact Model is a comprehensive, proprietary tool that quantifies these contributions. It employs supply-use models to map tourism demand across industries and input-output models to analyze inter-industry interactions. These tools help us understand:

- Direct Impacts: Economic value created at the point of sale.
- Indirect Impacts: Value generated through the supply chain.
- Induced Impacts: Additional economic activity generated by spending of employees in the supply chain and direct service sectors.

The TourForce Economic Impact Model is built on the national income accounting architecture, which connects spending to industry value-added (or gross domestic product) and factor payments (employment income and profits). Unlike business accounting systems, this approach focuses on the economic contributions of industries and avoids double-counting by emphasizing value-added.

In TourForce, the specific spending patterns of the target tourist population are applied to the products and services that they purchase, with product spending then linked to the supply chain. This approach allows us to gauge direct and indirect economic impacts. Direct impacts are realized at the point of sale, while indirect impacts occur through the supply chain. Companies in the same line of business are organized as a sector and their value-added counts towards sector value-added.

Key Findings:

Economic Contributions (GDP):

- Direct Impact: \$48.4 million
- Indirect Impact: \$17.4 million
- Induced Impact: \$16.4 million

Employment Contributions:

- 958 Full-Time Equivalent (FTE) Jobs
- Direct: 705 FTE Jobs
- Indirect & Induced: 253 FTE Jobs

Tax Revenue:

- Total tax revenue across Perth County, Stratford, and St. Marys generated \$78 million, with \$31 million attributable to tourism activity in Perth County.

Tourism Volume:

- Trips: 643,609 trips (47% day-trips and 53% overnight stays).
- Visitor Origin: Predominantly from nearby urban centers like London and Kitchener.

Visitor Spending:

- Total aggregate spending across Perth County, Stratford, and St. Marys reached \$229 million, with \$90 million occurring within Perth County.

Visitor Demographics and Behavior:

- Visitor demographics revealed a predominance of small, adult-only travel groups, suggesting targeted marketing opportunities for couples, seniors, and groups of friends.

Strengths:

- Perth County has diverse tourism offerings, including cultural events, outdoor recreation, agritourism and culinary experiences, all of which resonate strongly with visitors.
- High visitor satisfaction rates (98%) and strong repeat visitation (42% of visitors returned more than three times in the past year) reinforce the County's appeal and quality of experiences.
- The proximity to major urban centers like London and Kitchener positions Perth County as a convenient getaway destination for regional travelers.
- The Stratford Festival is a rare asset for a geographic region the size of Perth County. Visitors to Stratford who are exploring Perth County are looking for dining, sightseeing and outdoor activities, shopping, and other cultural events – programming which directly aligns with Perth County assets.

Opportunities:

- To maximize economic benefits, Perth County continue to enhance collaborative marketing and cross-promotion to attract repeat or extended visits by day-trippers.
- Continue developing bundled itineraries that include multiple-day activities.

- Agritourism presents a promising growth area combining Perth County’s strengths in agriculture and local culinary offerings, with opportunities to highlight farm-to-table experiences, food trails and unique experiences.
- Addressing seasonality gaps by promoting winter and fall activities—like snowshoeing, harvest festivals, and culinary experiences—can sustain tourism throughout the year and reduce revenue fluctuations for operators.

Tourism is not just an economic driver for Perth County—it connects visitors to our rich agricultural heritage, vibrant cultural experiences, and unmatched hospitality. This study underscores the profound role tourism plays in generating jobs, fostering business growth, and enhancing the quality of life for our residents. By leveraging these insights, we can continue to grow Perth County as a premier destination, inspiring deeper connections with visitors, boosting economic prosperity, and creating an environment where local tourism is sustainable.

Public Engagement:

This report meets the "Inform" level of the County's Community Engagement Framework.

Financial Implications:

Economic Development and Tourism projects are funded through the approved 2024 Economic Development and Tourism Division budget.

Others Consulted:

Regional Tourism Organization 4 (RTO4), Forum Research Group, Tourism Operators.

Connection to Strategic Plan:

Growth & Economic Development
Regionalization & Service Effectiveness
Customer Service Excellence
Community Development & Planning
Corporate Sustainability

Attachments:

[Infographic Economic Impact of Tourism in Perth County](#)
[Report Economic Impact of Tourism in Perth County](#)

Reviewed By:

Meredith Forget, Director of Economic Development and Tourism

TOURIST VOLUME

643, 609 trips to Perth County

333,006 day trips

301,603 overnight stays*

*while overnight stays occur in Perth County, Stratford and St Marys, 71% of visitors spend a minimum of 2 hours in Perth County



VISITOR DEMOGRAPHICS

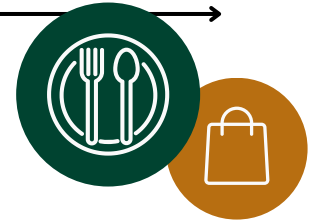
Gender Identity

65% Female
34% Male
1% Undisclosed



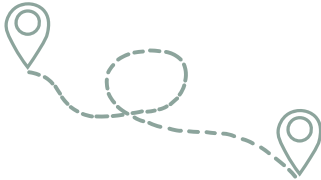
Age Breakdown

27% age 18-44
38% age 45-64
35% age 65+



VISITOR ORIGIN

94% within Ontario
6% United States & International



TOURISM SPENDING

\$90 million

Accommodation: **\$21 million**

Food & Beverage: **\$27 million**

Entertainment: **\$12 million**

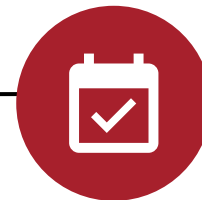
Transportation: **\$11 million**

Miscellaneous Shopping: **\$20 million**

VISITOR MOTIVATIONS

Popular Activities

Many tourism flows are driven by the **Stratford Festival**. Visitors exploring Perth County are looking for: **dining, shopping, cultural events, and outdoor adventures.**



ECONOMIC IMPACT: JOBS

958 Full-Time Equivalent Jobs

Direct: **705 FTEs**

Indirect: **152 FTEs**

Induced: **101 FTEs**

ECONOMIC IMPACT: TAXES

\$31 million

Municipal: **\$931 thousand**

Provincial: **\$16 million**

Federal: **\$14 million**



ECONOMIC IMPACT: GDP

\$82 million

Direct Impact: **\$48.4 million**

Indirect Impact: **\$17.4 million**

Induced Impact: **\$16.4 million**



Economic Impact of Tourism in Perth County

FINAL REPORT
JANUARY 2025



What Is Economic Impact and How Is It Measured?

Economic Impact measures the economic value-added generated by tourism within a specific region. Economic value is created when businesses and not-for-profits that cater to tourists respond to tourism spending.

There are three types of economic impact:



Direct impacts are created at the point-of-sale by businesses



Indirect impacts emerge as these businesses purchase supplies to run their businesses



Induced impacts emerge when employers spend profits and their employees spend their wages in the surrounding economy



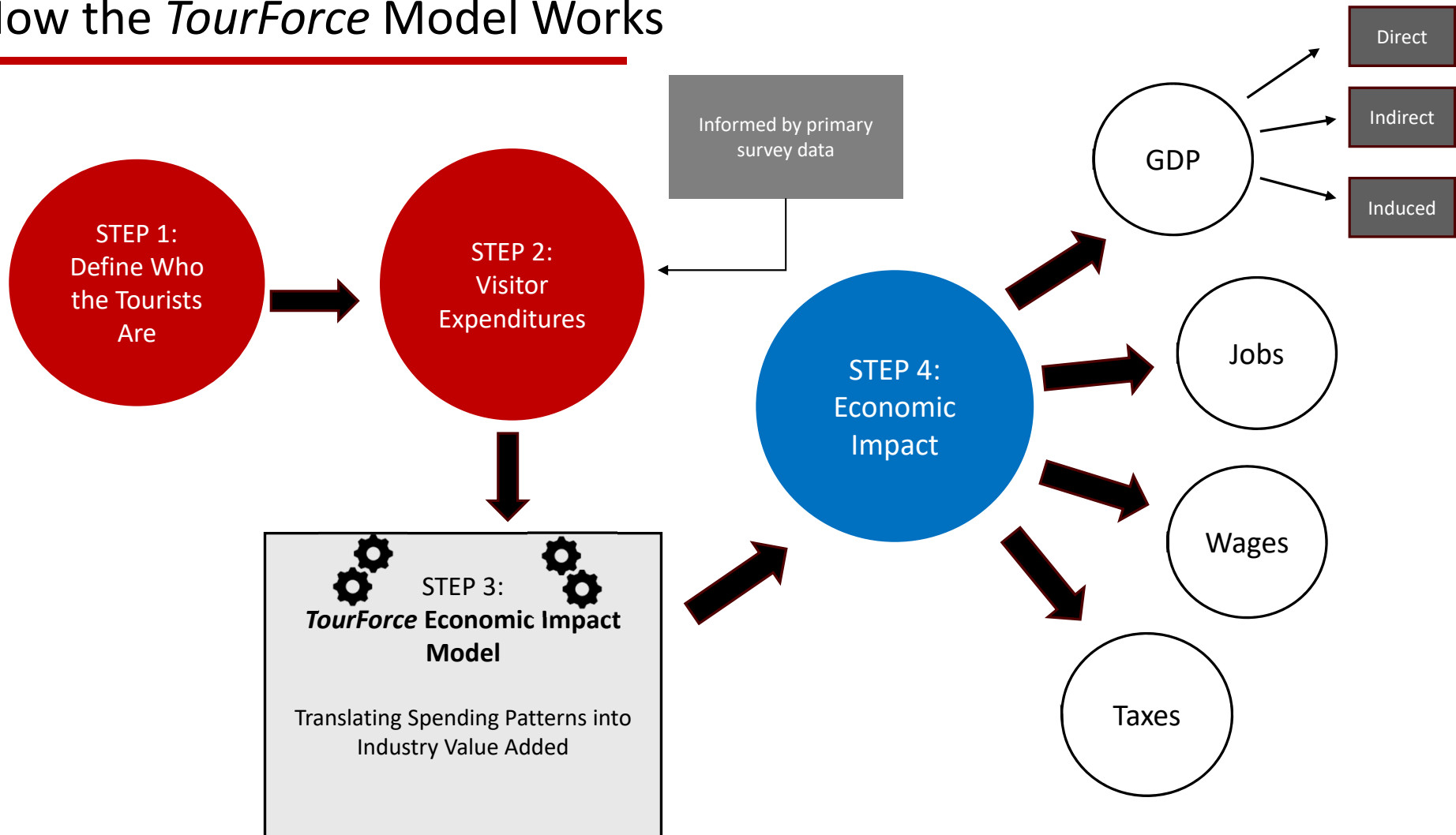
The *TourForce* Model

- Forum Research's *TourForce* model is built on the national income accounting architecture, which connects spending to industry value-added (or gross domestic product) and factor payments (employment income and profits)
- Unlike business accounting systems, this approach focuses on the economic contributions of industries and avoids double-counting by emphasizing value-added

***TourForce* applies the specific spending patterns of the target tourist population to the products and services that they purchase and then link the product spending to the supply chain.**



How the *TourForce* Model Works



Project Background

Perth County Tourism and **Regional Tourism Organization 4 Inc. (RTO4)** partnered with Forum Research to measure the impact of tourism within Perth County. These were the project objectives:

- Demonstrate tourism's contribution to Perth County's economy
- Provide actionable insights to guide marketing, program development and partnership initiatives
- Identify visitor demographics and their travel motivations to align tourism offerings with visitor expectations

To achieve these objectives, Forum Research has employed a **mix of research methodologies**, combining **various analytical approaches** to ensure comprehensive insights

- Engaged with tourism operators whose businesses interact directly with visitors in Perth County
- Conducted an intercept survey with active tourists in Perth County during peak tourism season
- Performed a tourism economic impact analysis



Farm Gate in Perth County. Image by Perth County Tourism.

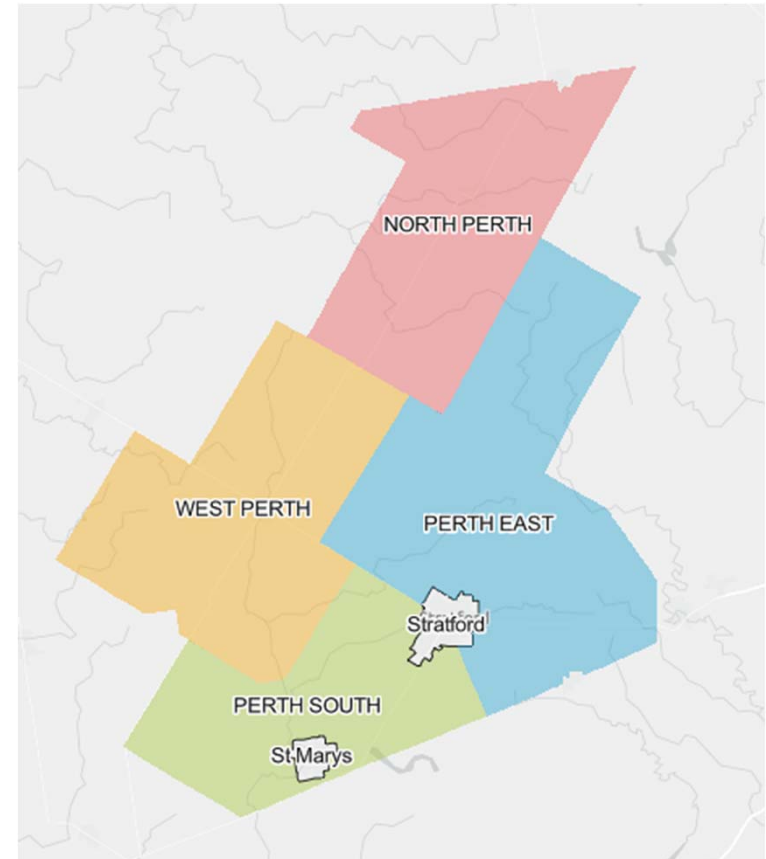
Understanding the Context of the Economic Impact Analysis

It is essential to establish this clarification upfront to ensure a consistent and accurate understanding of the analysis and results presented in this report.

We conducted the economic impact analysis from a **jurisdictional perspective** of Perth County, as required by the Destination Management Organization (DMO) that commissioned this research.

- Note that throughout the report, whenever we present the economic impact of "Perth County," we are referring to the **jurisdictional Perth County**, which **includes West Perth, North Perth, Perth East, and Perth South, and excludes St. Marys and Stratford**

It is important to recognize, however, that both the **jurisdictional** and **geographical** dimensions of Perth County work together to create value for tourists, who often travel and spend money across different areas in the county during a single trip.



Map of Perth County from [Perth County Roads GIS](#).

Data Collection

In this project, Forum conducted an intercept survey and engaged tourism operators to collect primary data:

- The intercept surveys were conducted across Perth County between August and September 2024, gathering data from 300 tourists aged 18 and older. The surveys captured travel motivations, spending behaviors, visit frequency, length of stay, and demographics to assess tourism demand. The results were complemented by RTO4 data to provide a comprehensive assessment of the region's tourism demand landscape
- To gain qualitative insights into Perth County's tourism industry, tourism operators were invited to participate in a **60-minute virtual focus group discussion** conducted via Zoom in November 2024. For those unable to attend, a **supplementary online survey** was made available via email invitation. These engagements explored key topics, including the impact of tourism on businesses, the effects of seasonality on strategy and revenue, concerns regarding tourism in Perth County, and perceptions of growth opportunities for the region's tourism sector

Secondary Data Source

In addition to the primary data collected for this project, secondary data sources, including Statistics Canada and RTO4 datasets, were leveraged to enhance the analysis and provide a comprehensive understanding of tourism visitation and spending patterns.

Executive Summary: Economic Impact Key Metrics

Total Tourism Spending = just over \$90M

Food and Beverage: \$27M
Accommodation: \$21M
Retail Shopping: \$20M
Entertainment: \$12M
Transportation: \$11M

Economic Impact (GDP) = total just over \$82M

Direct Impact: \$48.4M
Indirect Impact: \$17.44M
Induced Impact: \$16.47M

Economic Impact (Wages) = \$51.1M

Direct: \$30.1M
Indirect: \$10.8M
Induced: \$10.2M

Economic Impact (Jobs) = 958 Full-time Equivalent Jobs (FTEs)

Direct: 705 FTEs
Indirect: 152 FTEs
Induced: 101 FTEs

Economic Impact (Taxes) = nearly \$78M

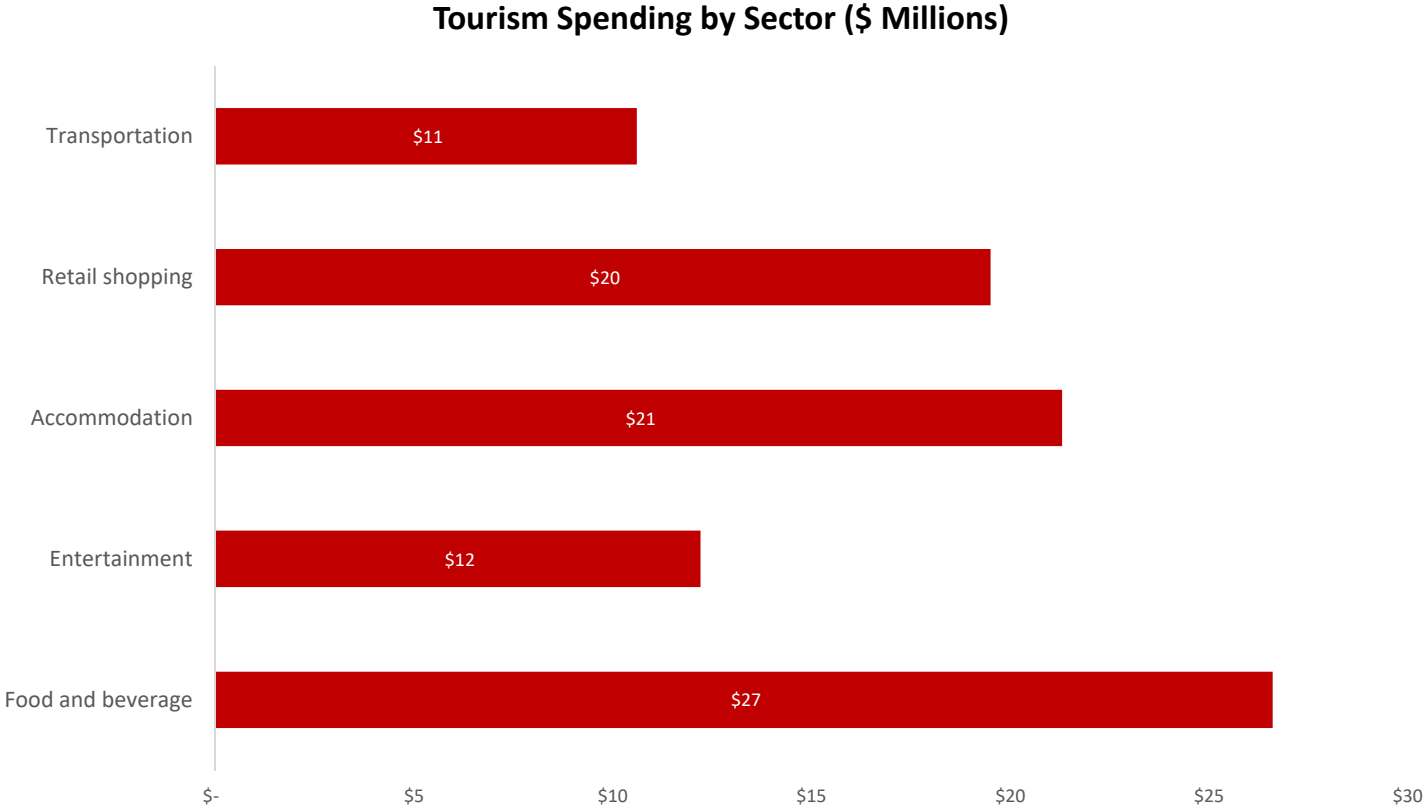
Municipal: \$2M
Provincial: \$40M
Federal: \$36M

Future Growth (2025-2030):

Tourism Spending in Perth County: \$125M
Employment Forecast: 150 new FTE jobs

Tourism Spending: By Sector (\$ Millions)

- Total aggregate tourist spending in Perth County was just over **\$90 million**



Source: Forum Research *TourForce* Economic Impact Simulation

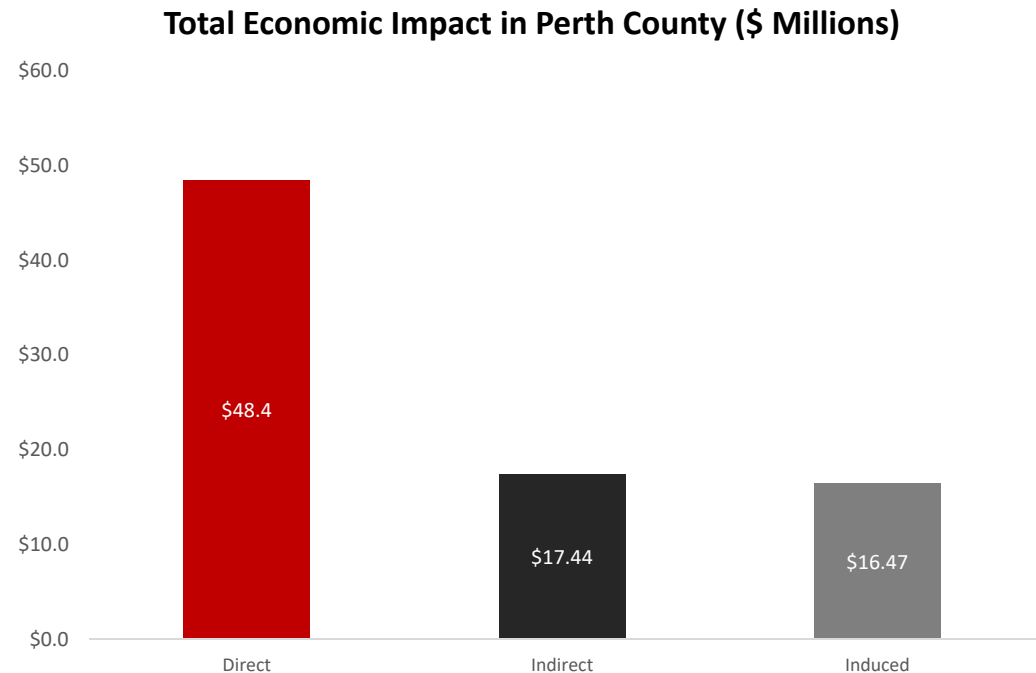
Economic Impact: Gross Domestic Product (GDP) (\$ Millions)

Direct impacts take place in the jurisdiction at the point-of-sale, such as a restaurant in Listowel.

Indirect impacts mostly take place through the point-of-sale's supply chain, such as the ingredients purchased by the restaurant. These impacts are mostly in Ontario.

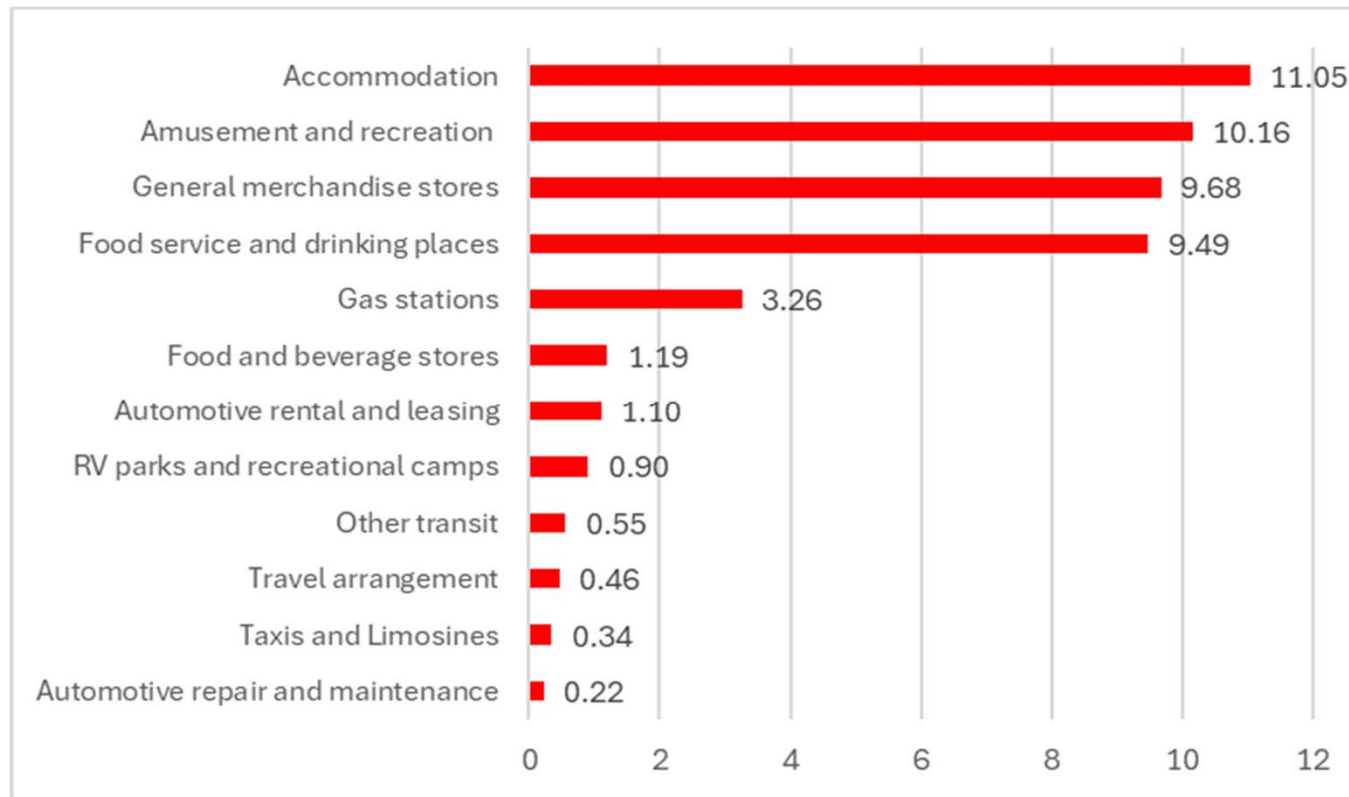
Induced impacts emerge over time as tourist spending works its way through into wages and profits which are then re-spent. These impacts are also mostly in Ontario.

The **total impact** from all these sources is just over **\$82 million** in Perth County.



Economic Impact: Total Direct Economic Impact by Sector (\$ Millions)

- Perth County's traveler accommodation (**\$11.05 M**) and amusement and recreation (**\$10.16 M**) lead the way in terms of sector specific direct impacts.

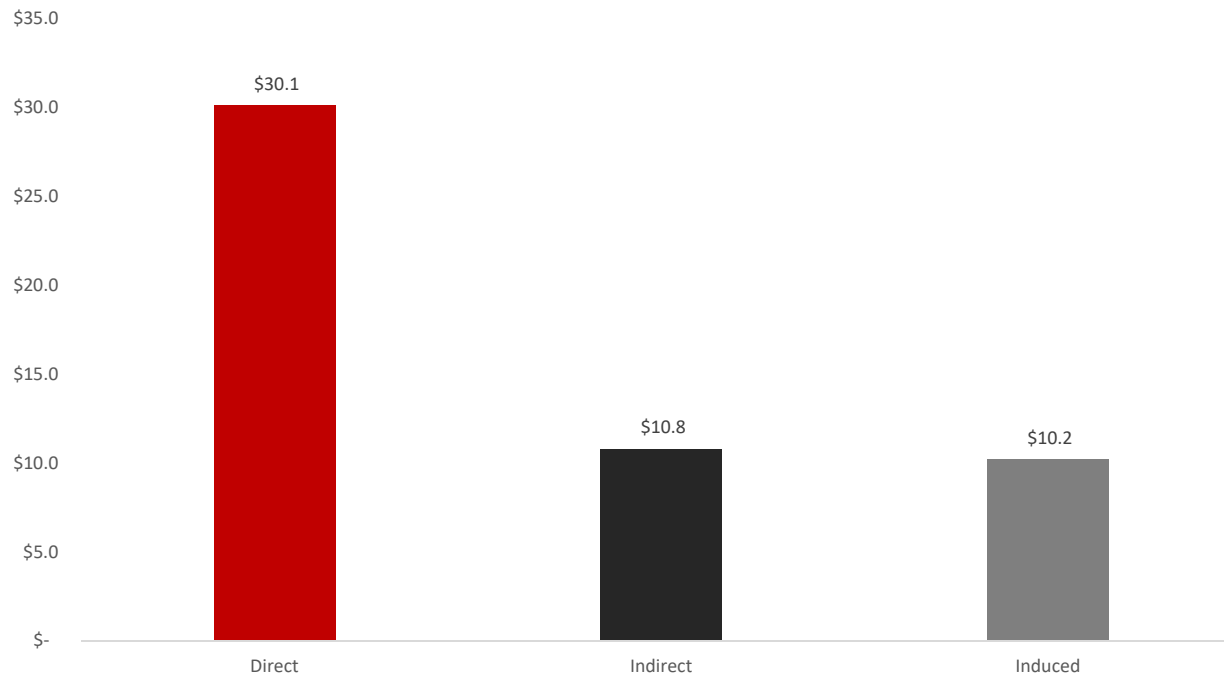


Source: Forum Research TourForce Economic Impact Simulation
Regional allocation based on labour force data in Statistics Canada 2021 Census.

Economic Impact: Wages (\$ Millions)

- Tourism in Perth County created over **\$30 million** in direct wage income
- Indirect and induced wages are mostly in Ontario but outside of Perth County. That is because the indirect is the supply chain and most of those businesses are outside of Perth County. The induced is from the overall spending, again most of that is outside of Perth County because Perth County is a relatively small economy focused heavily on agriculture.

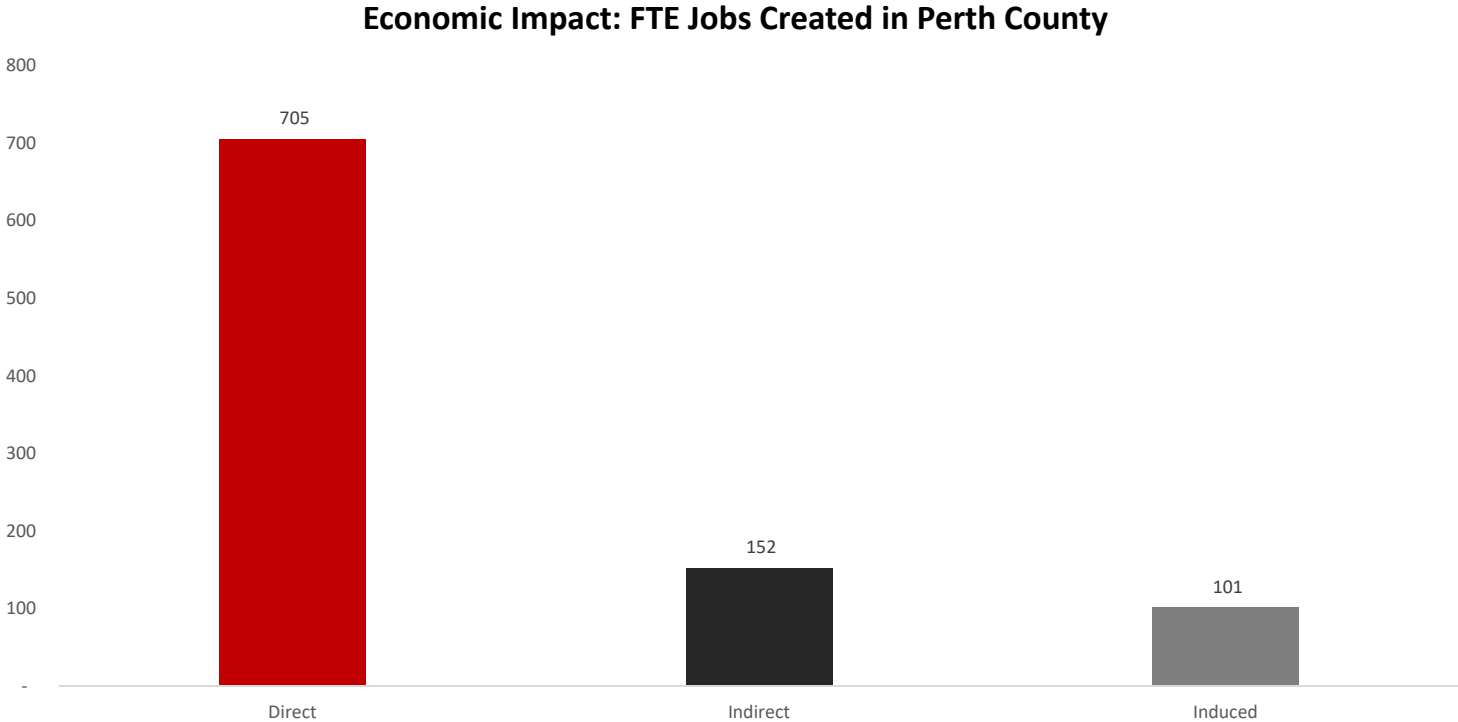
Economic Impact: Wages generated in Perth County (\$ Millions)



Source: Forum Research *TourForce* Economic Impact Simulation

Economic Impact: Jobs (Full-Time Equivalent)

- Tourism in Perth County has created **700+** direct full-time equivalent jobs



Source: Forum Research *TourForce* Economic Impact Simulation

Economic Impact: Taxes (\$ Millions)

- The economic value that is created through tourism generates tax revenue in the form of property, sales and income taxes
- In total, tourism generates almost **\$78 million** in tax revenue, of which **\$31 million** is attributable to the tourism activity in Perth County as defined here

	Stratford/St Marys	Perth County	Total
Municipal	\$1,406,000	\$930,000	\$2,337,000
Provincial	\$23,909,000.00	\$15,820,000	\$39,729,000
Federal	\$21,565,000	\$14,269,000	\$35,834,000
Total	\$46,880,000	\$31,020,000	\$77,900,00

Perth County Visitor Profile

Overall Tourism Flows in Perth County

- Perth County accounts for the majority of the tourism flow in the region (634,609 out of 871,569), with a fairly even split between day trips (333,006) and overnight trips (301,603)
- Visitors from Stratford contribute significantly to the region's tourism flows (63,580 trips), followed by nearby cities such as Kitchener (82,123 trips) and London (81,177 trips)
- Note:** Economic impact is driven by *spending*, not by *tourism flows*

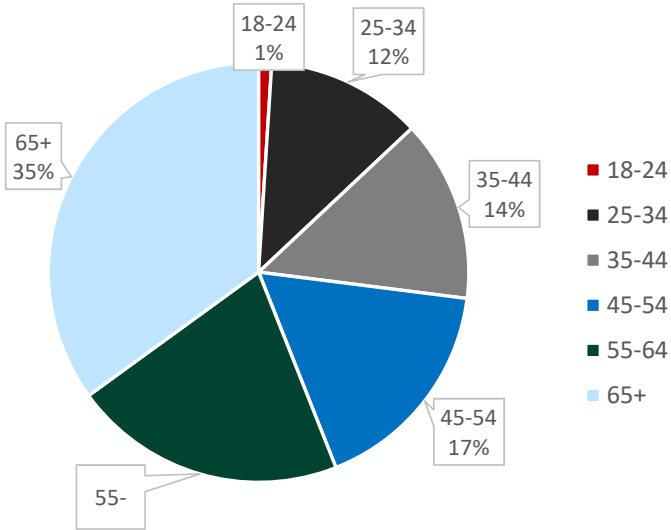
Tourism Flows in Geographical Perth County (including Stratford and St. Marys), Key Metrics (August 2023-July 2024)

	Total
Trips	871,569
Of which	
Day Trips	449,116
Overnight	422,453
Unique visitors	576,095
Of which	
Day Trips	264,309
Overnight	311,786
Visitor Origination	
Kitchener	82,123
London	81,177
Waterloo	36,069
Toronto	38,020
Cambridge	21,851
Woodstock	18,152

From Propulso data provided by RTO4 and Perth County Tourism

Visitor Profile: Demographics

By Age



Gender Identity



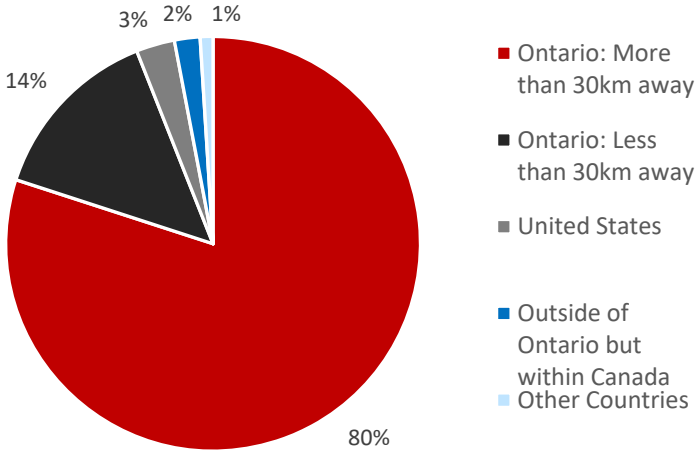
Male: 34%



Female: 65%

Prefer not to answer: 1%

Visitor Origin



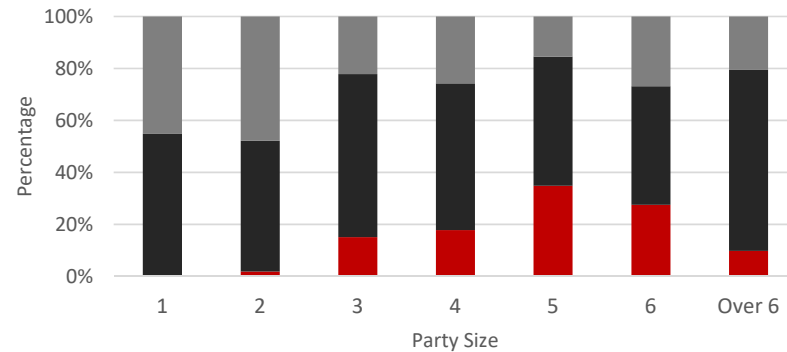
Q18: What is your age group?
 Q19: Do you identify as...
 Q20: Where are you visiting Perth County from?

Source: Forum Research Intercept Survey

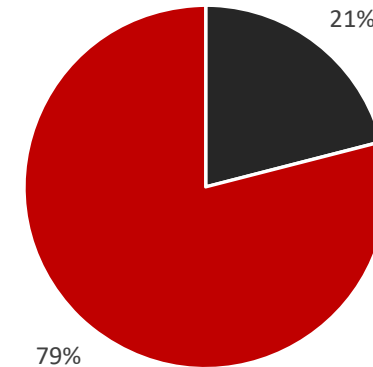
Visitor Profile: Trip Group Characteristics

- Across all activities, trips are **predominantly small groups**, with one- or two-adult trips accounting for approximately 33% to 59% of trips in most categories
- Larger groups (3+ adults) account for less than 20% in most categories
- Most trips across activities are **child-free**, especially for activities like shopping, entertainment, and cultural events
- Activities with slightly higher child participation include agritourism and nature sightseeing, but multi-child groups remain rare
- Senior participation is **limited** with the majority of the trips involve 0–2 seniors
- Dining, shopping, cultural and entertainment events, and entertainment are primarily driven by adult-only groups

Trip Group Composition



■ Children ■ Adults ■ Seniors



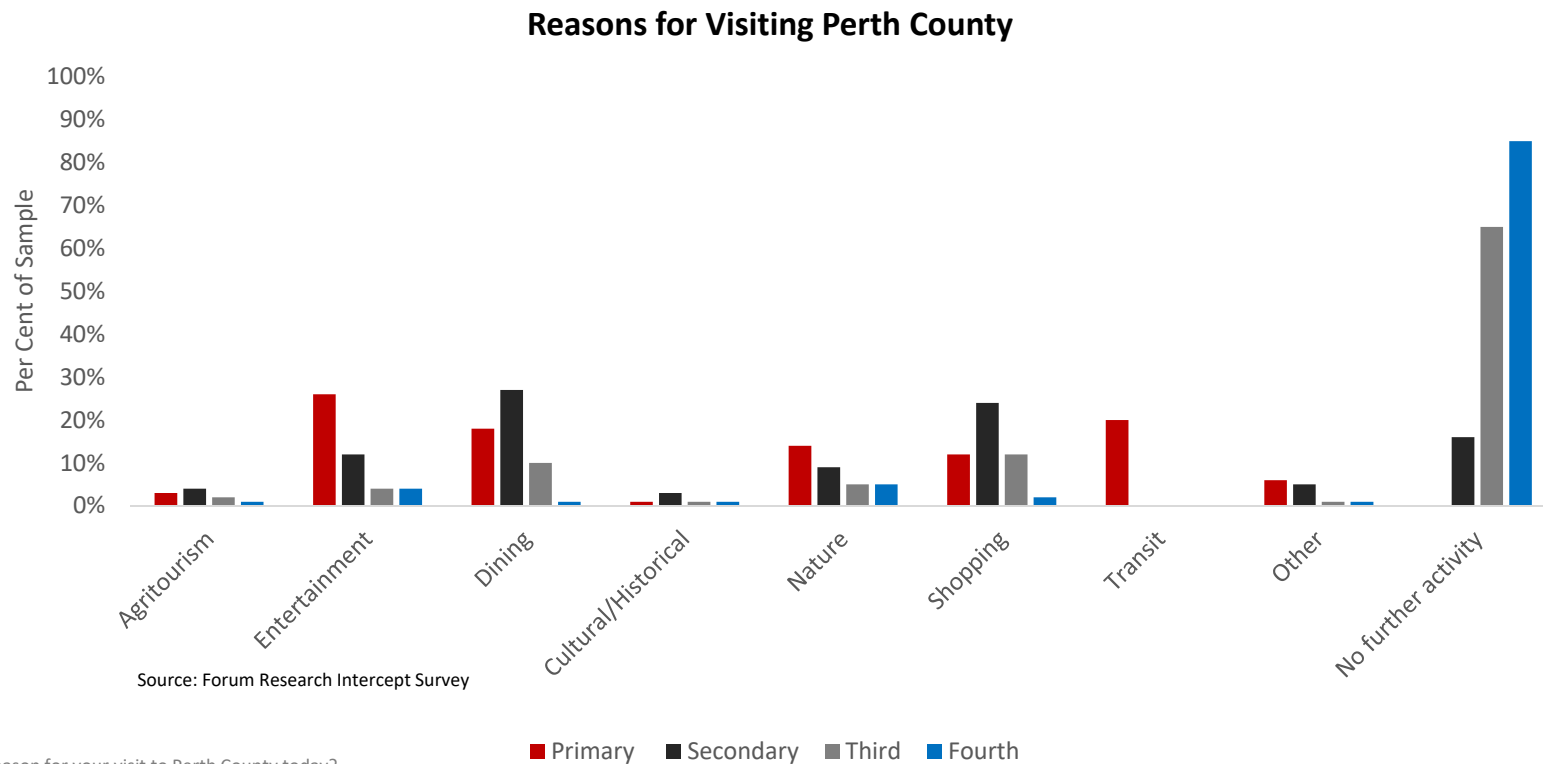
■ Families ■ Adults without children

Q3: Including yourself, how many people are in your group for this trip?

Source: Forum Research Intercept Survey

Visitor Profile: Secondary Activities Engaged

- Visitors to Perth County engage in a mix of primary, secondary, and tertiary activities, with entertainment, dining, and shopping standing out as significant contributors across multiple levels
- Many visitors report no additional activities beyond their primary reason for visiting



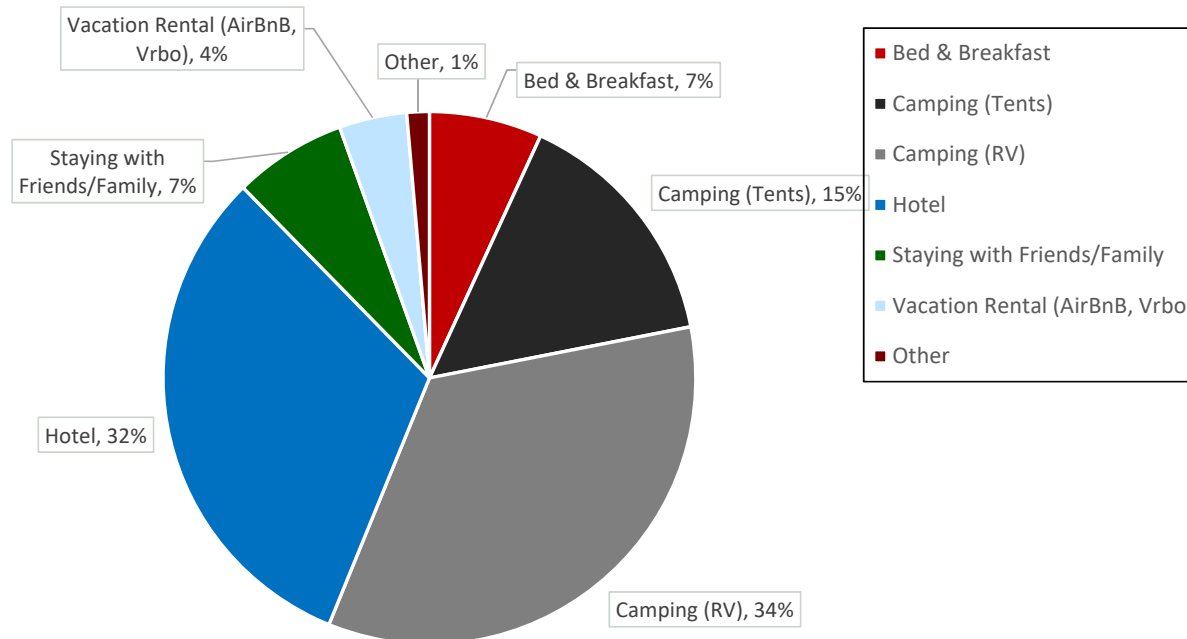
Q1: What is the primary reason for your visit to Perth County today?
 Q2: While you're here, are you participating in any other activities or visiting any other places in Perth County? (n=300)

Travel Characteristics: Visitors Staying Overnight

- The most popular accommodations among overnight visitors to Perth County during the survey period were RV camping (34%) and hotels (32%), followed by tent camping (15%)
- Other accommodations, such as staying with friends or family, vacation rentals, and bed and breakfasts, were less frequently used

Note: The intercept survey was conducted during peak camping season, providing valuable insights into the seasonal trends rather than annual patterns.

Overnight Visitors' Choice of Accommodation

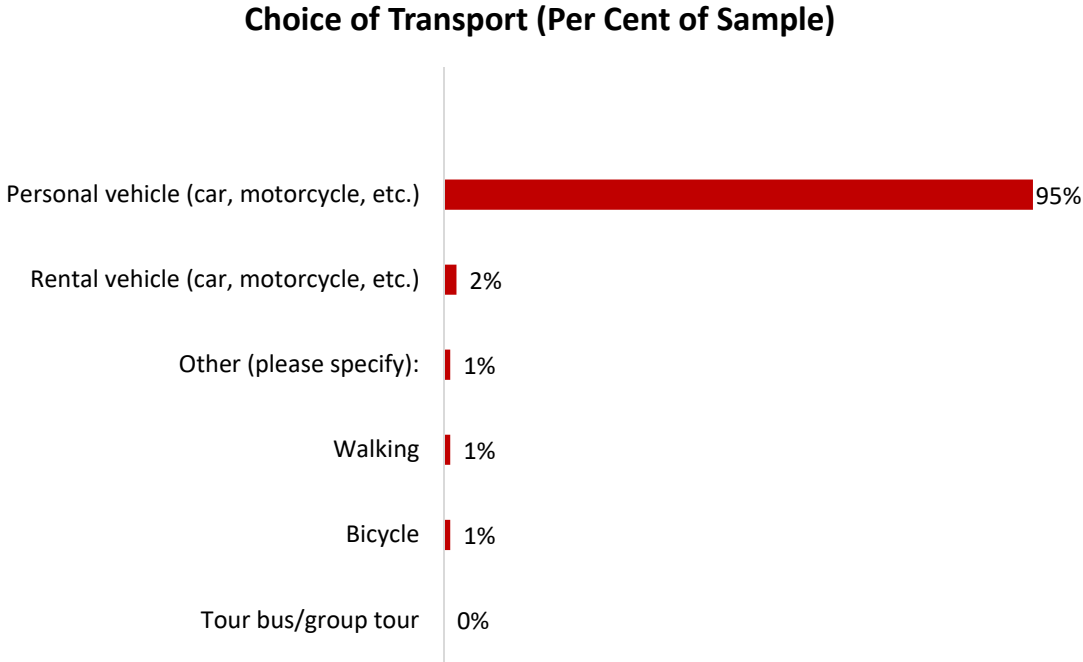


Q6: What kind of accommodation are you staying in during your trip? (n=300)

Source: Forum Research Intercept Survey

Travel Characteristics: Choice of Transport

- The vast majority of visitors to Perth County traveled to and within the county using an automotive vehicle, such as a car or motorcycle (97%)
- Among these, 95% relied on their personal vehicle, while 2% opted for a rental vehicle



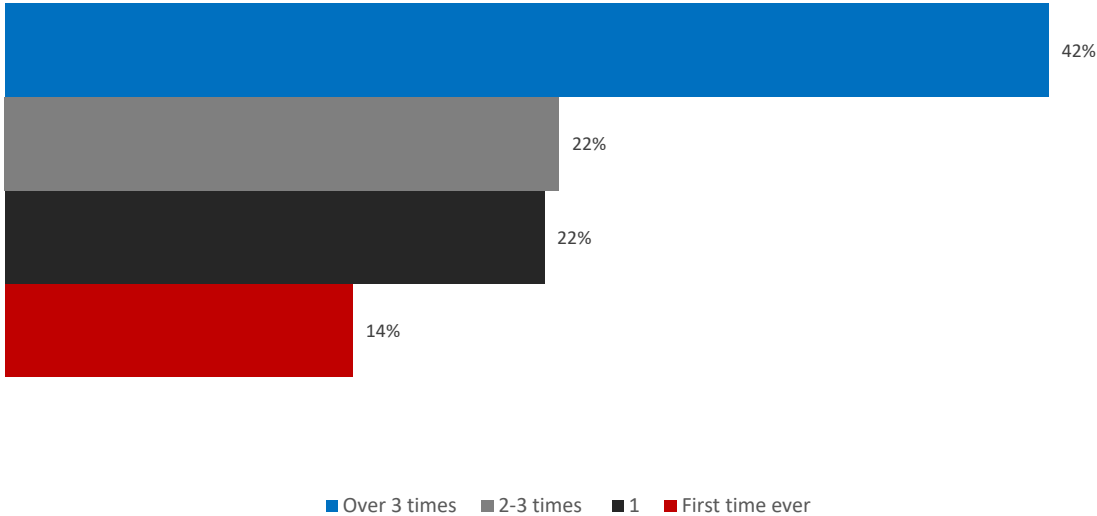
Source: Forum Research Intercept Survey

Q9: How are you getting around Perth County during your visit? (n=300)

Travel Characteristics: Frequency of Visits

- A significant portion of visitors (42%) have visited Perth County more than three times
- 14% of respondents shared that it was their first-ever visit to Perth County

Frequency of Visits to Perth County

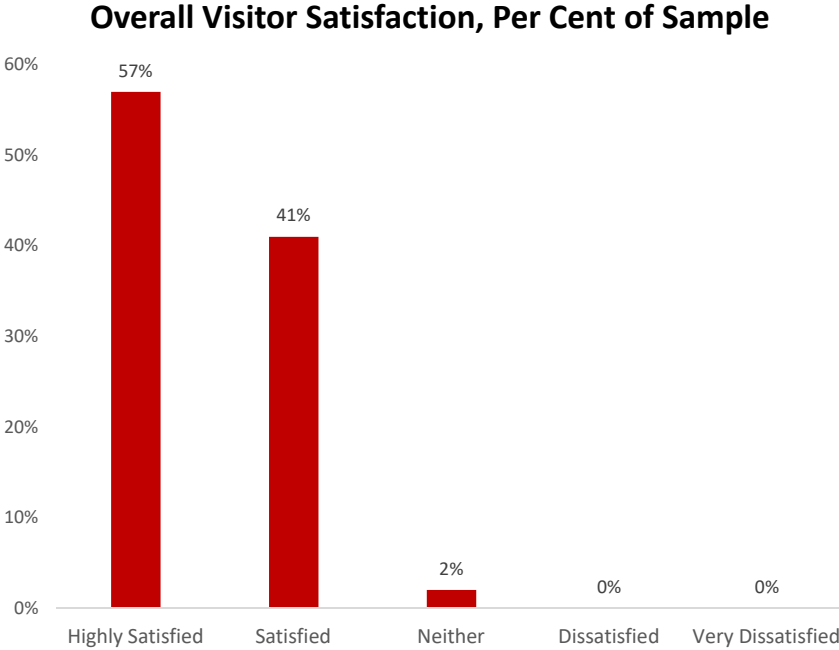


Source: Forum Research Intercept Survey

Q10 : How did you learn about travel destinations within Perth County?
Q11: How many times have you visited Perth County in the past year? (n=300)

Visitor Satisfaction: Overall Satisfaction

- The majority of visitors to Perth County reported being satisfied with their experience, with 57% indicating they were highly satisfied and 41% reporting they were satisfied



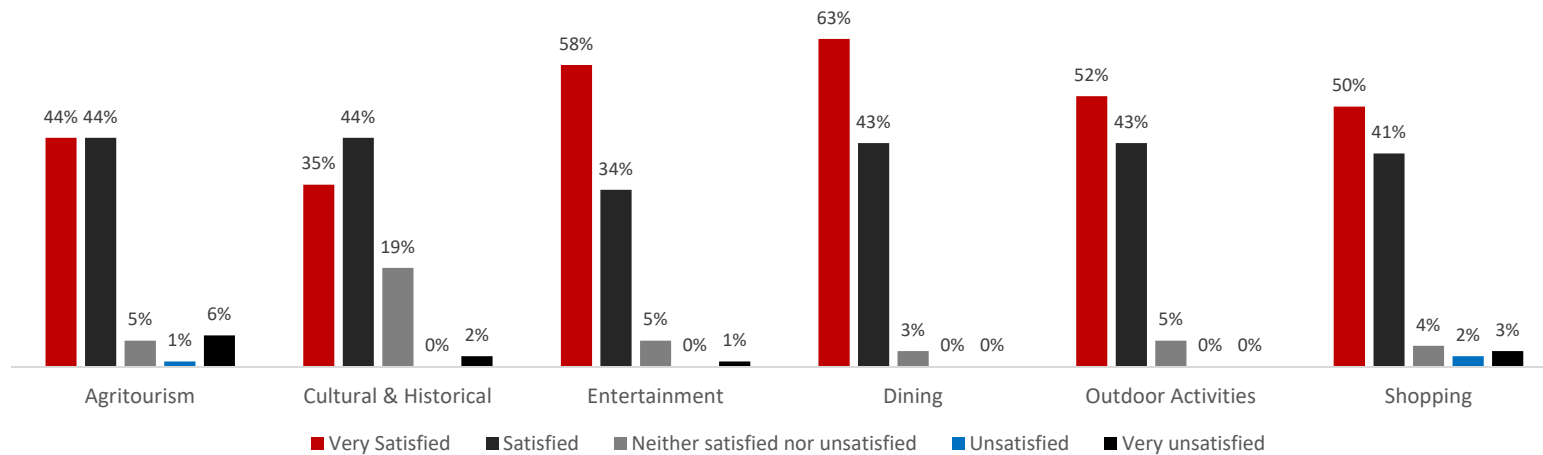
Source: Forum Research Intercept Survey

Q14: Overall, how satisfied are you with your experience in Perth County? (n=300)

Visitor Satisfaction: By Sector

- Dining (63% Very Satisfied) and Entertainment attractions (58% Very Satisfied) lead visitor satisfaction
- Outdoor activities also perform well, with 52% very satisfied
- Shopping (50% Very Satisfied), Agritourism (44% Very Satisfied) and Cultural & Historical attractions (35% Very Satisfied) show room for growth, with notable neutral and lower satisfaction responses

Visitor Satisfaction by Sector



Source: Forum Research Intercept Survey

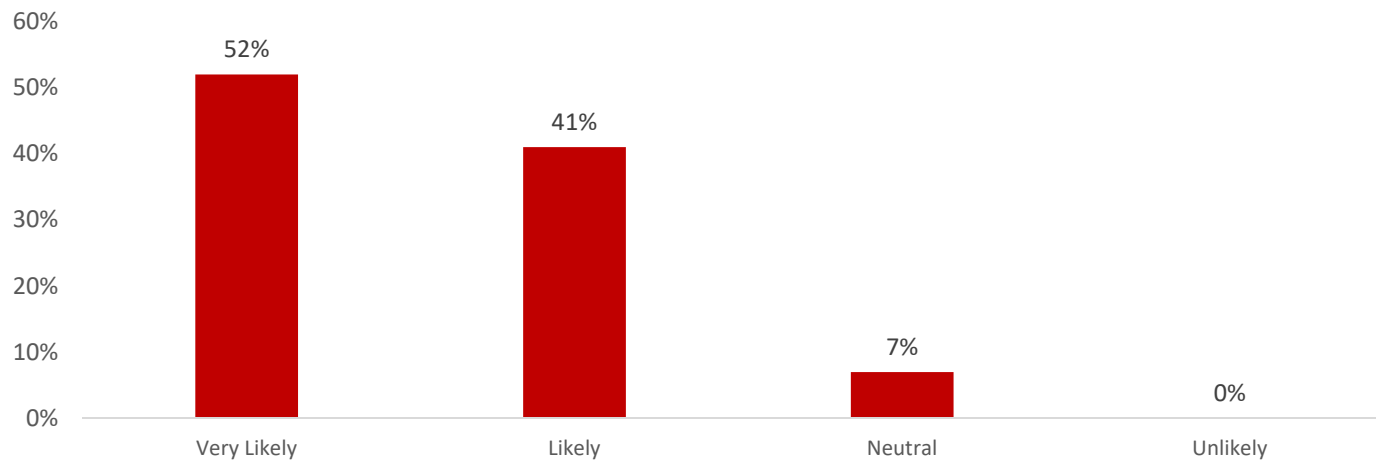
Q13: Reflecting on your visits to Perth County in the past year, how satisfied were you with the activities you experienced? If this is your first visit, how satisfied are you with your experience so far? (n=300)

*Percentages for each category based on number of respondents that indicated they had participated in that activity e.g. Dining, 97% (n=274)

Likelihood of Recommending Perth County as a Travel Destination

- A majority of respondents indicated they are “Very Likely” or “Likely” to recommend Perth County, with over 50% selecting “Very Likely”
- A significant portion of respondents chose “Likely” instead of “Very Likely” even among those who reported being satisfied or very satisfied

How likely are you to recommend Perth County as a travel destination? (Per Cent of Sample)



Q14: Overall, how satisfied are you with your experience in Perth County? (n=300)

Q17: How likely are you to recommend Perth County as a travel destination to family and friends? Please rate on a scale of 1 to 5, with 5 being Very Likely and 1 being Not at all Likely: (n=300)

Tourism Operator Engagement

Types of Businesses Engaged

- Businesses from a variety of sectors who intersect directly with visitors within Perth County were engaged



Food and Beverage



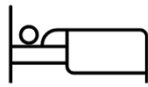
Sports Recreation



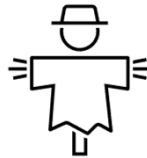
Culture and Heritage



Speciality Retail



Accommodation



Agritourism

Key Findings

- Local businesses in Perth County exhibit **varying levels of dependency** on tourism, with some relying heavily on tourist spending while others view it as a supplementary income source. This adaptability supports a resilient economic framework that balances local and visitor spending
- Seasonal fluctuations **significantly impact tourism operations**, with businesses such as agritourism relying on peak months, while others, like sports and outdoor recreation, benefit from year-round activity
- Businesses leverage **unique and high-quality experiences**, including outdoor activities, culinary adventures, and cultural heritage, to attract a broad range of tourists
- Businesses see opportunities to grow tourism by **enhancing collaborations among local businesses**, developing **Perth County's brand**, and investing in targeted marketing initiatives, with **food tourism** highlighted as a promising area for expansion
- **Social media, influencer collaborations**, and strategic promotions including leveraging the **Perth County Tourism platform** are identified as highly effective tools for increasing visibility and engaging a diverse range of audiences

Strategic Implications and Actions

Do You Want to **Increase** the Economic Impact of Tourism? **Here's How**

- Increasing tourism spending in Perth County happens one of two ways: increasing visitor volumes or increasing spending per visit.
- Increasing visitor volumes puts more stress on the existing tourism infrastructure, whereas increasing spending per visit can be a way to disperse the spending happening in Stratford into Perth County.

Secondary Activities of Interest to Cultural Tourists (% of Sample)

- Many tourism flows into Perth County are driven by the Stratford Festival – a rare asset for a County the size of Perth County.
- There is an opportunity to leverage this asset to encourage Festival-goers to explore attractions in the surrounding region.
- Visitors to Stratford who are exploring Perth County are looking for dining, sightseeing and outdoor activities, shopping and other cultural events. Developing these assets will attract people to stay longer and leverage the key asset of the Stratford Festival.

Most Mentioned Supplementary Activities from Culture and Entertainment Tourists

Dining	55%
Sightseeing and outdoor activities	50%
Shopping	34%
Other culture events	33%

Source: Forum Research Intercept Survey

Product-Market Match: Opportunities to Consider

Products Appealing To Potential Overnight Visitors

- Overnight tourists in Perth County spend significantly more per capita compared to day-trippers, making them a **highly valuable market segment**. To capitalize on this, develop tailored strategies that attract more overnight visitors
- Create **bundled itineraries** that include multiple-day attractions, dining experiences, and cultural or recreational activities, making it convenient and appealing for visitors to stay overnight
- Highlight unique overnight experiences such as **farm stays or heritage inns** that align with the preferences of day-trippers and make staying overnight a distinctive part of their visit

Strategic Marketing: Recommendations to Consider

Targeted Campaign to Attract Overnight Visitors

- Target **audiences from mid-range or further regions** (e.g., within a 2-to-5-hour drive) as they are more likely to stay overnight
- Showcase activities and attractions that are **not feasible for day trips**, such as evening festivals, sunset tours, or early morning adventures. Pair these with unique accommodations (e.g., farm stays, heritage inns) to make staying overnight more enticing

Considering nearby Day-Trippers

- For nearby regions, the focus could be **repeat visits or extended visits**:
 - Design campaigns that address **seasonality**, such as special winter holiday packages or summer weekend getaways, to increase visitation during slower periods while maximizing revenue during peak seasons
 - Encourage them to bring friends or family in **broadening the visitor base**
 - Develop targeted campaigns highlighting **lesser-known attractions** to inspire repeat visitors to explore new experiences **beyond their primary reason for visiting**

Strategic Marketing: Recommendations to Consider

Exploring Further Markets

- Investing in campaigns targeting visitors from **urban centers further afield** (e.g., Toronto, Ottawa, or U.S. border regions) is a more strategic use of resources. These visitors:
 - Are less familiar with Perth County, so showcasing its unique offerings could increase interest
 - Have longer travel times, making overnight stays a logical and appealing choice

Addressing Seasonality Gaps

- Encourage nature and outdoor explorers, mostly drawn to spring and summer visits as of now, to experience the beauty of **year-round activities**. Highlight seasonal offerings such as vibrant fall foliage, harvest festivals, orchard visits, snowshoeing adventures, or serene winter hikes to inspire visits during off-peak months
- The historical and arts attractions retain low appeal year-round. It is notably underrepresented during peak travel seasons, suggesting untapped potential for growth. Given the **year-round nature of the assets**, targeted efforts during off-peak seasons could bolster participation and improve visitor distribution

Strategic Marketing: Recommendations to Consider

Marketing Strategy to Consider Based on Visitor Demographics and Trip Characteristics

- Prioritize ad campaign targeting adult groups as most trips are small, adult-only groups (1-2 adults). This audience represents the **largest and most consistent segment**
- Consider ad campaign targeting families in the future:
 - Families represent an **untapped opportunity** to diversify Perth County's visitor demographics
 - While adult groups dominate, activities like agritourism and nature sightseeing already see slightly higher family participation, indicating **potential for growth**
 - Families often travel during weekends, school holidays, and off-peak times, helping to **stabilize tourism revenue** throughout the year
 - Targeting families often brings multi-generational groups (children, parents, grandparents), **increasing group sizes and spending potential**
- With 35% of visitors being 65+, a potential marketing consideration could be developing marketing campaigns that feature senior representation or senior-friendly experiences, such as heritage tours, cultural attractions, and nature trails
- Since 65% of visitors identify as female, campaigns should be developed to largely resonate with their preferences

Strategic Marketing: Recommendations to Consider

Enhancing Campaign Effectiveness

- Strengthen Perth County's **brand recognition** as a destination offering **unique** and **immersive experiences**, showcasing activities and attractions that **make extended stays worthwhile** for visitors from further regions
- Feature **stories and testimonials** from **loyal visitors** in marketing materials, emphasizing the reasons they keep coming back
- Leverage the appeal of Perth County to **first-time visitors** by providing a welcome package that includes maps, itineraries, and vouchers for local businesses, making their visit seamless and memorable

Identifying Barriers to Higher Satisfaction and Stronger Advocacy

Visitor satisfaction is a **critical driver** of tourism volumes and repeat visits. While more than half of visitors were highly satisfied, there is room for improvement to move “Satisfied” visitors into “Highly Satisfied”.

Also, a significant portion of both “Very Satisfied” and “Satisfied” visitors chose “Likely” instead of “Very Likely.” This suggests there are factors **limiting their certainty about returning**.

- Identify barriers preventing these visitors from committing to a “Highly Satisfied” or “Very Likely” response through post-visit feedback. Focus on understanding specific gaps, such as **unmet expectations** or **areas for improvement** in their experiences
- Based on the identified barriers, create tailored marketing content to address these issues, highlighting offerings that **directly resonate** with visitor needs and concerns

Tourism in Perth County: Recommendations for KPI Monitoring

- The metrics outlined in the table provide **a clear roadmap** for achieving **sustainable growth** and **enhancing the tourism experience** within the region.
- This framework can serve as a guiding document to:
 - Choose applicable metrics as **key performance indicators (KPIs)** to track and evaluate tourism strategies over time
 - Focus on high-impact areas, such as low-volume activity promotion or per capita spending, to meet growth objectives
 - Assess outcomes and refine strategies at appropriate intervals to meet evolving visitor preferences and market conditions

SAMPLE SCORECARD	
SUGGEST TO TRACK ANNUALLY	
TOURIST VOLUMES	
Increase tourist volumes	Monitor tourist volume, origins, seasonal flow and duration of the visits(day trip vs overnight)
SUGGEST TO TRACK EVERY FIVE YEARS	
TOURIST SPENDING	
Increase per capita tourist spending	Measure the total and per capita tourist spending
TOURIST ACTIVITIES	
Number of activities per trip	Measure number of activities per trip
Increase adoption of low volume activities	Measure adoption of low volume activities

Glossary of Terms

Glossary of Terms

Market Segments: Refers to a specific subgroup within a broader market that shares common characteristics, needs, or motivations and spending behaviours allowing for targeted marketing strategies or services.

Day Trippers: Individuals who traveled to a specific area, remained there for a defined period (usually several hours), and departed without an overnight stay.

Overnight Visitors: An individual who traveled to a specific area and remained there for at least one overnight stay before departing.

Full-Time Equivalent (FTE): A standardized measure used in economic impact analysis to demonstrate the economic impact on the labour market. For example, two part-time jobs may be combined to represent one FTE position. This metric provides a consistent and comparable way to illustrate employment impacts.

Gross Domestic Product (GDP): A measure of the total economic output within a region, representing the value of all goods and services produced over a specific period. GDP includes contributions from spending, investments, and production activities, serving as a key indicator of the overall economic impact.

Nominal Rate/Real Rate: Nominal Rate is the interest rate or rate of return expressed in monetary terms, without adjusting for inflation. Real Rate is the interest rate or rate of return adjusted to reflect the effects of inflation, providing the "true" increase in purchasing power.

Direct Impact: Refers to the economic value generated by spending on goods and services at the point of sale.

Indirect Impact: Refers to the economic value generated through the supply chain as businesses providing inputs or support services to other businesses benefit economically. For instance, suppliers of raw materials, equipment, or services contribute to this impact.

Induced Impact: The additional economic activity generated when employees of businesses in the supply chain and direct service sectors spend their earnings on goods and services, such as housing, groceries, and other personal expenses. This creates a ripple effect of spending in the economy.

Intercept Survey: An intercept survey sends researchers into the field to gather data in real time. For specialized studies of specific geographies, this type of survey is a more efficient way of identifying respondents than more generalized methods like a telephone or online survey which would have to contact thousands of households to generate the same number of respondents.

Taxes: These figures represent the amount of taxes contributed to municipal, provincial, and federal levels of government relating to the project under analysis.

Wages & Salaries: The income earned by employees within industries contributing to the economy. This includes direct compensation such as hourly wages, salaries, and additional earnings like bonuses, highlighting the role of employment in driving economic activity.

Value Added: The concept of value-added differs from company sales (an accounting concept) in that companies use a variety of inputs to create products for sale. To avoid double-counting, value-added focuses on the unique contribution by the sector in question.



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