

### **Implementation Plan**

The Economic Development Plan 2025-2029 in **Appendix A**, outlines the strategic directions for the department over the next five years, and identifies actions items for each strategic direction. The tables below provide additional information on the implementation plan for these actions based on their timing for implementation, alignment with Council's Strategic Plan and resourcing considerations.

Timing is subject to change and Council will have the opportunity to review resourcing and implementation through the annual budget review process.

Through the 2025 budget process, the department was approved for 1.7 FTEs to support the download of services from Halton Region. The department leveraged the 0.3 FTE approved through the 2024 budget process and 1.7 FTEs through the 2025 budget process to add two new positions in the department.

- Table 1 outlines actions to be reviewed or implemented in the short term (2025-2026).
- Table 2 outlines actions to be reviewed or implemented in the medium term (2027-2028).
- Table 3 outlines actions to be reviewed or implemented in the long term (2029).

**Table 1: Actions and timelines for short-term and ongoing implementation (2025-2026)**

<b>Action item</b>	<b>Economic Development Plan strategic direction</b>	<b>Council strategic priority</b>	<b>Additional details and resourcing considerations</b>
Develop and implement a business retention and expansion (BR&E) program	Support and grow the local economy	Growth management	BR&E program to be launched in Q3 2025. Program will be ongoing throughout the remainder of the five-year plan. This work is to be completed with existing staff and operating budget.
Work with ecosystem organizations to support small business	Support and grow the local economy	Growth management	Some of this programming is already underway and will be ongoing throughout the remainder of the five-year plan (e.g. patio program). Work to support the implementation of the new service delivery model of the Small Business Centre will start in 2025. Refreshing MOUs with the town's three BIAs to be considered in 2027. No additional resourcing is anticipated at this time.
Explore potential purpose, scope and involvement in foreign direct investment (FDI) activities – phase one	Attract investment and jobs	Growth management	This work is to be completed with existing staff and budget, together with funding from CanExport Community Investments (CECI).
Create Memorandum of Understanding (MOU) to support priority development applications	Improve investment readiness	Growth management	This work is to be completed with existing staff and operating budget.
Explore strategic partnerships	Support and grow the local economy	Growth management	This work is to be completed with existing staff and operating budget.

Foster relationships with the real estate and development community	Attract new investment and jobs	Growth management	This work is to be completed with existing staff and operating budget.
Increase involvement in policy development	Improve investment readiness	Growth management	This work is ongoing and is to be completed with existing staff and operating budget.
Complete the three-year Film Pilot Program	Attract new investment and jobs	Growth management	Film Pilot Program to be completed with existing staff and operating budget in 2025. Recommendations for continued film programming will be made through the 2026 budget process.
Review and update the Brownfields Community Improvement Plan (CIP)	Improvement investment readiness	Growth management; environmental sustainability	Work to be completed by existing staff. Impact of regional contributions to CIP programs to be reviewed. Recommendations to the change the level of funding for this program may result from this work.
Implement a customer relationship management (CRM) system	Support and grow the local economy	Accountable government	Capital budget to purchase CRM licenses and complete initial set up will be required.

**Table 2: Actions and timelines for medium-term implementation (2027-2028)**

<b>Action item</b>	<b>Economic Development Plan strategic direction</b>	<b>Council strategic priority</b>	<b>Additional details and resourcing considerations</b>
Explore potential purpose, scope and involvement in foreign direct investment (FDI) activities – phase two	Attract new investment and jobs	Growth management	Based on the outcomes and recommendations from phase one of this work, there may be additional operating or capital budget required for implementation.
Develop and implement an investment attraction marketing plan	Attract new investment and jobs	Growth management	To be completed with existing staff. Capital budget request to undertake the development of a multi-year marketing plan.

**Table 3: Actions and timelines for long-term implementation (2029)**

<b>Action item</b>	<b>Economic Development Plan strategic direction</b>	<b>Council strategic priority</b>	<b>Additional details and resourcing considerations</b>
Develop a servicing employment land plan	Improve investment readiness	Growth management	Plan to be completed with existing staff and operating budget. Additional capital resources may be required depending on outcome of plan.