



---

# Township of North Huron

---

## Economic Development Strategic Plan

2016 - 2019

County Wide Economic Development  
Strategic Plan



## TABLE OF CONTENTS

1. Executive Summary .....	2
2. Introduction .....	3
2.1 What is CED 101? .....	3
2.2 What is Strategic Planning? .....	3
2.3 Huron County-Wide Train the Training Background and Process Overview .....	4
2.4 Local Process Overview .....	5
3. Mission .....	6
4. Vision .....	6
5. Goals .....	6
5.1 Business Attraction and Retention .....	7
5.2 More Highly Skilled Workforce .....	9
5.3 A Valued, Engaged and Connected Workforce .....	11
5.4 An environment that attracts and retains diverse demographics .....	12
5.5 A community that values Arts, Heritage and Culture .....	13
6. Reporting Mechanisms .....	15
7. Communication Plan .....	15
8. Appendices .....	16
North Huron Economic Development Strategic Plan Core Team .....	17
North Huron Economic Development Strategic Planning Committee .....	17
PESTO Analysis .....	18
Terms .....	19
Resources .....	20

## 1.0 EXECUTIVE SUMMARY:

The Township of North Huron is a lower tier municipality in Huron County. North Huron is a community that encourages opportunities that reflect the values of its citizens. Our goals build on our existing strengths and are consistent with the direction that has been set by consultation with community members throughout the Economic Development Strategic Planning process.

The Township boasts some of the best agricultural land in the province and is home to several modern and productive agricultural businesses. According to 2011 Census numbers from Statistics Canada, the total gross farm receipts in North Huron exceeded \$45,000,000.

Manufacturing and Construction and Specialty Trades were identified as significant industries in North Huron. During the community engagement process, representatives from the industries acknowledged that there was opportunity for growth with the potential of additional jobs being added in the coming months.

Residents and visitors alike appreciate the plethora of services and businesses available in North Huron. The municipality boasts a newly formed health care campus, including a hospital. Educational needs are met by primary schools, a regional secondary school and The Centre for Employment and Learning.

North Huron attracts over 40,000 visitors annually to the renowned Blyth Festival, the Threshers Reunion, the BarnDance Jamboree, Alice Munro Garden, Belgrave School Fair and other events. “Alice Munro Country” and the Festival of the Short Story anticipate an increase in the amount of international tourism to the area. The newly formed Canadian Centre for Rural Creativity, a multi-disciplinary innovation hub envisions creating social renewal and economic opportunities through cultural activities and programming. The Emergency Services Training Centre (ESTC), a world class training centre for emergency services personnel, anticipates growth in attendees and programming in years to come.

Throughout the Strategic Planning Process the following sectors were identified as being among the strongest in North Huron: agriculture, construction and specialty trades, manufacturing, healthcare and education, and culture/tourism.

After engaging in a community led process the following priorities for economic development were identified.

- Business Attraction and Retention
- Attracting a more highly skilled workforce
- A valued, engaged and connected workforce
- An environment that attracts and retains young, old and diverse demographics.
- A Community that values its Arts, Heritage and Culture

## 2.0 Introduction:

### 2.1 WHAT IS COMMUNITY ECONOMIC DEVELOPMENT (CED)?

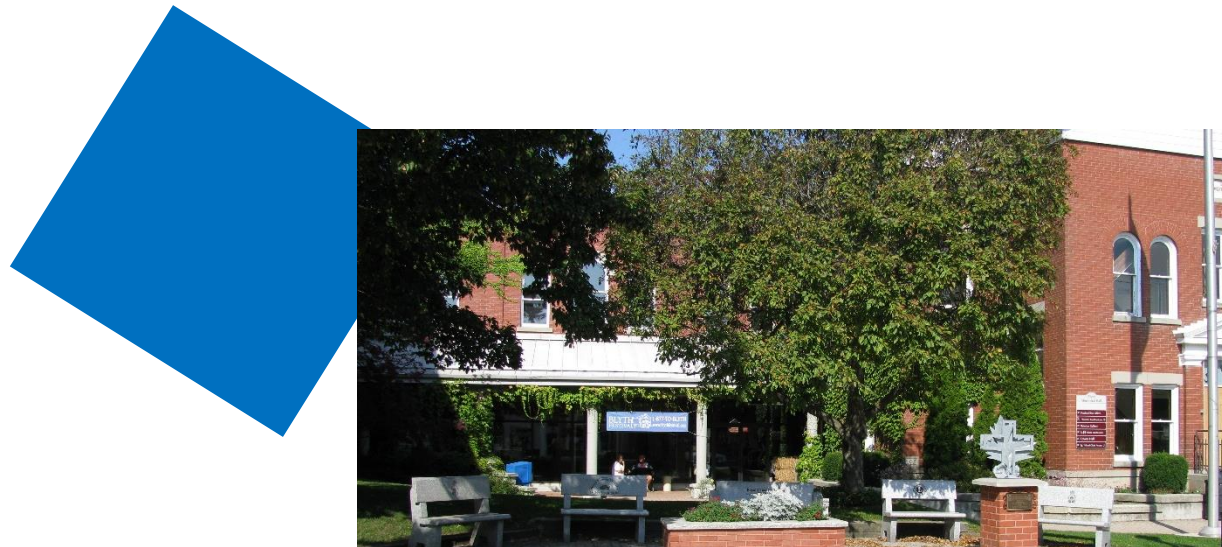
Community economic development is a process. A community uses resources to attract capital and increase physical, commercial, and business development and job opportunities for its residents. The goal of CED is to improve the economic well-being of a community or region through;

- Business Retention
- Business Attraction
- Increased Tax Base
- Improved Quality of Life

### 2.2 WHAT IS A STRATEGIC PLAN?

An important component of CED is strategic planning. Strategic Planning is a process that helps a region work towards a desired future by focusing energy and resources on shared goals. It helps a region to assess and adjust strategic direction in response to changing environments.

An economic development strategic plan is a formally written document that guides a region's decision making process toward achieving desired goals that align with their mission and vision statements. This plan also helps in allocating resources (volunteer, staff, monetary, infrastructure, etc.) and prioritizing actions. A strategic plan is referred to for operational decisions and is updated regularly.



## 2.3 HURON COUNTY-WIDE TRAIN THE TRAINER BACKGROUND & PROCESS OVERVIEW

On June 17<sup>th</sup>, 2015, County Council agreed to work as a group of ten municipal partners to learn the skills required for facilitating the strategic planning process leading to the development of economic development strategic plans. Core Teams of five individuals, from each municipal partner, attended four training sessions where they participated in a strategic planning process and then were taught how to facilitate this process. After each of the four sessions they returned to their home municipality and practiced their newly acquired skills. They invited local residents, business people, agriculture and agri-food business people, not-for-profits leaders, cultural groups, environmental champions and other individuals representing the multifaceted municipalities they live in, to participate in the strategic planning initiative they were facilitating. In facilitating this process with their municipal Economic Development Strategic Planning Committee, the Core Teams developed an economic development strategic plan.

By working together in a joint economic development planning process using the train the trainer model, a County-wide cooperative environment was created where municipal partners supported each other, networked, and built a stronger county-wide effort to support all economic development activities.

Ultimately, this project allowed all ten municipal partners to develop ten economic development strategic plans in a consistent and coordinated manner. County-wide planning allowed for conversations to take place which led to streamlining economic development amongst the ten municipal partners to maximize inputs and minimize duplication.

Moving forward the conversations that started as part of the Train the Trainer project will continue to insure that implementation and measurement of economic development priorities, goals and activities happen in a consistent and coordinated manner.





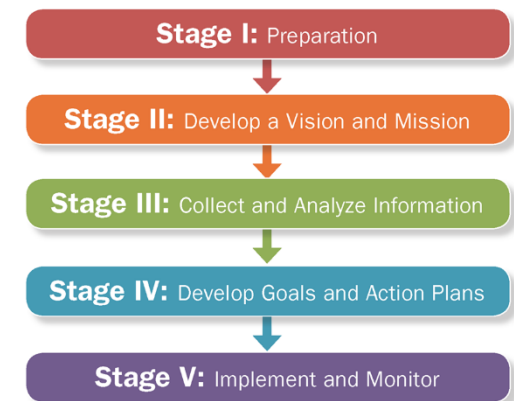
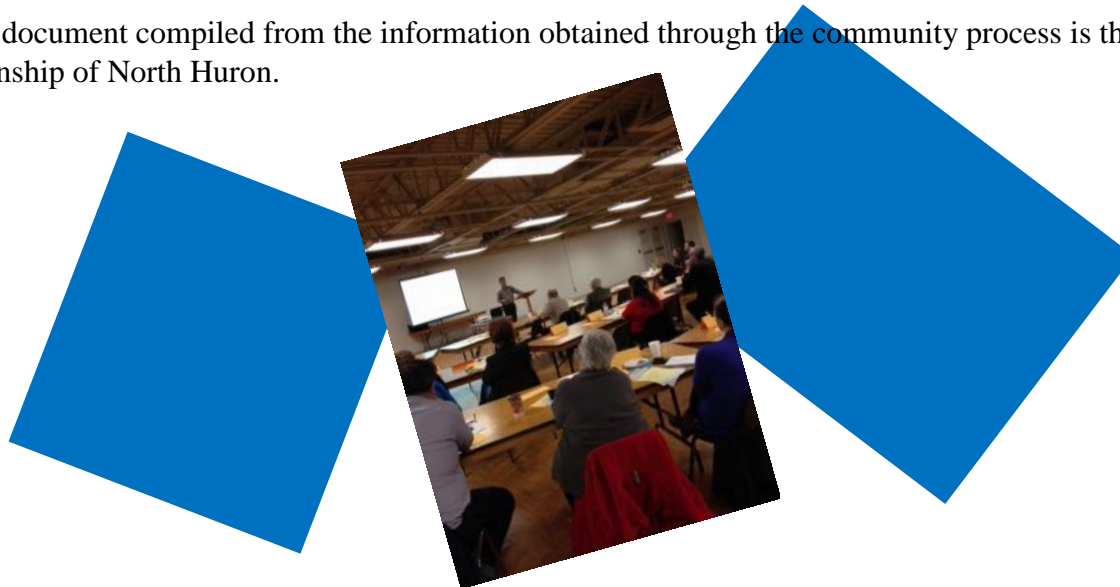
## 2.4 LOCAL PROCESS OVERVIEW

In North Huron, the 5 person Core Team invited local sector or industry leaders to participate in the Econ D S P. The Planning Committee of sixteen members met four times throughout the process to:

- Review information obtained from public input and the OMAFRA Train the Trainer process
- Share local knowledge and trends
- Identify industry contacts that could supply further input or local knowledge to the strategic plan
- Determine goals for economic development in North Huron
- Set direction for next steps for the Core Team

North Huron created a survey and distributed it to industry and sector leaders to gather further focus group information. A Speakers Symposium, held on November 18, 2015 invited industry leaders to share the opportunities for growth, as well as, identify the current or future barriers for success in their sectors.

This document compiled from the information obtained through the community process is the Economic Development Strategic Plan for The Township of North Huron.



### 3.0 MISSION STATEMENT

We will leverage the diversity of services and amenities which we have developed over the years to spur significant residential and economic development in the medium term. We will accomplish this by focusing on sound development projects that will benefit the entire municipality. At the same time we will actively support cultural and heritage events, and maintain the attributes of our rural community traditions

*This mission statement included in the North Huron Municipal Strategic Plan identifies economic development as a priority for the municipality. To that end, the Economic Development Strategic plan has a mission to provide leadership and direction for economic development in North Huron.*

### 4.0 VISION:

North Huron is a growing and welcoming community that leverages its economic assets to:

- promote education and training opportunities
- grow our regional cultural hub
- support a diverse and vibrant business community
- lead the world in agricultural technology and productivity

### 5.0 GOALS

The Township of North Huron engaged in a community driven process to give direction to and prioritize the goals of the Economic Development Department. The Economic Development Strategic Plan is a living document that will be reviewed with the Strategic Planning Committee annually. The Municipal Corporate Strategic Plan is to be reviewed in 2018. A complete review of the Economic Development Strategic Plan will follow in 2019. Following are the goals that could be best undertaken by the municipality in collaboration with their community partners over the next three years.

The Goals Identified include:

- Business Attraction and Retention
- Attracting and Fostering a More Highly Skilled Workforce,
- A Valued, Engaged and Connected Workforce,
- An Environment that Attracts and Retains Diverse Demographics,
- A Community that Values Arts, Heritage and Culture.

## 5.1 GOAL: BUSINESS ATTRACTION AND RETENTION

STRATEGIC DIRECTION (what?)	ACTION (how?)	RESPONSIBILITIES (who?)	TIMELINE (when?)	RESOURCES (with what?)	PERFORMANCE MEASURES (indicators)
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	<ul style="list-style-type: none"> <li>Huron Small Business Enterprise Centre</li> <li>Centres for Employment and Learning</li> </ul>	Number of training/networking opportunities available locally
	Create a “toolkit” to navigate new business/inquiries that will accommodate seamless communication between all departments and minimize gaps in information sharing.	<ul style="list-style-type: none"> <li>EDO</li> <li>CBO</li> <li>Planner</li> <li>Municipality</li> </ul>	2016	<ul style="list-style-type: none"> <li>Graphic support for on-line and print version</li> <li>BIZGRID</li> </ul>	Toolkit accessible by all departments fielding new business inquiries. Tracking system developed to determine baseline of distribution.
	Promotional brochure created for recruitment and resident attraction	<ul style="list-style-type: none"> <li>EDO</li> <li>Employers</li> <li>Real Estate Agents</li> </ul>	Introduce in 2016 - ongoing	<ul style="list-style-type: none"> <li>Make Huron Home</li> <li>Huron County Economic Development</li> </ul>	
Create a culture that supports local first	Support opportunities for local producers	<ul style="list-style-type: none"> <li>EDO</li> <li>BIAs</li> </ul>	ongoing	<ul style="list-style-type: none"> <li>Wingham Farmers’ Market</li> <li>Wingham Chef’s League</li> <li>Huron Food Action Network</li> <li>Foodland Marketing Partnership</li> </ul>	Number of events, opportunities where local food is highlighted or education on locally sourced product is available



**Business Retention and Attraction (continued)**

STRATEGIC DIRECTION (what?)	ACTION (how?)	RESPONSIBILITIES (who?)	TIMELINE (when?)	RESOURCES (with what?)	PERFORMANCE MEASURES (indicators)
Create a culture that supports local first CONTINUED	Encourage “Buy Local” Programs	<ul style="list-style-type: none"> <li>• EDO</li> <li>• BIAs</li> <li>• Township of North Huron</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• BIA Community Cash Program</li> <li>• Local media</li> <li>• Huron Food Action Network</li> <li>• Foodland Marketing Partnership</li> </ul>	
	Explore the possibility of a local purchasing policy	<ul style="list-style-type: none"> <li>• Director of Finance</li> <li>• CAO</li> </ul>	2017	<ul style="list-style-type: none"> <li>• Huron Food Action Network</li> <li>• Huron County Health Unit</li> <li>• Huron Business Development Corporation</li> <li>• Huron County Rural Lens</li> </ul>	Policy researched, drafted and presented to Council
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	<ul style="list-style-type: none"> <li>• EDO</li> </ul>	Annually	<ul style="list-style-type: none"> <li>• Business representatives</li> <li>• BIAs</li> <li>• Community Partners</li> </ul>	Summit held annually prior to creation of Economic Development Business Plan

---

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

---

## 5.2 GOAL: MORE HIGHLY SKILLED WORKFORCE

Strategic Direction (What)	Action (How)	Responsibilities (Who)	Timeline (When)	Resources (with what)	Performance Measures (Indicators)
Make local secondary school students aware of local job opportunities with post-secondary skills	Career Days (Take your child to work day)	<ul style="list-style-type: none"> <li>EDO will provide local knowledge of labour market and assist with networking between local businesses/industries with local educators/employment programs</li> </ul>	Annually and ongoing	<ul style="list-style-type: none"> <li>Co-op teachers</li> <li>Careers and Civics teachers</li> <li>Conestoga College</li> <li>Fanshawe College</li> <li>MTCU</li> <li>4 County Labour Market Planning Board</li> <li>School boards</li> <li>Area businesses and industry representatives</li> </ul>	Number of North Huron students who receive information on local leading businesses and opportunities
	Engage more students through Local Government Week	<ul style="list-style-type: none"> <li>CAO</li> <li>Council</li> <li>Senior Management Team</li> </ul>	Each semester and ongoing	<ul style="list-style-type: none"> <li>Civics teachers</li> </ul>	Comprehensive program highlighting local government/municipal jobs presented to Civics Classes during Local Government Week. Number of students reached.
	Engaging and educating our existing summer students/co-op students	<ul style="list-style-type: none"> <li>EDO</li> <li>Senior Management Team</li> </ul>	Annually	<ul style="list-style-type: none"> <li>Municipal staff</li> </ul>	A scheduled day combining; -required training, -education on municipal services -information on municipal jobs -tour of North Huron assets and points of interest
	Industry Connects Career Fair	<ul style="list-style-type: none"> <li>EDO will support the Industry Connects Job Fair and ensure it is accessible for local employers and students</li> </ul>	Annually	<ul style="list-style-type: none"> <li>SBEC</li> <li>Conestoga College</li> <li>Avon Maitland District School Board</li> <li>Centre for Employment and Learning</li> <li>MTCU</li> <li>4 County Labour Market Planning</li> </ul>	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

Township of North Huron EDSP 2015

Strategic Direction (What)	Action (How)	Responsibilities (Who)	Timeline (When)	Resources (with what)	Performance Measures (Indicators)
Make local secondary school students aware of local job opportunities with post-secondary skills CONTINUED	Apprenticeships	<ul style="list-style-type: none"> <li>EDO will provide local knowledge of labour market</li> <li>EDO will facilitate networking opportunities with business community and business organizations</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>OYAP</li> <li>Businesses</li> <li>Conestoga College</li> <li>Fanshawe College</li> <li>OFA</li> <li>HMA</li> </ul>	Meetings facilitated that will allow local businesses to obtain information and resources regarding apprenticeships
	Promote co-op placements aimed at 1) Students 2) Businesses	<ul style="list-style-type: none"> <li>EDO will provide local knowledge of labour market</li> <li>EDO will facilitate networking opportunities with business community and business organizations</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>OYAP</li> <li>OFA</li> <li>Guidance Councillors</li> <li>Centre for Employment and Learning (CEL) Job Developer</li> <li>HMA</li> <li>HTA</li> <li>BEC</li> </ul>	Meetings facilitated that will allow local businesses to obtain information and resources regarding a diversity of co-op placements
	Identify existing resources and assist with making connections to benefit local residents and employers	<ul style="list-style-type: none"> <li>North Huron Economic Development</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Huron County Business Support Network Grid</li> <li>Small Business Enterprise Centre</li> <li>Huron Business Development Corporation</li> <li>Centre for Employment and Learning</li> <li>Conestoga College</li> <li>4 County Labour Market Training Board</li> <li>HMA</li> <li>OFA</li> </ul>	Tracking system is developed and baseline for inquiries is established

Township of North Huron EDSP 2015

Strategic Direction (What)	Action (How)	Responsibilities (Who)	Timeline (When)	Resources (with what)	Performance Measures (Indicators)
Attract Skilled New Comers	Work with local businesses to develop and implement recruitment campaign to fill vacancies	<ul style="list-style-type: none"> <li>EDO</li> <li>Make Huron Home</li> </ul>	2016 and ongoing	<ul style="list-style-type: none"> <li>Make Huron Home</li> <li>Huron County Economic Development</li> <li>Conestoga College</li> <li>Centre for Employment and Learning</li> <li>HMA</li> </ul>	Number of businesses utilizing campaign
	Borrowing from the physician recruitment model, provide individualized resources, information and connections to job candidates looking to relocate	<ul style="list-style-type: none"> <li>EDO</li> <li>Make Huron Home</li> <li>Local Employers</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Community Groups and Organizations as appropriate as dictated by the interests of the candidate and the needs of the family</li> </ul>	Number of employment candidates that have received information
	Explore with newcomers what makes the area attractive to consider staying in the area.	<ul style="list-style-type: none"> <li>EDO</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>New residents of North Huron</li> </ul>	A list of local assets that can be/or has been used to attract new residents
	Explore with former residents the reasons that prompted their out migration from North Huron/Huron County.	<ul style="list-style-type: none"> <li>EDO</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>People making a move away from North Huron and Huron County</li> </ul>	A clear and accurate understanding of the issues that encourage people to leave. Utilize the information

### 5.3 GOAL: A VALUED, ENGAGED AND CONNECTED WORKFORCE

Strategic Direction (What)	Action (How)	Responsibilities (Who)	Timeline (When)	Resources (with what)	Performance Measures (Indicators)
Create a culture where employers and employees work as a team	Identify potential mentors for new or expanding businesses	<ul style="list-style-type: none"> <li>EDO</li> </ul>	ongoing	<ul style="list-style-type: none"> <li>BIAs</li> <li>Huron Manufacturing Association</li> <li>HBDC</li> <li>Small Business Enterprise Centre</li> </ul>	Number of potential mentors identified
	Facilitate professional development opportunities in North Huron	<ul style="list-style-type: none"> <li>EDO</li> </ul>	Annually	<ul style="list-style-type: none"> <li>Conestoga College</li> <li>HBDC</li> <li>SBEC</li> <li>Business by Design</li> <li>Fanshawe College</li> <li>BDO Canada</li> <li>CEL</li> <li>Canadian Centre for Rural Creativity</li> </ul>	Two training opportunities will be provided locally each calendar year
	Customer Service Training	<ul style="list-style-type: none"> <li>EDO</li> <li>BIA</li> <li>HBDC</li> </ul>	2016 and ongoing	<ul style="list-style-type: none"> <li>North Huron Economic Development will facilitate accessibility to local training by identifying local needs and matching it with available resources</li> <li>EDO venue space and planning support</li> </ul>	<p>Number of North Huron participants in local training opportunities</p> <p>Number of North Huron summer student who participate in HTA Customer Service Training (West Coast – Best Host)</p>

## 5.4 GOAL: AN ENVIRONMENT THAT ATTRACTS AND RETAINS DIVERSE DEMOGRAPHICS

Strategic Direction (What)	Action (How)	Responsibilities (Who)	Timeline (When)	Resources (with what)	Performance Measures (Indicators)
Create a conversation with those interested in living and working in North Huron.	<ul style="list-style-type: none"> <li>• Use Social Media to create conversation for those looking to live and work in the area</li> <li>• LinkedIn</li> <li>• Facebook</li> <li>• Notices to residents in tax and water bills</li> <li>• Highlight available jobs, real estate, volunteer opportunities on social media site</li> </ul>	<ul style="list-style-type: none"> <li>• EDO</li> </ul>	Introduce in 2016 - ongoing	<ul style="list-style-type: none"> <li>• Employers</li> <li>• Real Estate Agents</li> <li>• Make Huron Home</li> <li>• BIAs</li> <li>• Real Estate Agents</li> <li>• Centre for Employment and Learning</li> <li>• On-line job banks</li> </ul>	Creation of Facebook page Creation of Linked In page Utilize analytics to track users and subjects of interest
	<ul style="list-style-type: none"> <li>• Create a brochure of all NH has to offer including: agriculture, arts, recreation and natural habitat – share with Real Estate Agents, businesses for recruiting efforts and companies looking to establish themselves in North Huron</li> </ul>	<ul style="list-style-type: none"> <li>• EDO</li> <li>• Employers</li> <li>• Real Estate Agents</li> </ul>	Introduce in 2016 - ongoing	<ul style="list-style-type: none"> <li>• Make Huron Home</li> <li>• Huron County Economic Development</li> </ul>	Number of brochures distributed
Support all demographics in connecting with the community	<ul style="list-style-type: none"> <li>• Community Welcome package</li> </ul>	<ul style="list-style-type: none"> <li>• EDO</li> <li>• BIAs</li> </ul>	Late 2016	<ul style="list-style-type: none"> <li>• Make Huron Home</li> </ul>	Package created. Number of packages distributed is tracked.



**An environment that attracts and retains diverse demographics (continued)**

Strategic Direction (What)	Action (How)	Responsibilities (Who)	Timeline (When)	Resources (with what)	Performance Measures (Indicators)
	<ul style="list-style-type: none"> <li>Establish a list of potential business mentors that can be accessed for information sharing and resources for new and expanding entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>EDO</li> </ul>	2016 and ongoing	<ul style="list-style-type: none"> <li>BIAs</li> <li>Business owners/operators</li> <li>Retired business owners/professionals</li> <li>HMA</li> <li>OFA</li> </ul>	Number of successful mentorship connections facilitated
	<ul style="list-style-type: none"> <li>Establish a volunteer recognition program for volunteers</li> </ul>	<ul style="list-style-type: none"> <li>EDO</li> <li>CAO</li> <li>Senior Management Team</li> </ul>	2017 and annually	<ul style="list-style-type: none"> <li>Community groups and organizations</li> <li>Committees of Council</li> <li>BIAs</li> </ul>	Volunteer recognition program carried out annually
	<ul style="list-style-type: none"> <li>Facilitate an annual meeting with area Real Estates agents to share information, identify challenges and create a plan for working collaboratively to represent the positive of living and working in North Huron</li> </ul>	<ul style="list-style-type: none"> <li>EDO</li> <li>CAO</li> </ul>	Annually	<ul style="list-style-type: none"> <li>Director of Finance</li> <li>Senior Management Team</li> <li>BIAs</li> </ul>	Annual meetings scheduled



## 5.5 GOAL: A COMMUNITY THAT VALUES ARTS, HERITAGE AND CULTURE

Strategic Direction (What)	Action (How)	Responsibilities (Who)	Timeline “(When)”	Resources (with what)	Performance Measures (Indicators)
Continue to provide staff support to North Huron Cultural initiatives	<ul style="list-style-type: none"> <li>Create a North Huron Special Events Toolkit that will clearly outline the process/requirements and responsibilities of hosting a special event in the municipality</li> </ul>	<ul style="list-style-type: none"> <li>EDO</li> <li>Recreation and Facilities Department</li> </ul>	In progress Spring 2016	<ul style="list-style-type: none"> <li>County of Huron – Cultural Services</li> <li>HBDC JCP Project (until March 2016)</li> <li>Other employment programs as available</li> </ul>	Toolkit created that will assist volunteer groups to plan and organize special events held in the municipality and to accommodate seamless communication between all departments to ensure minimal gaps in information sharing
Promote our Cultural Assets	<ul style="list-style-type: none"> <li>Leverage partnerships to create a stronger marketing presence and optimize advertising dollars</li> </ul>	<ul style="list-style-type: none"> <li>EDO</li> </ul>	Annually	<ul style="list-style-type: none"> <li>Blyth Festival</li> <li>Huron County Cultural Officer</li> <li>Alice Munro Festival of the Short Story</li> <li>County of Huron</li> <li>Huron Arts and Heritage Network</li> <li>Canadian Centre for Rural Creativity</li> </ul>	Annual Marketing Plan developed identifying marketing partners/target audience and ROI potential
Define requirements and responsibilities for sustainability for sites or organizations	<ul style="list-style-type: none"> <li>Building on the work of 2015, identify and define roles for partners – establish terms of reference/mandates</li> </ul>	<ul style="list-style-type: none"> <li>Municipality</li> <li>CAO</li> <li>EDO</li> <li>Recreation and Facilities</li> </ul>	2016 and ongoing	<ul style="list-style-type: none"> <li>HBDC/JCP program (until March 2016)</li> <li>Future employment program</li> <li>Community Partners</li> </ul>	Terms of reference document completed for every Committee of Council

**A community that values arts, heritage and culture (continued)**

Strategic Direction (What)	Action (How)	Responsibilities (Who)	Timeline “(When)”	Resources (with what)	Performance Measures (Indicators)
Protecting and maintaining cultural spaces with community partners	<ul style="list-style-type: none"> <li>Establish partnerships to provide care and maintenance of our natural and heritage sites. (stewardship)</li> </ul>	<ul style="list-style-type: none"> <li>On-site partner</li> <li>North Huron Recreation and Facilities</li> </ul>	Annually	<ul style="list-style-type: none"> <li>Blyth Festival</li> <li>Canadian Centre for Rural Creativity</li> <li>Friends of the Museum</li> <li>Friends of the Village of Blyth Parks</li> <li>Wingham Trail Committee</li> <li>Wingham Townhall Theatre Committee</li> <li>Huron Pioneer Threshers &amp; Hobby Association</li> <li>Wingham Horticultural Society</li> <li>Maitland Valley Conservation Authority</li> </ul>	Terms of Reference created for each partnership
	<ul style="list-style-type: none"> <li>Creation of Asset Management Plan for each heritage site</li> </ul>	<ul style="list-style-type: none"> <li>Township of North Huron Recreation and Facilities Department</li> </ul>	2016 and ongoing	<ul style="list-style-type: none"> <li>On-site partners</li> </ul>	As indicated by Asset Management Plan

---

*Being the best place to work because of the investment in people, facilities, and training so that people enjoy going to work and playing in our communities*

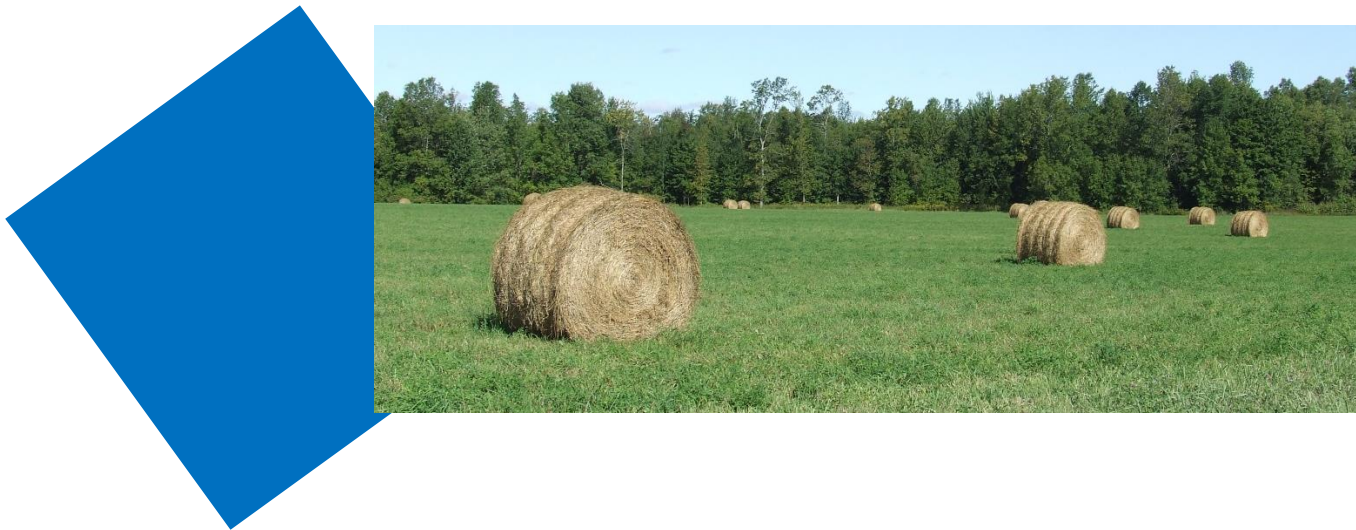
---

## 6.0 REPORTING MECHANISM:

The progress of the Economic Development Strategic Plan will be reviewed annually by Council as part of the pre-budget process. The status of projects and current priorities will be reported quarterly in the Economic Development Report. The core team will meet annually, as required, to update or revise the plan if the need is identified.

## 7.0 COMMUNICATION PLAN

The status of the Economic Development Strategic Plan will be communicated to the public and Council through the Annual Economic Development Report, newsletters and media releases for major achievements. The reporting process will become part of the new formalized communication plan being developed by North Huron in 2016. The new plan will better equip the municipality to respond to requirements outlined in Bill 8 (Accountability and Transparency Act).



APPENDICES:

**NORTH HURON ECONOMIC DEVELOPMENT STRATEGIC PLAN CORE TEAM**

Sharon Chambers		Township of North Huron Chief Administrative Officer
Joan van der Meer		North Huron resident
Deb Sholdice		Blyth Centre for the Arts
Ashleigh Scott		North Huron resident
Connie Goodall		Township of North Huron Economic Development Officer

**NORTH HURON ECONOMIC DEVELOPMENT STRATEGIC PLANNING COMMITTEE**

Nancy Lazenby		Centres for Employment and Learning
Karen Stewart		Blyth 14/19 Inc.
Colleen Schenk		Avon Maitland District School Board
Blair Alton		Wescast Industries
Karl Ellis		Listowel/Wingham Hospital Alliance
Doug Culbert		Huron Geomatics
Rod Moorsom		Moorsom Companies
Joan Vincent		Huron County Federation of Agriculture
Rick Elliott		Blyth BIA, Blyth 14/19
Lissa Kolkman		Blyth BIA
Gary van Leeuwen		Blyth BIA
Lisa Hearnden		Wingham BIA
Jillian Underwood		Real Estate, North Huron resident
Laura Young		County of Huron – Planning Department
Yolanda Ritsema-Teeninga		North Huron Council
Brock Vodden		North Huron Council

## PESTO ANALYSIS (Environmental Scan)

During the process the Strategic Planning Committee conducted a PESTO Analysis. The PESTO analysis is an environmental scan exercise used to examine different factors that an organization should take into consideration during their planning.

POLITICAL	EDUCATION
<ul style="list-style-type: none"> <li>• High expectations for municipal services provided by North Huron</li> <li>• Rural voice does matter at provincial/federal level</li> <li>• Apathy for politics</li> <li>• Decisions made by municipality are much faster than provincial/federal</li> <li>• Stronger support for small business municipally</li> <li>• Need to learn how municipalities can share resources</li> <li>• Need more participation by the public in municipal matters</li> <li>• Political term thinking – is there support and funding to keep this going?</li> <li>• Loss of family farm</li> <li>• Need better policies/regulations to build a positive lifestyle for future generations (all levels of government)</li> <li>• Political climate can determine which influencers are available to take advantage of – funding, priorities etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Low level of education</li> <li>• Need higher level of education training</li> <li>• Need to impress upon youth the value of education and the diversity of opportunities</li> <li>• Sector integration – can we break down the barriers to promote and integrate?</li> <li>• Need support for employers/trades</li> <li>• Choice to work vs. school</li> <li>• Need to better match education goals with employment opportunities</li> <li>• Need way to match employers/jobs</li> <li>• Mine data for local job availability – better way to share information</li> <li>• Education is different than employment</li> <li>• Expectation that education will lead to job</li> <li>• Education partnerships</li> <li>• School closures have heavily impacted the local economy</li> </ul>
SOCIAL	TECHNOLOGICAL
<ul style="list-style-type: none"> <li>• A lot of social change happening</li> <li>• Smaller families in this generation</li> <li>• Limited acceptance of diversity</li> <li>• School closures</li> <li>• Improving cultural and ethnic acceptance and awareness</li> <li>• Aging population and prevalence of long term care solutions</li> <li>• Bring in interest locally and regionally through technology (social media and on-line)</li> <li>• Blyth Festival – building base of younger audience</li> <li>• Programming to a younger audience</li> </ul>	<ul style="list-style-type: none"> <li>• Help workforce understand that manual labour is going away but there are other opportunities (robotics and skilled trades)</li> <li>• Increased return on investment</li> <li>• Cloud community – live/work anywhere</li> <li>• Increased use of technology in agriculture</li> <li>• Agriculture becoming more specialized</li> <li>• Agriculture technology has changed and continues to impact economy</li> </ul>
OTHER	
<ul style="list-style-type: none"> <li>• Education needs to approach agriculture a lot differently now</li> <li>• Blyth Centre for the Arts continues to be an economic driver in North Huron</li> <li>• Blyth 14/19 committed to building on the cultural base already established by Centre for the Arts</li> <li>• Programing at 14/19 will bring cultural learning opportunities to Blyth</li> <li>• Volunteer burnout</li> <li>• Volunteer base aging – need to attract younger volunteers – mid 40's and younger haven't stepped up like previous generations</li> <li>• Volunteer culture is changing – is problem being addressed by mandatory 40 hours?</li> <li>• How do we attract volunteers?</li> <li>• Tourism – external dollars coming in – local dollars staying</li> </ul>	



TERMS

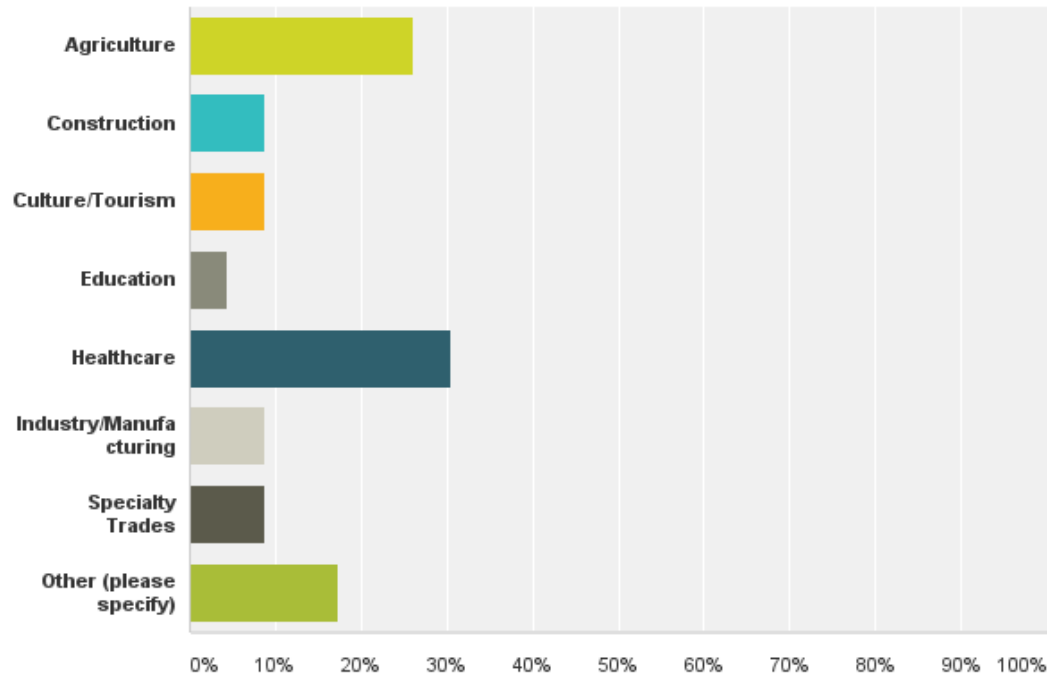
CBO	Chief Building Official
CCRC	Canadian Centre for Rural Creativity
CEL	Centre for Employment and Learning
EDO	Economic Development Officer
HBDC	Huron Business Development Corporation
HMA	Huron Manufacturing Association
HTA	Huron Tourism Association
MTCU	Ontario Ministry of Training, Colleges and Universities
OFA	Ontario Federation of Agriculture
OYAP	Ontario Youth Apprenticeship Program
SBEC	Small Business Enterprise Centre



FOCUS GROUP QUESTIONNAIRE

**Q1 What sector do you represent?**

Answered: 23 Skipped: 0



1. What are some upcoming trends and opportunities that will lead to growth in your sector?
2. Please identify the top barrier(s) to growth and sustainability within your sector.
3. What would you like to see happen locally that would assist in the growth/sustainability of your business?
4. Please identify sector collaborations that could be fostered to promote retention and growth between businesses.
5. How could youth be attracted to work in this community in your sector?
6. What can be done to ensure we are offering a full lifestyle to the employees in your sector?
7. What is a strategy to be competitive (wages . . . benefits . . . etc.) in your community?
8. Who is your target market/audience?
9. What is the most effective way to communicate with your partners/customer?

## RESOURCES

2012 Ontario Arts Council – Economic Impact of Arts & Culture on Tourism <http://www.arts.on.ca/AssetFactory.aspx?did=8780>

2015 Huron County Tourism Fact Sheet

2013 Huron County Cultural Mapping Report - <http://www.creativehuron.ca/resources/reports-documents/cultural-mapping-report/report/>

2014 Huron County Cultural Plan - <http://www.creativehuron.ca/Huron%20County%20Cultural%20Plan%202014.pdf>

The Healthy Rural Lens for Huron County <http://www.investinhuron.ca/wp-content/uploads/2013/04/The-Healthy-Rural-Lens-for-Huron-County.pdf>

Blyth Business Retention and Expansion Survey (BR+E) [http://www.northhuron.ca/atk/uploads/Business/Blyth\\_BR+E\\_2012.pdf](http://www.northhuron.ca/atk/uploads/Business/Blyth_BR+E_2012.pdf)

Wingham Business Retention and Expansion Survey (BR+E) [http://www.northhuron.ca/atk/uploads/Business/Wingham\\_BRE.pdf](http://www.northhuron.ca/atk/uploads/Business/Wingham_BRE.pdf)

North Huron Strategic Plan – <http://www.northhuron.ca/atk/uploads/Administration/StrategicPlan2013.pdf>

Skills Gap Report (Huron) -- <http://www.planningboard.ca/download.php?dl=YToyOntzOjI6ImlkIjtzOjI6IjY3IjtzOjM6ImtleSI7aToxO30=>

Alice LMP and related reports – [http://www.northhuron.ca/atk/uploads/Business/AMC\\_RoadMapforAction\\_SB\\_Sept2915.pdf](http://www.northhuron.ca/atk/uploads/Business/AMC_RoadMapforAction_SB_Sept2915.pdf)

**Need Support from County ED**

- **Planning**
- **Engaging larger businesses and developments to navigate processes and establish locally**
- **Broad marketing to sell the entire Huron County experience (both business and tourism)**
- **Take lead in Make Huron Home initiative**

**Available from North Huron ED**

- **Local business support and connect with resources**
- **Tell the North Huron story and engage potential residents/business through sharing of information and resources**
- **Provide support to North Huron Cultural initiative and continue to attract money to area through tourism and special events**
- **Business retention through identifying local needs and accessing support to meet them**
- **Continue to be a voice for local business interests at the municipal table**
- 

**Provide with community partners**

- **Local training opportunities**
-