



Town of Hanover **ECONOMIC, TOURISM & CULTURAL** **DEVELOPMENT STRATEGIC PLAN** **2023 — 2027**

ECONOMIC, TOURISM & CULTURAL DEVELOPMENT ADVISORY COMMITTEE (ETCDAC)
hanover.ca/economicdevelopment



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This Economic, Tourism and Cultural Development Strategic Plan utilizes the recommendations established in the 2023-2027 Town of Hanover Strategic Action Plan, BR+E 2021 Town of Hanover Recovery Report and the Grey't Reset Economic Development, Tourism and Culture Master Plan (Grey County)

ECONOMIC TOURISM & CULTURAL DEVELOPMENT STRATEGY INTRODUCTION

The Town of Hanover recognizes the importance of economic development in creating an environment that supports economic diversification and a broader range of attractive employment opportunities to retain existing residents and businesses, and attract investment and new families to the community.

This Economic, Tourism & Cultural Development Strategic Plan provides a strategy and recommended actions to leverage local resources to grow the economy, to improve quality of life, and to enhance and strengthen Hanover's position as a regional centre, while creating stronger working relationships with neighbouring municipalities and service providers, for our mutual benefit.

This strategy should be read as a living document, subject to change as opportunity presents itself.

VISION STATEMENT

Creating a progressive and evolving framework for long-term prosperity

MISSION STATEMENT

To strengthen and nurture our evolving and local economy



THINGS ARE HIPP IN HANOVER



Hanover's Innovative People Program (HIPP), is an initiative by Hanover's Economic Development team, to drive the recruitment and retention of people, business and investment to the community. It infuses creativity, culture and business with the tools to accelerate Hanover to the next level. It encourages people to make Hanover their own, by highlighting the cultural layers, business resources and career value.



Hanover is a huge advocate of youth in apprenticeship programs. In a partnership with Launch Pad to aid in our efforts to retain youth in our community, we will profile and build community apprenticeship opportunities, as well as promote the process and skills training, not only for youth, but for employers as well.



Hanover embraces people with big ideas and has super friendly programs that understand and respect the spirit of the entrepreneur. This campaign will emphasize business start up and expansion resources for entrepreneurs offered through the Community Improvement Program (CIP) and other area resources to attract new creative thinkers, businesses and investment.



As regional centre in Grey County, Hanover prides itself on being a progressive and vibrant community. A hub for services surrounded by a rural landscape, within 90 minutes to major urban centres, Hanover is an exciting place to live. With a casino, horse raceway, a live music and theatre scene, as well as lots of recreational sports to keep you busy after your day job, we will position our great quality of life to attract new residents and workers to help fill jobs and the skills gap.



Check out our Cultural matchmaker quiz. No, it's not a dating site, per se. It is, however, a fun way to match your personality type with the cultural attractions within and surrounding Hanover. The goal is to give you opportunities to become more engaged with our community, through participation or volunteerism.

The Hanover Attraction & Retention Initiative strives to creatively engage youth, Hanover residents, young professionals and entrepreneurs by leveraging the Launch Pad Skills Training & Technology Centre, local cultural organizations, events, entertainment pairings and entrepreneurial opportunities.

THE STRATEGIC PLAN

Five strategic directions are the foundation of Hanover's 2023 - 2027 Economic, Tourism and Cultural Development Strategic Plan. The Hanover Economic, Tourism and Cultural Development Advisory Committee have identified these as priorities and adopted goals to describe the outcomes and action plans that will be pursued over the next four years.

Strategic Directions and Goals

Strategic Direction #1: Growth & Attraction

Goal: To provide a framework for how land in the Town and surrounding area can best be utilized to create additional economic opportunities for the area by identifying actions that will provide greater opportunity for growing industrial land, expanding developable land and promoting collaboration.

To leverage our location as a regional hub to attract new businesses & local jobs, while also encouraging a greater mix of housing options for residents of all ages and income levels.

Strategic Direction #2: Demographics

Goal: To support initiatives that contribute to workforce/human capital development, retention and attraction, as well as embrace community diversity, equity and inclusion.

Strategic Direction #3: Engagement Business Community

Goal: To enhance and strengthen Hanover's economy by collaborating and building partnerships, communications and participation; Put an emphasis on the downtown experience for residents and visitors.

Strategic Direction #4: Culture

Goal: To create an environment that supports a thriving economy, enhances quality of life, creates a sense of pride in our community and encourages social cohesion.

"Tourism and culture go hand in hand, and both play a crucial role in community development and retention. It is here where the lived experience of everyday life is created and enjoyed."
(Excerpt from The Grey't Reset: Economic Development, Tourism and Cultural Master Plan)

Strategic Direction #5: Tourism

Goal: To strengthen and promote cohesion with our attractions by enhancing market readiness and identification of opportunities through product and experience development. To support development that builds tourism partnerships and initiatives that promote sense of place.

Action Plans

Action plans answer the question: what do we need to do to achieve the goals and objectives? An action plan describes in detail the specific steps a group will take to meet its goals, objectives and performance measures. Actions note the timeframe, the resources required, who will be responsible and the status of the actions.

Legend of Acronyms

AWE	Advancing Women Economically (Saugeen Connects)
BGCDSB	Bruce-Grey Catholic District School Board
BP	Building and Planning
BR+E	Business Retention & Expansion
BWDSB	Bluewater District School Board
CAO	Chief Administrative Officer
CBO	Chief Building Official
CIP	Community Improvement Program
CL	Clerk
EA	Environmental Assessment
ED	Economic Development
EDM	Economic Development Manager
ETCDAC	Economic, Tourism & Cultural Development Advisory Committee
FCLMPB	Four County Labour Market Planning Board
GBLIP	Grey Bruce Local Immigration Partnership
GC	Grey County
GTR	Grey Transit Route
HCC	Hanover Chamber of Commerce
HIPP	Hanover's Innovative People Program
LP	Launch Pad Skills Training & Technology Centre
MP	Municipal Partners (neighbours)
OMAFRA	Ministry of Agriculture, Food and Rural Affairs
OP	Official Plan
PAC	Planning Advisory Committee
PRC	Parks, Recreation and Culture
RED	Rural Economic Development Funding (OMAFRA)
RTO7	Regional Tourism Organization 7
SEDC	Saugeen Economic Development Corporation
SMA	Saugeen Municipal Airport
SSUP	Student Start-up Program (Saugeen Connects)
SVCA	Saugeen Valley Conservation Area
T3	Regional Tourism Organization 7 - T3 Accelerator Program
WOWC	Western Ontario's Warden Caucus
WOWSA	Women of Wellington Saugeen Area



PRIORITY 1: GROWTH & ATTRACTION

Goal: To provide a framework for how land in the Town and surrounding area can best be utilized to create additional economic opportunities for the area by identifying actions that will provide greater opportunity for growing industrial land, expanding developable land and promoting collaboration. To leverage our location as a regional hub to attract new businesses & local jobs, while also encouraging a greater mix of housing options for residents of all ages and income levels.

Priority Actions:

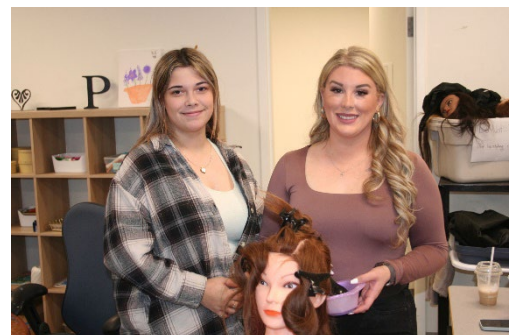
- Revise zoning bylaws and policies and explore Community Improvement Program (CIP) incentives to encourage higher density housing in appropriate locations.
[Leads: BP | CL | ED]
[Target Date: Winter 2024]
- Review/assess Town-owned properties to determine feasible locations for more affordable housing options and initial partnerships. Advocate to Grey County, Provincial, and Federal Government to financially contribute to potential housing project(s) and participate in working groups.
[Leads: BP | CAO | ED | Council]
[Target Date: Summer 2024]
- Enhance the impact of the Community Improvement Program (CIP) by developing annual priorities and leveraging existing programs to encourage brownfield/underutilized property improvement, attainable/affordable housing projects, downtown façade improvements, sector-specific (e.g. accommodations, restaurants, cafes) initiatives.
[Lead: ED | BP | CAO]
[Timing: Fall 2024]
- Complete the servicing of the Town-owned property for a new business park. Promote/market and sell business lots.
[Leads: PW | BP | ED]
[Target Date: Fall 2025]
- Continue to support, promote and work with Grey County to facilitate Tax Increment Equivalent Grants (TIEG) applications and Development Charge (DC) deferrals for applicants meeting the objectives of the CIP (County portion of taxes).
- Collaborate with Grey County to build capacity for investment attraction by being investment ready and promoting employment lands.
- Participate in conversations with Grey County, Saugeen Municipal Airport and neighbouring municipalities to pursue regional efforts to attract new businesses.
[Timing: Summer 2025]
- Utilize OMAFRA's Business Mix Analysis tool to confirm gaps and opportunities for business attraction efforts.
- Strengthen Hanover's Innovative People Program (HIPPP) retention and attractions campaign through a targeted awareness/promotion campaign:
 - HIPPP Entrepreneur – leverage CIP to attract start-ups and launch annual business pitch competition [Target Date: Fall 2024]
 - HIPPP Apprentice – continue to partner with Launch Pad and promote the pathways to apprenticeships through promotions and training.
 - HIPPP Lifestyle – continue to market key destinations and activities to reinforce Hanover as a great place to live and work.
 - HIPPP Culture – continue to use as brand for cultural roundtable activities and local arts, culture and heritage assets.

PRIORITY 2: DEMOGRAPHICS

Goal: To support initiatives that contribute to workforce/human capital development, retention and attraction, as well as embrace community diversity, equity and inclusion.

Priority Actions:

- Develop a Welcoming Community Plan leveraging partnerships to advance Grey Bruce Local Immigration Partnership's (GBLIP) established equity, diversity and inclusion strategy and tools like Weston Ontario Warden's Caucus (WOWSC) welcoming communities' assessment/recommendations.
[Target Date: Fall 2025]
- Work with Hanover Public Library to create a Newcomer Resources Hub and share Newcomer Welcome Packages that includes a catalogue of Town services, facilities, events and contact information as well as facilitate connections to local resources.
[Target Date: Winter 2026]
- Provide diversity, equity, and inclusion training to Council and Town staff and support implementation with local businesses.
[Lead: HR | ED]
[Target Date: Spring 2024]
- Communicate, promote and celebrate our diverse communities, so visitors and new residents can see themselves here.
- Strengthen Launch Pad Skills Training & Technology Centre program by establishing a defined Town role, financial contribution expectations and relationship along with a clear program mandate, business plan, and performance measures; stabilize long-term funding; and reduce ongoing operational costs (e.g. space leasing costs).
[Lead: ED | Council]
[Summer 2024]
- Participate in a regional training and innovation network through Sydenham Campus to coordinate resources, support local hubs (Launch Pad) and create a custom and direct pipeline to employment with Grey County.
- Collaborate and support Georgian College's growth as a change engine in the region through program development and capacity building, in collaboration with Grey County and in partnership with Launch Pad.
- Further Hanover's 2021 Business Retention & Expansion (BR+E) Recovery Report recommendations to advance Workforce Development by aligning and building networks with employers, work with partners to deliver more soft skills training, promote successful attraction stories and further succession planning efforts for successful business transitions (Saugeen Connects).



PRIORITY 3: BUSINESS ENGAGEMENT

Goal: To enhance and strengthen Hanover's economy by collaborating and building partnerships, communications and participation; Put an emphasis on the downtown experience for residents and visitors.

Priority Actions

1 | Enhancing the downtown experience for residents and visitors

- Establish an action-oriented downtown plan that includes key stakeholders such as Downtown Improvement Area (DIA), Hanover Chamber of Commerce, Cultural Roundtable, Town Staff and Council representatives and residents.
[Target Dates: Winter 2025]
- Explore Options for the downtown plan to include recommendations to create an enhanced schedule of downtown events/initiatives including Heritage Square; increase Event Development Fund to financially support these downtown efforts.
[Target Dates: Summer 2025]
- Utilize and complete OMAFRA's Downtown Revitalization Plan for Hanover in response to the above.
[Target Dates; Spring 2025]
- Explore options and costs for a downtown washroom; invite local businesses to consider sponsorship/naming rights to cover/offset design/construction costs.
[Leads: ED | PRC]
[Target Dates: Fall 2025]
- Further Hanover's 2021 Business Retention & Expansion (BR+e) Recovery Report recommendations to:
 - Further enhance and support efforts related to physical safety.
 - Promote entrepreneurship and business start-ups. Focus on underrepresented and services in attraction efforts.
 - Encourage retailers to extend shopping hours in the evenings.
 - Establish EV Chargers to leverage as an attraction tool.

2 | Strengthen relationships with our local businesses

- Complete an updated Business Retention & Expansion Study (BR+e).
[Target Dates: Spring 2025]
- Strengthen relationship with the Hanover Chamber of Commerce and local businesses by meeting, planning and redeveloping business engagement events/initiatives.
[Target Dates: Winter 2025]
- Initiate an annual Business Breakfast/Luncheon with the Mayor, Council and staff to demonstrate the Town's commitment to supporting local businesses and promote two-way communication with local businesses.
[Leads: ED | CAO]
[Target Dates: Spring 2024]
- Support development, celebrate and promote the Made in Grey Program, inclusive of regular networking and education events, workshops and mixers, marketing and communication campaigns and exhibits.
- Support Grey's focus for investment efforts on core and emerging sectors in Agriculture, Tourism, Manufacturing, Healthcare, Clean Energy, and Cultural Industries.
- Support the Saugeen Economic Development Corporation (SEDC), Business Enterprise Centre and Catapult Grey Bruce as the region's leaders to support entrepreneurs to start, expand and scale their business; and support strengthening the regional entrepreneurial ecosystem (i.e., Saugeen Connects WOWSA, AWE and SSUP programs).

PRIORITY 4: CULTURE

Goal: To create an environment that supports a thriving economy, enhances quality of life, creates a sense of pride in our community and encourages social cohesion.

“Tourism and culture go hand in hand, and both play a crucial role in community development and retention. It is here where the lived experience of everyday life is created and enjoyed.”

(Excerpt from The Grey't Reset: Economic Development, Tourism and Cultural Master Plan)

Priority Actions

- Further Cultural Plan recommendations to enhance tourism by partnering with Grey County and other regional associations and tourism stakeholders to create and promote unique visitor experiences.
- Refresh the Cultural Plan and incorporate priorities into the 5 and 10 year capital forecasts. [Target Date: Fall 2025]



PRIORITY 5: TOURISM

Goal: To strengthen and promote cohesion with our attractions by enhancing market readiness and identification of opportunities through product and experience development. To support development that builds tourism partnerships and initiatives that promote sense of place.

Priority Actions:

- Participate in strategic investment in tourism infrastructure with Grey County, particularly accommodations and demand generators to build-out a four-season destination.
- Participate in regional destination marketing, including new product development and out of market promotions with Grey County.
- Participate with Grey County to develop destination protocols, including consistent facilities, wayfinding, messaging to improve the visitor experience and balance carrying capacity, i.e., Cycling and Trails signage and Tourism Brochures.
- Create a Tourism Plan that provides practical recommendations to leverage the Town's features/amenities to enhance and market Hanover as a destination of choice.
[Target Dates: Fall 2024]
- Features/amenities to include the Saugeen River, Saugeen Municipal Airport and Hanover Parks of Excellence in addition to Entertainment and Downtown Districts assets.
- Restart discussions with the Hanover, Bentinck & Brant Agricultural Society to partner on a hotel development plan. Support can include engaging an architect to produce a high-level design for a hotel/banquet hall facility on Town-owned racetrack land, estimated costs and timing, as well as a partnership agreement between the Town and the Society. Assist in marketing investment to selected hotel companies and develop a go-forward plan based on the responses received.
[Leads: Council | CAO | ED | BP]
[Target Dates: Fall 2023]





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