THE TOWNSHIP OF NORTH HURON

ECONOMIC DEVELOPMENT COMMITTEE AGENDA

Date: **Thursday, March 1, 2018**

Time: **12:00 p.m.**

Location: **LOCATION TO BE DETERMINED**

		Pages
1.	**WELCOME AND INTRODUCTIONS - NEW ATTENDEES**	
2.	**CONFIRMATION OF THE AGENDA**	
	THAT the North Huron Economic Committee; accept the Agenda for the March 1, 2018 Committee Meeting.	
3.	**MINUTES**	
3.1	Minutes of the Economic Development Committee Meeting held February 1, 2018	3
3.2	Minutes of the Huron County Economic Development Special Board Meeting held January 29, 2018	9
4.	**DECLARATION OF PECUNIARY INTEREST**	
5.	**APPOINTMENT OF COMMITTEE CHAIR**	
6.	**REPORTS**	
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6.4	Update from Glen Manjin on Employer Roundtable #2	
6.5	Vicki Lass, OMAFRA, F.E. Madill Project	37
7.	**CORRESPONDENCE**	
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7.6 Huron Chamber of Commerce, Volume 111 January 2018 196

8. DISCUSSION

9. NEXT MEETING

9.1 Thursday, April 5, 2018 at 12:00 pm, location to be determined

10. ADJOURNMENT

THAT the North Huron Economic Development Committee agree that there being no further business before the Committee; the meeting be hereby adjourned at .... pm.

North Huron Economic Development Committee
Minutes
February 1, 2018

Attendees: Glen Manjin, Wingham BIA Representative
Karen Stewart, Blyth BIA Representative
Rebecca Rathwell, Centre for Employment and Learning
Chris Watson, Economic Development Officer, Huron County
Dave Tiffin
Murray Simpson
Grant Sparling
Mark Woodward, Huron Chamber of Commerce
Councillor Knott
Dwayne Evans, CAO

Absent: Councillor Seip

CAO Evans welcomed and thanked everyone for attending. New members were introduced.

3.1 The minutes from the January 4, 2018 Economic Development meeting were reviewed.

Moved by: Glen Manjin
Seconded by: Dave Tiffin

That the North Huron Economic Development Committee hereby approves the January 4, 2018 minutes; as presented.

CARRIED

3.2 The Huron County Economic Development Board Minutes dated December 11, 2017 were received.

4.0 Declaration of Pecuniary Interest

None declared.

5.0 Appointment of Committee Chair

To be discussed later in the meeting.

6.0 REPORTS

6.1 Vicki Lass, OMAFRA, information and discussion of the First Impressions Community Exchange Project

It is noted Vicki was unable to attend. Deferred to next meeting.

6.2 Update from Chris Watson on Huron County's various Economic Development initiatives

Chris reports the County has three initiatives underway. A Workforce Attraction and Retention Strategy has been completed and presented to County Council. The goal is to attract 500 workers to Huron's labour force. The strategy includes retaining youth; attracting youth back to the County; and attracting newcomers. The County is focusing their recruit efforts in adjacent urban areas such as London and Kitchener-Waterloo. A successful job fair was recently held in London. The County is now looking at organizing a similar job fair in the Kitchener-Waterloo area. The County's greatest need for labour is unskilled in the areas of manufacturing and production.

Councillor Knott reports that greenhouses in the Niagara and Leamington areas are being purchased and renovated into cannabis production facilities. These facilities require less labour than traditional greenhouses and as such, employees are being laid off. He suggests the County may wish to consider labour recruitment efforts in these areas.

The other two strategies underway at the County are agriculture and tourism. These strategies are being led by other County staff. Chris offers and the committee expresses an interest in reviewing the strategies in their entirety. Chris will send Dwayne the strategies for distribution to the Economic Development Committee members.

Another initiative the County has been involved with is the Airport Feasibility Study. The County partnered with the Town of Goderich and North Huron to commission a study regarding the sustainability of the airports. The report was presented to the County's Economic Development Board in December, 2017 and members of the public, including Goderich and North Huron staff and Council, were invited to attend. Several North Huron Councillors attended and heard the presentation. Dwayne reported the Study is available on the Township's website; would be discussed with North Huron Council in the very near future. Dwayne will forward the link of the report on the Township's website to the committee members.

Chris also reports that the County is hosting an Employer Roundtable in Hensall on February 13, 2018. He commented this may be an initiative the Committee may want to bring to North Huron. He extended an invitation for 1 or 2 members of the committee to attend February 13 Roundtable to observe. After a brief discussion;

Moved by: Karen Stewart
Seconded by: Councillor Knott

That the North Huron Economic Development Committee accepts the County's invitation to send representation to the February 13, 2018 Employer Roundtable event in Hensall and that Glen Manjin attend as the Committee's representative.

CARRIED

Chris highlights that the South Huron Chamber of Commerce is holding a job fair at the South Huron Recreation Centre on March 6, 2018 from 12:00-6:00 pm. Any employer wishing to attend is welcome to do so. Joan Brady, Executive Director, South Huron Chamber of Commerce is organizing this event. In response to a question, Chris believes there is a cost for employers to participate in this event.

6.3 Employer One 2017 Report

In advance of the February 1, 2018 agenda, CAO Evans distributed a copy of the 2017 Employer One Survey Results. It was noted the results of this survey confirm the previous comments made that unskilled labour is the greatest need. Rebecca noted and echoes Chris' earlier comments that unskilled labour is needed for manufacturing and production. She commented that locals are getting work quickly and very few jobs are getting posted. There was a discussion regarding where jobs are posted. Rebecca commented that the Indeed website is a good source for jobs and most employers with less than 20 employees are filling their vacancies by word-of-word. Chris commented that social media is a good tool to attract employees as well as the Huron County Job Board. He suggested the type of position to be filled is a factor when employers are deciding how to advertise vacancies.

Chris advises that he meets with employers regularly. Glen expresses an interest in joining and/or assisting Chris with employer visits. Glen is also interested in attending and learning more about the employer roundtable discussed earlier. It is suggested employers be encouraged to complete the Employer One 2018 Survey.

6.4 Huron Manufacturing Awards Gala, 2018

CAO Evans reports the Huron Manufacturing Association has expressed an interest in holding the Huron Manufacturing Awards Gala, 2018 in North Huron. The event includes a formal, sit down dinner for approximately 300 attendees. Possible venue locations identified by staff are the Knights of Columbus Hall in Wingham and the Blyth Community Centre. One challenge with the Blyth Community Centre venue is that it cannot accommodate 300 attendees at round tables (the preferred layout by the organizers). Other venues are discussed. After a brief discussion:

Moved by: Glen Manjin
Seconded by: Karen Stewart

That the North Huron Economic Development Committee recommends the Huron Manufacturing Awards Gala, 2018 be held on the apparatus floor at the Emergency Services Training Centre.

CARRIED

7.0 Correspondence

7.1 Starting a Business & Start Company Plus Info Session, February 8, 2018 from 10:00-12:00 Alice Munro Public Library in North Huron, Wingham

The committee receives this email for information purposes.

7.2 Jan McKague-Weishar, Recruitment Officer, Wingham & Area Health Professionals Recruitment

Jan McKague-Weishar has expressed an interest in attending and presenting at a future North Huron Economic Development Committee meeting.

CAO Evans is asked to invite Ms. McKague-Weishar to the March meeting.

7.3 Rebecca Rathwell, The Centre for Employment & Learning of the Avon Maitland District School Board re: Job Fairs

After the January Committee meeting, Councillor Knott shared information regarding a job fair being held by the University of Windsor. CAO Evans approached Rebecca to see if coordinating a job fair on behalf of North Huron was within the mandate of The Centre for Employment & Learning. In her email response and as shared with the committee members, Rebecca explains that job fairs are a great way for employers to showcase the employment opportunities that they have and also for job seekers to see what is available in their community and/or other communities.

She notes there have been 3 - multi employer job fairs in HC in recent years, 2 in South Huron (2016\2017) and 1 in Wingham (2016). The Wingham Centre for Employment and Learning also participated in a job fair in Lucknow this fall. Rebecca explains that often if one employer is wanting to have a job fair they approach the Centre for Employment and Learning to provide the location. This month (January, 2018) the Huron County Ec. Dev. dept. organized and hosted a Job Fair in London. The majority of businesses participating are from Huron Park and/or the south end of the County. This is due to the close proximity of London to the Exeter area where there are currently several employers actively recruiting for vacant positions.

If local employers are expressing an interest in participating in job fairs such as the one hosted by St. Clair College/U of Windsor, that would be a good opportunity for employers to recruit future graduates, especially if there is a particular program offered there, that provides the type of training for the skills that the employer is looking for. From past experience Rebecca explains that it is best to have someone representing that employer at the job fair, they are best suited to talk about the opportunities available, and even take resumes and/or conduct informal interviews.

The Wingham Centre for Employment & Learning would happily be involved in planning a future job fair, or attending a future job fair along with other stakeholders, i.e. the County Economic Development department, the Township of North Huron, and any local Employers who have expressed interest in participating. The Centre would also would be happy to help promote and assist individual employers if they are participating in a job fair and or wanting to host their own.

At this time Chris suggests the committee review the County's Workforce Retention and Attraction Strategy. This leads to discussions regarding home ownership. Karen suggests the scope of Workforce Retention and Attraction extends to quality of life. The committee generally agrees. Chris notes the County is going to be hosting a development roundtable meeting in March as a means to facilitate development in the County.

At this time there is a discussion regarding the roles and responsibilities of the County and local municipalities regarding economic development. Chris advises that the County takes on projects which benefit the entire County. County staff follow the County's Economic Strategic Plan.

Glen suggests this committee focus on listening to local employers and business owners. He suggests each committee member could take different task(s) and bring the findings or outcome of the tasks to this committee. Rebecca suggests the committee, as a whole, needs to determine its mandate organizations like the County and The Centre for Employment & Learning can be partners.

Chris explains that each lower tier municipality in the County has an Economic Development Strategic Plan and the County's Plan is derived, in large part, from the lower tier plans. He suggests the committee not feel they are restricted by the contents of the County's Economic Development Strategic Plan.

At this time, Councillor Knott speaks to an article he read in the Windsor Star. It was reported that the City of Windsor provided an $800,000 tax incentive for the establishment of a turkey product processing facility. The article caught his interest because the product is being raised on farms outside of Wingham. He questioned how the City of Windsor was able to offer this incentive given the Municipal Act. He also questioned how we (North Huron) missed this opportunity. Councillor Knott commented and wondered if North Huron could put a freeze on property taxes as a means to promote residential development in a vacant building.

7.4 OMAFRA's Municipal Youth Engagement Initiative

The committee received the email for information purposes, noting Vicki Lass was not present to provide more details.

7.5 University of Guelph School of Environmental Design and Rural Development, in partnership with OMAFRA is hosting the 3rd annual Rural Study Symposium, February 28, 2018, Conference Centre at 1 Stone Road, Guelph. Registration closes February 9, 2018.

The committee received this email for information purposes.

8.0 Discussion

Glen asks about the status of Economic Development Officer position.

Councillor Knott explains that the position has been eliminated and the available funds are being re-allocated within the Economic Development budget. The committee's role is to advise Council as to how the funds available for economic development should be used.

There is a discussion regarding committee membership. CAO Evans reports he has reached out to local real estate agents who have requested more information regarding the committee. He will provide the information in hopes a local agent expresses an interest to join the committee. Mark Woodward advises that Roland Archer is an agent to the new area. He suggests Roland be invited to join the committee.

Moved by: Karen Stewart
Seconded by: Councillor Knott

CARRIED

Next Meeting: Thursday, March 1, 2018
12:00 pm
221 Josephine St., Wingham

10.0 Adjournment

That the North Huron Economic Development Committee agree that there being no further business before the Committee; the meeting be hereby adjourned at 2:00 pm.

HURON COUNTY ECONOMIC DEVELOPMENT BOARD

Clinton, Ontario
January 29, 2018

The Economic Development Board met at the Libro Community Hall, 239 Bill Fleming Drive Clinton, Ontario on January 29, 2018. All members of the board were present.

1. **Chair John Marshall called the Special meeting of the Economic Development Board to order at 10:11 AM.**

2. **Declaration of Pecuniary Interest and the General Nature Thereof:** None

3. **Economic Development Board & Staff – 10:00 to 11:45 AM**

   - Staff presentations on projects and priorities
     - Topics included: Newcomer Projects, Tourism, Arts and Culture Strategy, Huron Manufacturing Association, local training action team, employer roundtable, jobfair, airport feasibility study, Starter Plus Program, Network Huron and BIA, Chamber collaborations, Taste of Huron, Farm Tours Engage Huron, Summer Company Program, Social Enterprise, Social media and web presence.
   - Roundtable on priorities and issues
   - Facilitated discussion on Economic Development roles and responsibilities

4. **Economic Development Department Hosts Business Improvement Areas (BIAs) & Chambers of Commerce & Huron County Local Municipalities – 12:00 noon to 3:00 PM**

   - Quarterly Update

5. **Adjournment:**

MOTION:
Moved by: Member Nummelin and Seconded by: Member Gowing
THAT:
The Economic Development Board meeting adjourn at 3:14 p.m.
CARRIED

Canadian Theatre

BLYTH FESTIVAL

FEBRUARY 5, 2018

2017 SEASON HIGHLIGHTS

- 19,272 people came to see a play in Blyth this year.
- We welcomed 1,750 patrons who had never before bought tickets to Blyth Festival
- Online ticket sales increased more than 15%
- 66% of patrons travelled more than 40 km

"OF ALL THE REGIONAL THEATRES ACROSS CANADA, NO THEATRE HAS BEEN AS TRUTHFUL AND AS FAITHFUL TO ITS CORE AUDIENCE AS BLYTH."

~ ROBERT REID, REID BETWEEN THE LINES

GIVING BACK TO COMMUNITY

- In 2017, the Blyth Festival donated tickets and passes to more than 206 local charity fund-raisers. That's $14,420 in cash value.
- Local churches, service groups host pre-theatre suppers & lunches that we promote & ticket. Groups keep proceeds, which totalled over $18,000 last year.
- More than $50,000 in rent went to local landlords, as a result of 50-75 artists, technicians living in North Huron for up to six months yearly.
- We serve on the BIA Board and the County's tourism advisory committee.

AND THERE'S MORE

- We receive significant funds from the Ontario Arts Council & Canada Council for the Arts: sizeable grants that are used to subsidize the work onstage, contributing massively to the local economy
- We receive favourable funding because of our reputation for artistic excellence and focus on relevant local theatre.
- We were also proud this year to have written and shepherded the Capital Spaces Grant from Canadian Heritage. Together with the Memorial Seat Sale, contributing more than $1mil to the renovation of Blyth Community Memorial Hall

"THE BLYTH FESTIVAL HAS ALWAYS BEEN HOME TO COLLECTIVE CREATIONS BASED ON LOCAL HISTORY. ITS PRODUCTION OF THE PIGEON KING BASED ON EVENTS DISCOVERED IN 2007 PROVED THAT THIS TRADITION IS STILL STRONG AND VITAL."

~ CHRISTOPHER HOILE,STAGEDOOR.COM

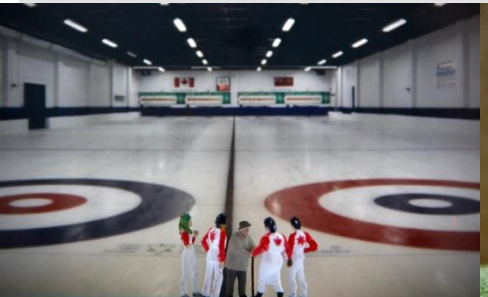
BEYOND THE FESTIVAL

We are also:

- A Professional Art Gallery
- A Community Orchestra
- A Community Choir
- A Young Company

OUR 2018 SEASON

- Back by popular demand, The Pigeon King is the season forerunner, with 19 shows starting May 30. Plans are also in the works to take this production on tour.
- The New Canadian Curling Club
- Judith: Memories of a Lady Pig Farmer
- 1837: The Farmers' Revolt
- Wing Night at the Boot



OUR STORY

By the end of the 2018 season, the Blyth Festival will have produced:

- 133 World Premieres
- 209 Productions by Canadians for Canadians
- We will also run three shows in studio space on Dinsley Street, including a piece created by local teenagers through our Young Company program

NORTH HURON'S ROLE

- You are an important cast member in this great Canadian story

- The Ask:
  - A $15,000 joint marketing investment

NORTH HURON'S ROLE CONT.

- The direct benefits:
  - Three dedicated pages of promotion in our Brochure, with a run of 30,000 copies. 15,000 to targetted households that have a relationship with the Blyth Festival. 15,000 to catch the eye of travellers at attractions, restaurants, accommodations, tourist booths
  - Half-page ad in the 2018 Season House Program (20,000 printed)
  - Opportunity to host staff, citizens, and / or other municipalities at a designated performance (sponsored tickets, reception and invitations)
  - Acknowledgement in all appropriate media releases promoting the 2018 Season

NORTH HURON'S ROLE CONT.

- Acknowledgement on theatre signage announcing public supporters
- Logo placement as appropriate on all show and special event posters, postcards, invitations and other promotional materials
- Logo placement on Blyth Festival website and electronic messaging, including a link to North Huron's website, where appropriate
- Logo placement on lobby signage

NORTH HURON'S ROLE CONT.

LESS THAN AN HOUR FROM KINCARDINE!

AN HOUR'S DRIVE FROM KITCHENER!

AN HOUR & A HALF FROM LONDON!

TWO & A HALF HOURS FROM TORONTO!

- The indirect benefits:
  - 15,000 rack cards promoting Blyth Festival produced for partner destinations
  - Promotion through digital advertising, social media
  - Promotion through tourism partners: Stratford Tourism Alliance, Ontario Summer Theatre, Festivals & Events Ontario, Ontario Tourism Marketing

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BLYTH FESTIVAL
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QUESTIONS?

From: Heather Fraser <heather@northhuron.on.ca>
Sent: Monday, February 12, 2018 10:23 AM
To: Dwayne Evans
Subject: The Citizen

Good Morning Dwayne,
I am an advertising Sales Consultant with The Citizen, I work with the advertisers within the Wingham area and I am your contact for advertising needs. Barb Black had advised me to speak to you with any questions I have and projects I am working on that I used to work with Connie on.
Right now that is our new option of Pre-booking for the Community Service Pages.(See attached Schedule). With this new option, you can choose from the schedule which ones you would like to support, and if you choose a minimum of 6, you save. Normally one ad space on these pages is $50.00+HST each. If 6 or more are booked they are only $45.00+HST each, billed at the time of publication. In 2017 North Huron was a part of 3 pages, Volunteer Appreciation, Elementary School Fair, and Remembrance Day. This is lower then in previous years, due to some rearranging of funds for advertising for our IPM Souvenir edition. The Scout/Guide Week Page is the next page to publish, on February 22nd. North Huron was a part of it in 2016. I have attached the 2017 page for you to look over as well. If you could have a look over both, and let me know by Friday if you would like to Pre-book and save, I would be happy to help.
Thank you

Heather Fraser
Advertising Sales Consultant
The Citizen & Stops Along the Way
heather@northhuron.on.ca
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1ST BLYTH BEAVERS — Back row, from left: Elizabeth 'Rainbow' Spencer, Emily Spencer, Kya Mason, Tayler VanVeen, Ryan Beauchamp, Laura 'Ringtail' Edgar and Laverne 'Bluebeard' Clark. Front row: Felix Dawe, Tolesen Gury, Braxton Stryker

1ST BLYTH CUBS —Back row, from left: Leaders Shari Cartwright, Grace Caldwell, Dave Cartwright, Sarah Caldwell and Tyler Cartwright. Middle row: Cole Regier, Peyton Riley, Lukas Greidanus, Tanner Brooks, Eli Baxter and Kasey Van Gent. Front row: Ben Hubbard, Sam Rodgers, Zackory Spencer, Bradly Spencer and Caitlin Van Gent.

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2018 Schedule
The Citizen

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Jan.	25	Snowmobile Safety	❑
Feb.	1	Heart & Stroke Page	❑
	22	Scout/Guide Week	❑
Mar.	8	Farm Safety Page	❑
Apr.	5	Cancer Page	❑
	12	Volunteer Appreciation	❑
May	3	National Nurses Week	❑
	17	PSW Week	❑
			❑
Aug.	30	Bus Safety	❑
Sept.	6	Elementary School Fair	❑
	13	Brussels Fair	❑
Nov.	8	Remembrance Day Pages	❑
	8	4-H Promotion (TBC)	❑
	29	Don't Drink & Drive Page	❑

The Citizen

P.O. Box 429, BLYTH, Ont. N0M 1H0
Phone 519-523-4792 Fax 519-523-9140

Sales Representatives

Brenda Nyveld
ads@northhuron.on.ca

Heather Fraser
heather@northhuron.on.ca

From: Rhonda Long [mailto:Rhondaofdaytripping@hotmail.com]
Sent: February 9, 2018 11:17 AM
To: devans@northhuron.ca>
Subject: Daytripping 2018 - Map Listing

Hello,

This is what our map listings look like. We have a pull-out section of the paper that lists towns by name and businesses in it.

WINGHAM M-5
Alice Munro Literary Garden 519-357-1096
North Huron & Barn Dance Museum 519-357-1096
www.northhuron.ca

I have always given a deal to Connie for this. The cost total is $150+HST. for the full year.

I will need to know if you want to be a part of this before **Tuesday, Feb 13th.**

Below is a bit about us.

I'd like to introduce you to our magazine and I think you may find it to be a suitable marketing venue, as many of our readers are your target market. Daytripping is unique for two primary reasons. It is dedicated to promoting the most unique shops and stops including antique, craft & gift shops, B&B's, tearooms, live theatre, artisans, garden centres and many events. We do not accept ads for commonplace items such as auto dealers, real estate, insurance or chain stores. Every shop in Daytripping is owner-operated and it is the premier guide for people who like to... daytrip! The second unheard-of feature of "The Daytripper" is that it is written entirely by its readers; we have no reporter on staff and, though we have various fun fillers and an editorial column, our readers have created the paper's content throughout our 23 years.

Daytripping in Southern Ontario is an enormously popular travel guide, distributed from Windsor and Sarnia all the way along the north shore of Lake Erie to the Grand River, west of Hamilton to the Waterloo area, Kincardine and the Lake Huron coast, and to all points in between. It is published five times per year and distributed extensively throughout our entire region.

35,000 copies are printed (70,000 in July-August) and picked up free of charge by the travelling public from home and abroad at antique and unique shops, tourist information centres and American border points. Leftover copies are few and far between and it is customary for our readers to anticipate the arrival of each issue - we actually print an additional 30,000 copies and distribute them at our discretion to meet the demand,

bringing the annual total to 240,000 copies. Daytripping is also published in its entirety online at www.daytripping.ca at no additional cost to you.

Daytripping

www.daytripping.ca

free travel tourism magazine with day trips, tours, tourist information, festivals, theatre, fairs, craft shows, antique shows, unique gift shops, bed & breakfast, museums, in Ontario, Canada - London, Windsor, Toronto, Sarnia, Chatham, Niagara Falls, Brantford, Port Stanley, Simcoe, Goderich, Stratford, Petrolia

You will have many salespeople boast about the rewards of advertising with them, but I will encourage you to investigate Daytripping's benefits for yourself. Please phone any of our customers and ask for their opinion on our prices, service, reputation and, most importantly, effectiveness. It is a truly unique magazine, one that must be browsed through by our potential customers to be fully appreciated. If you do this, I'm sure that I'll have the opportunity to thank you for allowing us to assist in your promotion.

Our readers have called Daytripping their best friend, the best magazine they've ever seen, and even their bible for the road. It's made a lot of friends along the way. While it's been imitated many times, there's still only one Daytripper - and you too can call it your own. We hope you will!

Rhonda Long
Daytripping Advertising Sales Rep
519-873-0243 cell 519-657-1869 home
www.daytripping.ca

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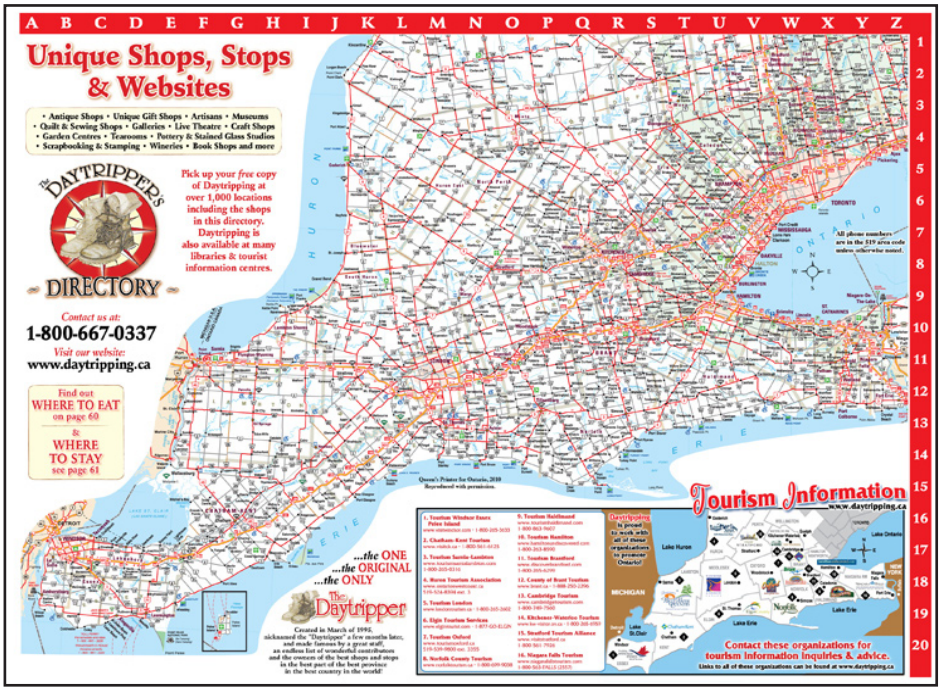

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Talbot Antiques 519-674-0857

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Mount Brydges Floral Design 519-264-1141
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NEWBURY I-14
Rosemary's Art Studio, Tearoom & B&B 519-693-4444

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NIAGARA-ON-THE-LAKE Y-9

NORTH BUXTON F-18
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www.buxtonmuseum.com

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The Savings Shoppe 519-863-2380

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Oil Museum of Canada 519-834-2840
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ORWELL N-14
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PARIS R-10

Towns and Marketing Organizations Can Utilize These Banners -- Please Call For Details

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www.leylandsbritishfoods.ca
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www.marymaxim.ca
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2018 RATES & INFO

DAYTRIPPING®

in Southwestern Ontario

2018 ISSUE DEADLINES

We publish 5 issues/year

1) MARCH-APRIL
Deadline: February 12th
Approx. Release date: March 1st

2) MAY-JUNE
Deadline: April 9th
Approx. Release date: May 1st

3) JULY-AUGUST
**Circulation doubled to 70,000 copies*
Deadline: June 11th
Approx. Release date: June 27th

4) SEPTEMBER-OCTOBER
Deadline: August 13th
Approx. Release date: August 29th

5) NOVEMBER-FEBRUARY*
Deadline: October 10th
Approx. Release date: October 25th

**The November-February issue will be online until February but virtually all copies will have been picked up before Christmas.*

DAYTRIPPING STAFF:

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Carrie Ann Timm, Office Manager
Laurie Dunlop, Sales Representative
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WWW.DAYTRIPPING.CA

Email: info@daytripping.ca

MAP & WEBSITE LIST

The 4-page Daytripper's Directory, featuring the vital Ontario road map, appears in the centre of every issue. The cost is $70 per year for one line, or $100 per year to include your website address on a second line. This cost also covers your inclusion on our website.

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This list costs only $150 per year, for all 5 issues and inclusion on our website.

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- *82% of all our tourists are from Ontario.*
- *70% of all tourists are same-day visitors (they're Daytrippers).*
- *98.9% of people who are visiting our area with shopping as their main purpose are same-day vistors (again, Daytrippers!).*
- *People keep a copy of Daytripping for weeks, even months or years.*
- *Almost every copy of Daytripping we print is picked up! We take this very seriously.*
- *The ads are the reason people pick up Daytripping! They're looking to find unique shops and events, to find YOU!*
- *Daytripping is picked up in over 1,200 well thought out locations.*
- *You can reach all of SW Ontario with one paper, at a price that can't be beat.*
- *You're not allowed to advertise if you're not worth the trip, and our readers know this. You're in great company!*

2014 MTCS Stats.

240,000 COPIES

PLUS 1,600 digital subscribers and 74,000 website visits at no extra cost.

AD SIZE (See sizes on back page)	FULL COLOUR AD/ISSUE Subtract 20% for Prepaid Price	THE REAL PRICE This is the rate for prepaid Full Colour Ads, OR the price after a 20% credit for paying within 30 days
1/32 or a Single Event Ad	$145.00	$116.00
1/16 or a Double Event Ad	$250.00	$200.00
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Preferred Placement Added Costs:

- *Bottom half of 1st Cover - $300*
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- *Back Pages - $200 • Group Pages - $400 setup fee*

- HST not included in prices -

*JULY-AUGUST is a DOUBLE ISSUE

To meet the incredible demand for the July-August issue, we need to double our prices in order to double the circulation to at least 70,000 copies.

EVENT ADS

INCLUDED ON OUR WEBSITE!

Promote your events within our EVENTS LIST!

These display ads stand out and are also featured on our website, and on our Facebook page just before the event.

SINGLE Event Ad is this size **(4.8" x 1")**
DOUBLE Event Ad is twice as tall **(4.8" x 2")**

Single Event Ad Actual Size

PRE-PAID PACKAGES

This is your Best Price. We can adjust any packages in case you want to use various sizes, or need to skip an issue!

All 5 issues of Daytripping (240,000 copies) for one price!

Payment arrangements MUST be made before an ad runs.

1/32 Page Full Colour	1/16 Page Full Colour	1/8 Page Full Colour	1/6 Page Full Colour	1/4 Page Full Colour
$630.00	$1065.00	$1640.00	$2215.00	$2655.00
SAVE up to $310	SAVE up to $505	SAVE up to $830	SAVE up to $975	SAVE up to $1135
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Packages include Map Listing and inclusion on our website. By far, your best deal!

You can add a second line to your Map Listing (to promote your website) for $30.00

2018 ESTIMATED CIRCULATION:

March-April: 40,000
May-June: 45,000
July-August: 72,000
September-October: 45,000
November-December: 38,000

We actually print more papers than we have to! Our prices are based on a circulation of 35,000 copies of each issue and double that amount in the summer (210,000 copies/year) but we'll print extra copies of all issues in order to meet the demand for Daytripping. 240,000 copies will be printed in 2018 but we will distribute the 30,000 extra copies as we think is needed. The overall number is more important, as most of our customers advertise in every issue. It's our constant goal to have every single copy of Daytripping picked up, with none left over at all.

DAYTRIPPING®

www.DAYTRIPPING.ca

ONLINE STATISTICS

for the period from Sept. 2016 to Aug. 2017

Visits: **74,866**
Hits: **1,873,414**
Pages: **249,303**
Unique Visitors: **43,770**
Digital Subscribers: **1,661**

ALL of our customers are added to our website at no charge! ☺

LIKE US ON facebook
Likes: **5,787**
Reach Per Issue: **5-7K**

WEBSITE BANNER ADS

$210 for 6 months
$380 for 1 year

SPECIFICATIONS

If you are supplying us with your ad (rough outline or a finished ad), use the dimensions shown here. Rough ad copy can be mailed or e-mailed. If sending a ready-to-print ad, you can send through e-mail or sendspace.com. We accept the following file types in most cases: .eps .tif .pdf .jpg .psd (files may be stuffed/zipped). Photo formats (.jpg or .tif) MUST have a resolution of at least 300 dpi. Please consider how small logos and text will look on background colours and newsprint. To keep ads looking crisp, please don't use process black or 4-clr process colours. If you have any concerns about whether your ad format is acceptable, please call 1-800-667-0337.

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OR 10 1/4" Wide x 3 5/8" Tall

1/6 Page

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1/32 Page

2 3/8" Wide x 1 3/4" Tall

1/8 Page

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OR 2 3/8" Wide x 7 3/8" Tall
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1/16 Page

2 3/8" Wide x 3 5/8" Tall
OR 5" Wide x 1 3/4" Tall

Half Page 10 1/4" Wide x 7 3/8" Tall
OR 5" Wide x 14 3/4" Tall

Full Page 10 1/4" Wide x 14 3/4" Tall

Hi Rhonda,

Thanks for your email and forwarding this information.

Further to your discussion with Bill Knott, last fall the Township of North Huron established an Economic Development Committee. The committee has met three times and advises Council on the spending of economic development dollars.

I would like to extend an invitation to you to attend our March 1st meeting to present your request. Another publication representative will also be attendance to present their request.

The March 1st meeting is being held in Wingham at 12:00 pm at 221 Josephine St. The meetings are open to the public and are generally two hours in length. You are welcome to attend the entire meeting or if you wish, I can let you know closer to the time an approximate time for you to attend.

Thanks and I look forward to hearing back from you.
Dwayne

From: Rhonda Long [mailto:Rhondaofdaytripping@hotmail.com]
Sent: February 9, 2018 11:37 AM
To: Human Resources <HR@northhuron.ca>
Subject: Daytripping 2018 - display ads for North Huron

Hello Kathy,

I have attached the display ads that North Huron had done with us in 2017. The cost of these black and white ads for the 10 months is $672+HST. The issues come out every two months.
May 1st
July 1st
Sep 1st
Nov 1st (this issue covers 4months)

The regular cost for these ads would be $890+HST and once again there was a deal made with Connie.

Any questions or comments please don't hesitate to contact me at any time.

Rhonda Long
Daytripping Advertising Sales Rep

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free travel tourism magazine with day trips, tours, tourist information, festivals, theatre, fairs, craft shows, antique shows, unique gift shops, bed & breakfast, museums, in Ontario, Canada - London, Windsor, Toronto, Sarnia, Chatham, Niagara Falls, Brantford, Port Stanley, Simcoe, Goderich, Stratford, Petrolia

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www.northhuron.ca

20th Annual Barn Dance Jamboree/Campout Weekend: May 25th to 28th
www.TheBarnDance.ca

Alice Munro Festival of the Short Story: June 2nd to 4th
www.AliceMunroFestival.ca

Musical Muskrat Festival: June 9th to 11th
www.MusicalMuskratFestival.com

East Wawanosh 150th: June 30th to July 2nd
www.EastWawanosh150.com

Blyth | East Wawanosh | Wingham

There is Always Something Happening in North Huron

NORTH
HURON

Unique Shops in Quaint Downtowns
Alice Munro Literary Garden • Walking Trails
Accommodations • Fabulous Eateries

www.northhuron.ca

East Wawanosh 150th Anniversary
Belgrave, June 30 - July 2

Wingham Canada Day Fireworks - July 1,
Riverside Park at Dusk

Wingham Farmer's Market
Wednesdays 2:30-6pm

Blyth 140th Anniversary
July 28, 29 & 30

Blyth Streetfest - July 28

Blyth | East Wawanosh | Wingham

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HURON

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Alice Munro Literary Garden • Walking Trails
Accommodations • Fabulous Eateries

www.northhuron.ca

HURON PIONEER THRESHERS REUNION
September 8th to 10th,
Blyth Campground
www.blythsteamshow.on.ca

WINGHAM FARMERS MARKET
Wednesdays 2:30 to 6pm
until September 27th

Blyth | East Wawanosh | Wingham

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Unique Shops in Quaint Downtowns
Alice Munro Literary Garden • Walking Trails
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www.northhuron.ca

Carol Sing & Wingham Park Lighting
Cruikshank Park - November 12

Wingham Santa Claus Parade
November 25. 11 am

Blyth 140th Year End Blast
December 31, Blyth Community Centre

Family-Fun-Apalooza-Winter-Luge-Athon
February 19th, North Huron

Blyth | East Wawanosh | Wingham

Municipal Youth Engagement Initiative

People will only come back if they feel like they've left something behind

– Jacinda Rudolph, Project Manager at LaunchPad

Process design by:

Vicki Lass & Ryan Deska
Agriculture and Rural Economic Development Advisors
Ontario Ministry of Agriculture Food and Rural Affairs

Ontario

Municipal Youth Engagement Initiative

What is the Program?

- Youth driven applied research to solve, address or inform a community issue
- Serves the interests of youth: "By Youth, For Youth"
- Youth have a significant impact on the vitality of their communities, and we are looking for ways to support them to engage in meaningful ways

This Includes:

- Understanding principles of municipal governance
- Gathering data through community consultations
- Identifying community needs and priorities
- Connecting with public partners to identify possible solutions
- Pitching their ideas to local municipal council

See process overview included

What are the Anticipated Outcomes?

- Civic Education
  - Building familiarity and confidence with civic engagement
  - Building hands-on skills & familiarity around municipal governance
  - Building independent inquiry, project management and critical thinking skills
- Youth Engagement
  - Engaging and empowering youth in their communities to recognize and solve local issues
  - Providing the opportunity to affect meaningful changes
- Gathering Data
  - By youth, for youth: data will help communities to bring the youth voice to the table in decision making processes.
  - Data can directly support the goals and activities of municipally driven strategic planning projects

Who are the Partners?

- Local Schoolboard
- Teachers (Independent Study)
- Municipal Staff (EDO's, Planners, CIC's)
- Municipal Council
- OMAFRA (and OPS)
- Other Local Stakeholders

How will Partners Collaborate?

- Schoolboard
  - Identify teacher champions
  - Identify and communicate alignment with curriculum
- Teachers (Independent Study)
  - Front-line delivery
  - Student support and guidance
  - Liaise with municipal and OMAFRA representatives
  - Evaluation of student performance
  - Not responsible for process design, or building community connections
- Municipal Staff (EDO's, CAO's, Planners, CIC's)
  - Support students in:
    - Understanding principles of municipal governance
    - Identifying community needs and priorities
  - Connect students with community resources
  - Organize delegation to council
- OMAFRA Representative
  - Process design and guidance
  - Building community connections
  - Support students in:
    - Planning for community consultations
    - Identifying community needs and priorities
- Municipal Council
  - Endorse the process and support municipal staff
  - Actively listen and engage in dialogue with youth
  - Discuss possible actions
- Other Local Stakeholders – Engaged where appropriate

How Does this Project Support Existing Curriculum?

- Students will learn existing principles found within provincial curriculum:
  - The political inquiry process and the concepts of political thinking
  - Principles of citizenship:
    - the rights and responsibilities of citizens,
    - the processes of public decision making, and
    - ways in which citizens can act for the common good
  - Students will learn the process of engagement:
    - Gather, interpret, and analyse data and information relating to issues of civic importance
    - Make informed judgements and draw conclusions around issues
    - Develop plans of actions to address issues

Project Samples

- LDSS – Outmigration of Rural Youth (Fall 2016)
- LDSS – Development of Youth Programming for Listowel Library (Winter 2016)
- Town of Caledon – Youth Workforce Development (Winter 2017)

Quotes

From a curriculum, teaching and evaluation perspective, this project was easily adapted to the collaborative, student interest-driven and inquiry model based nature of the IDC4U course at LDSS. At all stages of the project, the students were able to explore and develop their understanding of the inquiry model. Along the way, I was able to regularly assess their learning by reviewing and providing feedback on their surveys, data analysis and communication products. Regular student-teacher conferencing was a central component of the students' overall evaluation along with assessment of their co-authored research report and presentation to North Perth Municipal Council.

- Ken Van Osch, Listowel District Secondary School Teacher (full letter of recommendation attached)

When we started this project, we wondered why we were even doing it – we didn't think anyone was interested in hearing what we had to say

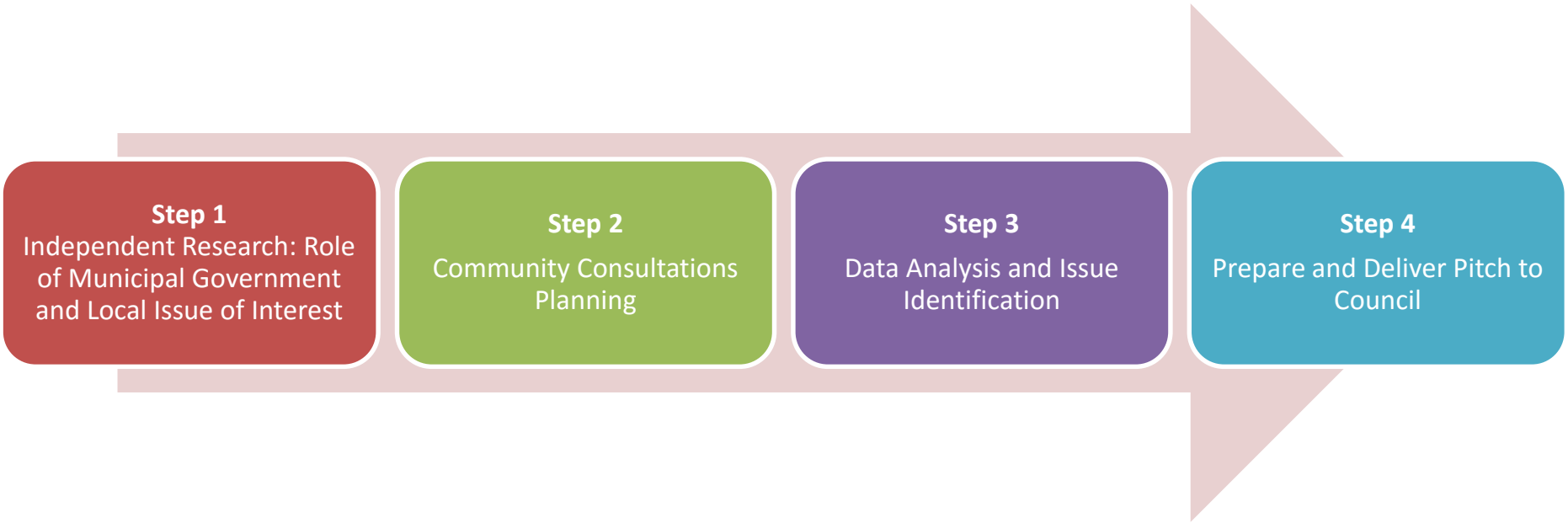
- Sydney, LDSS Student

It was really cool to have the community feedback. That just doesn't happen for other students. This is something that you carry on, not a report that you hand in and forget about. I think a lot of people think high school students do projects that aren't relevant, but to actually do something that's important is really cool.

- Wynter, LDSS Student

Municipal Youth Engagement Initiative

Process Overview



Ontario

Ontario

Step 1 - Independent Research

Improve understanding of the functions municipalities play

- The types of services/ responsibilities of municipal governments relative to provincial and federal
- The scope/jurisdiction for municipal decision making
- The roles and responsibilities of councillors
- The procedures involved with council meetings

Improve understanding on the local issue of interest

- Examine the issue: Who, What, Where, When, Why, How?
- Access relevant economic development data

Step 2 – Community Consultations Planning

Identify opportunities to engage with peer groups (in school, grades 9-12)

- Understand fundamental principles of public consultation – what makes for good engagement?
- Identify the various methods for collecting public input/discourse
- Identify those methods appropriate for the audience and in gathering the information being sought
- Develop appropriate questions (for each method), based on project objectives

Step 3 – Data Analysis and Issue Identification

Analyze primary data, and develop strategies for identifying recurring and important issues

- Analyze data gathered through community consultations
- Identify recurring themes
- Propose strategies for addressing issues or taking advantage of opportunities
- Prepare and deliver a presentation to council

Step 4 – Prepare and Deliver Pitch to Council

Focus on implementing ideas for community betterment

- Prepare a pitch for municipal council, highlighting your identified strategies for community betterment
- Ideas or strategies should be aware of municipal roles and responsibilities
- Ensure you have a time slot booked on council agenda
- Review procedure and decorum for council procedures – consider attending one or more council meetings to gain familiarity with the process

From: Lass, Vicki (OMAFRA) <vicki.lass@ontario.ca>
Sent: Friday, February 9, 2018 9:12 AM
To: Dwayne Evans
Subject: RE: Learning Opportunity at F.E. Madill

Good morning Dwayne; I have attached the project summary.

In brief the role of the ec dev committee or Municipality would be to decide what you would like to learn from your youth. And assist them with becoming a delegation to council. It is best if the committee or council are prepared to act on the report if at all possible.

We ask the youth to conduct research on your question and then prepare a report and present it with recommendations as a delegation to council. It is research about youth, for youth, by youth

Some topics might include

- How to reverse youth outmigration
- How to connect youth better to local job and career opportunities – if job fairs aren't working (and they aren't really) how can we engage youth with employers
- What services do you want to see for youth and how can we connect you to those.
- How do we improve youth leadership and volunteerism.

So besides deciding on a research topic and teaching youth how to become a delegation, we usually have a representative go to the school with me – approximately 2-3 times over the semester to chat with the youth and help explain the research and municipal process. I would assist with coaching that. The participating classes are in the morning and so that is when we would visit the school.

Let me know if you have any questions.

cheers,

Vicki

Vicki Lass
Agriculture and Rural Economic Development Advisor Huron & Perth
63 Lorne Ave., East, Unit 2B
Stratford, Ontario
N5A 6S4
Tel: 519-271-6574
Cel: 519-274-2214
If you have any accommodation needs or require communication supports or alternative formats, please let me know.

From: Dwayne Evans [mailto:DEvans@northhuron.ca]
Sent: February 7, 2018 9:22 PM
To: Lass, Vicki (OMAFRA)
Subject: Re: Learning Opportunity at F.E. Madill

Hi Vicki

This has not been discussed with the Ec Dev Committee as of yet. I am confident they would want this project to proceed.

If you could send me a summary of the project, I will canvass the committee to see if someone local is available and interested to work with you on this project.

Dwayne

Sent from my iPhone

On Feb 5, 2018, at 7:06 AM, Lass, Vicki (OMAFRA) <vicki.lass@ontario.ca> wrote:
Hi Dwayne; the teachers at F.E. Madill have reached out to me with a request to proceed with the project that Connie and I proposed to them last December. (see below) As we have discussed I am most interested in continuing with this project. I am not sure how the Ec Dev committee feels about proceeding. Is there local interested to pursue this project?

cheers,
Vicki

Vicki Lass
Agriculture and Rural Economic Development Advisor Huron & Perth
63 Lorne Ave., East, Unit 2B
Stratford, Ontario
N5A 6S4
Tel: 519-271-6574
Cel: 519-274-2214
If you have any accommodation needs or require communication supports or alternative formats, please let me know.

From: Paul.Bartman FEMSS [mailto:paul.bartman@ed.amdsb.ca]
Sent: February 2, 2018 2:18 PM
To: Lass, Vicki (OMAFRA); M Smith
Subject: Learning Opportunity at F.E. Madill

Vicki,
We met with you before Christmas concerning a possible learning opportunity with you, the township of North Huron and our school. Since our meeting we have had a change in principal and I understand that Connie Goodall is no longer in her position with North Huron. We (Matt Smith and myself) are still interested in pursuing this opportunity so I have contacted you as a starting point. Will this work better if we have a local contact? Has someone been hired to fill the role that Connie was in? Are you willing to go ahead without someone local and see where the project takes us?

If this is still a possibility we would like to get to work on it sooner rather than later. We start our new semester on Monday and were thinking it would be great to have you come in and talk to our classes during the first few weeks of the semester. I realize that this is short notice but even if we could fit it in before the end of February that would be great. My class is grade 12 data management and runs from 8:55 to 10:10 each day, Matt's class is grade 11/12 interdisciplinary studies and runs from 10:15 to 11:30 each day, so it would work great if you could speak to both groups in one visit.

Thanks for your time and please let me know if this something we can make work.

Paul

Paul Bartman
FEMSS Math Teacher
FEMSS Math Department Head

Libro will invest close to $500,000 in 2018 through the Prosperity Fund

Having trouble viewing this email? Click here to view it online.

Share this:

Is your organization looking for funding to help grow prosperity in southwestern Ontario?

Libro will invest close to **$500,000** in 2018 through the Libro Prosperity Fund, supporting local organizations that are growing prosperity in southwestern Ontario. The fund is aimed at not-for-profits, registered charities, co-operatives or community groups that are building prosperity in southwestern Ontario in the areas of Economic Development, Money Smarts, and Youth Leadership.

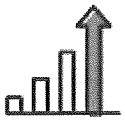
Is your organization aligned with one of our three focus areas? Does your initiative meet Libro's desired outcomes to grow prosperity? **Learn more and apply today!**

You may know of an organization interested in learning about the Libro Prosperity Fund. Please forward this email along and encourage them to check out our criteria and apply! ***The deadline to apply is Thursday March 15, 2018***

Prosperity Fund, Sponsorships & Donations

At Libro Credit Union, growing prosperity across southwestern Ontario is why we exist. We're passionate about investing locally, in people, communities and enterprises, and we understand that prosperity is more than financial transactions and balance sheets. We are bringing our purpose to life through the Libro Prosperity Fund annual granting program and by our Sponsorships and Donations Program. Initiatives considered for sponsorships or grants will focus on the following three areas where we feel we can make the most impact in the prosperity of our communities.

If your organization is working on local initiatives that focus on economic development, money smarts and encourage youth leadership, we'd like to hear from you. Apply for one of our programs below.

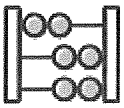


REGIONAL ECONOMIC DEVELOPMENT

Including Programs that Support:

- Self-employment, entrepreneurship, small business and co-operative start-up, development and growth.

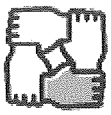
- Rural and agricultural development planning and revitalization.
- Food security (e.g. community gardens, farmers markets, processing and distribution projects that support self-reliance and job creation).
- Co-operative and local economy projects (e.g. buy local programs, buying clubs, co-operative education and business collaborations).
- Economic self-reliance for marginalized members of the community including skills development, employment and self-employment.
- Capacity building support for economic development organizations.
- Advancing research, development and innovation to improve the effectiveness of regional economic development initiatives and contribute to the regional economic development field.



MONEY SMARTS

Including Programs that Support:

- Building financial knowledge, skills and confidence of individuals and families.
- Assisting economically disadvantaged people to build financial assets (e.g. matched savings programs).
- Building financial capability of people and families to adopt or improve upon good financial behaviors such as saving consistently and making good use of financial products.
- Capacity building support for financial literacy organizations.
- Advance research, development and innovation to improve the effectiveness of financial literacy initiatives and contribute to the financial literacy field.



YOUTH LEADERSHIP

Including Programs that Support:

- Enterprise skills; equipping young people with the knowledge and support to set up their own businesses or income-generating activity.
- Opportunities for youth in agricultural business and other rural activity.
- Youth leadership and career skill development including for vulnerable youth.

Libro Prosperity Fund

- Application period: February 5, 2018 - March 15, 2018
- Decisions are made by our Branch Councils and the Prosperity Fund Advisory Panel
- Funding decisions & announcements: September
- Funds will be made available in November
- Grant Levels: Minimum $5,000 - Maximum $100,000

Learn More (https://www.libro.ca/community/prosperity-fund/prosperity-fund-program)

Apply Now (https://grantstream.com/Libro/form/prosperity/en/)

Sponsorships & Donations

- Applications are accepted year-round
- Typically 4-6 weeks is required for decisions on applications

- Decisions are made by Branch Managers

Learn More (https://www.libro.ca/community/prosperity-fund/sponsorships-donations-program)

PAGE LINKS

About the Libro Prosperity Fund (https://www.libro.ca/community/prosperity-fund/prosperity-fund-program)

2018 Prosperity Fund Application (https://grantstream.com/Libro/form/prosperity/en/)

Sponsorship and Donations (https://www.libro.ca/community/prosperity-fund/sponsorships-donations-program)

RELATED LINKS

2017 Prosperity Fund Grant Recipients (https://www.libro.ca/community/prosperity-fund/prosperity-fund-program/award-recipients)

Focus Areas (https://www.libro.ca/community/prosperity-fund/prosperity-fund-program/focus-areas)

Student Programs (https://www.libro.ca/community/student-programs)

Twitter (https://twitter.com/librocu)

Facebook
(https://www.facebook.com/librocreditunion/)

YouTube
(https://www.youtube.com/user/LibroMarketing)

Instagram
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LinkedIn
(https://www.linkedin.com/company/libro-credit-union)

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5.1 GOAL: BUSINESS ATTRACTION AND RETENTION

STRATEGIC DIRECTION (what?)	ACTION (how?)	RESPONSIBILITIES (who?)	TIMELINE (when?)	RESOURCES (with what?)	PERFORMANCE MEASURES (indicators)	STATUS UPDATE & COMMENTS January 31/2017
Create a "business ready" environment for attraction and growth	Provide local training to build local workforce	North Huron Economic Development will facilitate accessibility to local training by identifying local needs and matching it with available resources	Ongoing	• Huron Small Business Enterprise Centre • Centres for Employment and Learning	Number of training/networking opportunities available locally	There was limited uptake the last time the County attempted to hold a course locally. Next time it would be beneficial to hold a course that is of interest to local business owners (have been identified in BR+E) or talk to BIA's. It would also be helpful to be aware of the course/workshop sooner so the BIAs can help promote it. The Centre of Employment & Learning has also run a course on Facebook (social media) at the request of the Wingham BIA. It was well attended because it was what business owners were looking for. The CEL would be willing to assist with other trainings, etc. If a Business Building Business idea is still on the table (modified win this space), the intention is to have small business training/business plan writing workshops available locally so those considering becoming entrepreneurs can gain the knowledge they need and connect with local mentors.
	Create a "toolkit" to navigate new business/inquiries that will accommodate seamless communication between all departments and minimize gaps in information sharing.	• EDO • CBO • Planner • Municipality	2016	• Graphic support for on-line and print version • BIZGRID	Toolkit accessible by all departments fielding new business inquiries. Tracking system developed to determine baseline of distribution.	Completed by County – North Huron Staff have received direction on how to use the tool. Direction was received by Clerk and Building Official.

Business Retention and Attraction (continued)

STRATEGIC DIRECTION (what?)	ACTION (how?)	RESPONSIBILITIES (who?)	TIMELINE (when?)	RESOURCES (with what?)	PERFORMANCE MEASURES (indicators)	STATUS UPDATE & COMMENTS January 31/2017
	Promotional brochure created for recruitment and resident attraction	• EDO • Employers • Real Estate Agents	Introduce in 2016 - Ongoing	• Make Huron Home • Huron County Economic Development •		Created – currently being used by Health Care recruitment. Copies have been given to ReMax but have not been received by other real estate agents. Could be of interest to other companies recruiting out of the area like Wescast.
Create a culture that supports local first	Support opportunities for local producers	• EDO • BIAs	Ongoing	• Wingham Farmers' Market • Wingham Chef's League • Huron Food Action Network • Foodland Marketing Partnership	Number of events, opportunities where local food is highlighted or education on locally sourced product is available	North Huron continues to support the Wingham Farmers' Market and has a multi-year agreement in place for the use of Cruikshank Park. All event planning (festivals, etc.) consider using local supplier/product first.
Create a culture that supports local first CONTINUED	Encourage "Buy Local" Programs	• EDO • BIAs • Township of North Huron	Ongoing	• BIA Community Cash Program • Local media • Huron Food Action Network • Foodland Marketing Partnership		During the holiday season, Libro administered Wingham BIA Community Cash Program whereby purchasers pay $180. to receive $200. Wingham BIA dollars to be spent locally.

look at both family's needs for locating here but also consider retention of our current workers and their important contributions

STRATEGIC DIRECTION (what?)	ACTION (how?)	RESPONSIBILITIES (who?)	TIMELINE (when?)	RESOURCES (with what?)	PERFORMANCE MEASURES (indicators)	STATUS UPDATE & COMMENTS January 31/2017
	Explore the possibility of a local purchasing policy	• Director of Finance • CAO	2017	• Huron Food Action Network • Huron County Health Unit • Huron Business Development Corporation • Huron County Rural Lens	Policy researched, drafted and presented to Council	A draft procurement policy has been developed by North Huron Staff and is currently under review by the CAO.
Regularly engage all sectors of the North Huron economy	Economic Development Summit held annually with representatives of all sectors to review state of the economy and identify opportunities and challenges	• EDO	Annually	• Business representatives • BIAs • Community Partners	Summit held annually prior to creation of Economic Development Business Plan	No activity to report.

5.2 GOAL: MORE HIGHLY SKILLED WORKFORCE

Strategic Direction (What)	Action (How)	Responsibilities (Who)	Timeline (When)	Resources (with what)	Performance Measures (Indicators)	STATUS UPDATE & COMMENTS January 31/2017
Make local secondary school students aware of local job opportunities with post-secondary skills	Career Days (Take your child to work day)	• EDO will provide local knowledge of labour market and assist with networking between local businesses/industries with local educators/employment programs	Annually and Ongoing	• Co-op teachers • Careers and Civics teachers • Conestoga College • Fanshawe College • MTCU • 4 County Labour Market Planning Board • School boards • Area businesses and industry representatives	Number of North Huron students who receive information on local leading businesses and opportunities	Former Economic Development Officer approached the high school about holding student driven job fair in second semester. Idea is to have students from independent study classes lead – interest from Wingham BIA and local businesses currently exists – have not promoted it to Blyth BIA yet. Had offered assistance from North Huron Ec Dev and Rebecca Rathwell from the CEL. The intent of this job fair was to connect students with some of the many part-time jobs that are currently available locally. F E Madill has committed to promoting an OMAFRA led initiative to the independent studies course in second semester. The program invites municipalities to question youth on subjects that they would like to get a youth perspective on. OMAFRA and North Huron Ec Dev have met with F E Madill administration, the independent studies teacher and the data management teacher. OMAFRA has committed to giving students direction on the project and research methods. North Huron has committed to be resource and to assist students with preparing a delegation to Council once their research project is complete. The project falls into several of the youth involvement goals. The project will be presented to students and it is their decision if they want to take it on. If there is no interest in the current semester – it can be done in future semesters if interest dictates.

Strategic Direction (What)	Action (How)	Responsibilities (Who)	Timeline (When)	Resources (with what)	Performance Measures (Indicators)	STATUS UPDATE & COMMENTS January 31/2017
	Engage more students through Local Government Week	• CAO • Council • Senior Management Team	Each semester and Ongoing	• Civics teachers	Comprehensive program highlighting local government/municipal jobs presented to Civics Classes during Local Government Week. Number of students reached.	No activity to date.
	Engaging and educating our existing summer students/co-op students	• EDO • Senior Management Team	Annually	• Municipal staff	A scheduled day combining; -required training, -education on municipal services -information on municipal jobs -tour of North Huron assets and points of interest	No activity to date.
	Industry Connects Career Fair	• EDO will support the Industry Connects Job Fair and ensure it is accessible for local employers and students	Annually	• SBEC • Conestoga College • Avon Maitland District School Board • Centre for Employment and Learning • MTCU • 4 County Labour Market Planning	Number of local students who attend the Industry Connects Career Fair Number of local employers who rate their participation in the Industry Connects Career Fair as satisfactory or better	This project is being led by several community partners. North Huron Staff have not heard what plans are made for the next career fair. They have been held every 18 months. North Huron has expressed interest in hosting the next fair.
Make local secondary school students aware of local job opportunities with post-secondary skills	Apprenticeships	• EDO will provide local knowledge of labour market • EDO will facilitate networking opportunities with business community and business organizations	Ongoing	• OYAP • Businesses • Conestoga College • OFA • HMA	Meetings facilitated that will allow local businesses to obtain information and resources regarding apprenticeships	Community service providers are often invited to BIA meetings to share information on their services. Information has been shared on apprenticeship information sessions held locally.
	Promote co-op placements aimed at 1) Students 2) Businesses	• EDO will provide local knowledge of labour market • EDO will facilitate networking opportunities with business community and business organizations	Ongoing	• OYAP • OFA • Guidance Councillors • Centre for Employment and Learning (CEL) Job Developer • HMA • HTA • BEC	Meetings facilitated that will allow local businesses to obtain information and resources regarding a diversity of co-op placements	Ongoing.

Strategic Direction (What)	Action (How)	Responsibilities (Who)	Timeline (When)	Resources (with what)	Performance Measures (Indicators)	STATUS UPDATE & COMMENTS January 31/2017
	Identify existing resources and assist with making connections to benefit local residents and employers	• North Huron Economic Development	Ongoing	• Huron County Business Support Network Grid • Small Business Enterprise Centre • Huron Business Development Corporation • Centre for Employment and Learning • Conestoga College • 4 County Labour Market Training Board • HMA • OFA	Tracking system is developed and baseline for inquires is established	Ongoing.
Attract Skilled New Comers	Work with local businesses to develop and implement recruitment campaign to fill vacancies	• EDO • Make Huron Home	2016 and Ongoing	• Make Huron Home • Huron County Economic Development • Conestoga College • Centre for Employment and Learning • HMA	Number of businesses utilizing campaign	Identified as a priority for 2018. Promotional piece for attraction created (developed in consultation with local real estate and physician recruitment committee as they are the people often speaking to those interested in relocating). Former Economic Development Officer attended meeting in Exeter where service providers and immigration services came together to share information and set goals. Should look at a similar mode with K/W rather than London being target market. Have kept in touch with local businesses with the greatest recruitment needs. Have had discussion with the Centre for Employment and Learning and other local agencies to set groundwork for a local initiative.
	Borrowing from the physician recruitment model, provide individualized resources, information and connections to job candidates looking to relocate	• EDO • Make Huron Home • Local Employers	Ongoing	• Community Groups and Organizations as appropriate as dictated by the interests of the candidate and the needs of the family	Number of employment candidates that have received information	No activity to report.

Strategic Direction (What)	Action (How)	Responsibilities (Who)	Timeline (When)	Resources (with what)	Performance Measures (Indicators)	STATUS UPDATE & COMMENTS January 31/2017
	Explore with newcomers what makes the area attractive to consider staying in the area.	• EDO	Ongoing	• New residents of North Huron	A list of local assets that can be/or has been used to attract new residents	Informal – ongoing.
	Explore with former residents the reasons that prompted their out migration from North Huron/Huron County.	• EDO	Ongoing	• People making a move away from North Huron and Huron County	A clear and accurate understanding of the issues that encourage people to leave. Utilize the information	No activity to report.

ONTARIOs WEST COAST

2018-2019 TOURISM STRATEGY

TOURISM, ARTS & CULTURE TASK FORCE

The Huron County Economic Development 2016-2020, approved by County Council in 2015, is the overall strategic plan guiding the work plans and actions of the Huron County Economic Development Department. As identified in the plan, the Economic Development Board believes that Huron County's tourism, arts and culture sector is a vital part of our local economy and, with the correct supports in place, has the potential for further growth and prosperity.

Recognizing that the knowledge and experience of entrepreneurs and volunteers working in this sector is critical to designing supports, a task force was created in early 2017 to advise the Board. The Huron County Tourism, Arts and Culture Enabling Task Force (TAC) is comprised of local tourism operators, industry experts and County staff. TAC met several times during 2017 to develop this strategy and has charted a new course to enhance the sector over the next two years.

SETTING THE STAGE

In 2015, total visitor spending in our tourism region - encompassing Huron County, Perth County, Waterloo Region and Wellington County - was estimated to be over $876 million[1]. Maximizing the performance and value of our tourism economy requires an understanding of what makes Huron County unique in the marketplace and a commitment to delivering an outstanding experience at every stage of a visitor's journey with us.

Huron County is differentiated from our regions by our signature mixture of captivating heritage and local cultural experiences, vibrant arts community and serene natural environment – all situated within a two hour drive of approximately two million people living in Southwestern Ontario. Experienced individually, each of our thematic strengths keep visitors returning again and again. When experienced

[1] Ministry of Tourism, Culture and Sport figure derived from Canadian Travel Survey data. 2015 is the most recent year for which data are available.

together, the sensational harmony of these themes capture hearts and minds to the point where some of our visitors choose to stay here as residents.

For those seeking an outstanding, authentic visitor experience, we are Ontario's West Coast!

VISION

Ontario's West Coast is a recognized tourism brand representing outstanding, authentic opportunities to experience the natural environment, immerse in local heritage and historical places, play a role in the dynamic story of rural Ontario and express yourself alongside our vibrant arts community.

MISSION

To cultivate outstanding destination marketing and management for Huron County.

STRATEGY

As the regional tourism sector leader, the County's Economic Development Department will work with partners to ensure a vibrant tourism arts and culture economy by building capacity and destination development leadership, providing sector supports to operators, and curating story-based destination marketing of Ontario's West Coast. The following eight outcomes represent the priority items to be achieved by this strategy over the next two years.

OUTCOMES (WHAT & WHY)

1) Track performance of the local tourism economy

Investment decisions must be driven by data. The Huron County Economic Development Department will develop metrics to track the performance of the local tourism economy to understand where sector supports are needed as well as measure the impact of supports.

2) Renew Ontario's West Coast (OWC) web presence and improve online marketing performance

Ontarioswestcoast.ca requires an immediate overhaul to reestablish the brand's reputation in the marketplace. Enhancing the look and function of the site will greatly improve the visitor experience in the planning stage of their trip. Investing in maintaining a high-level of engagement and performance on

the OWC social media properties is also absolutely vital - *if we're not part of the conversation, we won't be a destination*!

3) Develop a terms of reference for a regional funding program to catalyze growth of arts & culture sector

Arts and cultural experiences are strong drivers of demand for tourism[2]. The Huron County Economic Development Board has identified the tourism, arts and culture sector as a priority area for investment, given the potential for generating a significant economic impact in Huron County. County staff will develop a terms of reference for a publicly funded regional tourism pilot program designed to catalyze growth of the arts and culture sector.

4) Support tourism operators in managing their own online presence effectively

More than ever, online sources of information such as *Tripadvisor.ca* and *Google Business* are influencing the spending decisions of travellers. The County's Economic Development Department will play a leadership role in building capacity – skills and literacy – among tourism operators to manage their business's online presence effectivity.

5) Reflecting our best, curate and publish compelling story-based content supported by world-class marketing collateral

Competition within the tourism industry is fierce. Succeeding in attracting visitors to our destinations means leading with our best foot forward and demonstrating relevancy to our target audience. Working with partners, the County will curate and publish stories that reflect the strengths of the Ontario's West Coast brand: natural environment, local heritage and historical places, and our vibrant arts community.

6) Engage in strategic partnerships that build capacity and support destination development in Huron County

Tourism operators are the industry experts. The County will continue to work with community groups and local associations to identify and implement projects that enhance the visitor experience at our towns, villages and destinations.

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[2] Todd Hirsch. "The economic imperative for investing in arts and culture". The Globe and Mail. March 26, 2017. https://www.theglobeandmail.com/report-on-business/economy/the-economic-imperative-for-investing-in-arts-and-culture/article10463290/

7) Improve wayfinding signage so visitors find their destinations easily

Improving tourism wayfinding signage in Huron County has been identified as a priority, especially within our towns and villages. The Economic Development Department will work to improve visitor navigation within Huron County.

8) Ensure public assets are market-ready and responsibly promoted

Huron County has outstanding beaches and hiking trails. The Economic Development Department will develop and implement an auditing system to ensure that these assets are market ready and responsibly promoted under the Ontario's West Coast brand.

TACTICS (HOW, WHEN & WHO)

1) Track performance of the local tourism economy

County tourism staff will select a series of key performance indicators (KPIs) of the local tourism economy. These KPIs will complement available data from regional sources (i.e., Ministry of Tourism, Culture and Sport, Ontario Tourism Marketing Partnership Corporation). Major tasks to complete include:

- Design data collection, storage and reporting system
- Seek data sharing agreements with willing private operators in target areas of the sector (e.g., accommodation providers, event organizers, restaurateurs) and non-profit organizations (e.g., BIAs, Chambers)
- Using data collected from willing local operators and partners, begin reporting KPI performance annually to Council and the public.

Financial Implications	No levy impact
Timeline	Q3 2018
Lead Person Responsible	Scott Currie, Communication and Marketing Officer

2) Renew Ontario's West Coast (OWC) web presence and improve online marketing performance

The Economic Development Department will continue to manage OWC-branded online properties and market the region.

A. Invest in a new OWC.ca website. Design wireframe and functionality of new site to:

- Organize stories by themes then activity cluster; use metadata tags to improve SEO
- Host compelling stories that answers the question *why should I care about visiting Huron County? ; cross-promote stories with referenced links*
- Embed calls-to-action within story content (e.g., to operator sites to place bookings/reservations) and link to external sources whenever possible (e.g., *what have other people said?)*
- Host or link to content that answers *how can I visit?*
- Ensure interoperability with social media, events calendar and other apps identified

Financial Implications	$10,000 from existing budget
Timeline	Q1 2018
Lead Person Responsible	Mark Hussey, Web and Multimedia Specialist

B. Improve social media performance through increasing engagement by:

- Following best-practices published by the medium, focus on posting content that maximizes 'shareability'
- Developing seasonal marketing campaign schedule and increase paid advertising of Ontario's West Coast collateral
- Increasing contesting as part of marketing campaign
- Ensuring calls-to-action are embedded in content, funneling visitors to appropriate online destinations

Financial Implications	$5,000 from existing budget
Timeline	Q1 2018
Lead Person Responsible	Scott Currie, Communication and Marketing Officer

C. Create dashboard tool to monitor real-time online performance. The County will work with RTO4 to:

- Develop a prototype for the Ontario's West Coast web properties
- Adopt an online auditing system

Financial Implications	No levy impact
Timeline	Q3 2018
Lead Person Responsible	Scott Currie, Communication and Marketing Officer

D. Remove the business directory from the new website. In its current format, this directory is proving to be redundant for visitors in the age of online information repositories (i.e., *Google Business* listings, *Tripadvisor.ca*, etc.). The business directory database will be taken off line in the winter of 2018 and placed in a dormant stage while the usefulness of this tool is assessed.

Financial Implications	No levy impact
Timeline	Q3 2018
Lead Person Responsible	Scott Currie, Communication and Marketing Officer

3) Develop a terms of reference for a regional funding program to catalyze growth of arts & culture sector

Staff will lead a review of programs offered in other jurisdictions to design a pilot program for Huron County with the aim to launch the program in 2019. Major tasks to be completed include:

- Hosting four to six consultation meetings with stakeholders
- Developing a terms of reference that defines eligibility criteria for applications and ensures value for money invested
- Designing a reporting mechanism to ensure accountability

Financial Implications	Manage within existing budget (staff travel, meeting spaces and light hospitality)
Timeline	Q2 & Q3 2018
Lead Person Responsible	Rick Sickinger, Cultural Services Officer

4) Support tourism operators in managing their own online presence effectively

The Huron County Economic Development Department, through the Small Business Enterprise Centre (SBEC), will design and deliver workshops to boost the skills and knowledge of business operators required to manage their own online reputation.

Example workshop content includes how to claim your *Google Business* listing; the importance of promoting *Tripadvisor.ca* reviews; how to use *Facebook* and other social media platforms effectively;

online customer service training; online auditing tools, etc. Staff travel will be required to deliver these workshops throughout the County. These expenses are captured in the SBEC budget.

Financial Implications	Manage within existing budget (staff travel, meeting spaces, office supplies)
Timeline	Q1 2018
Lead Person Responsible	Nicki Darbyson, Business Development Specialist, Small Business Enterprise Centre

5) Reflecting our best, curate and publish compelling story-based content supported by world-class marketing collateral

Under the Ontario's West Coast brand, the Economic Development Department will curate authentic content (stories and imagery) featuring our strongest tourism assets that answer the question *why should I care about or visit Ontario's West Coast?* Tourism staff will innovate and evaluate printed tourism products, starting with the production of a visitor magazine in 2018. The content of publications will tie into and promote our top themes - outdoor recreation, heritage and history, arts and culture - to target markets.

A. Printed Material. With the goal of distributing a visitor magazine in the spring of each year, the major tasks are to:

- Design layout and format "look and feel"
- Establish content guidelines
- Develop a story queue
- Develop collateral (images and stories) for leading themes
- Distribute guides within Huron County. To minimize staff travel in the distribution of printed material, the magazine will be brought to stakeholder meetings (i.e., BIA/Chamber meetings) for transport to local communities.

Financial Implications	$15,000 from existing budget (printing)
Timeline	Q1 2018
Lead Person Responsible	Scott Currie, Communication and Marketing Officer

B. Collateral Development. As curator of the Ontario's West Coast brand, staff will continuously scan the local market for stories that reinforce outstanding, authentic visitor experiences in Huron County. The goal is to curate at least 12 new feature stories each year. In-county Staff travel may be required to

collect imagery/video of destinations to support story development. The number of community/destination visits in 2018 to collect collateral is expected to be between four and six.

Financial Implications	$5,000 from existing budget (professional photography & travel writing; media familiarization tours); staff travel will be managed within existing budget
Timeline	Continuous
Lead Person Responsible	Scott Currie, Communication and Marketing Officer

6) Engage in strategic partnerships that build capacity and support destination development in Huron County

Huron County will continue to support community-driven efforts to enhance the visitor experience at our destinations. Building on the work initiated in partnership between the County of Huron and RTO4, the three immediate priorities are the towns of Blyth, Bayfield and the G2G Rail Trail. The major task is for the Economic Development Department to seek a Memorandum of Understanding (MOU) with RTO4 that sees each organization contribute $90k (for a total of $180k) towards destination development work in Huron County in 2018. The MOU will provide a detailed project description, work plan and cost estimate. Staff will be required to travel periodically to attend stakeholder meetings in Huron County communities. The expected number of stakeholder meetings in 2018 is forecast to be between eight and ten.

Financial Implications	$90,000 from Economic Development reserves (contribution matched by RTO4 to go towards capital project work along G2G Rail Trail); staff travel will be managed within existing budget
Timeline	Continuous
Lead Person Responsible	Cody Joudry, Director, Economic Development Department

7) Improve wayfinding signage so visitors find their destinations easily

In partnership with RTO4, the Economic Development Department will conduct a wayfinding signage project that:

- Adapts the Wayfinding & Signage Standards Manual developed for Bruce County to Huron County specifications
- Improves visitor navigation and their experience
- Creates a sense of arrival and place congruent with that town/village/destination

- Alerts visitors and residents to key features / tourism assets

Major tasks include:

- Scoping out required project deliverables (i.e., analysis, system design, documentation)
- Writing and posting the RFP
- Scoring applicants and awarding the contract
- Maintaining contact with consultant and receiving monthly status reports
- Supplying GIS data
- Staff travel within Huron County to attend two public consultations of the overall county strategy, and two stakeholder meetings in Bayfield to review the site-specific community plan.

Financial Implications	$60,000 carried forward from 2017 budget – this sum was equally contributed to by County of Huron and RTO4; staff travel will be managed within existing budget
Timeline	Q2 2018 receive final report
Lead Person Responsible	Scott Currie, Communication and Marketing Officer

8) Ensure public assets are market-ready and responsibly promoted

The County's Economic Development Department will work with partners to evaluate and improve the status of trails and beaches. An audit system will be adopted and applied to these assets to assist in investment and marketing decisions.

Major tasks include registering staff for *Standards and Practices* training offered by Trails Ontario

Financial Implications	For inclusion in 2019 budget
Timeline	Q1-Q2 2019
Lead Person Responsible	Scott Currie, Communication and Marketing Officer

IMPLEMENTATION SCHEDULE

STRATEGIC ITEM		2018				2019			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Select a set of key performance indicators for regional tourism economy								
2	Renew web presence and improve online marketing performance								
3	Design a terms of reference for funding program pilot to catalyze arts & culture development								
4	Design SBEC courses to boost operator skills in managing online presence								
5	Proactive destination marketing collateral planning								
6	Build capacity and support destination development work								
7	Wayfinding study RFP in partnership with RTO4								
8	Adopt and implement audit system for trails and beaches								

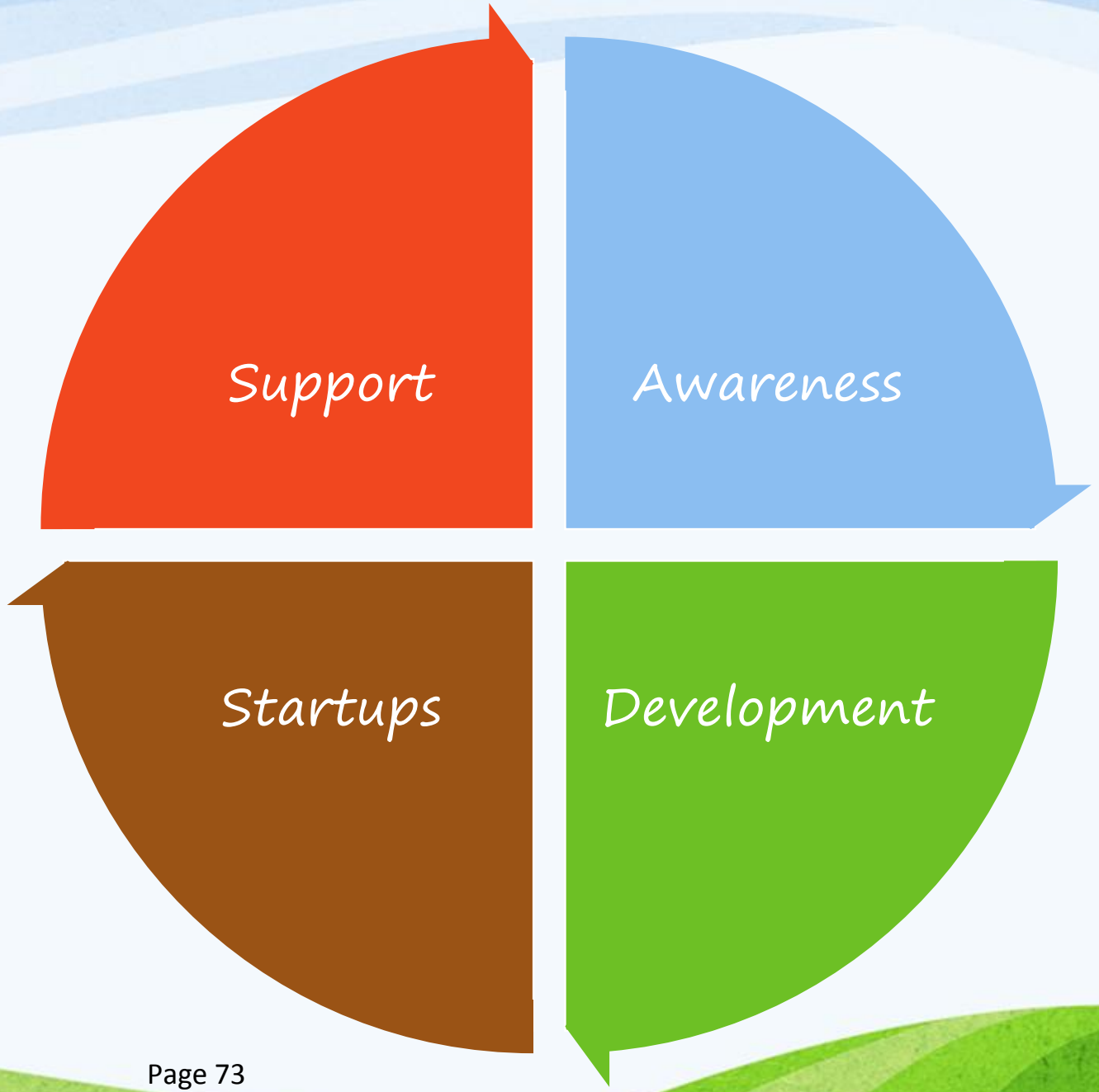
HURON
COUNTY

Status of HC Ag.

- 735,696 acres of farmland, #1 in Ontario
- 2,500 farms, #1 in Ontario
- Produced $1,234,394,053 in farm receipts (2016), #1 in ON
- 36,469 working age HC residents, 2,437 derive income from farms with another 14,305 indirect jobs
- Farms accounted for ~1/2 of all property tax revenue for County

DRAFT

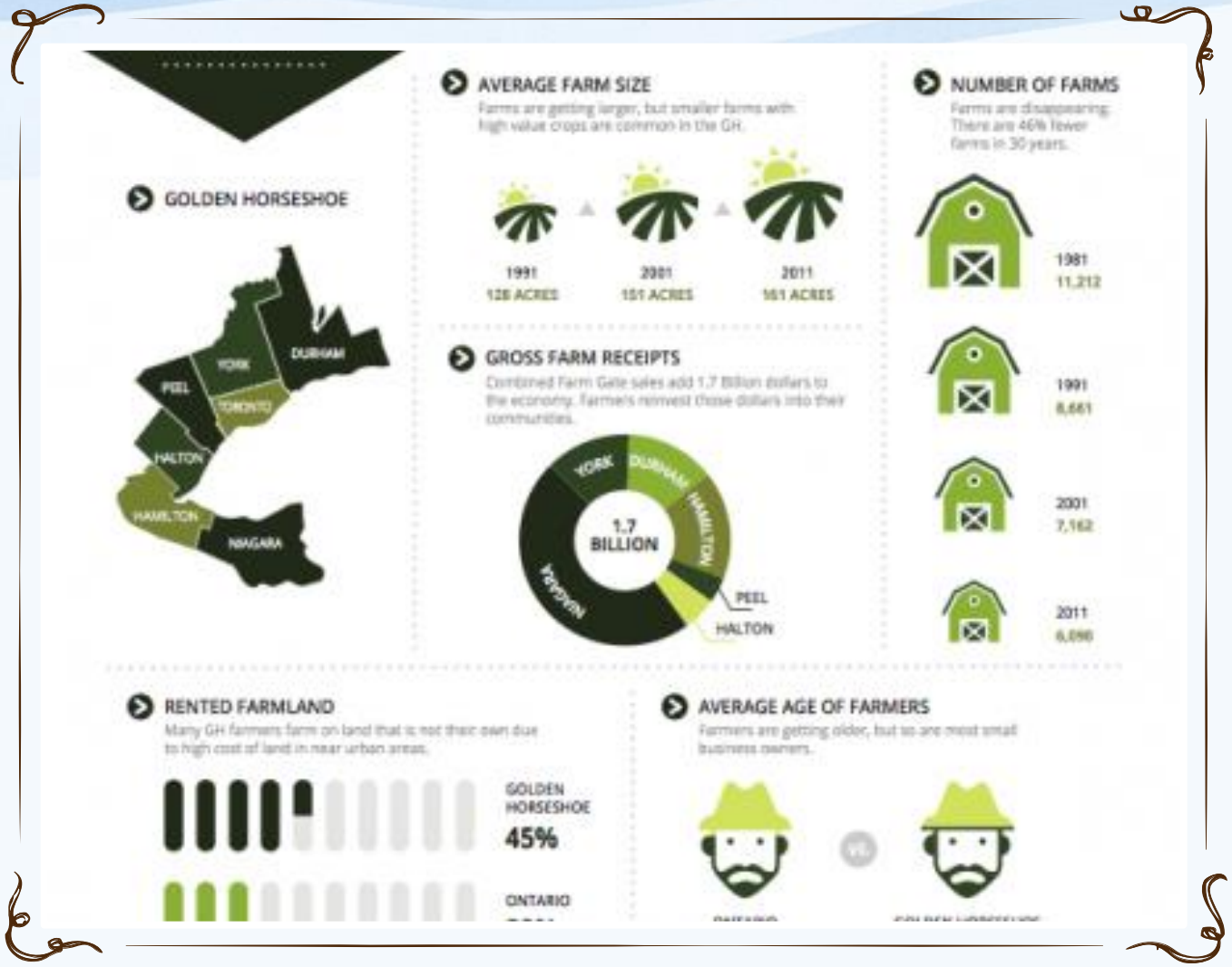
HC AgFd. EcDev Workplan 2017-2020



	2018				2019				2020			

Agriculture Awareness

Ag. Sector Profile	X											
Farm Tours			X				X				X	
School Farm Job Talk					X				X			
HC Proud										X	.	.

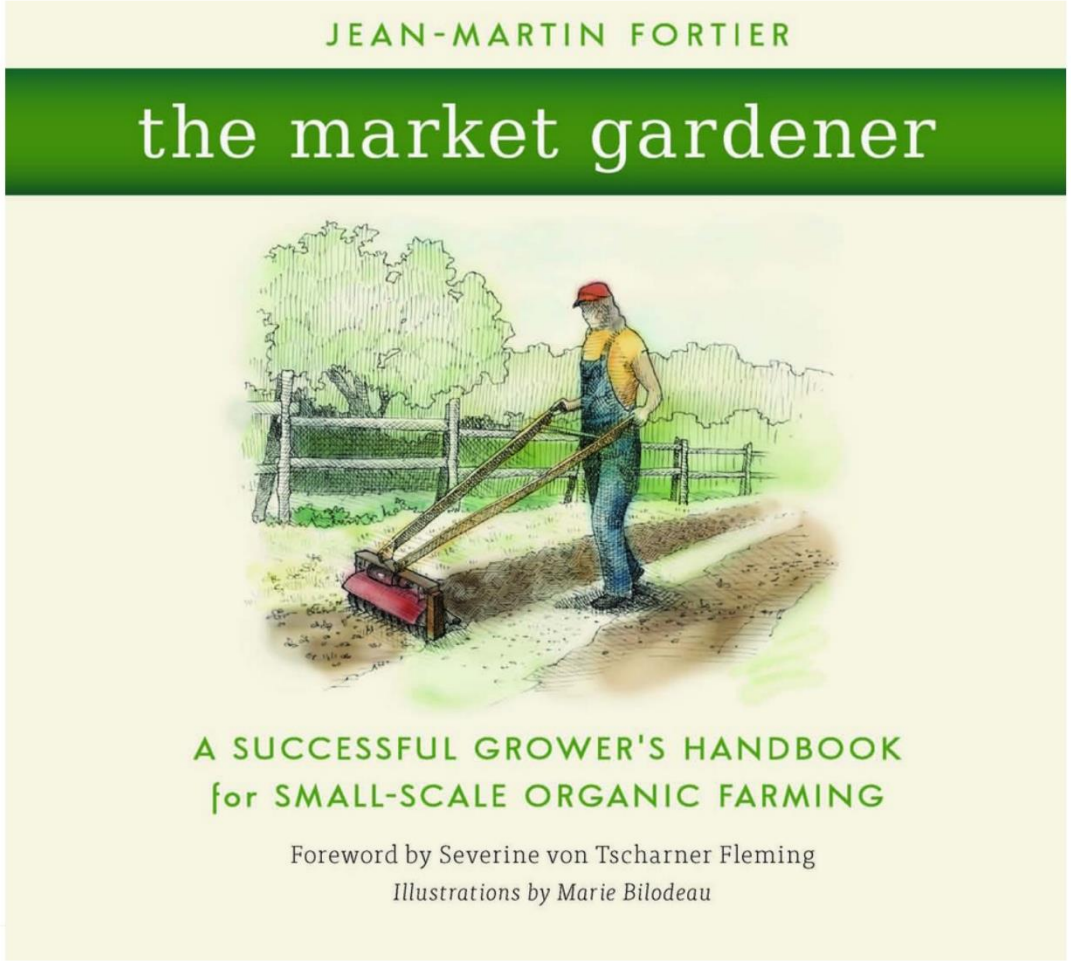


Ag. Sector Profile

- Based on 2016 census
- Makes us proud
- Honest about challenges
- Used for prospect package

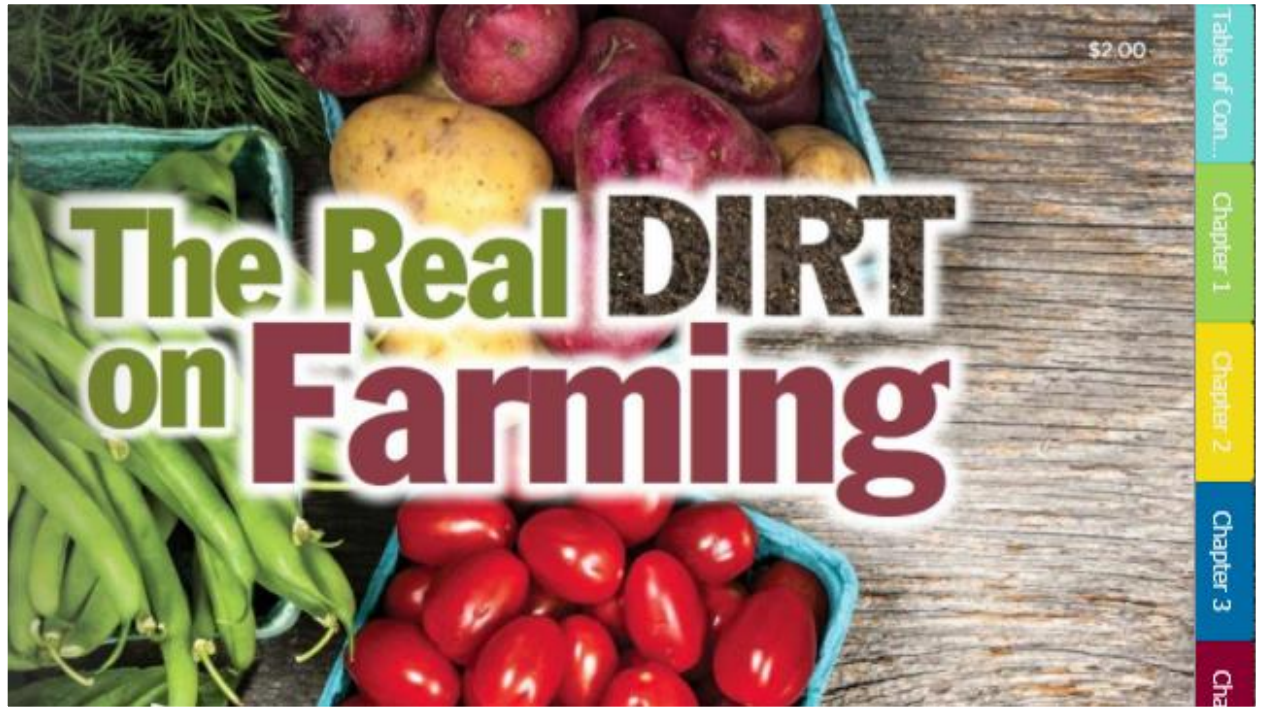
Farm Tours

- Collaborate with Middlesex
- Annual tour
- Politicians + management
- Dialogue & relationships



School Farm Job Talk

- Educate on opportunities
- Dispel myths
- Seed the idea
- Roadmap



HC Proud

- Digital signage
- Celebrate successes
- Continue great storytelling

Business Opportunity Development

	2018				2019				2020			
Culinary Tourism Readiness Initiative	X	.	.	.	.	.	.	.	.	.	.	.
Agri-Food Supply Chain Networking				X				X				X
New Markets & Leads Identification Initiative						X						
Agri-Food Products Transport Mixer								X				
Innovation in Agri-Sector Conference								X				X

Culinary Tourism Readiness Initiative

- Support existing tourism efforts
- Great new market opportunity we don't leverage
- Support existing businesses

Agri-Food Supply Chain Networking

- Connect businesses within supply chain
- Identify opportunities for more local value-add
- Regional business synergy

New Markets & Leads Identification Initiative

- Connect (our) serious producers with serious buyers
- Demonstrate new markets
- Foster exports

Agri-Food Products Transport Mixer

- Connect individuals with specific needs
- Create regional business synergy
- Fill a real and present need

Innovation in Agri-Sector Conference

- Celebrate successes
- Understand what's possible
- Roadmap to innovate

Fostering New Farm Startups

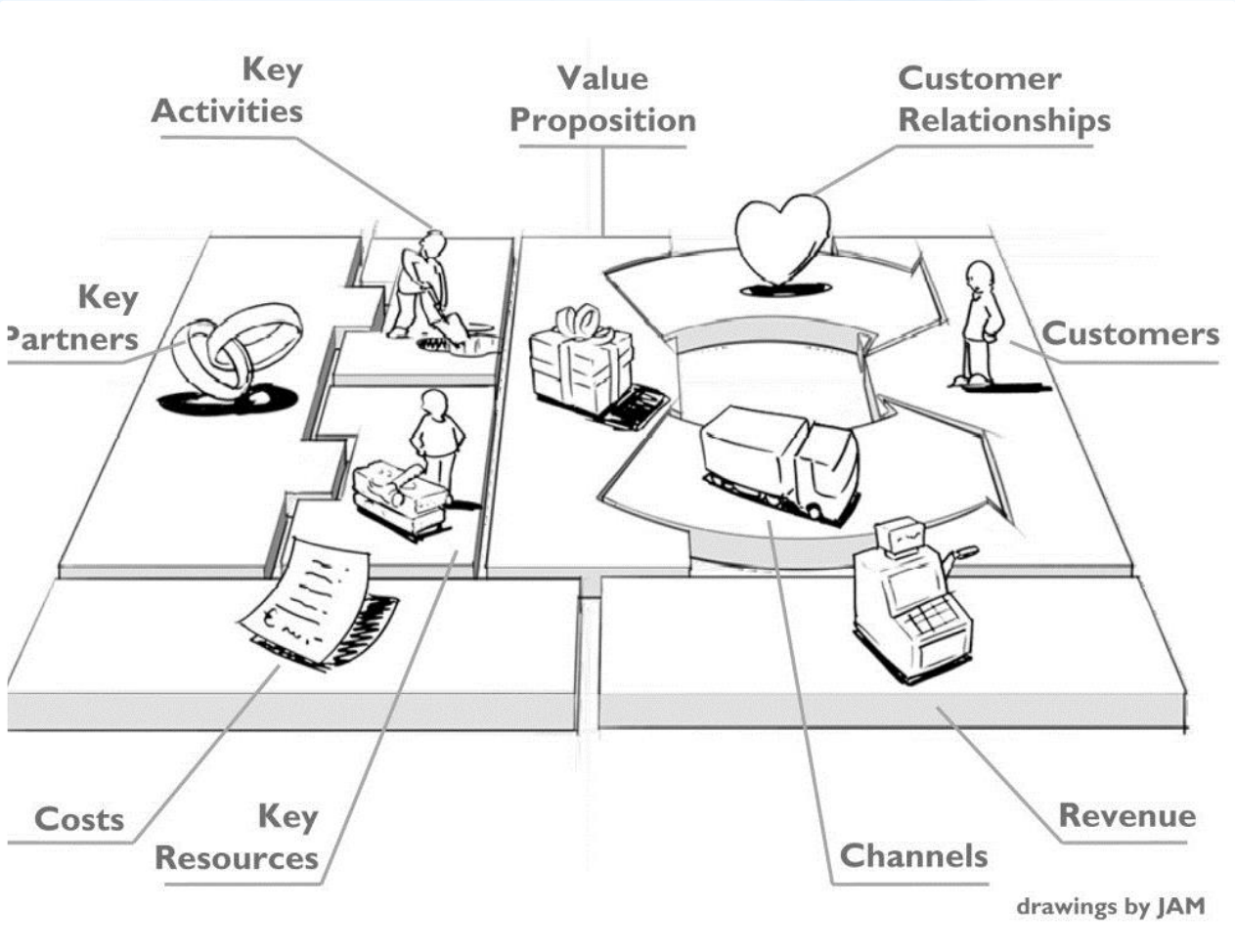
	2018				2019				2020			
Financing for New Farmers Resource	X											
Community Prospects Package		X				X				X		
Agri-Business Cooperative Creation Tool		X										
New Agriculture Entrant Committee								X	.	.	.	.
Agriculture Mentor-Mentee Succession Program					X	.	.	.	.	.	.	.
Win this Space - Country Style												X

Financing for New Farmers Resource

- One-stop shop for info
- Gather, update, maintain
- Useful for all the players

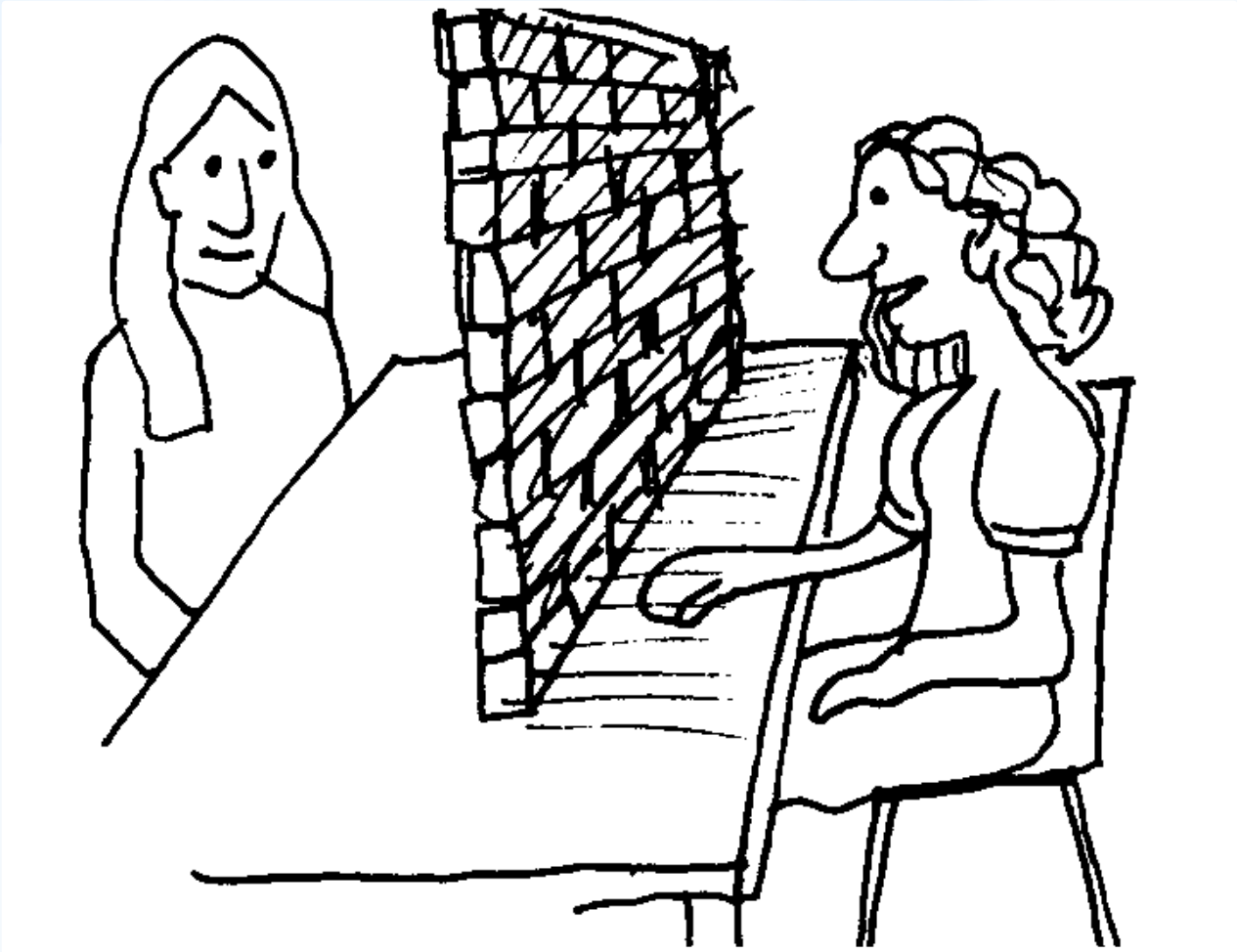
Community Prospects Package

- Used for investment attraction
- Used for people attraction
- Customizable to suite prospect



Agri-Business Cooperative Creation Tool

- A fill in the blank vetted template
- Think "Will template"
- Use in other projects within work plan



New Agriculture Entrant Committee

- Discuss barriers to HC agri-food
- Gather data/facts
- Propose realistic solutions to powers that be

Agriculture Mentor-Mentee Succession Program

- Leverage local expertise
- Build relationships
- Nudge towards succession planning

Win this Space – Country Style

- 'win' land – more work to do
- New blood
- Protect from "estate" purchase
- Best practice, than duplicate

Agri-Business Support

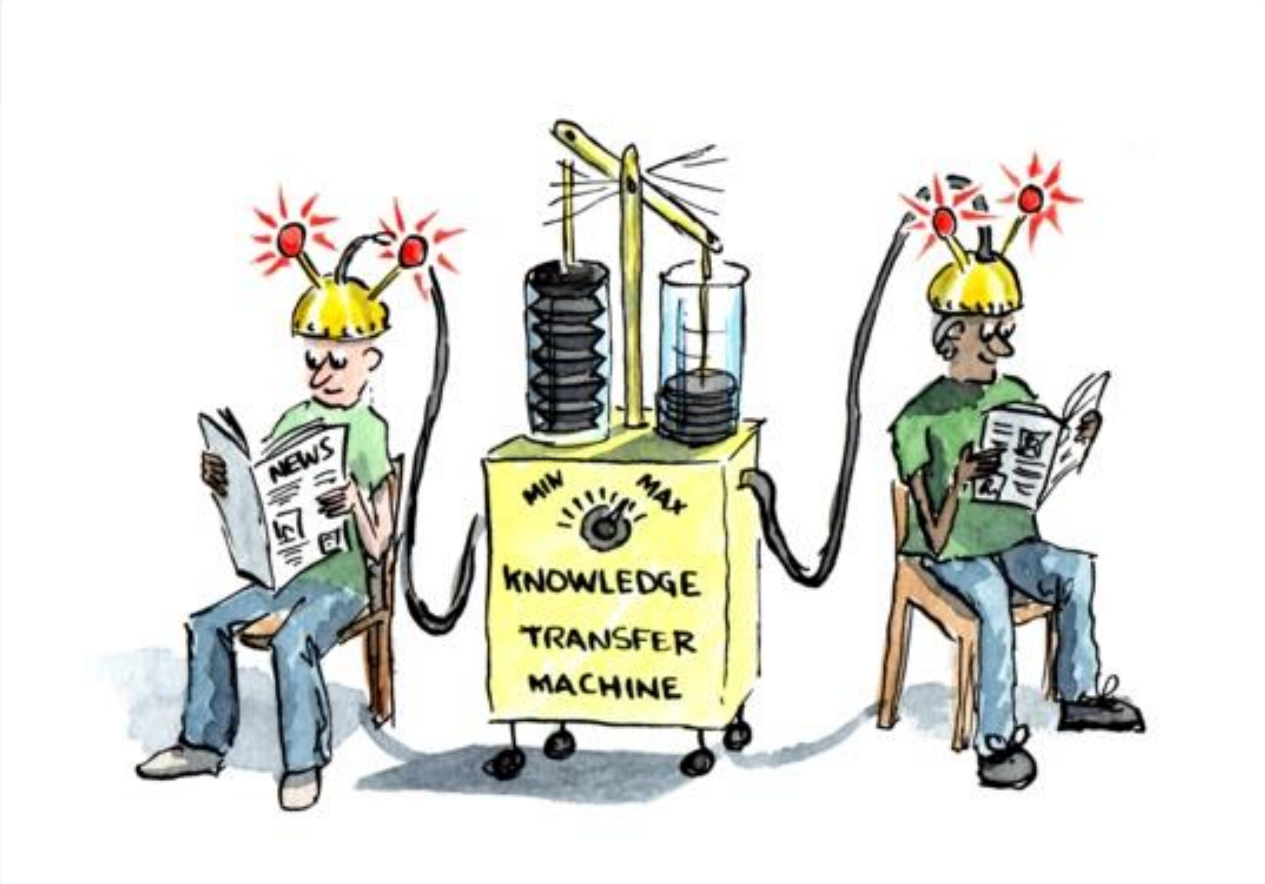
	2018				2019				2020			
HC Agri-Food Leadership Council		X	.	.	.	.	.	.	.	.	.	.
New Products Business Case Development				X								
Agri-Food Expert Advisor Directory									X	.	.	.
Support Agriculture Organizations	.	.	.	.	.	.	.	.	.	.	.	.
Support workforce development & attraction	.	.	.	.	.	.	.	.	.	.	.	.

HC Agri-Food Leadership Council

- Leadership
- Guidance
- Behind the scenes
- Not advocacy, political, laundry

New Products Business Case Development

- From "great idea" to thought out
- Realistic opportunities in a 'can'
- Expert advice from people in market



Agri-Food Expert Advisor Directory

- Peer support system
- Compensation for time
- Retain/maintain local knowledge

Support Agriculture Organizations

- Supporting existing groups
- Liaise with County departments
- Solution-based approach

Workforce Attraction & Retention Strategy

- Retain
- Attract
- Support
- Housing

Emerging Trends: Food

- Vegetarian Comfort Food
- Healthy 'Junk' Food & Snacks
- Alternatives (Fat, Sugar, Sports Drinks)

Emerging Trends: Services

- Culinary Experiences
- Source/Process/Condition-Verified
- Healthy & Convenient

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Workforce Attraction & Retention Strategy 2018-2020

Chris Watson, Economic Development Officer
Kristin Crane, Immigration Liaison

Version 2.1 January 5, 2018

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Terms and Definitions

The following are the definitions of various terms and abbreviations that may be found in this document.

Migrant: Anyone not from the area but from within Canada.
Newcomer: Anyone new to the area.
Immigrant: A foreign national immigrating to Canada, or who has recently immigrated.
LIP: Local Immigration Partnership
MCI: Ontario's Ministry of Citizenship and Immigration
WARS: Huron County Workforce Attraction & Retention Strategy
K-W: Kitchener-Waterloo area
GTA: Greater Toronto Area
SBC: Small Business Centre, a program funded co-funded by Huron County and Ontario's Ministry of Research, Innovation and Science.

Background

In the Huron County Economic Development Strategy 2016-2020, an adequate number of workers was the #1 challenge.

The EmployerOne survey, conducted by the Four County Labour Market Planning Board, reported that 50% of Huron County employers had hard-to-fill positions in 2016 and the number one reason these positions were hard to fill was because of a lack of applicants.

The following excerpts from an August 5, 2016 News Release from the Four County Labour Market Planning Board speaks to the topic regionally:

> *[…The unemployment rate of 4.2% in the Stratford-Bruce Peninsula economic region for July remains well below the provincial unemployment rate of 6.5%. The local unemployment rate has been dropping steadily since March 2016 when it was at 6.3%, the second highest rate in the past year.]*
>
> *[…Employment gains (+3,300) in the local economic region were exclusively in full-time (+4,900), off-set by a loss of -1,600 in part-time. Employment inclined in both the Goods-producing (+1,300) and Service-producing sectors (+1,900)…]*
>
> *[…The highest job postings were in Sales and Service, Other, Management and Trades transport and equipment operators and related occupations.]*

To put the unemployment figure in perspective, economists have declared unemployment rates as low as 5.5% to be "full employment"[1]. This means that for all intents and purposes, individuals with desire and capacity to work, are employed.

Additionally, over the past year, Huron County Economic Development Department staff held many discussions with employers throughout Huron County. Those consulted represent a wide variety in the size and scope of employers found throughout the county. Almost without exception, the number one challenge faced by employers, especially those with growth opportunities, is the lack of available workforce.

Looking to the future, the problem is only predicted to get worse. Labour market observers note that Midwestern Ontario seems to be a few years ahead of the rest of the province. However, in 5 years many other more populated areas of the province are predicted to experience similar worker shortages (i.e. the GTA). To put this in perspective, Huron County is having difficulty attracting and keeping workers *today*, when competing demand from large urban centres is relatively low.

[1] http://uk.businessinsider.com/bnp-paribas-declares-full-employment-2015-3

The Strategy's Plan of Action

In 2015, member Municipalities in Huron County completed the development of their own strategic economic development plans. The common elements found in many of the plans were used to create a County-wide strategic economic development plan.

The *Huron County Economic Development Plan 2016-2020*, approved by County Council in 2015, is the culmination of that development process. The Huron County Economic Development Department is responsible for developing work plans or plans of action in order to implement the strategy.

The *Huron County Economic Development Plan 2016-2020* outlined 5 big challenges that would require individual "plans of action" to work towards resolving them.

This document –the Workforce Attraction & Retention Strategy— is the **plan of action** to address the biggest challenge – a tightening workforce.

Introduction

Unskilled workers and skilled trades are in the highest demand in the region. The EmployerOne survey report lists "general labourer" and "sales representative" as the most frequently reported hard-to-fill positions in Huron County in 2016.

On the ground, the lack of available workforce manifests itself in many ways. The following are a number of real consequences of the worker shortage for actual Huron County employers:

- Businesses are postponing adding extra shifts to meet sales demands and/or are, instead, turning down sales;
- Businesses are hesitant to invest in product/factory expansions for fear that they will not be able to find the workers they need to operate the expanded business; and
- Businesses may be unable to effectively manage their operations as poor performing employees can't be dismissed for fear of not being able to fill the position.

In short, the lack of available workforce is the number one impediment to economic growth in Huron County.

In September 2017, Economic Development staff set out to develop a strategy and action plan to tackle workforce attraction and retention issues. In addition, during work planning for 2018, staff began discussing goals and setting objectives. During these discussions, it became clear that amongst all of the various goals and objectives being considered, workforce issues continued to be the largest barrier to long term economic success for Huron County. As such, staff developed the following primary goal:

"Add 500 people to the Huron County workforce by the end of 2018."

This document, developed by the Economic Development Department, comprises the Workforce Attraction and Retention Strategy (WARS). It outlines a campaign and tactical plan to achieve the primary goal above and help resolve the County's workforce issues over the long-term.

Cost of the Strategy

The total estimated budget to implement the 3-year strategy is $256,800. Of that $153,700 is simply aligning current spending commitments.

Of the current $153,700 in commitments, $135,700 are in grants and funding from other sources:

- $60,700 coming from Immigration, Refugees and Citizenship Canada to the Local Immigration Partnership;
- $36,000 coming from Ontario's Ministry of Citizenship and Immigration for a "Training Pilots" grant; and
- $39,000 in funding from Ontario's Ministry of Research, Innovation and Science to the Small Business Centre via the Summer Company programs.

The remaining $18,000 would be funded from Economic Development's 2017 budget as a carry-forward.

Of the new $103,100 in spending $52,600 is in the draft 2018 Economic Development budget and another $50,500 would be in the draft 2019 and 2020 budgets.

Staff would actively seek funding opportunities and partners to minimize costs, to leverage additional dollars, and increase resources to execute the strategy.

Barriers

Prior to defining what it is we must do, it is necessary to thoroughly understand why more workers are not moving here and staying here now. The following broad categories are presented as the main impediments to attracting and retaining the workers our employers desperately need.

Lack of Housing Options

Should a large employer decide to invest in the area and, for example, hire 300 workers (assuming the employer could find them), housing those workers would, at best, be incredibly challenging if not completely impossible. In recent times, new housing constructed in Huron County has typically targeted the senior/retiring segment or downsizing Greater Toronto Area (GTA) residents. The active real estate market in the GTA and Kitchener-Waterloo has only exacerbated the situation in Huron County. Housing prices have steadily increased, while the supply of listings has plummeted. As a result of record purchase prices, and a limited supply, home ownership for a working family is very difficult.

As difficult as purchasing a home may be, finding rental housing or short-term housing is even more challenging. In early 2017, the Economic Development Department began investigating the inventory of rental housing available. The supply is clearly low. An impact of this circumstance means landlords can be very selective of to whom they rent. As such, if renters don't know a landlord through a third party, options are limited.

Outsider Lack of Awareness of Huron County

Most residents of urban centres around us are not aware of Huron County and the opportunities we have to offer. Because of the relatively small settlements in the County, our area is quite simply unknown, particularly to those that are very new to Canada. Additionally, there is an urban myth that the winters are far harsher in our region.

Lack of Perceived Opportunities

Huron County has a relatively stable population but experiences meaningful out-migration. Between 2009 and 2014, Four County Labour Market Planning Board notes Huron County lost 2,344 people or roughly 4% of the population[2]. A greater understanding by the general public on workforce shortages may help curb this number, an important ingredient to the strategy's overall success.

[2] http://www.planningboard.ca/userfiles/file/Migration%20Report%20Huron%20County%202016.pdf

Lack of Services to Accommodate New Canadians

There is relatively little cultural diversity in Huron County with most residents having similar ethno-cultural backgrounds. Social supports for newcomers with different language, cultural, religious or ethnic backgrounds are limited or non-existent. Examples of missing or limited social supports include:

- Access to space for worship and cultural gathering;
- Access to culturally sensitive recreational and social opportunities, particularly for women;
- Support for language education and upgrades both at home, school and in the workplace; and
- Support for immigrant and refugee children in public schools.

Huron County just recently gained access to itinerant settlement services through Immigration, Refugees and Citizenship Canada funding to the YMCA of Western Ontario. This allows Huron County residents to be served by a settlement worker on an on-demand basis. This is an important first step to immigrant and refugee newcomers, but there is still much work to be done.

The Five-Pronged Approach

A wholesome approach, meaning one that addresses multiple aspects of the issue, is likely to create the best outcome. This strategy tackles the issue through five different approaches. Each approach is designed to dismantle the barriers and resolve the overall issue of worker shortages.

The fives approaches are:

1. **Prepare** the community for newcomers, particularly immigrants and refugees, by: discussing the issue and solution; increasing understanding of different cultures; promoting tolerant attitudes; and preparing for an influx of new residents.
2. **Attract** newcomers by increasing their exposure to Huron County, including awareness about what we have to offer and making personal connections with them.
3. Support employers in their **Hiring** process through collaboration and dialogue as well as offering toolkits and knowledge to help them become human resource leaders in their industries.
4. Develop measures to ensure the **Settlement** process for newcomers is as easy as possible, particularly for recent immigrants and refugees.
5. **Retain** or repatriate as many residents as possible by making newcomers feel welcome, integrating them into the social fabric of the community, and understand where we can improve as a community to retain those with different cultural backgrounds.

On the following pages, each of the five approaches are described in greater detail. **Attachments A** through **E** contain additional information on each element included as part of the Five Approaches. This detailed list provides an overview of each project, when that project would be completed between 2018 and 2020, and its financial impact. **Attachment F** illustrates the overall timeline for WARS and **Attachment G** illustrates the anticipated budget implications.

Prepare Community

Staff recognize that, if successful, this strategy has the potential to result in a fundamental shift in the demographic makeup of our community. Not since the migration of Western Europeans post WWII will there have been such a significant change in the backgrounds of Huron County's people. However, unlike the previous wave of migration, the newcomers in this shift will not look the same or worship the same as those currently residing here.

This transition will not be easy for some. Ensuring that successful integration is achieved will require a significant level of effort to prepare the community for the changes ahead.

The strategy will work to educate the community about why newcomers are needed and the consequences of not attracting new people. Further, the strategy will showcase the benefits that diversity brings to communities like Huron County.

It is recognized that newcomer individuals and families originating from diverse cultural and ethnic backgrounds will face further challenges integrating into the community. This approach will overcome these challenges by ensuring the connections have been made between settlement service providers, employers, landlords and the new members of Huron County's communities.

As our communities become more diverse, we will work with existing cultural organizations to establish local chapters here in Huron County to help our newcomers maintain connections with others who similar backgrounds and experiences, should they wish.

A detailed breakdown of the projects and initiatives found under the "Prepare Community" approach is found in **Attachment A** on page 16.

Attract People

Unless born here, all new residents to Huron County start as visitors. The "Attract People" approach is all about making Huron County stand out in a crowded market place as the best possible place to live, work and play.

This approach will put Huron County in the forefront of those with the power to influence, particularly those who would consider relocating. It also focuses on sharing great stories and getting people thinking and talking about Huron County.

A detailed breakdown of the projects and initiatives found under the "Attract People" approach is found in **Attachment B** on page 20.

Hire People

The "Hire People" approach is designed to make the entire hiring process easier for Huron County employers. In addition to the straightforward projects such as holding hiring events in urban areas with higher unemployment (see 'Not Just Another' Job Fair – London 2018), this approach also includes initiatives such as helping employers be "better" employers by doing things such as:

- Preparing employers for the challenges of hiring a more diverse workforce;
- Helping employers write job descriptions to ensure they are finding the right people for the job;
- Helping employers adopt human resources "best practices" for hiring;
- Creating workplace resources to retain a diverse workforce;
- Connecting employers to existing services to help them find candidates.

A detailed breakdown of the projects and initiatives found under the "Hire People" approach is found in **Attachment C** on page 25.

Settle People

Once new workers have been convinced of the benefits of moving to Huron County, it will be necessary to facilitate the resettlement of these people into the community. This process begins with the simplest, yet most important element: housing.

A major component of this pillar will be taking concrete steps to ensure that an adequate supply of housing for Huron County workers exists and is affordable. Key to this pillar's success will be aligning Landlords, Developers, Lenders, Builders, Employers, Planners and Building Officials.

A detailed breakdown of the projects and initiatives found under the "Settle People" pillar is found in **Attachment D** on page 29.

Retain People

Once folks have taken the plunge and decided to move to the area, we must go to great lengths to ensure that they are happy and thriving. We propose to accomplish this by:

- Confirming that there are opportunities to connect with potential peers and activities outside of work hours (i.e. the "After 5" market);
- Providing opportunities for newcomers to share their experiences and offer input to improve their new communities;
- Engaging with the County's 5 secondary schools to ensure that each student, teacher and parent is aware of the opportunities in Huron County and how much each student is needed here to make sure their communities continue to thrive; and
- Equipping existing community members with education and resources to develop and foster positive relationships.

A detailed breakdown of the projects and initiatives found under the "Retain People" approach is found in **Attachment E** on page 33.

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Attachment A: Prepare Community

Business Supporting the Huron County Multicultural Festival

The Multicultural Festival offers educational opportunities for local Huron County residents through song, dance, food and cultural offerings acts from throughout Ontario and Canada. This event exposes Huron County residents (and visitors) to many different cultures.

We will encourage the business community at large, and more specifically those with worker shortages, to promote and support this event. By doing so, those businesses will show that they embrace cultural diversity and demonstrate this to their existing workforce.

Financial Implications:	$1000 from levy
Timeline:	Q2 2018 (ongoing annually)
Lead:	Cody Joudry

Inventory of Development-Ready Lands

Leveraging the County's existing data, multiple departments will collaborate to develop the tools and workflows to ensure that at any given moment, information on the following is available:

- Number and type of housing units at various stages of development/construction;
- Available serviced industrial land and type (i.e. municipally vs privately owned);
- Lands where residential development could occur;
- Lands where industrial development could occur; and
- Lands where commercial development could occur.

Financial Implications:	Managed within existing budget
Timeline:	Chris Watson
Lead:	Q2 2018

Workforce Challenges Public Awareness Campaign

The full gravity of the workforce challenges facing the community is not well understood by the average resident in Huron County. As such, a marketing campaign needs to be created to bring awareness to the issue, ensuring residents understand the importance of embracing all newcomers.

The workforce shortage and declining population will be part of key messages included in the public awareness campaign that aims to educate Huron County residents on the need for and value of newcomers.

Financial Implications:	$5000 from levy ($6,000 funded through Local Immigration Partnership)
Timeline:	Q3 2018
Lead:	Scott Currie

Educating "Education System" on Workforce Challenges

The full gravity of workforce challenges facing the community is not well understood in the education system. Ensuring students are hearing consistent messaging will begin to ensure school staff and parents are fully informed.

Presentations will be made to the principals' meeting for each of the school boards to ensure that policy drivers and decision makers are aware of the workforce challenges and the ways in which they can engage with industry. In addition, resource material will be created to act as a guide for students and education staff.

Financial Implications:	Managed within existing budget
Timeline:	Q3 2018
Lead:	Chris Watson

Diversity Awareness/Cultural Sensitivity Workshops

Community service providers, including business owners and municipal staff, will be offered workshops to educate them on working with, communicating with, and understanding diverse audiences. The aim of this training is to create welcoming communities and prepare residents to have successful interactions with new community members. Partners such as the Cross-Culture Learning Centre (CCLC) and Newcomer Centre of Peel will be engaged to deliver training.

Employers will be engaged in workplace specific training. This training will be mandatory in order to participate in the "Training Pilots" project (see Page 26).

Financial Implications:	No levy impact ($3,000 funded from recently obtained Ontario Ministry of Immigration grant)
Timeline:	Q4 2018
Lead:	Kristin Crane

Non-Denominational Worship Space

Working with Community groups that have available space and with newcomers with specific religious needs, County staff will facilitate the discussions that will result in safe, non-denominational worship spaces for those that practice non-Christian faiths. This space, amongst others, could also host events to educate the public on other religious and ethnic practices.

Financial Implications:	$2500
Timeline:	Q2 2019
Lead:	Kristin Crane

Cultural Awareness & Business Networking Event

The Small Business Centre program hosts multiple business networking events each year as part of the requirement of provincial funding. Staff will ensure that one of the larger events planned in 2019 will create engaging opportunities for entrepreneurs and business representatives to network with different cultural groups and learn about potential new markets.

Financial Implications:	$5,000 (managed within existing Small Business Centre budget by ensuring one of the funded events is themed appropriately)
Timeline:	Q2 2019
Lead:	Nicki Darbyson

Create a Huron County Ambassador Program

To build upon the work of the Local Immigration Partnership, social supports and methods to positively integrate more vulnerable and culturally isolated community members into the local community will be developed. The Local Immigration Partnership identified this as a priority, and the research from the "Embracing Diversity" report from the Social Research and Planning Council (SRPC) specifically mentions this as key to newcomer retention. While this initiative would heavily rely upon volunteers to act as community stewards, the management and training of volunteers requires significant staff time. The United Way and Economic Development Department, via the Immigration Partnership, the SRPC, and other networks, will collaborate to create a funding proposal to sustain an initiative. The Economic Development Department would contribute as a community partner and offer staff time to help with the proposal and volunteer recruitment.

Financial Implications:	Managed within existing budget (additional in-kind contribution from libraries for training resources and space, meetings and travel funded from Local Immigration Partnership budget)
Timeline:	2020
Lead:	Kristin Crane

Survey for Newcomers on Barriers to Accessing Services

In order to provide the appropriate services to settle newcomers, a survey will be created to assess what services newcomers are accessing and why they aren't accessing others. This should provide insight into what services are still needed, and what services need to be modified. This is a project in collaboration with other Local Immigration Partnerships in South-Western Ontario.

Financial Implications:	No levy impact ($2,000 funded through the Local Immigration Partnership)
Timeline:	Q3 2018
Lead:	Kristin Crane

Workshops for Service Providers on Assisting Newcomers

The Local Immigration Partnership will provide guidance on what training is required by service providers to meet the needs of newcomers. Additionally, the settlement service worker (from London YMCA) will provide feedback from newcomers as to what is required to meet their needs. Challenges that are identified will be addressed with a workshop. There may be a need for multiple professionals to provide information to different types of service providers.

Financial Implications:	$2,000
Timeline:	Q4 2018
Lead:	Kristin Crane

Refugee Sponsorship Outreach Meeting

Working with the local Member of Parliament's office, staff will engage various faith based and service groups interested in sponsoring refugees to determine their willingness to help refugees resettle in Huron County from the Greater Toronto Area. It will assess the willingness of sponsor groups to lead resettlement efforts, and if so, to connect Church groups to cultural groups in the Greater Toronto Area representing recent government assisted refugees.

Financial Implications:	Managed within existing budget
Timeline:	Q1 2018, annually as sponsorship continues
Lead:	Kristin Crane

Attachment B: Attraction People Project/Initiative Details

Newcomer Printed Attraction Materials

This initiative involves the design and production of print and digital material intended to attract newcomers to Huron County from diverse ethnic and cultural backgrounds. As well, this project would also include translation into languages spoken by specifically targeted ethnic groups (e.g. Syrian refugees, Nepali newcomers, Swahili speaking East Africans).

Financial Implications:	$5,000 from levy (additional $4,000 funded from Ontario Ministry of Immigration grant and $1,000 funded from Local Immigration Partnership)
Timeline:	Q1 2018
Lead:	Kristin Crane

Cricket Pitch

Cricket is an incredibly popular sport among virtually all former British Colonies, with the exception of Canada and the United States. The YMCA of Goderich has already included a provision for a Cricket pitch on its existing grounds. This initiative involves ensuring the Cricket Pitch is included within Huron County's marketing materials when reaching out to cultural organizations, particularly those representing former British Colonies. In addition, work will begin to encourage other communities across the County to develop their own cricket pitches.

Financial Implications:	Managed within existing budget
Timeline:	Ongoing
Lead:	Scott Currie

Find and Catalogue Success Stories

In order to show that Huron County is the best place to live, work and play, it is necessary to showcase our success stories. This initiative will involve gathering filling a "bucket" full of potential successful businesses, newcomers, and returning natives willing to appear in video and promotional material showing off the best of the "New" Huron County. This would build off the IPM Diversity displays, showing 3 First Generation Canadians and immigrants who built small businesses in Huron County. Specifically, the department will find and catalogue:

- 5 successful businesses;
- 5 successful newcomers to Huron County; and
- 5 successful returning Huron County natives.

Financial Implications:	Managed within existing budget
Timeline:	Q2 2018
Lead:	Mark Hussey

Prospect Package/Community Profile

Unless born in a community, everyone starts out as a visitor prospecting another community. Although we are in the digital era, a tangible attractive package of information that sells people on Huron County is an important tool to have. This initiative would be to develop a customizable-to-the-person prospect package. Efforts include creating a foundation of information, gathering supporting material from partners, and producing attractive packaging for the bundled materials.

Financial Implications:	$10,000 Economic Development budget
Timeline:	Q4 2018
Lead:	Cody Joudry

Develop Relationships with Cultural Groups in Urban Areas

In order to improve the awareness of Huron County, staff will reach out and develop relationships with existing cultural organizations in urban areas surrounding Huron County, including:

- Stratford
- London
- Kitchener-Waterloo
- Greater Toronto Area

Tasks will include establishing relationships with and attending events at cultural organizations. This work would rely heavily on the partners that have been created through the Local Immigration Partnership and the network of provincial immigration partnerships. Champions from Huron County will be engaged to reach out to ethno-cultural communities in urban areas, share their stories, and promote Huron County. Cultural leaders will be invited to Huron County to experience all it has to offer as part of the "Familiarization Tours for Cultural Leaders" initiative noted in this document.

Financial Implications:	$1600 from levy ($3,500 funded through the Local Immigration Partnership)
Timeline:	Q3 2018
Lead:	Kristin Crane

Increase Foreign Exchange Students in Huron County

Establishing relationships with foreign communities is essential to putting Huron County on the forefront as a choice destination for immigration. Foreign Exchange Students are a window into Huron County from foreign communities sending the students. This initiative will be to bring partners and stakeholders together to help support these programs with a focus on providing promotional material and support efforts to increase the number of students destined to the area.

Financial Implications:	Managed within existing budget
Timeline:	Q4 2018
Lead:	Nicki Darbyson

Celebrate Success Stories

Building on the work completed in cataloguing success stories, multi-media content will be created that creates excitement about the opportunities here in Huron County. Specifically a multi-media campaign will be created that celebrates:

- 3 successful businesses/year;
- 3 successful newcomers to Huron County/year; and
- 3 successful returning Huron County natives/year.

These success stories will be shared on our own web and social media channels as well as with Member Municipalities and industry associations to further create excitement.

Financial Implications:	$6,000 from levy (addition $4,000 funded through Local Immigration Partnership)
Timeline:	Q4 2018, Q4 2019
Lead:	Mark Hussey

"We Want You Back" Campaign

Huron County must focus on repatriation and retention of its youth as much as attracting newcomers, both are important to the long-term success of this strategy. Many youth that grew up in Huron County leave for higher education without realizing that they are needed and there are exciting opportunities here in Huron County. Using the success stories created in the "Celebrate Success" project, staff will market directly to youth— away at post-secondary institutions or recently starting careers—about the possibilities and opportunities that await them back home in Huron County.

Marketing efforts will be directed as specifically as possible. This initiative will rely on partnering with other exiting youth retention organizations throughout the county as well, such as Engage Huron.

Financial Implications:	$4,500
Timeline:	Q2 2019
Lead:	Scott Currie

Familiarization Tours for Cultural Leaders

Building on the work completed in "Develop Relationships with Cultural Groups in Urban Areas", cultural leaders and their families will be invited to Huron County to enjoy all the best the area has to offer. This initiative is important as you cannot truly appreciate a place until you can speak about it from a first-person experience perspective. Having cultural leaders in urban areas speaking about their great experiences in Huron County is vital to attracting more newcomers.

The visit will include:

- Stays in welcoming Huron County accommodations;
- Meals at local restaurants;
- Visits to local industries; and
- Meeting with local cultural organizations and community leaders.

Financial Implications:	$10,000
Timeline:	Q3 2019
Lead:	Kristin Crane

Connect Retired Professionals/Business Leaders to Newcomers Filling Those Roles

Many current professionals and business leaders are retiring from the workforce. These individuals have a wealth of experience working and operating in Huron County. This valuable resource presents an opportunity to help newcomers to the area fill the roles retirees are leaving behind. This initiative involves connecting retiring business leaders to those newcomers. We will also work with our partner "Immploy" in London to expand upon their existing mentorship program.

Financial Implications:	Managed within existing budget
Timeline:	Q4 2019
Lead:	Kim Postma

Change Outside Perceptions of Huron County Climate

Residents of urban areas as close as London perceive that Huron County metamorphoses into a frigid wasteland from December until April. While the residents of Huron County know this is not the case, the same cannot be said of our counterparts in London, Kitchener-Waterloo and the Greater Toronto Area. The purpose of this project will be to change how Huron County is perceived in urban areas. In particular, the department will highlight that winter is "Business as Usual" using creative marketing efforts.

Financial Implications:	$2,000
Timeline:	Q2 2019
Lead:	Scott Currie

Attachment C: Hire People Project/Initiative Details

'Not Just Another' Job Fair – London 2018

Huron County employers are starving for employees. Some cannot wait for a longer-term strategy to begin bearing fruit. To assist with immediate workforce matters, staff are organizing an event aimed at Huron County employers –who are ready to hire—gain access to qualified interested candidates. The event will take place at the end of January 2018.

The focus of the day will be devoted to facilitating the interviewing and hiring of people. Job seekers' skills will be assessed and then matched with employers for interviews. For job seekers that do not possess the minimum required skills, employment service providers will be on hand to help guide the job seeker toward services that will help upgrade their skill level. This will also provide an opportunity to recruit for the training pilot project, discussed on page 26 of this document.

Financial Implications:	Managed within existing budget ($18,000 of sector support being carried forward from 2017)
Timeline:	Q1 2018
Lead:	Chris Watson

Employer Roundtable

Nobody knows and understands the issues around finding and keeping quality employees like employers. Roundtables with employers and employment agencies will meet quarterly to accomplish the following:

- Identify the barriers to finding and keeping people employed at businesses throughout Huron County;
- Connect Employers to the service providers that already exist in and around Huron County who will connect them with people looking for work;
- Hear what ideas, initiatives and policies have been successful for employers and which have not; and
- Foster collaborations between partners to begin to tackle barriers for employers and employees.

The importance of the roundtable cannot be understated. The dialog and feedback gained from this group will be used to guide future versions of this strategy.

Financial Implications:	No levy impact ($7,200 Local Immigration Partnership budget)
Timeline:	Ongoing quarterly
Lead:	Chris Watson

Training Pilots

Funded by the Ontario Ministry of Citizenship and Immigration, the Training Pilots project will address the following:

- Recruitment of unemployed low-level English speakers in the London area;
- Create and gather training materials and modules adapted for lower-level English learners;
- Develop relevant training and resources for the employers hiring the low-level English learners to hire and retain these workers; and
- Develop and refine English training tools to be used in the workplace for continued learning.

Many organizations will partner and collaborate on the training pilots. It will build upon the work of the Centres for Employment and Learning and Conestoga College, as well as adapt tools developed by Algonquin College and the Renfrew-Lanark Immigration Partnership. The training pilot will act as a bridging system between newcomer, immigrants and refugee employment services and employment services for a segment of the population that would otherwise remain untapped. The project will also prepare employers for the tasks they will need to complete in order to successfully hire and retain a new audience. A key outcome will be to develop long-term strategies, resources and partnerships to expand Huron County's workforce long-term.

Financial Implications:	$5,000 from levy (remaining $30,000 funding Ontario Ministry of Citizenship and Immigration grant)
Timeline:	Q2 2018
Lead:	Kristin Crane

Hiring Incentives

Arising out of the Employer Roundtable and the Training Pilots project, this project would involve leveraging contributions from employers and service providers to create incentives for individuals electing to move to Huron County. These incentives could include:

- Money or physical help moving to the area;
- Subsidizing the first few months of rent and/ or signing rental leases;
- Rent guarantees for landlords;
- Joint hiring initiatives for multiple family members and multiple employers; or
- Joint hiring to bring critical mass of families to communities for social support.

Financial Implications:	$2,000
Timeline:	Q3 2018
Lead:	Kristin Crane

Hiring Organization for Local Businesses

Employers are having difficulty making sense out of the myriad of resumes that are submitted when a job is posted on a large job site such as "Indeed.ca". Arising through the Employer Roundtable, the shell hiring organization would be an employer-funded HR organization. Huron County's Economic Development Department proposes to work closely with individual employers to create a job pool/resume pool matching service, and working with our partners, such as "Immploy" and their job match system. The organization would be tasked with paring down long lists of resumes to a manageable number based on their requirements—for submission to potential employers. As well, it would use tools from the employer toolkit and the training pilots to ensure employers are mindful of culturally sensitive practices.

Financial Implications:	$5,000
Timeline:	Q3 2018
Lead:	Chris Watson

Employer Toolkit

Often employers struggle to find the time to learn about or adopt best practices for Human Resources. Huron County's Economic Development Department proposes to work closely with a variety of partners to develop an "Employer Toolkit". The Counties of Grey, Perth and Wellington will collaborate to research best practices and compile compelling successful case studies that would, in turn, become a useful employer toolkit. The toolkit would, as a minimum, address the following:

- Promoting Culturally aware practices that will assist in retaining diversity in the workplace;
- Creating Training Plans to upgrade skills and retain employees, including English language training in the workplace ; and
- Dealing with retirement/succession planning.

Financial Implications:	No levy impact ($3,000 funded Ontario Ministry of Citizenship and Immigration grant, $5000 from LIP 2018-19 budget)
Timeline:	Q4 2018
Lead:	Kristin Crane

'Not Just Another' Job Fair – Kitchener Waterloo 2019

As a follow-up to the 'Not Just Another' Job Fair – London 2018, a Kitchener-Waterloo region event will be held in 2019.

Financial Implications:	$10,000
Timeline:	Q1 2019
Lead:	Kristin Crane

Summer Jobs for Post-Secondary Students

This initiative will involve reaching out to tourism, hospitality and manufacturing employers to increase the number of summer job opportunities for post-secondary education students. This initiative will involve leveraging funding dollars from provincial government sources and connecting them to potential employers. Further, it would involve building on the "Summer Company" program that funds and supports new business start-ups as summer jobs for youth aged 15-24.

Financial Implications:	Managed through existing budget ($34,000 funded by the Government of Ontario Summer Company Program)
Timeline:	Q3 2018, Q3 2019, Q3 2020
Lead:	Nicki Darbyson

Identify Additional Post-Secondary Training Opportunities

This initiative involves bringing together employers with skills needs, post-secondary education institutions, and other training service providers to discuss opportunities to offer training to current and potential workers throughout the county. This training could take the form of:

- Post-secondary degree/diploma programs;
- Training courses/certifications; and/or
- Skilled trade apprenticeship opportunities.

As the Huron County workforce expands and jobs are filled by new workers, there will be shift in the skills that employers require.

Financial Implications:	Managed within existing budget
Timeline:	Q4 2019
Lead:	Chris Watson

Attachment D: Settle People Project/Initiative Details

Development Roundtable

Lack of lower cost housing is a key issue facing newcomers to Huron County. Getting the number and type of housing units workers need built for them will be a priority for the County going forward. The purpose of the development roundtable is to get developers, builders, planners and building officials around the table to:

- Identify the barriers to building the type of housing workers need (e.g. rental units, attached or semi-detached homes etc.);
- Connect developers and builders to the development opportunities that exist today;
- Connect developers to employers with workers struggling to find housing and develop synergies; and
- Identify opportunities to collaborate on removing barriers to development.

Financial Implications:	Managed within existing budget
Timeline:	Annually in Q1
Lead:	Chris Watson

Housing Options Research

As the need for housing increases, we need to expand our knowledge of the rental housing market in Huron County. We will build upon the existing directory of rental housing in several ways. First, by communicating the need for rental housing options to the public and asking anyone with offerings to notify Economic Development. Secondly, we will survey current and potential property owners/ landlords to determine the conditions for rental agreements.

Financial Implications:	$2000 Immigration Partnership Budget
Timeline:	Q2 2018
Lead:	Cody Joudry

Housing Options Workshops/Landlord Training

This workshop would provide landlords with an opportunity to learn about the challenges of securing housing when you are new to either the region or Canada. The workshops would also facilitate discussion about challenges and concerns from both the renter and landlord perspectives.

Cultural sensitivity training for landlords would be offered based upon a similar London workshop, as well as an introduction to the tools that were created by the London-Middlesex Immigration Partnership—a translated resource to improve communications between landlords and Arabic-speaking tenants.

Financial Implications:	$2000 from levy (printing) (additional $2,000 from Local Immigration Partnership)
Timeline:	Q4 2018
Lead:	Kristin Crane

Realtor Roundtable

Realtors are the gatekeepers of our region. They are often some of the first to meet people moving to the area, and the last contact for those leaving the area. Their position gives them access to the following valuable knowledge:

- Reasons why newcomers are arriving in the area; and
- Reasons why people are leaving the area.

Outcomes from the Roundtable will be:

- Identify and address the reasons why people are leaving Huron County; and
- Generate the resources to connect new arrivals to the county with different service groups and social networks to help them integrate into the community.

Financial Implications:	Managed within existing budget
Timeline:	Annually in Q4
Lead:	Chris Watson

Community-Financed Housing (Developer/Mortgager) Organization

Based on discussions with developers at the roundtable and with support from community organizations and service clubs, the Community-Financed Housing Organization will essentially help finance the type of housing that production workers and their families can afford. The organization will undertake the following:

- Partner to raise funds for:
  - the construction of housing; and
  - act as the mortgage company for the buyer/worker.
- Work with employers and developers to define the need for specific types of housing developments;
- Work with housing manufacturers to develop floor plans, and pricing.

Financial Implications:	$15,000 from levy (additional $7,000 funded from Local Immigration Partnership to research models and best practices)
Timeline:	Q2 2019
Lead:	Chris Watson

How to Move a Village

Working with potential partners, this initiative will study the feasibility of attracting a large number of residents from a high unemployment region. The residents would ideally have existing social bonds, be skilled in areas of current high demand in Huron County, and have a high likelihood of integrating well into the community. This project would be a logical next-step once the Community-Financed Housing Organization has been established.

Financial Implications:	Managed within existing budget
Timeline:	Q3 2019
Lead:	Cody Joudry

Liaise/Engage With Huron Park

Support Municipality of South Huron, South Huron Chamber of Commerce, Huron County Social and Property Services, and other service providers to determine how Huron Park can better meet existing housing challenges in the region.

Financial Implications:	Managed within existing budget
Timeline:	Ongoing
Lead:	Chris Watson

Pathway to Home Ownership

Owning a home is an aspirational goal for many newcomers to Canada. Unlike the Greater Toronto Area and other urban areas, homes in Huron County are much more affordable. However, they are in short supply. The pathway to home ownership would involve tying jobs in Huron County to Home Ownership. Staff would undertake the following:

- Connect employers with lenders or the newly established Community Financed Housing Organization to help advance a home down payment in exchange for hours worked; and
- Market this pathway to areas where home ownership is virtually unattainable.

Financial Implications:	$4,000
Timeline:	Q4 2018
Lead:	Chris Watson

Encourage Housing Developments to Match Job Demand Income Levels

The greatest demand for jobs to be filled is within the $40,000 to $80,000 annual household income. Correspondingly, we know that housing within the correlated market range, $100,000 to $250,000 is in short supply. Staff would connect with partners such as realtors, developers, and businesses to encourage more development within this market range.

Financial Implications:	Managed within existing budget
Timeline:	Ongoing
Lead:	Chris Watson

Attachment E: Retain People Project/Initiative Details

Social Event for Newcomers (and recent Refugees)

Recent refugees and immigrants that have settled in Huron County need to be connected to community members and have opportunities to engage with people on a social level and have the opportunity to interact with each other. Local Immigration Partnership will engage with its council members, community members, sponsor groups and newcomers themselves.

Financial Implications:	Managed within existing budget
Timeline:	Ongoing, annually
Lead:	Kristin Crane

"Local Training Action Team" Initiative

The "Local Training Action Team" is a joint initiative of Bruce Power, Four County Labour Market Planning Board, Bruce County, Grey County, Huron County, and the local school boards that is focused on bringing more local post-secondary training opportunities to the region. The team has been developing a regional approach to securing additional programs, equipment, and training expertise to meet the needs of employers throughout the Tri-County area.

Financial Implications:	Managed within existing budget
Timeline:	Ongoing, monthly meetings
Lead:	Chris Watson

Implement FICE

First Impressions Community Exchange (FICE) survey is a community survey tool that will be created to assess how welcoming and attractive a community is to an immigrant or refugee newcomer. A hybridized version of two OMAFRA tools will be created for a group of out-of-County newcomers to assess communities in Huron County. The survey team will complete an online pre-survey component and an on-site, in community component. The survey will be adapted to different languages levels to ensure that surveyors are reflective of the demographic of people that would relocate Huron County.

After the survey, a report will be generated for communities as feedback. This feedback will be useful to municipalities, tourism groups, BIAs, Chambers, health care facilities and other community organizations and members to identify opportunities for improvement.

Financial Implications:	$5,500 from levy (remaining $16,000 funded over two years from Local Immigration Partnership)
Timeline:	Q2 2018
Lead:	Kristin Crane

Support & Expand Engage Huron

Engage Huron is a community organization with the goal of recruiting, retaining, and sustaining young adults and families across Huron County. Engage Huron aims to create a network of young professionals to promote a balance between social enrichment and professional development. We will work with Engage Huron and key community leaders in other communities across the County to develop an integration framework and create their own versions of Engage Huron.

Financial Implications:	Managed within existing budget
Timeline:	Q4 2018
Lead:	Patrick Donnelly

"Young Families" Social Integration

Social circles are an important aspect of retaining people, it's an important aspect to enjoy your community. While efforts are underway to increase social bonds for young professionals, more work is required to engage young families. Using the Engage Huron approach, staff will work to develop networks for families that are not already socially integrated into the community.

Financial Implications:	Managed within existing budget
Timeline:	Q3 2018
Lead:	Chris Watson

Engaging Service Clubs

This initiative involves working with service clubs in our communities to recruit local residents of Huron County to participate in outreach to newcomers. Presentations and attendance at meetings would inform service clubs about the opportunity to expand their membership with a younger demographic, while creating an inclusive group that is representative of the diversity in Huron County.

Financial Implications:	Managed within existing budget
Timeline:	Q1 2019
Lead:	Kristin Crane

Fostering Inclusivity Workshop for the Community

Learning opportunities will be created for the community to engage in workshops to broaden attitudes. Professionals will be engaged to deliver the training on a yearly basis. Staff will reach out to partners and stakeholders to strongly encourage representation from as many of the organizations in Huron County as possible.

Financial Implications:	No levy impact ($4,000 funded from Local Immigration Partnership)
Timeline:	Q1 2018, Q1 2019, Q1 2020
Lead:	Kristin Crane

Record Newcomer First Hand Experiences

Both the positive and negative experiences will be solicited from people that have moved to our communities. The information won't be used for public distribution, however shared with the relevant organization. The information of the individual would be kept confidential.

Financial Implications:	Managed within existing budget
Timeline:	Q3 2019
Lead:	Scott Currie

Mystery Shopper Program for Businesses

This can be used as a specific follow-up from a FICE survey to determine if there has been specific improvement in areas that were determined as weak.

Financial Implications:	$2,500
Timeline:	Q3 2019
Lead:	Scott Currie

Encourage More Childcare Spaces to Accommodate Shift Work

Facilitating dialogue between potential employees and potential in-home childcare providers to create flexible options for "after hours" childcare (e.g. 5:00pm-9:00pm, 6:00am-7:30am). Staff would partner with other community organizations and Children's Services to increase the number of options for childcare for shift-working families.

Financial Implications:	$2,500 from levy (additional $1,500 in Local Immigration Partnership funds)
Timeline:	2020
Lead:	Kristin Crane

Create Library Passes to Community Attractions

Economic Development staff and Huron County library staff would collaborate to create passes that could be borrowed from libraries to access attractions around the community. Economic Development would help define the terms of reference, as well as engage local attraction owners to engage in the program. This would be meant for local residents of Huron County, and not tourists.

Financial Implications:	Managed within existing budget
Timeline:	2020
Lead:	Kristin Crane

Connect School Curriculum to Learning Opportunities in the Workplace

Work with employers and High Schools to target specific applications of curriculum learning objectives to workplaces. This would connect hands-on work—labs and workshops—to real life applications in the workplace. This would give students an opportunity to apply things that they learned, or to actually learn things, in Huron County workplaces. For example, chromic plating occurring at Accumold is a direct application of Redox reactions from Grade 11 chemistry. An inventory of manufacturing applications could be created from Economic Development staff site visits, and information collected by the Huron Manufacturing Association.

Financial Implications:	Managed within existing budget
Timeline:	2020
Lead:	Chris Watson

Attachment F: Strategy Implementation Timeline

Table 1.0 – Projects Implementation Schedule

The following table shows all of the projects outlined in **Attachments A** to **E** and their planning and implementation stages. Planning is shown in light green and estimated competition is shown in dark green.

Task	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020
Newcomer Printed Attraction Materials													
"Not Just Another Job Fair" - London													
Social Event for Newcomers (and recent Refugees)													
"Local Training Action Team"													
Fostering Inclusivity Workshop for the Community													
Housing Options Workshops/Landlord Training													
Business Supporting Huron County Multicultural Festival													
Inventory of Development-Ready Lands													
Find and Catalogue Success Stories													
Training Pilots													
Implement FICE													
Workforce Challenges Public Awareness Campaign													
Diversity Awareness/Cultural Sensitivity Workshops													
Survey for Newcomers on Barriers to Accessing Services													
Refugee Sponsorship Outreach Meeting													
Prospect Package/Community Profile													
Develop Relationships with Cultural Groups in Urban Areas													

Task	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020
Hiring Incentives													
Hiring Organization for Local Businesses													
Support & Expand Engage Huron													
"Young Families" Social Integration													
Mystery Shopper Program For Businesses													
Workshops for Service Providers on Assisting Newcomers													
Increase Foreign Exchange Students in Huron County													
Celebrate Success Stories													
Employer Toolkit													
Housing Options Research													
Realtor Roundtable													
"Not Just Another Job Fair" - Kitchener-Waterloo													
Engaging Service Clubs													
Non-Denominational Worship Space													
Cultural Awareness and Business Networking Event													
"We want you back" Campaign													
Change Outside Perceptions of Huron County Climate													
Community-Financed Housing (Developer/Mortgager) Organization													
Familiarization Tours for Cultural Leaders													
Increase the Number of Summer Jobs for Post-Secondary Students													
Record Newcomer First Hand Experiences													
Connect Retired Professionals/Business Leaders to Newcomers In Those Roles													
Bring an Overseas Village to Huron County													
Identify Additional Post-Secondary Training Opportunities													

Task	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020
Create a Huron County Ambassador Program													
Encourage More Child Care Spaces to Accommodate Shift Work													
Create Library Passes to Community Attractions													
Connect School Curriculum to Learning Opportunities in the Workplace													
Pathway to Home Ownership													
Educating "Education System" on Workforce Challenges													
Cricket Pitch													
Employer Roundtable													
Development Roundtable													
Liaise/Engage With Huron Park													
Encourage Housing Developments to Match Job Demand Income Levels													

Attachment G: Strategy's Initiatives Budget & Funding Source

The following is a list of each project identified in **Attachments A** to **E** noting how the project will be funded and what year it will take place. Many projects do not include costs as they will only require staff time.

Table 1.1 – Overall Funding Breakdown

Shows the overall 3-year funding source breakdown of the strategy.

	LIP	MCI	2017 Carried Forward	SBC	Draft EcDev Budget	Total
Total	$60,700	$36,000	$18,000	$39,000	$103,100	$256,800

Table 1.2 – Funding Source By Year

The following table shows the funding sources by year.

	LIP	MCI	2017 Carried Forward	SBC	Draft EcDev Budget	Total	Year
	$45,000	$36,000	$18,000	$0	$52,600	$151,600	2018
	$9,000	$0	$0	$39,000	$44,000	$92,000	2019
	$6,700	$0	$0	$0	$6,500	$13,200	2020
Total	$58,700	$36,000	$18,000	$39,000	$103,100	**$256,800**	

Table 1.3 – Prepare Community Projects with Funding Source

The following shows the projects under the Prepare Community section broken down by funding source and year.

Task	LIP	MCI	2017 Carried Forward	SBC	Draft EcDev Budget	Total Cost	Year
Prepare Community							
Business Supporting Huron County Multicultural Festival					$1,000	$1,000	2018
Inventory of Development-Ready Lands						$0	2018
Workforce Challenges Public Awareness Campaign	$6,000				$5,000	$11,000	2018
Diversity Awareness/Cultural Sensitivity Workshops		$3,000				$3,000	2018
Survey for Newcomers on Barriers to Accessing Services	$2,000					$2,000	2018
Refugee Sponsorship Outreach Meeting						$0	2018
Workshops for Service Providers on Assisting Newcomers					$2,000	$2,000	2018
Non-Denominational Worship Space					$2,500	$2,500	2019
Cultural Awareness and Business Networking Event				$5,000		$5,000	2019
Create a Huron County Ambassador Program						$0	2020
Educating "Education System" on Workforce Challenges						$0	
Total	$8,000	$3,000		$5,000	$10,500	**$26,500**	

Table 1.4 – Attract People Projects with Funding Source

The following shows the projects under the Attract People section broken down by funding source and year.

Task	LIP	MCI	2017 Carried Forward	SBC	Draft EcDev Budget	Total Cost	Year
Attract People							
Newcomer Printed Attraction Materials					$5,000	$5,000	2018
Find and Catalogue Success Stories						$0	2018
Prospect Package/Community Profile					$10,000	$10,000	2018
Develop Relationships with Cultural Groups in Urban Areas	$3,500				$1,600	$5,100	2018
Increase Foreign Exchange Students in Huron County						$0	2018
Celebrate Success Stories	$4,000				$6,000	$10,000	2018
"We want you back" Campaign					$4,500	$4,500	2019
Change Outside Perceptions of Huron County Climate					$2,000	$2,000	2019
Familiarization Tours for Cultural Leaders					$10,000	$10,000	2019
Connect Retired Professionals/Business Leaders to Newcomers In Those Roles						$0	2019
Cricket Pitch						$0	Ongoing
Total	$7,500				$39,100	**$46,600**	

Table 1.5 – Hire People Projects with Funding Source

The following shows the projects under the Hire People section broken down by funding source and year.

Task	LIP	MCI	2017 Carried Forward	SBC	Draft EcDev Budget	Total Cost	Year
Hire People							
"Not Just Another Job Fair" - London			$18,000			$18,000	2018
Training Pilots		$30,000			$5,000	$35,000	2018
Hiring Incentives					$2,000	$2,000	2018
Hiring Organization for Local Businesses					$5,000	$5,000	2018
Employer Toolkit	$5,000	$3,000				$8,000	2018
"Not Just Another Job Fair" - Kitchener-Waterloo					$10,000	$10,000	2019
Increase the Number of Summer Jobs for Post-Secondary Students				$34,000		$34,000	2019
Employer Roundtable	$7,200					$7,200	Ongoing
Identify Additional Post-Secondary Training Options						$0	2019
Total	$12,200	$33,000	$18,000	$34,000	$22,000	**$119,200**	

Table 1.6 – Retain People Projects with Funding Source

The following shows the projects under the Retain People section broken down by funding source and year.

Task	LIP	MCI	2017 Carried Forward	SBC	Draft EcDev Budget	Total Cost	Year
Retain People							
Social Event for Newcomers (and recent Refugees)	$500					$500	2018
Fostering Inclusivity Workshop for the Community	$4,000					$4,000	2018
Implement FICE	$16,000				$5,500	$21,500	2018
Local Training Action Team						$0	ongoing
Support & Expand Engage Huron						$0	2018
"Young Families" Social Integration						$0	2018
Mystery Shopper Program For Businesses					$2,500	$2,500	2018
Engaging Service Clubs						$0	2019
Record Newcomer First Hand Experiences						$0	2019
Encourage More Child Care Spaces to Accommodate Shift Work	$1,500				$2,500	$4,000	2020
Create Library Passes to Community Attractions						$0	2020
Connect School Curriculum to Learning Opportunities in the Workplace						$0	2020
Total	$22,000				$1,500	**$32,500**	

Table 1.7 – Settle People Projects with Funding Source

The following shows the projects under the Settle People section broken down by funding source and year.

Task	LIP	MCI	2017 Carried Forward	SBC	Draft EcDev Budget	Total Cost	Year
Settle People							
Housing Options Research	$2000					$2000	2018
Housing Options Workshops/Landlord Training	$2,000				$2,000	$4,000	2018
Realtor Roundtable						$0	2018
Community-Financed Housing (Developer/Mortgager) Organization	$7,000				$15,000	$22,000	2019
Bring an Overseas Village to Huron County						$0	2019
Pathway to Home Ownership					$4,000	$4,000	2020
Development Roundtable						$0	Ongoing
Liaise/Engage With Huron Park						$0	Ongoing
Encourage Housing Developments to Match Job Demand Income Levels						$0	Ongoing
Total	$11,000				$21,000	**$32,000**	

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Blyth Tourism Facilitation

Final Summary

Prepared by Overlap Associates

February 2nd, 2018

Introduction

Exciting things are happening in Blyth. Recent investment, a rich history and a group of dedicated stakeholders are coming together to create great potential for the community. There's an opportunity to leverage this momentum and work together to make Blyth an even more desirable village aligned with our aspirations.

RTO4 convened stakeholders in three facilitated sessions to mobilize the community of Blyth around this opportunity. The goal of these sessions was to build consensus on Blyth's DNA (i.e. the unique appeal of Blyth as a tourism destination) and generate ideas for projects to enhance that appeal.

This report provides a full summary of the activities and outputs from the three sessions. It outlines Blyth's DNA, a 5-10-year vision for Blyth, and ideas for potential projects. In the appendix, it also includes a full list of possible project ideas for Blyth and a list of the town's strengths, weaknesses and opportunities.

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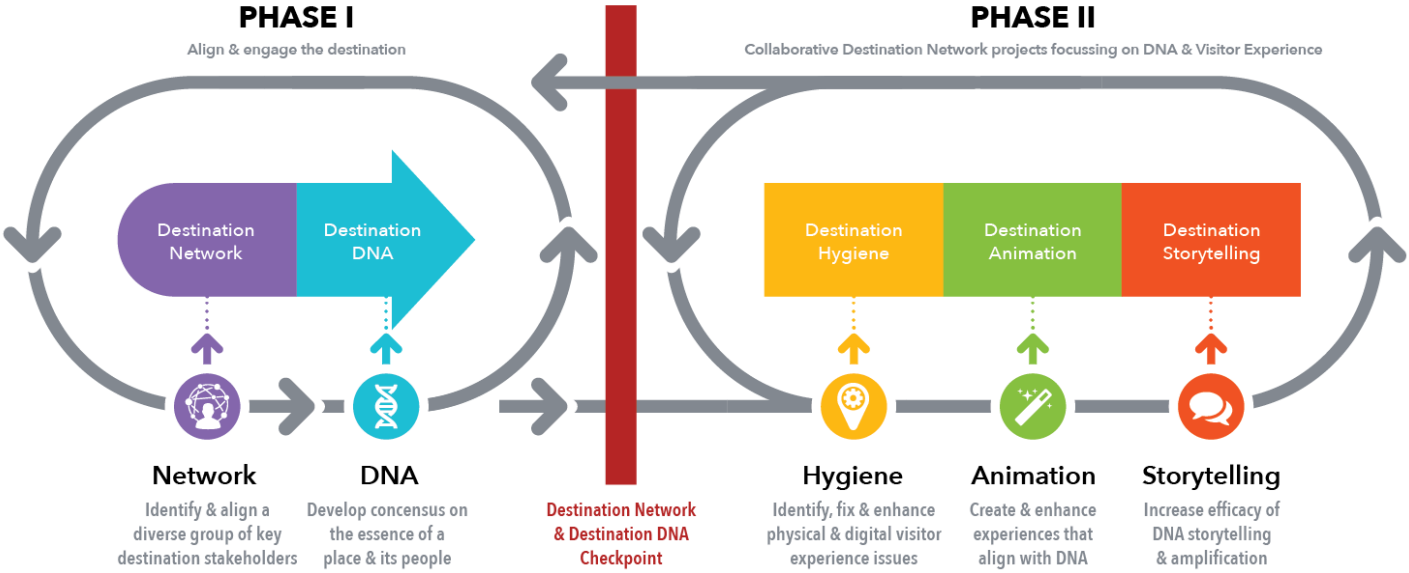
The Process

RTO4 uses a five-step destination development process. First, a network of stakeholders is established (and new stakeholders are always welcome and encouraged to join the process). Stakeholders work together to establish the unique DNA of the destination and set a vision for the destination's development. With the DNA in mind, stakeholders generate collaborative projects that align with Blyth's DNA.

Destination Development Process

The goal of the RTO4 Destination Development process is to create vibrant destinations by emphasizing capacity building, a culture of innovation, and the transfer of key skills to Destination Network partners, as well as unlocking co-investment from traditional and non-traditional stakeholders; in essence, a virtuous loop of continuous destination improvement.



For Blyth, the destination development process occurred across three facilitated meetings, on Oct. 12th, Nov. 2nd and Nov 30th.

During the first meeting, participants grounded themselves in the visitor experience by doing a gallery walk of photos from Blyth and developing visitor personas. They identified strengths, weaknesses and opportunities for the village, and began to imagine what Blyth might be like in the future. This began an ongoing conversation about Blyth's DNA.

In the second meeting, participants reviewed and gave feedback on potential DNA statements. Together, they built a 5-10 year vision for Blyth by answering the question: “What do we want to achieve for Blyth as a destination over the next 5-10 years?”

In the third and final meeting, participants aligned around a final version of the DNA statement. Working in small groups, they generated ideas for projects that would contribute to achieving their 5-10 year vision and fit within the DNA. From these ideas, they prioritized an idea that they were passionate about, and that was feasible enough that they could envision how they might implement the idea. Using a series of question prompts, participants then created a more detailed description of the prioritized ideas.

Blyth's DNA

In small groups, participants at the third facilitated session generated DNA statements from a list of themes surfaced during previous discussion. Participants voted on their favourite expression of the DNA, which led to the statement "welcoming people to participate in the theatre of rural life". The runner-up statements are included here as well, as they also highlight important elements of Blyth's character.

The Final DNA Statement

Welcoming people to participate in the theatre of rural life

Runners-Up

- Heritage (Village of Blyth & The fusion of agriculture, arts, and innovation)
- Cultivating creativity
- Pioneers of rural Canadian creative sensations
- The essence of rural storytelling
- Original, innovative, authentic, frontier, Blyth
- Harvesting culture from agriculture

A 5-10 Year Vision for Blyth

A vision helps us visualize future success and understand what we are working toward. It answers the question: "What do we want to achieve for Blyth as a destination over the next 5-10 years?" This vision incorporates the input from over 30 key stakeholders, including business owners, residents, artists, farmers and government representatives.

Participants in the session started by each generating a list of what they want to see achieved in Blyth over the next 5-10 years. Using a consensus building method that ensured each unique idea was included, the group shared ideas and found connections between the ideas. The result of this exercise was six high-level themes that provide a direction for the development of Blyth over the next 5 years.

While not every idea may be realized in the way it was articulated, the individual ideas can be used to inspire future targets or projects. Most importantly, the themes that emerged when ideas were combined create a vision for what Blyth might look like in the future and provide a focus for our collective efforts.

Over the next 5-10 years, we hope to achieve:

- A Future-Ready Blyth
- A Welcoming Visitor Experience
- A Unique and Well-Known Brand
- A Reputation for Friendly Folks
- Clear and Easily Available Information
- A New, Inclusive Rural Conversation

What follows is a summary of each theme, and the individual ideas that contributed to the creation of that theme.

A Future-Ready Blyth

Rather than reacting to whatever the future brings, we want to play an active role in shaping that future. This means investing now in activities that will help Blyth thrive in the future, such as encouraging entrepreneurship and supporting youth to live and work in Blyth. At its most ambitious, this goal is about Blyth pioneering a new and more diverse economic model for rural villages and towns, ensuring a country lifestyle remains desirable for future generations.

- Creative entrepreneur incubator
- Relevant to lifestyle 2020
- Artist in Residency program—high calibre
- Youth retention
- Improved digital engagement
- Encourage businesses and volunteers ("rub their backs")
- Resident capacity (more residents)
- Educational Opportunities

A Welcoming Visitor Experience

We want to ensure that visitors always feel welcome by making Blyth and its surroundings open, safe and accessible. This starts before arrival, when booking transportation and accommodation, and extends to everything from sidewalks to business hours. We want visitors to feel that every aspect of their experience has been considered, and consistently communicate: "We're glad you're here."

- Safe and well-maintained village/infrastructure
- Accessible
- Short and long-term accommodation
- Linking and amplifying town and country tourism opportunities
- Business Mondays
- Fix 4 and 25!
- Transportation options
- Mix of historic and new architecture (appealing)

A Unique and Well-Known Brand

We will craft an argument for "Why Blyth?" that distinguishes the village from similar creative or agricultural communities. With a clearly established differentiator, we can build out the Blyth brand and apply it across the village's story, appearance, and activities. From this foundation, we can increase name recognition and strengthen tourism, making Blyth a distinct and memorable destination.

- Reconnect with agriculture
- Build on authentic, original, Canadian brand
- New entrance facades
- Year round
- Identify a differentiator
- Blyth festival core economic industry
- Name recognition—through being a getaway town
- Strong relationships between operators and guests
- Explosion of art
- Link Cowbell – Village – G2G – Lake

A Reputation for Friendly Folks

Already, Blyth is known as an incredibly friendly place to visit. Over the next 5-10 years, we want to build on that reputation and expand that feeling around the clock. One of the best ways to remember a place is through its people. Our vision for Blyth is a place where the connections you make with residents, artists and visitors are an integral part of any visit.

- "Meet the Folks"—encourage visitors to meet residents
- After 5 economy—vibrant and welcoming
- Diverse but cohesive business vision
- A place to relax
- Fostering hospitality culture
- Overnight destination through activities
- Walkable weekends
- Connect with descendants of Blyth residents

Clear and Easily Available Information

We need to let people know about Blyth, online and in the village. This means improving marketing and removing any challenges to wayfinding or retrieving information. By engaging local artisans in this effort, we can find creative ways to share info, while simultaneously showcasing Blyth's artistic brand.

- Seamless online experience
- Engage and showcase artisans
- Improved town wayfinding—"direct traffic"
- Invest in printed products
- 3 dimensional signage
- Traffic and pedestrian flow and safety
- Advertise in house—work together
- Funky vibe not manufactured

A New, Inclusive Rural Conversation

We want to invite everyone to be part of developing Blyth and shaping its story. This story should celebrate traditional rural perspectives, and at the same time invite in newcomers and make room for diverse voices. Allowing many people to have their voices heard and participate in shaping the community will increase the resiliency of the village and contribute to a future-ready Blyth.

- Broad engagement
- Resilience
- History management team
- Diverse voices
- Retain rural character
- Pass on heritage skills
- Leverage government support

Project Ideas

Participants filled out Idea Briefs for their most promising project ideas. These captured a description of the idea, and some key aspects of each idea such as stakeholders, required resources, and next steps. What follows are the complete Idea Briefs for each of the six ideas.

There are three key levers for increasing tourism in a destination:

Animation: Creating and enhancing experiences that align with the DNA

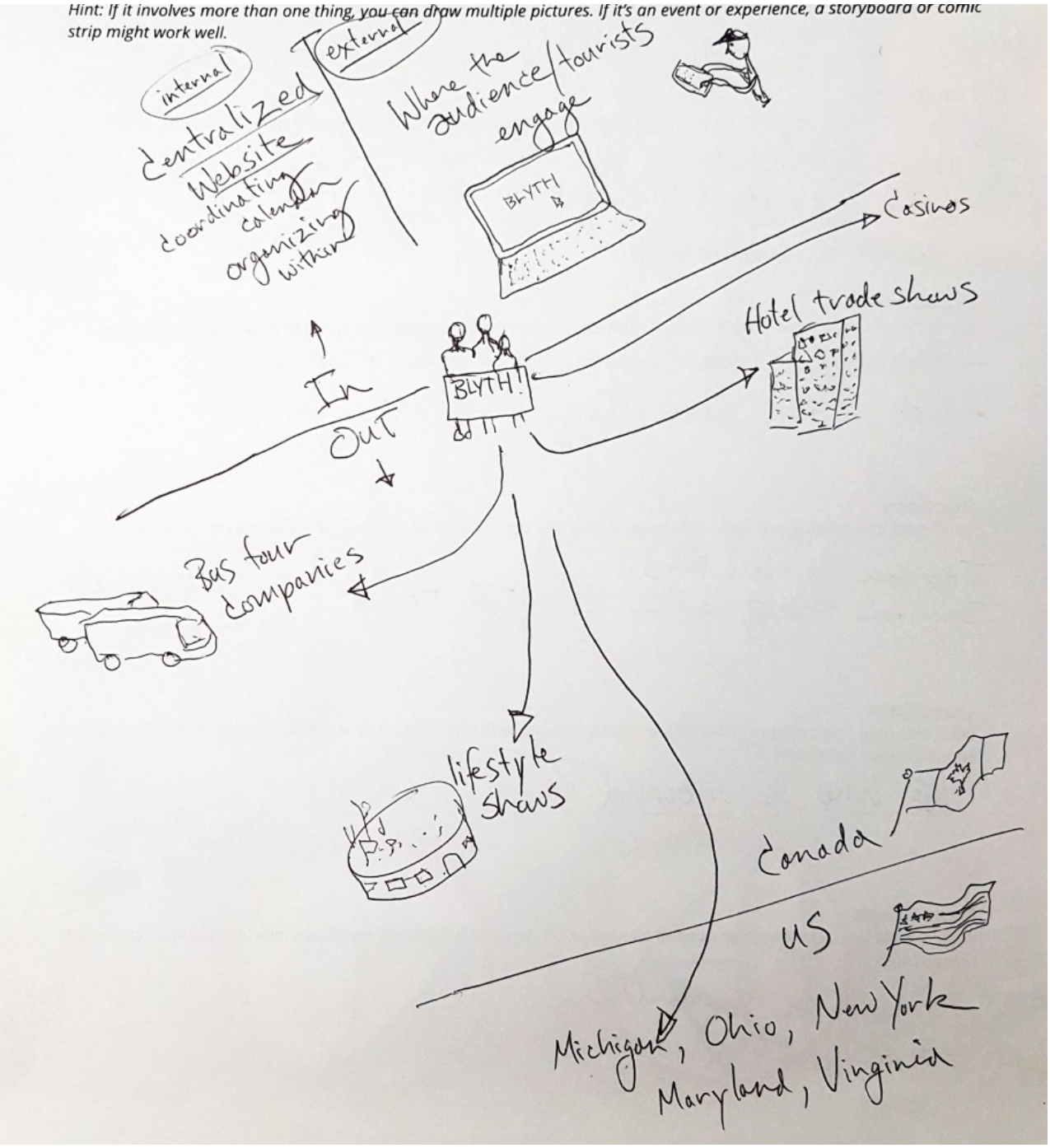
Hygiene: Identifying, fixing and enhancing physical and digital visitor experience issues

Storytelling: Increasing efficacy of DNA storytelling and amplification

Generally, successful tourism projects will focus on contributing to either animation, hygiene or storytelling for a destination. For each of the projects outlined below, the description of each idea also identifies whether that project most addresses hygiene, animation, or storytelling.

Joint Ambassador Team

The creation, coordination, and deployment of a joint ambassador team. A group that goes out to trade shows, travel agencies, bus tours, and attempt to attract people back here. A team that is on the road, constantly promoting the stuff that is happening here in town.



People

Core Team

- The Blyth Festival
- Cowbell RTO4
- Restaurateurs (reps)
- Farm (reps)

Connections

- Regional, provincial, national tourism operators
- Travel agents

Resources

- Money
- Travel stays
- Membership
- Tradeshow booths and fees
- Website developers
- Print materials

Constraints

- Hinges on the creation of packages/partnerships
- Lack of coordinated winter activities of scale
- Partisan sentiments

Precedence

- Successful trade show folks of all stripes
- Not a new idea. Only new here.

Success

- Increase in bus tours
- Increase ticket sales at the theatre -> Metrics include postal codes

Questions

- Who is onboard?

Next Steps

- Call a committee
- Designate a leader

Gateway to Blyth

The creation of a gateway, or it could be a roundabout at 4 and 25, to provide a welcoming and clean sense of arrival for motorists arriving in Blyth via all four entry points. We envision a one year timeframe, to be done quickly. Visible from North, South, East, West. The first concern should be safety—making sure no one gets hurt at this dangerous intersection.

People

- North Huron
- Central Huron
- Huron County
- Blyth
- RTO4
- Rick Elliott
- Lisa Thomson

Resources

- Political will
- Money – $100,000 (Street lights, studies, and signage)

Constraints

- Lack of sense of urgency
- Multiple jurisdiction
- Clean branding for the village
- Should not create ongoing expenses (semi-permanent structures)

Precedence

- Iconic entry point movements (e.g. big moose)
- Draw on RTO4 expertise

Success

- Visual reference point for Blyth is established
- Attract several people
- Blyth impossible to miss from highway (or Cowbell)
- Aesthetically pleasing and unique

Questions

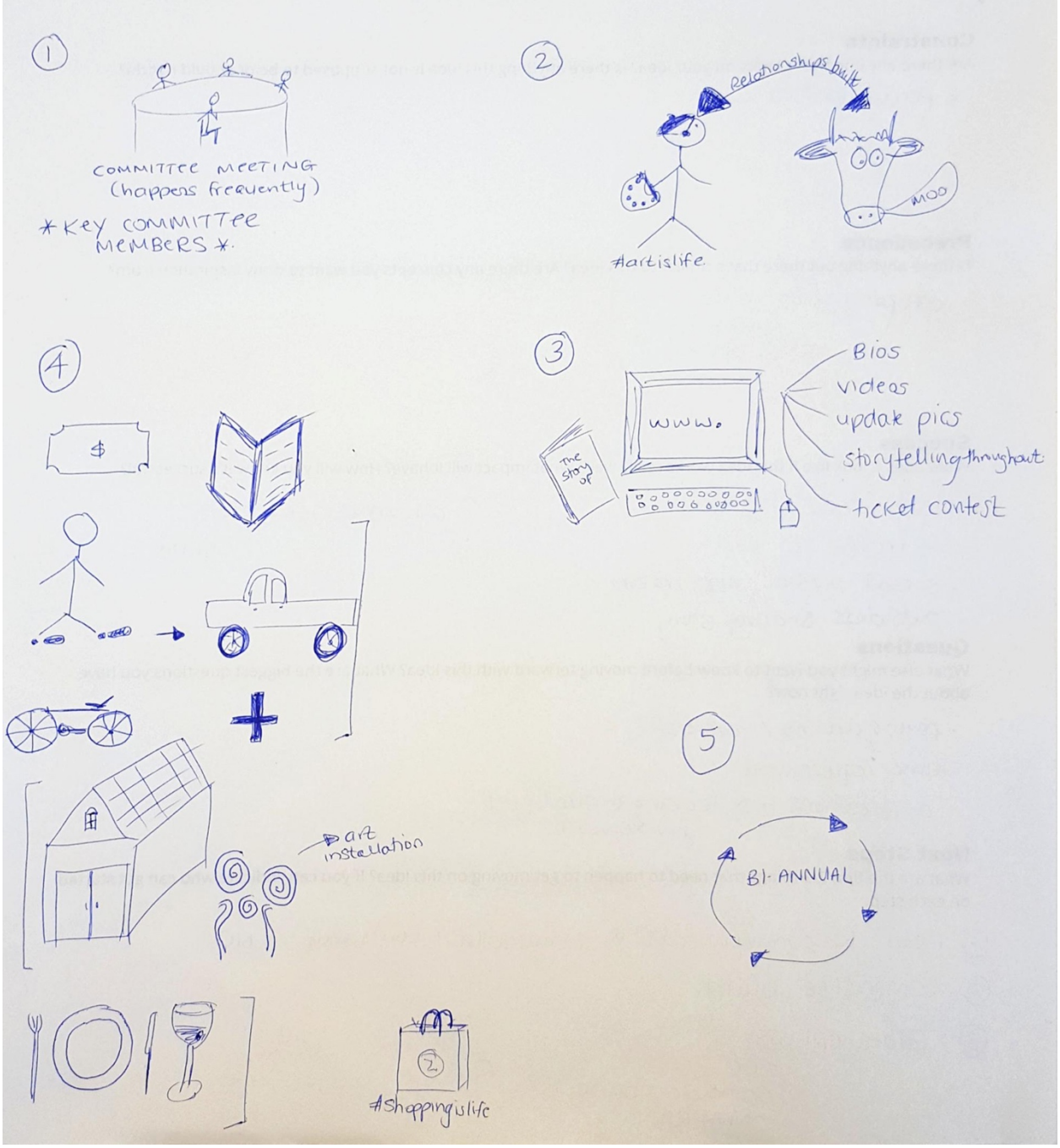
- Who pays?
- What is our village brand/colours/etc?
- Whose jurisdiction? Who makes the final call?
- Where are the signs best situated along the highway?
- What needs to be considered? (e.g. trucks)

Next Steps

- Branding exercise concluded
- Establish leadership roles
- Seek suggestions, proposals, etc.
- Execute

CSA Program, Arts and Agriculture

Matching high-calibre artists with a community members (farmers, business owners, etc.) involved in agriculture. The artist creates an art installation, inspired by reciprocal relationship with community members, the place, and the business. This is a year-long program, done biannually, so people don't burn out. It could culminate with an event where people view the artwork.



People

Core Team

- CSA committee (volunteers from community)
- Agricultural point
- Bia point
- Marketing personnel
- Artist link

Connections

- Minnesota person (Started CSA)

Resources

- Time
- Money
    - Marketing – Print material
    - Artists?

Constraints

- Participation

Precedence

- CSA programs elsewhere
- Minnesota and beyond

Success

- Business benefit
- Increase traffic to Blyth
- Social media measurables
- Outsiders sharing story
- Increase awareness of Blyth and program

Questions

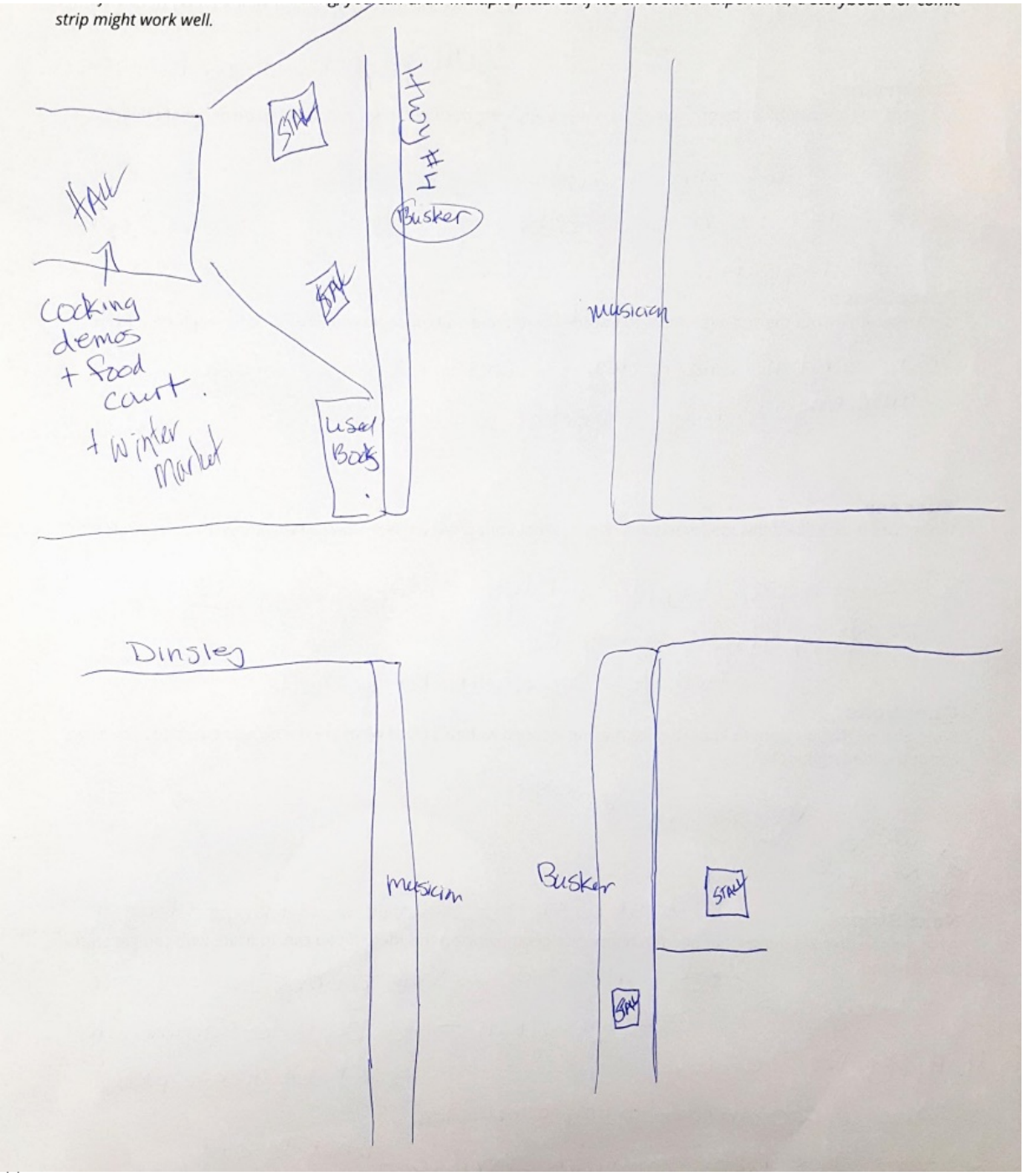
- Paying artists/farmers
- Time requirement
- Applications (Looking at quality of previous work)

Next Steps

- Peter to communicate with Minnesota, Louisiana, and NC
- Committee builds
- Grant Options
    - OAC
    - Canada Council
    - OMAFRA
    - FCC

Blyth Market Day

A really, really good farmer's market or market day in Blyth that is "street and food theatre". Ideally, weekly on Sundays from 12-4pm—no one else is doing Sunday. The market would partner producers and farmers with local businesses (e.g. Queen's Bakery and someone who grows Aubergine). Stalls would be setup inside or outside of stores. It gets people walking up and down main street.



People

Core Team

- Merchants along "main street"
- Vendors/producers/farmers
- Artists/craftsperson

Connections

- Blyth BIA
- Federation of agriculture
- Makers market in Goderich
- Bayfield Farmers market

Resources

- Coordinator - Salary
- Farmers' market association
- Marketing local makers
- Will get a RED grant

Constraints

- Stores staying open on Sunday? (Mind shift)
- Small and grow or go out big to draw people
- eaHHealth regulations?
- Traffic

Precedence

- Yes, but no one is doing Sunday 12 – 4 and really animating it beyond market vendors

Success

- 1000 people descend on Blyth every Sunday afternoon to stop, and eat
- First year-round market in county

Questions

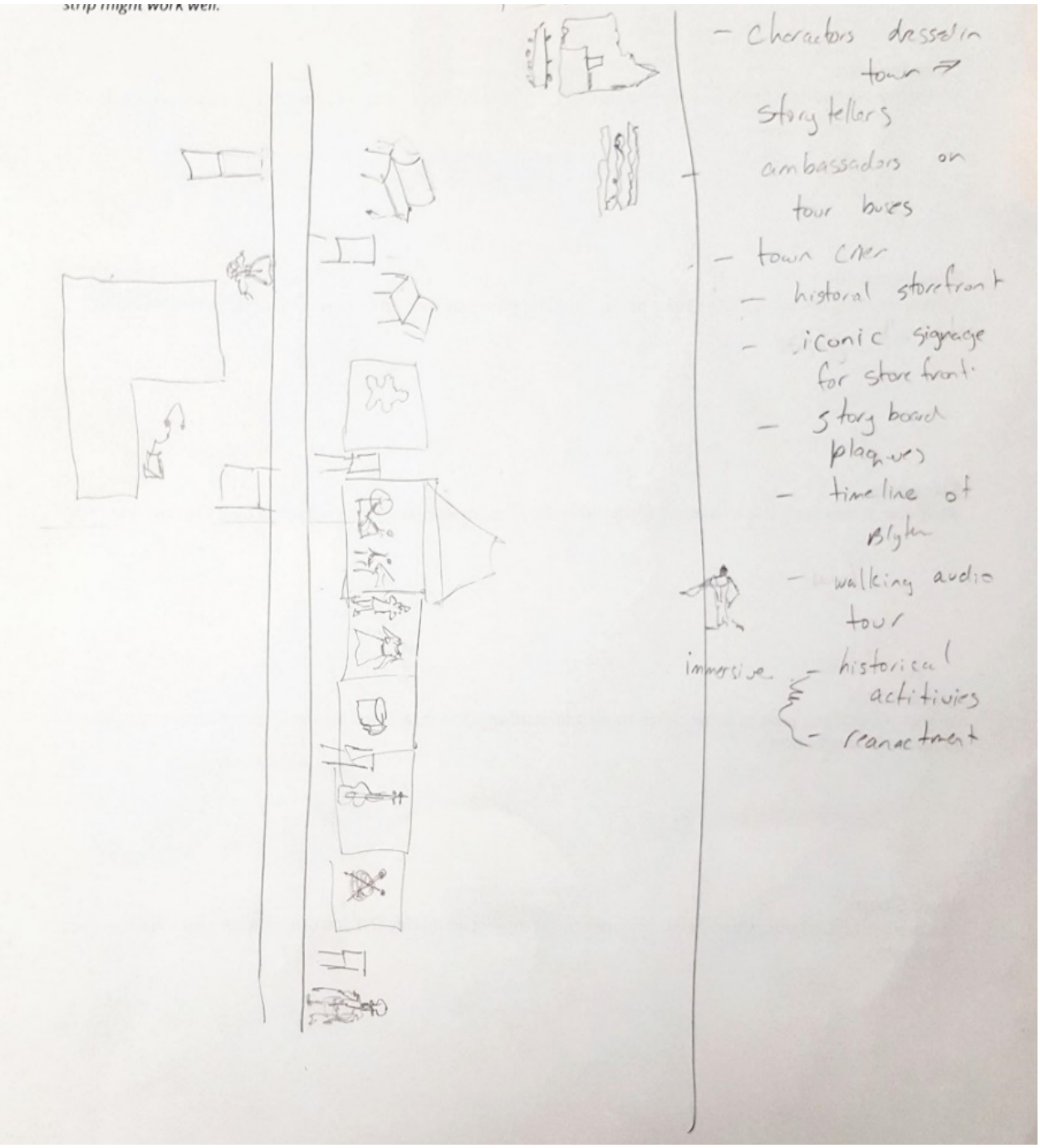
- Connect weekly market to other events themes. (e.g. Transfigured)

Next Steps

- Start with townhall to get input and buy from community
- Get potential partners together
- Put together business plan with BIA – go back to community to vet business plan
- Apply for funding
- Hire a coordinator to implement plan
- Feedback from community annually – What to add new ideas/artists

Blyth as a Stage

Bringing the history of Blyth to life through experience, audio, and visuals. Have storybook plaques throughout Blyth with links to an audio-visual tour, and timeline of Blyth somewhere (e.g. online, in signage throughout the town). Have a storefront that rotates with different artisans in the area, characters in town as storytellers, or a town crier during big events.



People

- Library
- Brock and Janice
- Jennifer
- Magare
- Citizen
- Theatre
- Blyth Singer
- Local business
- BIA
- Cowbell
- Snack water
- TCC
- Stratford roadtrips
- Mary
- Connie
- 14.19
- Nic
- Jacob

Resources

- Time and Money
- Volunteers
- Research
- Downtown improvement co-ordination
- Costume resource
- Writers
- Actors
- Recording studio
- Printing
- Storefront
- Sculptor/Artisan
- Historical planner
- Props
- Videographer
- Audio tour
- Scavenger

Constraints

- Authentic
- Unique
- Not black creek
- Professional
- Organization
- Seasonality

Precedence

- Picton
- Festival player
- Audio
- Tours
- Bayfield
- Historical characters
- Stratford
- Flutists
- Nature trail

Success

- Activate
- Regular scheduled bus tours
- Shared

Questions

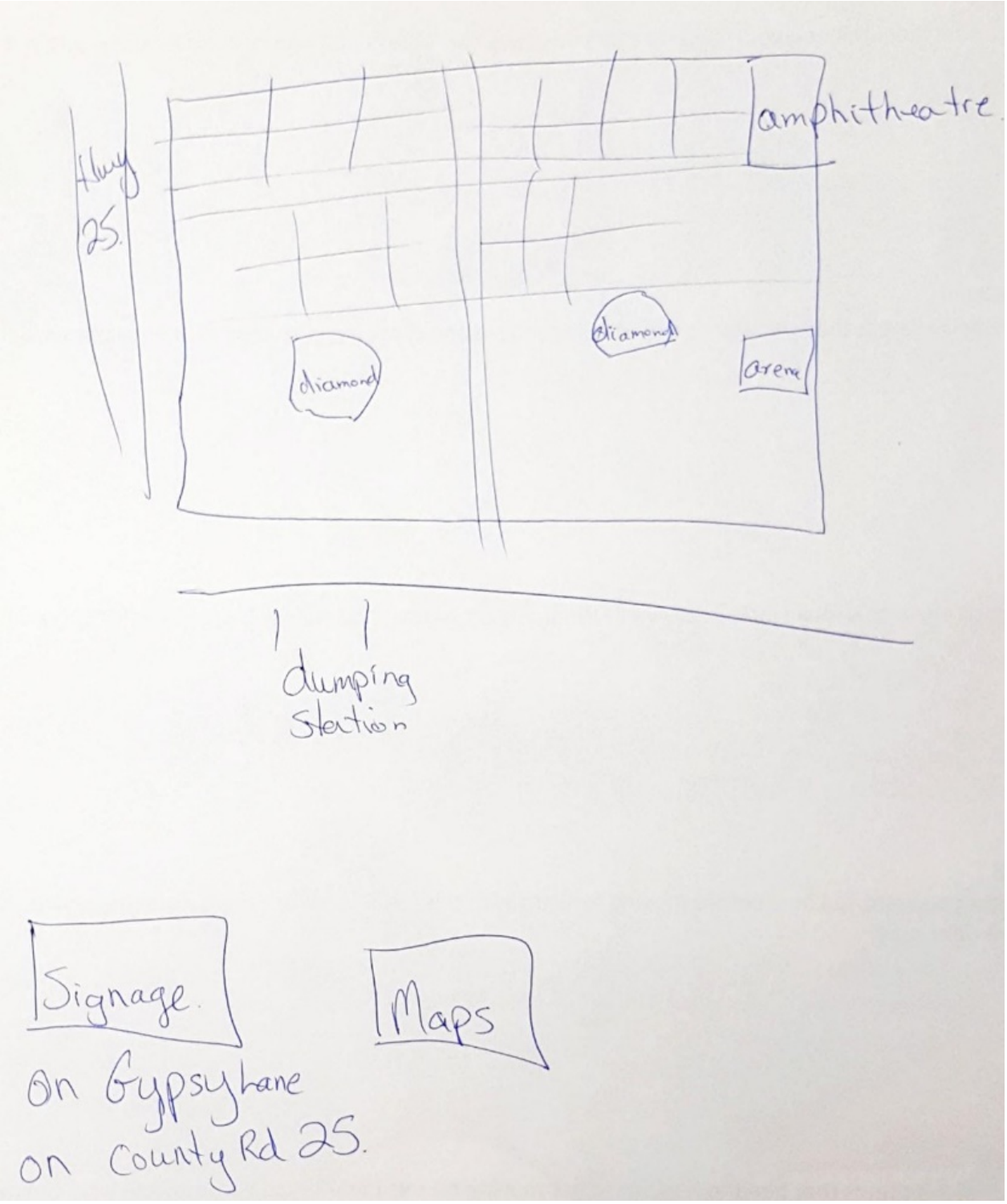
- Organization
- Volunteer capacity
- Funding source
- Complexity

Next Steps

- Committee
- Community of doers
- Prioritized master plan – One project at a time

Campground Modernization

Modernize the Blyth campground by improving signage, promotion and amenities. The campground is currently underutilized. We've seen it bring in 360 people in a day, so imagine if it could be better leveraged.



People

Core Team

- Municipality
- Threshers group

Connections

- Threshers group
- Baseball groups
- Legion
- BIA
- Friends of the village
- CCRC
- Theatre Scout
- Girl Guides

Resources

- Financing
- Grants – Seek out for funding
- Staffing – Volunteer or paid

Constraints

- Municipal rules

Precedence

- Unique as it is located within the village limits

Success

- Occupancy of grounds
- 50% more usage
- More pedestrian traffic downtown as well as use of services and businesses on the grounds

Questions

- Response from municipality
- What effort and funding do they in now

Next Steps

- Talking to municipality
    - Pat Newson
    - Connie Goodall
    - BIA
    - Legion
- Legion

Next Steps

Leveraging the momentum and ideas that were generated in these three meetings, it is now up to stakeholders to move forward with choosing, refining and executing a project (or projects) to develop Blyth as a destination. A suggested first step is a self-organized convening of stakeholders to select one idea as a focus for initial development efforts.

While it's the responsibility of the Blyth community to drive the process, there is financial support available from RTO4 for specific types of projects. More information about these opportunities and about previously funded projects is available at http://www.animationfund.ca/ and http://rto4.ca/ or by contacting Andrea Gardi, , Senior Project Manager at RTO4, andrea@rto4.ca, 519-271-7000 ext. 205.

Appendix A: Full List of Project Ideas

When generating ideas for projects that would align with Blyth's DNA and contribute to the 5-10-year vision, participants were instructed to generate as many ideas as possible, and then prioritize the most promising. This is a full list of all the project ideas that were generated during the third facilitated session.

Project Ideas

Arts

- Heritage connections and storytelling
- Art in public spaces
- Host Alice Munro festival
- Nuit Blanche in the village
- Audio walking tour: Downloadable podcast
- Artist residency program, maybe this is subsidized for recent arts graduates so they don't have to move home

Marketing

- "One Blyth" digital presence
- Reach out to descendants of Blyth families
- Highway 4 as "main street, Huron" working with central and South Huron
- Town marketing plan with branding
- Linking our websites to enhance our digital footprint

Hygiene

- One stop. Reservations: Events, Festivals, Accommodation, dining
- Map (G2G)
- G2G trail: Signage to direct users into town
- Walkability improvements: Lights, crosswalks, traffic calming
- Pedestrian crosswalks downtown

Attractions

- A really good farmers market (street, food, and theatre)
- Greenway trail: Market, building, etc. (Streetscape plan)
- Reunion every 5 years for historic event

- History information centre re: Blyth
- Digitize records: properties, cemeteries, voters' lists
- Historical pictures: houses, shops, landscape

Signage and safety

- Enhance pedestrian safety
- Helpful signage
- North, South, East, and West entrance façade
- Pedestrian traffic controls at 4:25
- Queen Street sidewalk/streetscaping improvements
- Gateway signage (Attractive/welcoming)
- Gateways
- Flashing light on stop signs

Venues and events

- Permanent fence at fairground
- Repeat R2R Conference
- Fare on 4 (or similar)
- Blyth street dinner again!
- Village wide events
- Farmers/makers market
- Winter fest in Blyth

Municipal Hygiene

- Street repair (safe)
- Sidewalk repair (safe)
- Updated main street and side streets that are broken

Branding

- Online calendar of events
- Create concise slogan
- Update branding and digital profile
- Blyth.ca: One website for all
- Being friendly, welcoming
- Living the Blyth – Brand

Leverage G2G

- “Connect” G2G to village
- G2G themed hikes that start in Blyth
- Walking and biking tours in village
- Integrate more community into bonanza weekend
- Handout G2G paper maps at trail entrance

Improve aesthetic of Queen Street

- Queen Street facade improvement
- Restore store fronts
- Queen Street façade “You are welcome”
- Bring back missing stores in the community (Pharmacy)

Modernize Downtown (Make Downtown more Attractive)

- Street/stop light
- Downtown façade strategy
- Art and agriculture walk of fame
- Hotel
- Short-term accommodation development
- Free wifi in downtown Blyth
- High speed internet everywhere
- Join Cowbell by walkway/sidewalk to downtown
- Artist amd those in theatre residence

Rural environment immersion

- Farm tours
- Rural cooking expo/festival
- Agricultural conferences
- Development of “Farm Tour” options

Promotion of shows and event

- Blyth markers further out (right now not Monkton)
- Country supper highlighting local fare
- Blyth festival on blue Ontario’s west coast signb
- Winter sporting shows
- Just help promote the shows
- Partner with the paper and increase the distribution of the festival education

Attraction for tourists

- Tourism packages
- Shunpiker Destination
- Door Open: Tunney, Brewery, Elevator, Floormill, Theatre
- Music festival (Lucknow Mitf, Goderich, celtic)

Business

- More relevant retail
- Late – night business incentives (festival hours)

Promote Activities

- Utilize recreational facilities for tournaments (Soccer, hockey)
- Advertise campground
- Youth activities (retention): Paintball, mini-golf, and go-karts
- Promote exercise: G2G, biking, classes

Effective tourist transportation

- Connect with tourism agents
- People movers from intersection to downtown
- An active transportation freeway to Goderich on the G2G (Bridges, Paving)

Overall things to improve

- Fibre Internet (connectivity)
- Better signage and directions
- Joining business (store to store, farm to store, water to Blyth)
- Advertising our neighbours

Weekend Activities

- The bridges of Huron county
- Weekend destination within town and on farm events

Sense of arrival

- Town gateway/sign that people want to take a selfie at.
- The sign should be a stage (theatre) theme where people can interact with the annual/daily feature.
- The feature should be changeable so that the arrival piece is always fresh.
- E.g. feature could be live actors, statues/sculpture, animatronic, dinosaurs, fuzzy mascots, whatever…

A carbon free Blyth. Canada's first carbon free village

Food

- Forging for food in local woodlots
- Crafter's showcase space
- Promote healthy eating (fresh and locally produce and restaurants)

Accommodation

- More housing
- Retirement village for creative, well heeled, and educated

Summer Events

- Peter Kenyan talk next June
- CSA – Community Supported Arts (Project, farm, arts)
- G2G Relay race
- Beer and win marathon

Rural-centred educational program

- Blyth Farm School
- Intrapreneurial fellowship program
- Rural tech hub
- Outdoor school for little people
- Combining Blyth and rural together

Welcome sign

- Welcome point
- Welcome to Blyth unique (ei. Arch)
- Template for town signage

Social Media/Digital

- Agreed upon hashtags #socialmedia
- Link community social media #Blythlove
- An app for Blyth

Storytelling

- Link existing business (longtime) with core

- Day in the life of a local
- Write our story
- Internal newsletters (all stakeholders consistently informed)

Tourism package

- Destination package
- Partnerships and packages (B&B, theatre, restaurant)

Outdoor/water activity

- Shinrin-yoku (bath in trees)
- Flooding G2G (rink)
- Outdoor rink

Investment

- Infrastructure (Social, civic, physical)
- Take risk and opportunities will follow

Getting connected (Glass in the ground)

R2R Conference 2018

Farm Activities

- Farmers market
- Unique farm stays
- Rural retreats
- Field of dreams (High culture events hosted within farm fields)
- Farm tours
- Farm to culture
- Sheering and weaving days
- Community canning days

Historical and cultural activities

- Hamlet in the Hamlet
- Interactive community theatre
- Theatre year round
- Audio walking tour
- More pertinent annual events

- Witches walk
- Augmented reality tour showing what Blyth looked like in the past
- Historical timeline of Blyth
- Historical Blyth character ambassadors (in person and online)

Art Activities

- Artisan symposium
- Fashion arts and creative textiles studio
- Sustainable textiles week
- Acknowledge significant contributions of notable artists, authors, musicians, actors, playwrights, agriculture, and innovation

Improvement in landscaping

- Small park off main street
- Main street building renovations
- Landscaping main street
- Using food plants (veggies) instead of flowers for landscaping
- Community improvement plan
- Sculptural historical signage
- Rotating historical storefront
- Natural dye flower ditches
- Activities: Trails through woods and Maitland River
- Walk/bikeway through town and picnic

More access to shops

- More shops
- Consistent better business hours
- Building business program “Similar to win this space”

Website showing all the things to do and see Blyth

Appendix B: Strengths

Working in small groups, participants in the first facilitated meeting generated a list of Blyth's strengths as a tourist destination and clustered their answers into common themes. The bullet points and quotes supporting a theme are the verbatim responses and comments of participants. These strengths highlight the unique DNA of Blyth, and can also be leveraged in future initiatives to increase Blyth's desirability as a tourism destination.

Compelling Stories and Talented Storytellers

- The festival story really compelling
- Authentic
- Service and knowledge of each respective business
- Creative residents
- Calibre of artists and art
- History
- Vast amount of historical information about Blyth
- Heritage collection and Vodden's

"It's living history. The way the community engages with its history, it's onstage, not behind glass."

"It's not like anywhere else in Ontario. It's a frontier, for Canadian theatre, for people who've never been outside the city."

Creative, Cultural Experiences

- New draw Cowbell (Cowbell craft beer)
- Quality of coffees / restaurants
- Theatre (Canadian, premier, unique)
- Unique experiences (festival, cowbell)
- Scope of Options
- Locals / artists co-mingling
- Old Mill
- Rural arts centre
- Unique events / businesses

"The calibre of the artists and the facility—it's super theatre. We under-promise and over-deliver."

"I'm seeing a creative, entrepreneurial, artsy theme."

Caring Community and People

- Welcoming
- Wonderful sense of community
- Community pride
- Friendly people
- Engaged residents
- Strong volunteer spirit
- Knowledgeable people
- The people

"The community is up on stage all the time. People should see themselves as part of the attraction."

"People who visit say to us 'we have to go back to Blyth, the people were so nice'."

Rural Community with Natural Surroundings

- Beautiful trails and greenspaces to explore
- Close to lake
- Quiet
- Country living
- Blyth's aesthetic
- G2G Trail
- No traffic
- Campground
- Country fans

"We're not trying to emulate the city. We're different and that's a good thing."

Strong Momentum

- Excitement for the future
- Current momentum
- Local buy-in to development
- Visiting groups
- Captive audiences
- Engaged key stakeholders
- Blyth already has a following
- Buzz about Blyth

"It's a story of resiliency. The community has constantly had to reinvent itself…and it's our local people who have stepped forward and said we need to change."

Existing signage and benefits from location

- Signage, major highway
- Ease of finding

Appendix C: Weaknesses

Working in small groups, participants in the first facilitated meeting generated a list of Blyth's weaknesses as a tourist destination and clustered their answers into common themes. The bullet points supporting a theme are the verbatim responses of participants. Many of these weaknesses have the potential to be addressed in the following facilitated meetings and in subsequent projects.

"Experiential things to do are siloed, but we're not that far away from putting them into a collection called the Blyth Experience."

Lack of Housing and Accommodation

- Accommodation for artists
- Accommodation for visitors
- Limited available housing

Limited Business Hours (evenings, weekends, winter)

- Evening and weekends
- Hours of Operation
- After 5pm (October – May)
- Mondays and Sundays
- Slow winters
- Lack of shoulder season activities

Walkability within town and lack of transit

- Can't walk from Cowbell to Downtown
- Businesses are too spread out
- Major highway traffic
- Geography
- Delineation of downtown
- No bus / transportation
- Safety

Lacking infrastructure, signage and aesthetic appeal

- Sense of arrival
- Signage
- Appealing curbside
- Streetscape
- Parking
- Visibility
- Wayfinding
- Need downtown strip redone to enhance historical building

Not enough collaboration on one experience and one message

- No holistic town feeling/town story
- Linkages between experiences
- Independent
- Organization
- Lack of one stop booking
- Tourists do only one thing (e.g. threshers stay at camping)
- Silos

Not enough to do (or people don't know what exists)

- Not enough going on (Come for theatre, eat, and leave)
- Perception of not much to do
- Lack of information
- Not enough interest in history (which will set Blyth apart)
- Too many static, empty or unopen businesses during peak seasons
- Lack of variety of shopping
- Isolation (service lacking / variety lacking)

Insufficient retention strategy for visiting groups

- Retention of captive audiences
- Conversion of visiting groups

Difficulty adapting to change

- Change susceptible (Carbon free society, travel, economy)
- Rural conservation is bred in the bone!

Poor online presence and media coverage

- Coordination of website for Blyth
- Digital presence
- Social media consistency
- The local news media (except for the Citizen)
- Lack of destination marketing plan

Lack of support available to local business owners

- Lack of resources (business people don't have time "to do it all")
- Business weakness
- Slow service
- Limited development properties

Appendix D: Opportunities

Working in small groups, participants in the first facilitated meeting generated a list of potential opportunities for Blyth as a tourist destination and clustered their answers into common themes. The bullet points supporting a theme are the verbatim responses of participants. Many of these opportunities could serve as launch points for subsequent projects, and the following facilitated meetings will build on and add to this list.

"All of us have different ideas, but similar perspectives on a new and improved Blyth. We have ideas that are not too far-fetched. We can do this."

Increase the Storytelling

- Storytelling
- Opportunity to create a great story to tell visitors
- Tell a destination story
- Highlight stories of locals

Build out Accomodation Options

- Accomodation
- Boutique hotel
- If a family from Detroit is willing to stay in a tent, they would love a cabin with hydro. We have space.
- Blyth campground is huge town asset, how can we utilize it even more?

Spread the Story Digitally

- Digital sophistication
- Better advertising
- Short highly shareable videos
- Cohesive branding of facilities

Collaborate on Blyth Tourism

- Community
- Working together
- Community contribution

Animate the Downtown

- Other stuff to do – Increase the vibrancy quotient
- Night life
- Need more retail
- More small shops or businesses
- Create village wide events
- Gourmet opportunities
- Have tourist attraction (e.g., old rail)
- Green spaces

Increase Investment and Support Entrepreneurship

- Investment
- Commercial kitchen (Culinary training and entrepreneurial business)

Connect to the Downtown, from Across Town

- Something that will draw people from intersection to downtown
- Spread the wow up, down the streets, and around town. Animate and beautify.
- Better sidewalks/traffic flow
- Signage
- Opportunities to bring folks Uptown

Bundle the Tourism Experience

- Providing a sample itinerary of how people could spend a day/weekend here
- Bundle experiences at point of booking
- Create destination packaging
- Packaging similar experience/ assets

Leverage Blyth's Existing Events and Facilities

- Utilizie the Blyth theatre year round
- More public art
- Theatre attendance (Room for growth)
- Longer professional theatre season
- Use facilities for conferences
- Regional group tours (Bus)
- Evenings and weekends

From: Ontario BIA Association [mailto:info@obiaa.com]
Sent: February 1, 2018 10:42 AM
To: Richard Al <RAl@northhuron.ca>
Subject: Welcome to February 2018

Your Monthly E-Newsletter from the Ontario BIA Association *read on...* View this email in your browser

Facebook Twitter Website

OBIAA™ ONTARIO BUSINESS IMPROVEMENT AREA ASSOCIATION

Mid-Month OBIAA E-Newsletter - February 2018

CONFERENCE REGISTRATION IS NOW OPEN!

More information will be available in a stand alone newsletter shortly!

We are looking for volunteers to help judge this year's Conference Awards Submissions! Please let us know right away if you are interested in participating!

Email admin@obiaa.com!

The deadline for Judging is March 15.

Do you have pictures of your downtown over the years (preferably from the same vantage point)? Send them our way! Email admin@obiaa.com!

New Version of Employment Standards Poster Released

Revitalizing Rural Main Streets, Helping Small Businesses Grow

Ontario

Jeff Leal, Minister of Agriculture, Food and Rural Affairs and the Minister Responsible for Small Business, made the following announcement at the Rural Ontario Municipal Association Conference in Toronto:

Vibrant main streets help attract visitors, create jobs and increase the competitiveness of small businesses, which are the backbone of small, rural communities. ***That's why the province is helping municipalities***

On January 2nd, Version 7.0 of the Ministry of Labour's *Employment Standards Poster* was officially published.

The poster describes important rights and requirements under the Employment Standards Act, 2000 (ESA) and must be posted in the workplace where it is likely that employees will see it. Employers are also required to provide employees with a copy of the poster in either print or electronic format.

This new poster, which replaces version 6.0, is available to be downloaded and/or printed off the Ministry of Labour website.

enhance and revitalize their downtown and main streets through improvements such as the installation of pedestrian crosswalks or landscaping. Municipalities can also direct funding to local businesses to improve the appearance of their storefronts by installing lighting or new signage.

Supporting small businesses and communities across the province is part of Ontario's plan to create fairness and opportunity during this period of rapid economic change. The plan includes a higher minimum wage and better working conditions, free tuition for hundreds of thousands of students, easier access to affordable child care, and free prescription drugs for everyone under 25, through the biggest expansion of medicare in a generation.

What can you do? Communicate with your municipality some of the 'shovel-ready' projects you have in your Strategic Plan. You could encourage

More Info & Download Now!

them to support your efforts by adding some of your BIA's budget money to increase the return on the investment.

BIA Spotlight

Welland Downtown BIA used as example for growing public-private relationships

This month's Municipal World recognized The City of Welland and Welland Downtown BIA for their success in connecting with each other and working together to improve their community. Through collaboration, they have been able to revitalize longstanding events and festivals that previously struggled to maintain

Do you have a donation item for the 2018 Conference Silent Auction?

Let us know!

Email admin@obiaa.com!

BIAs in Profile

#TOwaterfront Sign Announces an Art-filled Winter for Toronto's Urban Waterfront

attendance, and initiate new and exciting events.

Welland Downtown BIA says goodbye to their Executive Director, Stephanie Hicks, early this month, who has been instrumental in creating and maintaining these partnerships with the City.

Read the Article

Farewell, Stephanie!

Help for Small Businesses

ONTARIO CANADA

A new Toronto sign: driftwood artists, Shore Land Arts, create an over 50-ft long #TOwaterfront sign to launch The Waterfront BIA's winter arts program.

Commisioned by The Waterfront BIA as part of their winter programming, the bright pink sculpture stands 7-ft high and stretches over 50-ft long in front of the HTO Park urban beach.

By using reclaimed wood from Toronto

Magnet EXPORT BUSINESS

Share the following links with your members!

Click here for government grants, loans, tax credits and support services for Ontario businesses!

The Magnet Export Business Portal helps businesses quickly find programs and services for which they are eligible.

Island parks, the artists hope to raise awareness of the natural beauty that exists along Toronto's shoreline and become a part of the artistic eco-system of the city.

The sign launched in mid-December and will stand until Spring 2018.

More Info!

Join the Mid-Sized Cities Learning Exchange

Dates to Remember

Feb 12 - Best Practices Call
Feb 8 - Governance Committee Meeting
Feb 9 - Education Committee Meeting
Feb 12 - Executive Committee Meeting
Feb 13 - Communications Committee Meeting
Feb 22 - Conference Committee Meeting
Apr 15-18 - CONFERENCE!

Request meeting minutes and call-in information

EVERGREEN

Evergreen, OCAD University and the Council for Canadian Urbanism have come together to support the country's mid-sized city leaders through the Mid-Sized Cities Learning Exchange.

The Learning Exchange uses unique group-based approaches to better understand and solve complex urban problems, and offers tools and resources that will advance the capacity and skills of leaders from across Canada.

Now accepting applications!

Mid-Sized City Program

Apply Now!

Set up Governance Training

Return on Investment Report Update

Economic Development

BIAs that can attract employees to an area increase the daytime population by over 80%.

BIAs account for a significant proportion of the jobs in a community (ranging from 0.2:1 to 0.9:1).

Exclusive Certificate for Municipal Leaders

DALHOUSIE UNIVERSITY

For the third time, Dalhousie University is offering an Executive Certificate in Local Government.

This online program is intended, exclusively, for those who are responsible for leading the municipal organization, including the CAO, municipal councillors, the senior management team, and department heads.

Dates: April 16 to June 29, 2018

Requirements: Some post-secondary experience or equivalent professional development or a combination of formal learning and leadership experience

Contact: Shelby Lang, Program

Read the full report here!

Compliance Support for *Fair Workplaces, Better Jobs Act, 2017*

Ministry of Labour

On November 27th, the *Fair Workplaces, Better Jobs Act, 2017* became law, introducing a number of amendments to the *Employment Standards Act, 2000* (ESA). The amendments include changes to the Personal Emergency Leave (PEL) provisions, which came into force on January 1st.

Manager, at Shelby.lang@dal.ca or 902-494-7459

More Info

Apply Now!

Accessibility Corner

WEB ACCESSIBILITY TIPS

Caption your videos.

Captions provide benefits to all users.

There are many free, easy-to-use tools

As part of their ongoing commitment to provide compliance support to employers and employees, the Ministry of Labour has published a new PEL chapter in *Your Guide to the Employment Standards Act, 2000*.

In addition to sharing these resources with you, the Ministry of Labour would also like to take this opportunity to invite any feedback you may have on the content:

- Do you find the information helpful?
- Are there any gaps in the content that you would like us to fill in?
- Are there any particular parts that you find difficult to understand or apply?

The Ministry intends to update their resources to provide further clarity where warranted based available that support the process of transcribing and captioning videos.

More Info

Best Practices Calls

In January, we discussed the following:

- Tourism Events
- A January Work Schedule
- An Elections Wish List
- Membership Engagement

All meeting minutes are available upon request. See last month's minutes

on feedback received from stakeholders.

Personal Emergency Leave FAQ

Contact the Ministry of Labour

below.

This month's call will be:

Date: Monday, February 12, 2018

Time: 10:00am - 11:30am

Teleconference Line: 1-866-500-5845 | 3658935#

Potential Topics:

- Downtown Apps
- Negotiating MOUs
- The Role of a BIA - Code of Conduct
- Grants

Minutes from the last meeting

CANADA 150

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Volume 111 | January 2018

Huron Chamber of Commerce
Goderich, Central and North Huron

Your Chamber is a proud member of: ontario chamber of commerce

2018 Membership, AGM Announcement, **Proxy Forms!**, Business After 5 for 2018!

The Huron Chamber of Commerce - Goderich Central and North Huron, is proudly sponsored by: Country 104.9 Today's Best Country, Libro Credit Union, Goderich Signal-Star

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2018 Membership Renewal

Dear members,

Great response to renewals so far, so if you have any further questions about 2018 Promotions and value added packages give us a call, or email!

For more information about value added membership options, to renew your membership, or to read about special deals for renewing members click here: Tell me more!

2018 Annual General Meeting

The Annual General Meeting for 2018 will once again be held at Harbour Hill Retirement Community. This year it will be on 08 February 2018 beginning at 7:30 am. We will be treated to a spectacular breakfast buffet provided by Vaida and her team at Harbour Hill, so get signed up soon, as spaces are limited.

What: 2018 Huron Chamber AGM
Where: Harbour Hill Retirement Community 104 Suncoast Dr E, Goderich
When: 08 February 2018 at 7:30 AM
Fee: $15.00
RSVP by Email: Reservation email

AGM Proxy Votes

Dear Member,

As you have read above the AGM is coming up fast. Book soon, or fill out this proxy form: Proxy VOTE!

Business After 5 is back!

After looking the responses from our questionairre regarding the format of Business After Five, we will launch with our first "New Format" event at Boston Pizza, located at 490 Huron Rd, Goderich, across from Zehr's.

We will be hosted by a different venue each time, giving you a chance to start the Thursday wind down from the week, and meet your fellow business owners.

Date: Thursday, February 22, 2018
Time: 5:30 PM till ?.
Location: Boston Pizza
Address: 490 Huron Rd, Goderich, ON N7A 3X8
Theme: Mix, Mingle and get to know your fellow business owners.

Employer ONE Survey closes 31 January

The Chamber and its members have been invited to help strengthen our community by taking part in a new annual workforce survey.

EmployerOne was designed with you in mind.

Economic development, employment, education, business and other community organizations have joined together to introduce a once-a-year survey asking you about your human resource needs and issues. This is in response to employers like you asking for fewer -- and more effective -- surveys.

"EmployerOne's purpose is simple: To understand your workforce needs and help you grow and prosper."

Be part of the solution to building our future workforce by completing the EmployerOne Survey link: https://www.surveymonkey.com/r/FCLMPB2018

Employers Empowering themselves and their staff to enhance their local business

As part of its mandate to provide information and resources to new and existing businesses, The Huron Chamber works with Fanshawe College to offer you the tools you need!

Do you have plans for a new project or venture for your business this year? An expansion, a new market, a new product, Project Management is what you need!!

Project Management Specialist

-Part time Evening offering in Goderich
-Project Management improves your ability to implement critical work on time and on budget. Study the competencies required to move a business opportunity through conceptualization, initiation, planning, execution, control, and closing, ensuring success.
-Call Sharon at 519-452-4430 ext 6545

"Post-Secondary Education offered here at home!"

COUPON COUNTRY CREATE A COUPON

Looking for a new way to create some traffic this winter?

Coupon Country is great way to get exposure for something you may already be doing. Coupon Country has a new site with an an easy tutorial page: Create a Coupon

There are FAQs, hints, and how to sections. Have a look. It's free!

ADVERTISING OPPORTUNITIES

Chamber members can get their name and message in the banner line of the Chamber Newsletter for a low introductory offer of $40.00 per issue. Email us at The Chamber or call us at 519-440-0176 for more information.

Huron Chamber of Commerce Goderich, Central and North Huron
519-440-0176
info@huronchamber.ca
www.huronchamber.ca

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