

## County of Huron Draft Economic Development Work Plans 2016-2017

In December 2015 Huron County Council endorsed a new Huron County Economic Development Strategic plan that was developed based on the following fundamentals:

### Focusing on **3 GUIDING PRINCIPLES:**

- ✓ Developing targeted opportunities
- ✓ Aligning municipal government efforts
- ✓ Engaging a broader group of stakeholders

### Addressing the **5 BIG CHALLENGES:**

1. The tightening workforce
2. The need for new entrepreneurship
3. The need to focus on specific opportunities
4. The importance of strategic economic infrastructure
5. Engagement of the private sector/other stakeholders

### Pursuing **OPPORTUNITIES IN KEY GROWTH SECTORS:**

- ✓ Agriculture
- ✓ Tourism, Culture and Arts
- ✓ Education
- ✓ Manufacturing
- ✓ Health and Wellbeing
- ✓ Information technology
- ✓ Retail and local services

The following department work plan has been developed based on the fundamentals included within the County Economic Development Strategic Plan, Economic Development strategic plans completed by our municipal partners and the five pillars of successful economic development, which are:



Priority	Initiative	Description	Timing	Lead	Support	Strategic Reference Points	Success Metrics
Small Business & Entrepreneur Support	Review and re-development of Small Business Enterprise Centre	<ul style="list-style-type: none"> <li>Currently working with province to ensure stellar delivery of SBEC Core, Starter &amp; Summer Co. programs</li> <li>Identify enhanced programming specific to County needs &amp; assets</li> </ul>	<ul style="list-style-type: none"> <li>In progress – Program Audit complete by May/16</li> <li>Throughout 2016 for identification of needs/wants</li> </ul>	<ul style="list-style-type: none"> <li>CED</li> <li>CED</li> </ul>	<ul style="list-style-type: none"> <li>Province</li> <li>Province &amp; other SBECs</li> </ul>	County: 2.2.2 MT: 5.1, CH: 2.12 B: 6.1.1, 6.4.1, 6.4.7, H: 3.1 SH: 2.1 NH: 5.1	<ul style="list-style-type: none"> <li>Identify enhanced programming and implement</li> <li>Improved metrics out of SBEC (using provincial tracking system)</li> <li>*Review current metrics and set goals</li> </ul>
	Develop departmental support mechanisms to bolster SBEC programming	<ul style="list-style-type: none"> <li>Leverage existing metrics to determine best possible location(s)</li> <li>Develop robust web presence for Centre</li> <li>Utilize department staff to create enhanced marketing plan/collateral for Centre &amp; programming</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Summer 2016</li> <li>Summer/Fall 2016</li> </ul>	<ul style="list-style-type: none"> <li>CED</li> <li>CED</li> <li>CED</li> </ul>	<ul style="list-style-type: none"> <li>IT Dept</li> </ul>	County 2.2.2 CH 2.1, 2.10	<ul style="list-style-type: none"> <li>Completion of new website</li> <li>Completion of new marketing collateral</li> <li>Improved metrics out of SBEC (using provincial tracking system)</li> </ul>

	Continue and seek out/develop partnerships with other agencies (such as HBDC) and other regions	<ul style="list-style-type: none"> <li>Improved programming depth and reach-Within County</li> <li>Improved understanding of broader regional strength. Work with other Regions</li> <li>Identify Huron County's core strength and offerings to enhance broader Regional Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Begin Immediately</li> <li>Begin immediately – Spring</li> <li>Begin immediately - Spring</li> </ul>	<ul style="list-style-type: none"> <li>CED</li> </ul>	<ul style="list-style-type: none"> <li>Province</li> <li>Feds</li> <li>Municipalities</li> <li>SBECs</li> <li>HBDC/CFDCs</li> </ul>	County 2.2.2 H: 3.2 B: 6.1.1, 6.2.5, 6.4.2, 6.4.7, 6.4.8 SH: 1.1 CH: 2.12 HE:6.1.1 MT: 5.1. 2, 5.1.2	<ul style="list-style-type: none"> <li>MOUs signed with partner SBECs</li> <li>Improved metrics out of SBEC (using provincial tracking system)</li> <li>Annual survey collecting feedback from partners</li> </ul>
	Identification and development of new and innovative services	<ul style="list-style-type: none"> <li>Revamped workshop series</li> <li>Explore &amp; determine potential for a niche incubation program in collaboration with other Regions</li> </ul>	<ul style="list-style-type: none"> <li>Fall/Winter 2016</li> <li>Begin Spring 2016</li> </ul>	<ul style="list-style-type: none"> <li>CED</li> </ul>	<ul style="list-style-type: none"> <li>Economic Development Board</li> <li>Feds</li> <li>Municipalities</li> <li>Private Sector</li> <li>SBECs</li> <li>HBDC</li> </ul>	County 2.2.2 H 1.4, 4.4 SH: 1.1 CH: 2.10 HE: 6.1.1 B: 6.2.1, 6.4.8 MT: 5.1.2 NH: 5.1	<ul style="list-style-type: none"> <li>Completion of workshop series re-development</li> <li>Improved workshop attendance vs. years previous</li> <li>Improved workshop feedback forms vs. years previous</li> <li>Identify and implement # new programs</li> </ul>
	Work with HCEDB	<ul style="list-style-type: none"> <li>Explore Board small business mentorship program</li> <li>Continue efforts for</li> </ul>		<ul style="list-style-type: none"> <li>Board</li> <li>CED</li> </ul>		County 2.2.2 MT: 5.1.2 , 5.2.3, 5.3.4, 5.3.5 H: 2.1	



		small business financing <ul style="list-style-type: none"> <li>Input into revamped workshop series</li> </ul>				SH: 2.3, 2.4 CH: 2.10 B: 6.4.1, 6.4.2, 6.4.8 NH: 5.3	
Business Retention	Available and qualified workforce	<ul style="list-style-type: none"> <li>Targeted data collection related to workforce issues</li> <li>Use data to determine how to approach workforce recruitment</li> <li>Development of white paper to Queen's Park</li> <li>Re-evaluate current Local Immigration Project and improve newcomer readiness and attraction efforts</li> <li>Work with key sectors, associations and school boards on market preparedness</li> <li>Strategic job fairs</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> <li>In progress</li> <li>In progress</li> <li>In progress</li> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>CED</li> <li>CED</li> </ul>	<ul style="list-style-type: none"> <li>FCLMPB</li> <li>Third party consultant</li> <li>Board</li> <li>Local Immigration Partnership</li> </ul>	County 2.2.1, 2.2.5 SH: 1.1, 2.1, 3.1, 1.4, 1.7 CH: 3.1, 3.2, 4.2, 4.4, 4.5 MT: 5.3.1, 5.3.2, 5.3.4 B: 6.3.1, 6.5.3 G: 1 NH: 5.2	<ul style="list-style-type: none"> <li>Complete white paper</li> <li>Bring proposal to province</li> <li>Achieve provincial buy-in</li> <li>Have OMAFRA initiate FICE survey on readiness</li> </ul>
	Identify sector champions for each of the key sectors	<ul style="list-style-type: none"> <li>Facilitate ongoing discussions from each sector on sector issues, concerns and opportunities</li> <li>Assess County's role relative to sector concerns based on alignment with 5</li> </ul>	<ul style="list-style-type: none"> <li>Begin March of 2016 – ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>CED</li> <li>CED</li> </ul>	<ul style="list-style-type: none"> <li>Industry (ex. HTA, HMA)</li> <li>Board</li> <li>HBDC</li> </ul>	County 2.2.1, 2.2.5 MT: 5.1, 5.2.4, 5.3.5 SH: 2.6, 3.3 CH: 1.1, 1.2, 2.3 G: 1 NH: 5.2	<ul style="list-style-type: none"> <li>Champions identified &amp; engaged</li> </ul>

		County challenges in Council endorsed strategic plan					
	Foster sector innovation & development	<ul style="list-style-type: none"> <li>Explore &amp; determine sector-by-sector potential for a niche incubation program</li> </ul>	<ul style="list-style-type: none"> <li>Begin spring of 2016 – development plans by fall</li> </ul>	<ul style="list-style-type: none"> <li>CED</li> </ul>	<ul style="list-style-type: none"> <li>Province</li> <li>Municipalities</li> <li>Industry</li> <li>Colleges</li> </ul>	County 2.2.1, 2.2.2, 2.2.5 H: 4.3, 4.4 CH: 4.1 HE: 6.5.1 B: 6.2.1, 6.3.1, 6.5.3	<ul style="list-style-type: none"> <li>White paper developed on one niche</li> </ul>
	Buy Local	<ul style="list-style-type: none"> <li>Complete asset mapping of buy-local initiatives within the County</li> <li>Evaluate which/what organization(s) should take the lead</li> </ul>	<ul style="list-style-type: none"> <li>Spring 2016</li> <li>Spring</li> </ul>	<ul style="list-style-type: none"> <li>CED</li> </ul>	<ul style="list-style-type: none"> <li>BIAs</li> <li>Chambers</li> <li>Municipalities</li> </ul>	County 2.2.1, 2.2.2 MT: 5.2.3 HE: 6.5.1, 6.5.2 B: 6.6.3 NH: 5.1	<ul style="list-style-type: none"> <li>Completion of asset map</li> </ul>
	Work with HCEDB	<ul style="list-style-type: none"> <li>Encourage implementation &amp; readiness phase of targeted workforce recruitment strategy</li> <li>Assist with promotion &amp; advocacy at all levels of government</li> <li>Continue rural/urban support &amp; engagement in rural initiative</li> <li>Support R2R conference &amp; initiatives</li> </ul>				County 2.2.1 MT: 5.1, 5.3.3, 5.4.1 SH: 1.1, 2.1 H: 2.1 CH: 2.7 HE: 6.2.1 B: 6.2.1, 6.5.2	

<b>Investment</b>	<b>Targeted Investment Attraction</b>	<ul style="list-style-type: none"> <li>• Develop an opportunities list in conjunction with partner municipalities (ie. CH is in need of a family restaurant)</li> <li>• Determine supply-chain and expansion potential throughout County</li> <li>• Develop an investment marketing strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Begin discussion in Spring at first EDSP follow up meeting</li> <li>• Summer 2016</li> <li>• Summer/Fall 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Municipalities</li> <li>• CED</li> </ul>	<ul style="list-style-type: none"> <li>• CED</li> <li>• Industry &amp; related associations</li> </ul>	<p>County 2.2.3 MT: 5.1, 5.2.4 CH: 3.3 HE: 6.1.3, 6.1.4 B: 6.3.6 G: 2, 3 NH: 5.4</p>	<ul style="list-style-type: none"> <li>• Prioritized lists completed</li> <li>• <b>Strategy completed</b></li> </ul>
	<b>Sector Specific</b>	<ul style="list-style-type: none"> <li>• Development advocacy plan</li> <li>• Identify gaps in infrastructure, services and training for Arts, Culture &amp; Tourism</li> <li>• Develop a comprehensive database for events in the County</li> <li>• Leverage events for greater economic activity</li> <li>• Develop a database of all existing post-secondary opportunities in the County with the intent of increasing public awareness and identifying gaps</li> <li>• Create a county-wide</li> </ul>	<ul style="list-style-type: none"> <li>• Spring 2016</li> <li>• Summer 2016</li> <li>• Begin immediately</li> <li>• Ongoing</li> <li>• In progress – requires update and acid testing</li> <li>• Summer 2016</li> </ul>	<ul style="list-style-type: none"> <li>• CED</li> <li>• CED</li> <li>• CED</li> <li>• CED</li> <li>• CED</li> </ul>	<ul style="list-style-type: none"> <li>• HTA</li> <li>• HAHN</li> <li>• Cultural Services</li> <li>• Municipalities</li> <li>• Associations</li> <li>• RT04</li> <li>• Board</li> <li>• Centres for Employment &amp; Learning</li> <li>• Post-secondary institutions</li> <li>• See above &amp; municipalities</li> </ul>	<p>County 2.2.2, 2.2.3, 2.2.5 SH: 1.4, 4.4, 5.4 CH: 1.4, 2.4, 3.1, 3.2, 3.4, 3.5, 4.5 MT: 5.2.1, 5.2.2, 5.3.2, 5.3.3, 5.3.4, 5.4.1, 5.4.2, HE: 6.3, 6.5.1, 6.5.2, 6.5.3 B: 6.3.1, 6.3.5, 6.5.4, 6.6.9, 6.6.2, 6.6.3, 6.6.4, 6.6.8, 6.6.12 G: 3</p>	<ul style="list-style-type: none"> <li>• Development team format structured county-wide</li> <li>• Agree on event database format, organizing contributing partners, implement</li> <li>• Education task force established</li> <li>• Healthcare opportunities list developed</li> <li>• Work with two private sector health-wellbeing projects and</li> </ul>

		<ul style="list-style-type: none"> <li>education task force</li> <li>Work with municipalities and key stakeholders to evaluate potential public/private sector healthcare &amp; wellbeing opportunities</li> <li>Analyze and support strategies to expand facilities in support of senior care across the County with a priority on private-sector investment</li> <li>Work with County firms to attract IT entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>In progress – throughout 2016</li> <li>In progress and ongoing</li> <li>Spring 2016 – ongoing</li> </ul>	<ul style="list-style-type: none"> <li>CED</li> <li>CED</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> <li>Municipalities</li> <li>Private Sector</li> <li>Industry</li> <li>Post-secondary</li> </ul>		assist with launch
	Work with HCEDB	<ul style="list-style-type: none"> <li>Leverage networks to assist with all work plan items/actions</li> </ul>				B: 6.1.1, 6.1.5, 6.5.4	
Marketing	Asset Analysis	<ul style="list-style-type: none"> <li>Analysis and review to determine what currently exists (including Ec Dev websites)</li> <li>Metrics driven understanding of current ROI for web-based initiatives</li> <li>Gap analysis</li> </ul>	<ul style="list-style-type: none"> <li>Immediately</li> <li>Immediately</li> <li>Immediately</li> </ul>	<ul style="list-style-type: none"> <li>CED</li> </ul>	<ul style="list-style-type: none"> <li>RT04</li> <li>Third party consulting</li> </ul>	County 2.2.1 SH: 4.2, 4.4 CH: 3.2 B: 6.1.5, 6.5.5	<ul style="list-style-type: none"> <li>Asset map and recommendations on start, stop &amp; keep</li> <li>Complete consolidation and creation of new content</li> <li>Completion of department</li> </ul>

							marketing plan <ul style="list-style-type: none"> <li>Higher usage metrics for online tools (compare to years previous)</li> </ul>
	<b>County-wide branding exercise</b>	<ul style="list-style-type: none"> <li>Utilize results from asset analysis to determine an appropriate structure for branding process (Phase 1)</li> <li>Consultation and draft concept development (Phase 2)</li> </ul>	<ul style="list-style-type: none"> <li>Summer 2016</li> <li>Summer/Fall 2016</li> </ul>	<ul style="list-style-type: none"> <li>CED</li> </ul>	<ul style="list-style-type: none"> <li>Municipalities</li> </ul>	<b>County 2.2.1</b> <b>SH: 4.2</b> <b>CH: 3.3, 3.6</b> <b>HE: 6.1.5</b> <b>B: 6.6.4, 6.6.14 – 17</b> <b>G: 5</b>	<ul style="list-style-type: none"> <li>Achieve participation of all partner municipalities in this process</li> <li>Completion of branding/story-telling plan</li> </ul>
	<b>Targeted Plans</b>	<ul style="list-style-type: none"> <li>Develop targeted marketing plans based on time sensitive opportunities and events (ie. Ag-Marketing related to IPM)</li> <li>Develop targeted marketing plans &amp; collateral in tandem with investment attraction efforts</li> <li>Develop targeted marketing plans &amp; collateral in tandem with workforce/people attraction efforts</li> <li>Leverage partnerships with HTA &amp; HMA to</li> </ul>	<ul style="list-style-type: none"> <li>Immediately and ongoing</li> <li>Fall/Winter 2016 – ongoing</li> <li>Spring/Summer 2016</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>CED</li> </ul>	<ul style="list-style-type: none"> <li>HTA/HMA</li> </ul>	<b>County 2.2.1, 2.2.3, 2.2.4</b> <b>HE: 6.1.2, 6.1.3, 6.1.4, 6.1.6, 6.5.3</b> <b>SH: 1.1, 1.5, 3.4, 4.2, 4.4, 5.2, 5.3, 5.4, 6.2</b> <b>H: 1.1, 2.1, 5.7</b> <b>CH: 3.2, 3.3, 3.5, 4.4, 4.5</b> <b>B: 6.1.6, 6.2.1, 6.3.1, 6.3.5, 6.3.6, 6.5.5, 6.5.6, 6.6.2, 6.6.3, 6.6.6, 6.6.9, 6.6.11-17</b> <b>MT: 5.4.1, 5.4.2</b> <b>G: 2,3,5</b> <b>NH: 5.4</b>	<ul style="list-style-type: none"> <li>Ensure that each targeted plan in developed with 3 clear, measurable metrics for success</li> <li>Completion of targeted investment plans and collateral</li> </ul>

		<p>develop collateral for sector specific marketing opportunities</p> <ul style="list-style-type: none"><li>• Continue dialogue with Goderich &amp; Port Authority towards development of Port marketing</li><li>• Capitalize on sector specific marketing opportunities with new and existing collateral (ie. IT, Health &amp; Well-being)</li></ul>	<ul style="list-style-type: none"><li>• As required</li><li>• Ongoing</li></ul>		<ul style="list-style-type: none"><li>• Town of Goderich</li><li>• Port Authority</li></ul>		
	<b>Communications</b>	<ul style="list-style-type: none"><li>• Develop annual HCEDB and Economic Development Dept. report</li><li>• Continue to plan and host collective impact meetings with OMAFRA and ensure a county-wide work plan (all encompassing of all municipal plans) is continually updated (twice a year)</li><li>• Media relations strategy to be developed and executed in conjunction with Communications Coordinator</li></ul>	<ul style="list-style-type: none"><li>• Plan Winter 2016</li><li>• Implement early 2017</li><li>• Quarterly Meetings/County wide work plans updated twice per year</li><li>• March 2016</li></ul>	<ul style="list-style-type: none"><li>• Board</li><li>• CED</li><li>• CED</li></ul>	<ul style="list-style-type: none"><li>• CED</li><li>• OMAFRA</li><li>• Municipalities</li><li>• Media</li></ul>	<p>County 2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.2.5 SH: 4.2 CH: 4.7 B: 6.6.17</p>	<ul style="list-style-type: none"><li>• Completion of reports</li><li>• Completion of annual OMAFRA meetings &amp; achieve continued participation from partner municipalities</li><li>• Media strategy completed</li></ul>

		<ul style="list-style-type: none"> <li>• Create a “good news” strategy</li> </ul>	<ul style="list-style-type: none"> <li>• March 2016 - ongoing</li> </ul>				
	Work with HCEDB	<ul style="list-style-type: none"> <li>• Participate in stakeholder sessions &amp; review findings and conclusions alongside each phase</li> <li>• Develop annual Board report &amp; events</li> </ul>				County 2.2.5 B: 6.1.4 MT: 5.3.5	
Capacity & Infrastructure	Huron Economic Development Partnership	<ul style="list-style-type: none"> <li>• Host focus groups to determine potential criteria for this funding moving forward</li> <li>• Prepare recommendation to County Council</li> <li>• Implement new process and policy</li> </ul>	<ul style="list-style-type: none"> <li>• March 2016</li> <li>• April 2016</li> <li>• May 2016</li> </ul>	<ul style="list-style-type: none"> <li>• CED</li> </ul>	<ul style="list-style-type: none"> <li>• Council</li> <li>• HBDC</li> <li>• Municipalities</li> </ul>	County 2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.2.5 B: 6.1.1	<ul style="list-style-type: none"> <li>• Completion of recommendation and redefined program</li> </ul>
	Strategic Infrastructure Support	<ul style="list-style-type: none"> <li>• Work with local municipalities on the development and promotion industrial lands/parks</li> <li>• Work with municipalities to conduct an asset analysis and feasibility study on municipally owned airports</li> </ul>	<ul style="list-style-type: none"> <li>• Spring/Summer 2016 – ongoing</li> <li>• Begin Fall 2016</li> </ul>	<ul style="list-style-type: none"> <li>• CED</li> </ul>	<ul style="list-style-type: none"> <li>• Municipalities</li> </ul>	County 2.2.3, 2.2.4, 2.2.5 MT: 2.2.4 HE: 6.1.3, 6.4 H: 1.3 CH: 2.3 G: 4	<ul style="list-style-type: none"> <li>• Completion of airport study</li> <li>• Completion of brownfield redevelopment information package</li> </ul>

		<ul style="list-style-type: none"><li>• Assist in Port marketing when Port Authority indicates a want/need</li><li>• Identify sector specific infrastructure needs</li><li>• Work with municipalities to determine best way to market and develop brownfields (including financing/grants)</li></ul>	<ul style="list-style-type: none"><li>• As required</li><li>• Ongoing</li><li>• Host roundtable Summer 2016</li></ul>		<ul style="list-style-type: none"><li>• Town of Goderich</li><li>• Port Authority</li></ul>		
	Capacity Building	<ul style="list-style-type: none"><li>• Explore &amp; determine sector-by-sector potential for a niche incubation program</li></ul>	<ul style="list-style-type: none"><li>• Begin spring of 2016</li><li>• Development plans by fall 2016</li></ul>	<ul style="list-style-type: none"><li>• CED</li></ul>	<ul style="list-style-type: none"><li>• Post-secondary</li><li>• Province</li><li>• Feds</li><li>• Sector Groups</li><li>• Board</li></ul>	County 2.2.2 HE: 6.1.6, 6.1.4, 6.4	<ul style="list-style-type: none"><li>• White paper developed on one niche</li></ul>
	Broadband Access	<ul style="list-style-type: none"><li>• Determine best approach forward to optimize county-wide broadband coverage</li></ul>	<ul style="list-style-type: none"><li>• In progress: Report to Board and Council March – April 2016</li></ul>	<ul style="list-style-type: none"><li>• CED</li></ul>	<ul style="list-style-type: none"><li>• Board</li><li>• Council</li><li>• Local operators</li><li>• Municipalities</li></ul>	County 2.2.3, 2.2.4 H 1.1, 1.3 B: 6.5.6 MT: 5.1.5	<ul style="list-style-type: none"><li>• Respond to as needed</li></ul>
	Work with HCEDB	<ul style="list-style-type: none"><li>• Participate in stakeholder sessions &amp; evaluate staff recommendations with comprehensive feedback &amp; suggestions</li><li>• Assess &amp; make recommendations on economic development related County grant applications</li></ul>				County 2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.2.5 MT: 5.1.5 H: 1.1 SH: 4.3 B: 6.1.3, 6.1.4	