



Workforce Attraction & Retention Strategy 2018-2020

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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 population². 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 five 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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