



Township of Huron-Kinloss

2020 Strategic Plan and Economic Development Action Plan  
Progress Report

December 7<sup>th</sup> 2020

## Part A: Strategic Plan Action Plan Progress Report

In April 2018, Council and the Senior Management Team met to update the strategic plan action plan. The strategic plan was created in 2013 and is set to expire in 2023; 2018 marked the halfway point, a great opportunity to review what has been accomplished so far and determine what priorities the Township needs to focus on over the next five years.

By updating the strategic plan action plan, staff and Council have an opportunity to work more closely on achieving the goals of the plan; to be prosperous, spirited, vibrant, accessible and environmentally conscious. The top ten projects from each goal area were identified as the starting point for Senior Management to review. Once the list of priorities was created, the Community Development Officer met with the Senior Management Team to discuss the Township's capacity to complete the projects.

Realistically, we don't have the capacity to accomplish all of the projects identified by 2023, some of them we may not be in a position to accomplish at all, and some we may have already started. Following the meeting, each senior manager was assigned to "lead" projects that relate to their department, from there they developed a list of milestones that can be tracked from now until 2023 to ensure the projects stay on track.

The Community Development Officer will be tracking each of the projects and will be checking in with the Senior Managers as we get closer to the milestone's to make sure everything is moving forward. It is important to note these projects go above and beyond each departments day to day tasks and capital plans.

For this reason, the Senior Management Team assigned some projects to a "parking lot." Parking Lot projects will be re-visited over the next 4 years to determine when they can be accomplished. A copy of the approved Strategic Plan Action Plan is available in Appendix A.

*Although 2020 has been met with much uncertainty due to COVID-19, staff was able to accomplish many of our milestones and remain on track with our Strategic Plan Action Plan.*

Provided in this report is an update of our action plan projects by goal area, a table summary of the Q4 Strategic Plan Action Plan progress report is available in Appendix B.

### We are a Prosperous community that continues to grow in a sustainable manner

Prosperity is achieved by:

- ✓ Retaining and expanding our existing businesses and attracting new ones
- ✓ Diversifying our economy
- ✓ Growing a diversity of tourism opportunities
- ✓ Strengthening our agriculture and agri-business sector
- ✓ Investing in infrastructure

In 2020 our accomplishments in the prosperity goal area include:

- Finalizing and implementing the Economic Development Action Plan
- Developing and implementing a business incubator "The Hub"
- Supporting Natural Gas construction in Huron-Kinloss
- Subdivision agreements for 3 new subdivisions approved

We are also on track to complete the following projects on schedule:

- Develop new housing capacity in Huron-Kinloss
- Ensure safe/well maintained roads throughout the Township

Furthermore, our staff has also achieved prosperity through the following campaigns:

- Downtown Improvement Program: 2 building and structural grants awarded, 8 façade improvement grants awarded
- Explore HK marketing campaign facilitated with over 139 entries to the Snap Shot photo contest and an increase of almost 1,600 followers on Facebook
- Staff continues to work on partnerships for the construction of the Ripley Industrial Park

### We are a Vibrant community that values our uniqueness and creativity

A vibrant community is achieved by:

- ✓ Creating places where people want to be
- ✓ Celebrating what makes us unique
- ✓ Preserving and protecting our history and heritage
- ✓ Supporting and growing the arts and creativity

In 2020 the timelines for our vibrant community projects were adjusted due to COVID-19. The Ripley Outdoor Plaza final drawing is awaiting review and the plan for the Whitechurch Hall will be discussed with the board in 2021. The inventory of senior programming is on schedule to be complete by December 2020. The Jr. Fire program is included in the newly proposed Fire Department Establishing and Regulating By-Law.

Staff was able to accomplish the following projects or campaigns despite of the COVID-19 pandemic.

- Additional plaques for the historical walking tour were purchased by Lucknow businesses
- A new corporate website was developed and published making it easier for residents and visitors to find information
- A new service request system was created as a way for residents to report problems such as: equipment damage or cleanliness in parks, littering, property standards issues and more. The system is available on an online web portal as well as a mobile app called "Huron-Kinloss Connects"

### We are a Spirited community that takes pride in calling Huron-Kinloss home and welcoming others

A spirited community is achieved by:

- ✓ Supporting a diversity of lifestyles
- ✓ Maintaining a sense of connection and cohesion with others
- ✓ Engaging in our community
- ✓ Retaining our youth

In 2020 our accomplishments in the Spirited goal area were:

- ✓ The Resident Attraction Strategy was completed and marketing collateral was produced, this includes booklets, post cards and pull-up banners.
- ✓ Furthermore, a welcome package for new residents was also created.
- ✓ The Point Clark Dog Park was also completed.

We have adjusted the timelines for the other two projects in this goal area due to COVID-19: increase family friendly activities and communication with service clubs.

Staff has also achieved a spirited community through the following campaigns and by participating in the following initiatives:

- ✓ Participating member of the Grey-Bruce Local Immigration Partnership Council
- ✓ Developing a youth entrepreneurship program through The Hub

- ✓ Providing funding for schools and community members through the Early Investment in Education and Training program.
- ✓ Developing a new corporate website to make information about programs, services and community events more accessible

### We are an Accessible community that offers opportunities for everyone

An accessible community is achieved by:

- ✓ Ensuring people have a place to live
- ✓ Having amenities nearby
- ✓ Being age friendly
- ✓ Enhancing our mobility
- ✓ Being open and transparent

In light of the COVID-19 pandemic, the Township prioritized communication with residents, visitors and business owners. Although the communications plan was not completed, staff was able to identify and create multiple channels of communication with the public to ensure important information reached all corners of the Township.

- ✓ A communications team was created to work together to develop strong communications with residents, businesses, and visitors
- ✓ A direct mail newsletter was delivered monthly and an electronic newsletter was delivered bi-weekly.
- ✓ Information was delivered through: social media, corporate website, press releases, Hurontel Channel 1 videos, newspapers and radio.
- ✓ Huron-Kinloss Connects Mobile App was launched in October 2020, providing another form of communication for residents and visitors to report problems.

### We are an Environmentally Conscious community that are good stewards of our natural environment

We achieve an environmentally conscious community by:

- ✓ Protecting our natural resources
- ✓ Using our resources wisely
- ✓ Being aware and taking responsibility

In 2020 our accomplishments in the Environmentally Conscious goal area were:

- ✓ \$5,000 was spent to re-plant trees in the Point Clark area
- ✓ The Climate Change and Energy Plan was completed

We are also on track to complete the following projects on schedule:

- Staff will be providing Council with an update regarding recycling at the Huron Landfill in January 2021.

## **Part B: Economic Development Action Plan Progress Report**

The Economic Development Action Plan (Appendix C) was developed by Deloitte in 2019 and adopted by Council in January 2020. The action plan focuses on 4 main goal areas:

- Attract Residents: attract new residents, supported by the development of new housing capacity and by a targeted resident attraction marketing program
- Energize Downtowns: Encourage landlords to develop their properties in Ripley and Lucknow, for both business and residential tenants
- Increase Business: Support entrepreneurship in the Township, through the development of a new Business Incubator and through targeted business support programs.
- Increase visitors: Shift resources away from growing tourism in the short term, to focus on achieving goals, while maintaining essential tourism services.

**In order to Attract Residents, the Township will focus on these goals over the next 36 months:**

- Develop a clear rationale for why newcomers should choose one of the Huron-Kinloss communities in which to live
- Create a marketing and promotional plan to attract new residents, particularly focused on the incoming workforce for the Bruce Power MCR project
- New housing capacity: actions to stimulate an increase in the supply of attainable, quality housing for workers at all income levels.

**In 2020, the Economic Development Team was able to achieve the following action items to attract new residents:**

- 2 subdivision agreements were signed and construction began: Crimson Oaks and Finlay St.
- A partnership was created with Bruce County to support their Workforce Planning Strategy
- The Resident Attraction Strategy was complete and approved by Council
- Marketing collateral for the resident attraction campaign was produced

Furthermore, the team is moving forward with the following projects in Q4 2020-Q1 2021:

- Work with local businesses to determine labour needs
- Plan the realtor's open house to distribute resident attraction marketing material and discuss housing developments and business opportunities
- Coordinate the videoshoot for the resident attraction video

In order to Energize our downtowns, the Township will focus on these goals over the next 36 months:

- Accelerate programs to rejuvenate the main street environments in Ripley and Lucknow
- Select and implement tax and building code measures to incentivize landlords and other property owners to develop and maintain their buildings
- Recruit street front businesses that complement existing retail and commercial businesses
- Selectively facilitate programs to support existing businesses (ie. Holiday Shopping Pass)

In 2020, the Economic Development Team was able to achieve the following action items to energize our downtowns:

- Created two new grants: building and structural and the marketing grants
- Provided 2 building and structural grants to local businesses: \$20,000 each
- Provided 8 façade improvement grants to local businesses
- Support the County in removing the commercial tax rebate program

In order to Increase Business, the Township will focus on these goals over the next 36 months:

- Help entrepreneurs to envision, start and grow new enterprises
- Develop a programme to attract contractors and suppliers who need a presence in Bruce County to service Bruce Power
- Develop a business incubator to act as a hub for business support activities for the Township
- Build on the Township's business and agri-food strengths
- The successful realization and marketing of the industrial park and other properties

In 2020, the Economic Development Team was able to achieve the following action items to increase business:

- The Hub (business incubator) opened its doors in October 2020

- The Hub provides educational opportunities for entrepreneurs looking to start or expand their businesses, for youth entrepreneurs and through other webinars and online resources
- The servicing plan for the Ripley Industrial Park was approved by Council, construction to begin in 2021.
- The holiday shopping pass, although modified slightly due to COVID-19, was facilitated on schedule
- The 2020 Discovery Guide was distributed to all full-time property owners in the Township. The 2021 guide is being amended to a Municipal Guide due to COVID-19.

In order to Increase Visitors, the Township will focus on these goals over the next 36 months:

- Maintain, rather than grow, programming efforts in tourism in the short to medium term.

Unfortunately, due to COVID-19 many of the 2020 tourism initiatives were cancelled or postponed, this included: operation of the Point Clark Lighthouse and Lucknow tourism Office, the Ice Cream Trail campaign, and the roll-out of our new tourism video.

However, the team took this opportunity to identify and promote all the ways our residents could explore their own backyards with the Explore HK: staycation marketing campaign. Explore HK was multi-faceted and provided opportunities for residents to engage with the Township but also to participate in free or paid activities within the Township of Huron-Kinloss boundaries. The three campaigns included in Explore HK were:

- 31 days of Giveaways (X2)
- Snapshot photography contest
- 100 ways to explore HK



# Strategic Plan Action Plan 2019-2023



<i>We are a <b>prosperous</b> community that continues to grow in a sustainable manner...</i>						
	ACTION	ACTION LEAD DEPARTMENT	PARTNERS	BUDGET	TIMELINE	MEASURE OF SUCCESS
P1.2	Economic Development Strategy Action Plan	CAO		\$30,000	Complete by December 2019	Realistic action plan developed, staff ready to implement
P1.3	Business Opportunity for Bruce Power Suppliers	CAO		\$5,500	Ongoing	Success measured by relationships built, suppliers that move into the area, housing developments that support suppliers workers
P2.2	Business Incubator	CAO		\$87,500	Complete by Summer 2020 (upon receipt of funding)	Business is open and ready for phase 2 implementation – program development and marketing
P2.4	Continue to Learn about NWMO DGR Project	CAO		0	Ongoing	Meet milestones in partnership roadmap, site selected in 2023
P4.1	Ripley Industrial Park	CAO	PW, TR	Unknown (depends on project terms)	Fall 2020	Service plan determined and constructed (if being constructed), marketing campaign implemented, industrial park sees development
P5.1	Natural Gas	CAO	PW	\$100,000	Complete by 2021	Natural Gas is in Huron-Kinloss
P5.3	Bridge Strategy	PW		\$20,000	Complete by January 2022	Council is provided with recommendation from staff pertaining to the bridge rehabilitation/replacement strategy for the next 10-15 years.

# Strategic Plan Action Plan 2019-2023



	ACTION	ACTION LEAD DEPARTMENT	PARTNERS	BUDGET	TIMELINE	MEASURE OF SUCCESS
P5.3	Safe/Well Maintained Roads	PW		\$4,000	Ongoing	Every two years, all paved roads will be updated with new condition ratings including recommendations for preventative maintenance activities. The AMP will be updated to reflect this information and Council will be provided an update.
P5.4	Lucknow Water Tower	PW		\$3,257,500	Completed Spring 2023	Elevated Tank is brought online and standpipe is removed
P5.5	Subdivision Development	CAO	BP	0 (unless road/services is required)	Ongoing until all subdivisions are being developed	Construction begins



<i>We are a <b>spirited</b> community that takes pride in calling Huron-Kinloss home and welcoming others...</i>						
	ACTION	ACTION LEAD DEPARTMENT	PARTNERS	BUDGET	TIMELINE	MEASURE OF SUCCESS
S2.1	Resident Attraction	CAO		\$4,500	Completed by December 2020	Marketing materials complete, inventory of housing on websites, relationships built with developer's and suppliers
S2.2	Communication with Service Clubs	CS		0	Complete phase 1 by Feb 2020	Comprehensive list of Service Clubs in the Township and the programs they offer, gaps they fill. Phase 2 ongoing communication
S2.4	Increase Family Activities	CS		0	Complete phase 1 by January 2021	Upon successful receipt of funding, facilitate the program plan. The measurement can include the number of registrants, the budget and participant feedback from the program. Phase 2 – ongoing program planning and facilitation
S2.5	Dog Parks	CS		\$30,500	Complete by 2022	Dog Parks in Point Clark and Ripley are open to the public



<i>We are a <b>vibrant</b> community that values our uniqueness and creativity...</i>						
	<b>ACTION</b>	<b>ACTION LEAD DEPARTMENT</b>	<b>PARTNERS</b>	<b>BUDGET</b>	<b>TIMELINE</b>	<b>MEASURE OF SUCCESS</b>
V1.2	Ripley Outdoor Plaza	CAO		Up to \$150,000	Complete by August 2020	Plaza constructed
V2.3	Senior Programming	CS		0	Complete phase 1 by January 2021	Upon successful receipt of funding, facilitate the program plan. The measurement can include the number of registrants, the budget and participant feedback from the program. Phase 2 – ongoing program planning and facilitation
V2.3	Junior Fire Program	FIRE		\$3,500	Complete phase 1 by May 2021	Inaugural Training Night - Annual Training Schedule Complete. Phase 2 continue program planning and facilitation
V3.5	Whitechurch Hall Plan	CS		\$46,500	April 2021	Hall demolished and park built and landscaped



<i>We are an <b>accessible</b> community that offers opportunities for everyone...</i>						
	<b>ACTION</b>	<b>ACTION LEAD DEPARTMENT</b>	<b>PARTNERS</b>	<b>BUDGET</b>	<b>TIMELINE</b>	<b>MEASURE OF SUCCESS</b>
A2.4	Doctor Recruitment/Medical Centres	CAO	Clerk, TR	0	Complete phase 1 by January 2021	Implement physician recruitment plan. Phase 2 – continue with recruitment.
A2.5	High Speed Internet	Clerk		1,200,000 (grants required)	When funding becomes available	Bring high speed internet to unserved areas (approx 103 residents)
A2.6	Enhanced Fire Prevention	FIRE		\$9,000	Complete Phase 1 May 2021	Hire FPO and begin implementation of programs. Phase 2 continue to job responsibilities
A3.5	Skilled Trades Training	CAO		0 (until implementation)	Ongoing	Develop relationships with Nuclear partners and post-secondary to support labour and training needs of local industries
A4.2	Parking on Boiler Beach Rd	PW		\$57,000 + Construction	Complete by November 2023	Construction of Phase 2 is completed and within budget.
A4.2	Pave Concessions	PW		Unknown (see capital budget)	Complete Phase 1 by September 2021	The paving work that was scheduled in 2019 and discussed during 2020 budget deliberations is complete. Phase 2 – continue maintenance of paved roads through PW capital Plan

# Strategic Plan Action Plan 2019-2023



	ACTION	ACTION LEAD DEPARTMENT	PARTNERS	BUDGET	TIMELINE	MEASURE OF SUCCESS
A6.1	Communication Plan	CAO	Clerk	0	Ongoing	Policy and Procedures approved and implemented. Staff training complete. Implementation of policies and procedures and monitoring.



<i>We are an <b>environmentally conscious</b> community that are good stewards of our natural environment...</i>						
	ACTION	ACTION LEAD DEPARTMENT	PARTNERS	BUDGET	TIMELINE	MEASURE OF SUCCESS
E1.6	Ash Tree Replanting	CS		\$10,000 minimum	March 2020	advertise, reach out to organizations and individuals, for parks, green space, road allowances beach access etc
E2.3	Recycling at Landfill	PW		Unknown	October 2022	Depending on information gathered, recycling and composting activities approved in the 2021 budget are implemented
E2.4	Energy Plan	CS		Budget already approved	Phase 1 Complete by April 2020	reports completed and approved Phase 2 – implementation of report recommendations/action items
E3.3	Car Charging Stations	PW	Clerk	Unknown at this time, will look for grants/partners	When funding becomes available	
E3.5	Support Low Impact Development	PW	BP	0	Ongoing	Engineers are aware of the Township's desire for low impact development Initiatives are implemented into development.

## 2020 Q4 Deliverables by Goal Area

PROSPEROUS			
Project	Department	Deliverable	Status
Learn more about DGR	CAO	Continuing to Learn more about project	Ongoing
Ec Dev Strategy	CAO	Implementation Ongoing	Project Complete.
Business Incubator	CAO	Implementation Ongoing - Doors of The Hub opened in October 2020	Project Complete
Ripley Industrial Park	CAO	Partnership opportunities are currently being discussed	Delayed
Natural Gas	CAO	Project timeline set, construction to begin in 2021/2022	Project Complete (Township portion)
Subdivision Development	CAO	2 subdivision plans approved Ongoing support for developments required. Serviced Finlay St.	Ongoing.
Bridge Strategy	Public Works	Project will being Fall 2021	Timeline adjusted. On Schedule
Lucknow Tower	Public Works	Application done.  No further updates until Feb 2021 – funding plan to Council	Timeline Adjusted due to not receiving grant. On Schedule
Safe/Well Maintained Roads	Public Works	Asphalt road condition assessment grant application is in progress Two of three traffic counts have been completed, the last to be complete in the spring	On Schedule



SPIRITED			
Project	Department	Deliverable	Status
Resident Attraction	CAO	Strategy complete Brandscript complete Marketing materials in production  To do: Videoshoot Spring 2021	On Schedule Video - Delayed
Increase Family Friendly Activities	Community Services	Timeline adjusted due to COVID-19 Inventory of family friendly activities to begin in January 2021	Timeline adjusted. On Schedule
Point Clark Dog Park	Community Services	Point Clark Dog Park Complete Ripley to begin in April 2021	Phase 1 Project Complete.
Communication with Service Clubs	Community Services	Timeline adjusted due to COVID-19 Inventory of Service Clubs to be complete by December 2020 Meetings to being in 2021 – when safe to do so	Timeline adjusted. On Schedule
VIBRANT			
Project	Department	Deliverable	Status
Ripley Plaza	CAO	Final plan being reviewed	Delayed
Whitechurch Hall Plan	CS	Timeline adjusted due to COVID-19 Discussing options with the Board	Timeline adjusted. On Schedule
Senior Programming	Community Services	Timeline adjusted due to COVID-19 Inventory of Senior Programming to be complete by December 2020	Timeline adjusted. On Schedule.

		Gap analysis to be complete in early 2021.	
Jr. Fire Program	Fire	Due to the changes in structure to Fire Services in Huron-Kinloss, this project is being delayed. Updated timelines will be provided at a later date.	Not Started
<b>ENVIRONMENTAL</b>			
<b>Project</b>	<b>Department</b>	<b>Deliverable</b>	<b>Status</b>
Car Charging Stations	Public Works	Not scheduled to begin until 2023	On schedule
Recycling at Land-fill	Public Works	January 2021 – report to Council path forward for recycling shingles and building materials.	On schedule
Ash Tree Replanting	Community Services	Planted \$5,000 in Red Maples, Red Oak and Sugar Maples today. Current partnerships include: <ul style="list-style-type: none"> <li>- Point Clark Beach Association</li> <li>- Partner Acciona Tree Canada Grant</li> <li>- Volunteers</li> <li>- Neighbours</li> <li>- Tree Care Partners</li> </ul>	On Schedule
Energy Plan	Community Services	Completed Presented to Council in Spring of 2020	Project Complete





ACCESSIBLE			
Project	Department	Deliverable	Status
Skilled Training	CAO	Working with Bruce County and their Workforce Development Strategy	On Schedule
Parking on Boiler Beach	Public Works	Working on a conceptual design with B.M. Ross – ROW constraints are a significant issue	On Schedule
Pave Concessions	Public Works	Kairshea Ave is scheduled for 2021 Geotechnical study is in the process of being completed.	On Schedule
Communication Plan	CAO	Internal communications review complete Brand guide complete New communications tools implemented: Corporate website, See Click Fic, Cloud Permit,  To do: Update Public Communications policy and procedures	Behind Schedule
Doctor Recruitment	CAO	Re-assigned to Clerk's Department	Timeline adjusted On Schedule



**Township of Huron-Kinloss**  
Economic Development Action Plan

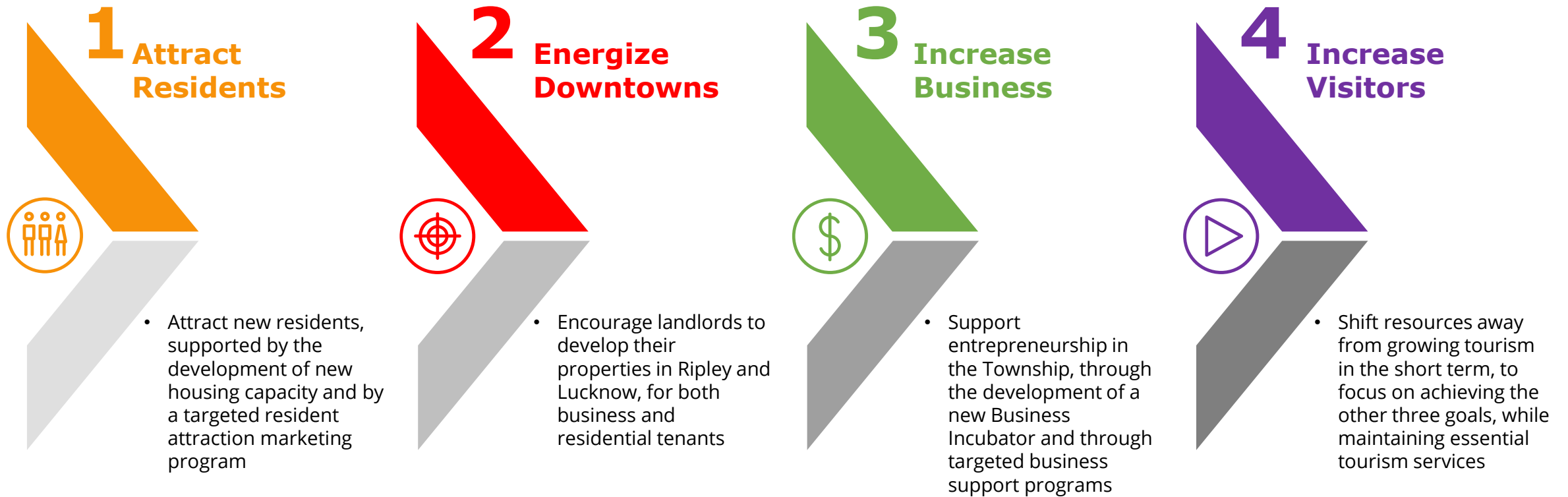
# Introduction



- Deloitte Consulting worked with the **CAO and staff of Huron-Kinloss** to develop this Economic Development Action Plan focused on the **next 36 months** - the plan is **intended to achieve the goals of the Township** which were determined by research and interviews with the Mayor and Township staff.
- The Economic Development Goals of the Township are to:
  -  **Attract residents**
  -  **Energize downtowns**
  -  **Increase business**
  -  **Increase visitors**
- The Township's economic development staff currently devote a significant amount of time to supporting tourism - while growing the number of visitors remains an important goal, it is **clear there is a need to give priority in the short-term to the other economic development goals** of attracting residents, energizing downtowns and strengthening business.
- The analysis showed that the Township was already undertaking, or was planning, a number of initiatives to achieve the goals, and **this plan builds upon those initiatives and augments them, by describing the detailed activities required, the time frames and who is responsible.**
- In the course of our work, new initiatives and actions were also identified and are described below in order to provide a **comprehensive and coordinated plan for economic development.**

# Executive Summary

Highlights from the Action Plan include initiatives to:



One of the next steps for staff is to develop a resourcing plan to accomplish these initiatives in a focused and timely way. It is clear that careful consideration will need to be given to the allocation of resources, staff time and budgetary funding to these key initiatives, perhaps at the expense of other projects, for the next 24 to 36 months.

# Project Context and Methodology

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- Bruce County is experiencing an **increase in both population and business activity due to Bruce Power's Major Component Replacement (MCR) and the Nuclear Innovation Institute (NII)**. As a result, Huron-Kinloss has an opportunity to add residents at a pace that exceeds its historical population growth rate and to attract new Bruce Power suppliers to the Township. At the same time the Township is dealing with obstacles or challenges, such as labour shortages and high downtown vacancy rates in commercial properties in Ripley. This plan responds to both opportunities and challenges to help the Township move towards its goal of **growing prosperity in a sustainable manner**.
- To develop the Action Plan we undertook an approach that leveraged **6 unique elements**:
  - 1 Conducted interviews with staff and the Mayor;
  - 2 Reviewed Township plans, reports and other documents;
  - 3 Researched the major economic and social drivers that are affecting the Township;
  - 4 Researched other economic development plans, including those of Bruce County and nearby communities;
  - 5 Reviewed leading practices in economic development from national and international municipal planning associations; and
  - 6 Drew upon Deloitte's experience with other clients in economic development.
- We then used this base of facts and analysis to develop a **comprehensive framework of goals and priorities** that clearly indicates which are the most important initiatives for Huron-Kinloss in the next three years and beyond (see page 5 of this report). The Action Plan to realize these goals was then developed in a number of workshops and conversations with Township staff. The focus in the next 24 – 36 months will be to stimulate the growth of housing, attract residents, reenergize downtowns, support entrepreneurship by residents and attract new business to the Township's communities. The action plan **details the key initiatives that support attainment of each goal**.

# Economic Development Goals and Priorities

We have summarized below the Township’s economic development goals as stated by the Mayor and staff, along with the Township’s priorities. The following pages list the initiatives that will best achieve these priorities. It will be essential to ensure both people (staff) and funding are focused on the priorities below.



## Attract Residents

- Develop a clear rationale for why newcomers should choose one of the Huron-Kinloss communities in which to live
- Create a marketing and promotional plan to attract new residents, particularly focused on the incoming workforce for the Bruce Power MCR project
- New housing capacity: Actions to stimulate an increase in the supply of attainable, quality housing for workers at all income levels



## Energize Downtowns

- Accelerate programs to rejuvenate the main street environments in Ripley and Lucknow
- Select and implement tax and building code measures to incentivize landlords and other property owners to develop and maintain their buildings
- Recruit street front businesses that complement existing retail and commercial businesses
- Selectively facilitate programs to support existing businesses, (e.g. the holiday shopping pass)



## Increase Business

- Help entrepreneurs to envision, start and grow new enterprises
- Develop a programme to attract contractors and suppliers who need a presence in Bruce County to service Bruce Power
- Develop a business incubator to act as a hub for business support activities for the Township
- Build on the Township’s business and agri-food strengths
- The successful realization and marketing of the industrial park and other properties



## Increase Visitors

- Maintain, rather than grow, programming effort in tourism in the short-to-medium term





# Goal: Attract Residents



## Priority: New housing capacity - build and market sub-divisions

- This initiative will streamline the existing process for the development of new land for residential property in the Township.

#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
1.1	<p><i>Support the development of housing capacity for existing residents and to attract Bruce Power (and their suppliers') workers moving to the region.</i></p> <ol style="list-style-type: none"> <li>Continue to work with developers to support their development, construction and sale of subdivisions. Work with the planning department to manage the communications with developers, real estate agents and construction companies.</li> <li>Continue to provide a single point of contact for developers into the Township through the CAO.</li> <li>Expand the story map to add subdivisions.</li> </ol>	Q1 2020 to Q3 2020	CAO	<ul style="list-style-type: none"> <li>✗ Money</li> <li>✓ Time</li> <li>✗ Materials</li> </ul>	<ul style="list-style-type: none"> <li># of lots ready for sale</li> <li># of new housing units</li> </ul>	<ul style="list-style-type: none"> <li>Depends on successful resident attraction marketing program</li> <li>Pace of development is outside Township control</li> </ul>



# Goal: Attract Residents



## Priority: New housing capacity - build and market sub-divisions

- This initiative will streamline the existing process for the development of new land for residential property in the Township.

#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
1.2	<p><i>Develop a roadmap for subdivision development.</i></p> <ol style="list-style-type: none"> <li>Consult with developers to understand their current experience and identify their needs.</li> <li>Consult with other townships: What is working and not working?</li> <li>Consult with internal Township staff.</li> <li>Hold workshop(s) to present findings, document the new process and create implementation action plan.</li> <li>Validate the new process with stakeholders.</li> <li>Seek approvals needed for any changes to municipal policies, procedures and by-laws.</li> <li>Develop communications action plan.</li> <li>Include available property in the new resident attraction promotional programme being created in Action 1.4.</li> <li>Implement and communicate about changes.</li> <li>To make it easy for developers to work with the Township, create a developers' checklist to ensure they have clarity on what is required of them and what supports are offered by the Township.</li> </ol>	Q1 2020	CAO & Community Development Officer / Executive Assistant	<ul style="list-style-type: none"> <li>✗ Money</li> <li>✓ Time</li> <li>✗ Materials</li> </ul>	<ul style="list-style-type: none"> <li>Progress on initiative milestones</li> <li>Feedback from developers and users of the process</li> </ul>	<ul style="list-style-type: none"> <li>Availability of people required.</li> <li>Risk of delays due to the important, not urgent nature of this initiative.</li> </ul>



# Goal: Attract Residents



## Priority: New housing capacity

- Attainable housing for people of all income levels is an important priority for the Township. Additional housing capacity is required to meet the needs of workers moving to Bruce County, but also of existing residents. By working with landlords and developers, the Township can help attract new residents and improve the quality of life for those already living here. The following initiatives will be undertaken to create additional housing capacity.

#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
1.3	<p><i>Support the creation of attainable housing for people across a range of income levels.</i></p> <ol style="list-style-type: none"> <li>Work with businesses needing employees to understand demand for housing and provide this information to landlords to stimulate creation of additional affordable housing.</li> <li>Assign responsibility to a staff member to work with Bruce County staff to determine the opportunities for Huron-Kinloss in the <i>2019 Bruce County Housing and Homelessness Plan Update</i>.</li> <li>Undertake a study to assess the best approaches to stimulating the development of attainable housing in the township.               <ol style="list-style-type: none"> <li>In documenting the scope of the work for this study, give consideration to both rental and owned dwellings, and to the issues of both availability and affordability.</li> <li>Consider in this study taxation, zoning and code modifications:                   <ul style="list-style-type: none"> <li>Density bonusing;</li> <li>Inclusionary zoning;</li> <li>Modified development charges; and</li> <li>Use of undeveloped municipal property in the Ripley and Lucknow downtowns.</li> </ul> </li> </ol> </li> <li>Work with developers to identify opportunities in subdivisions for multi-unit buildings, such as town houses and duplex units.</li> <li>Work with landlords to understand how best to encourage upgrade of existing rental capacity and the development of new rental properties.</li> </ol>	Q2 2020 to Q3 2020	Community Development Officer / Executive Assistant	<ul style="list-style-type: none"> <li>✗ Money</li> <li>✓ Time</li> <li>✗ Materials</li> </ul>	<ul style="list-style-type: none"> <li>Number of rental unit vacancies</li> <li>Number of houses for sale below the Township average price</li> </ul>	<ul style="list-style-type: none"> <li>Landlords may not see a positive business case</li> </ul>



# Goal: Attract Residents



## Priority: Attract new residents to the Township

- The economic health of the Township will be dependent on attracting workers coming for the MCR project at Bruce Power, and workers for other businesses in Huron-Kinloss and surrounding communities. The Township shares with other Ontario communities a shortage of workers in a number of sectors, including farming, hospitality and skilled trades. This initiative focuses on communicating the Township's story and value proposition as a place to live and work.

#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
1.4	<p><i>Create a marketing and promotional program to attract new workers.</i></p> <ol style="list-style-type: none"> <li>Develop a clear value proposition for each community describing the unique character of each.</li> <li>Create marketing program and devote resources for outreach to target realtors, developers and companies needing workers.</li> <li>Adjust website to reflect positioning of each community and include a persuasive call to action.</li> <li>Build a volunteer program to help newcomers integrate into the community that draws on existing residents.</li> </ol> <p>Specific to the recruitment of Bruce Power workers:</p> <ol style="list-style-type: none"> <li>Understand how Bruce Power and contractors are attracting people and what assistance they are being provided to move here.</li> <li>Work with Bruce Power to tell each community's story to both individual employees and businesses coming to the region.</li> <li>Engage real estate agencies.</li> <li>Engage employees of Bruce Power and Bruce Power contractors already in each community to assist in resident recruitment.</li> </ol> <p>Specific to recruitment of workers in other sectors:</p> <ol style="list-style-type: none"> <li>Engage local business to understand employment needs and gaps. Explore learnings from the work of the <i>Four County Labour Market Planning Board</i>.</li> <li>Develop a plan to support worker recruitment through encouraging collaboration between businesses, networking, learning about best practices, and ensuring businesses know about available resources to help recruit and hire. Include local retirees as potential employees.</li> </ol>	Q1 2020 to Q 4 2020	Community Development Officer / Executive Assistant & Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✓ Materials</li> </ul>	<ul style="list-style-type: none"> <li># of new individuals and families</li> <li>Population growth</li> </ul>	<ul style="list-style-type: none"> <li>Ability to execute</li> </ul>



# Goal: Attract Residents



## Priority: Attract new residents to the Township

- The two initiatives here are focused on: 1. Building the skilled workforce of the Township and, 2. Ensuring the Township keeps abreast of opportunities for new infrastructure that can keep Huron-Kinloss competitive.

#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
1.5	1) Build upon the work of the Four County Labour Planning Board to identify the needs for skilled jobs of the future in the Township and work with partners to build workforce development and education plans.	Q2 2021 to Q 4 2021	Community Development Officer / Executive Assistant	<ul style="list-style-type: none"> <li>✗ Money</li> <li>✓ Time</li> <li>✗ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• Population growth</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal</li> </ul>
1.6	1) Continue to support the modernization of infrastructure and services to residents and businesses. For example, examine need for 5G wireless services.	On-going	Community Development Officer / Executive Assistant	<ul style="list-style-type: none"> <li>✗ Money</li> <li>✓ Time</li> <li>✗ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of staff time</li> </ul>



# Goal: Energize Downtowns



## Priority: Focus on reducing Ripley's and Lucknow's barriers to development of new retail and commercial enterprises

- Ripley is experiencing a high vacancy rate on its main downtown streets and the Township has stated that healthy downtown shopping and food services businesses are a foundation for attraction of residents. These initiatives address actions to encourage landlords to invest in and market their properties.

#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
2.1	<p><i>Create ways to encourage landlords to accelerate the development of tenant-ready, attractive downtown space.</i></p> <ol style="list-style-type: none"> <li>Continue development of building improvement and structural grants for landlords.</li> <li>Review options for adjustments to the forthcoming tax rebate program once enacted by Bruce County.</li> <li>Develop and approve a program to support construction or renovation of downtown business properties, such as:               <ul style="list-style-type: none"> <li>Exemptions and deferrals of taxes within the designated CIP footprints of each community.</li> <li>Assistance with, or deferral of, property tax increases due to improvement of properties.</li> <li>Assistance with payment of renovation costs.</li> </ul> </li> <li>Expand effort of working with landlords in Ripley to encourage creative utilization of space.</li> <li>Provide support for façade and signage improvement in Ripley and Lucknow using the Downtown Improvement Program and encourage business owners to apply for Spruce the Bruce funding.</li> <li>Re-ignite efforts to engage with the Lucknow Chamber of Commerce and the Ripley Business Community by assessing what engagement approaches are working today and devising opportunities for business people to have meaningful involvement in the economic development plan.</li> </ol>	Q1 2020	Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✓ Materials</li> </ul>	<ul style="list-style-type: none"> <li># of new premises vacant as of Dec 1 2019 that become occupied</li> </ul>	<ul style="list-style-type: none"> <li>Landlords don't see a positive business case.</li> <li>Business community fails to engage.</li> </ul>



# Goal: Energize Downtowns



## Priority: Attract new businesses to open in Lucknow and Ripley

- The Win This Space program has been successful to date. To sustain the program the Township needs a pool of serious candidates with potentially viable business ideas for downtown. This initiative is intended to support the program and build on its success by strengthening its ability to recruit quality candidates, and by looking for ways to increase the quality of business plans among applicants.

#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
2.2	<p><i>Recruit new businesses through Win This Space to occupy available space in both Ripley and Lucknow.</i></p> <ol style="list-style-type: none"> <li>1) After the 2019-20 Win This Space Program, study: 1. How to execute the program more effectively; 2. How to increase the attractiveness to prospective business owners. Consider ideas such as:               <ol style="list-style-type: none"> <li>a) Increase the level of promotional activity for the program.</li> <li>b) Lengthen the duration of the program to provide more marketing time and more time for applicants to develop their business plans.</li> </ol> </li> <li>2) In each successive year of the program, identify a target list of types of street front businesses currently needed in the Township and create a direct marketing campaign to recruit entrants.               <ol style="list-style-type: none"> <li>a) Explore the role of civic infrastructure, such as the library, or a community fitness centre in drawing people to the downtown.</li> </ol> </li> <li>3) Redevelop marketing material with clear statements about why a business owner should come to the Township.</li> </ol>	Q3 2020 to Q4 2020	Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✓ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• # jobs created</li> <li>• Growth in commercial tax receipts</li> </ul>	<ul style="list-style-type: none"> <li>• Depends on successful resident attraction marketing program</li> </ul>
2.3	<ol style="list-style-type: none"> <li>1) Explore potential to establish a post-secondary presence in the Township, focused on training food-related specialists</li> </ol>	Q2 2021 To Q1 2022	Community Development Officer / Executive Assistant	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✓ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• Report presented to council</li> </ul>	<ul style="list-style-type: none"> <li>• Staff availability</li> </ul>



# Goal: Increase Business



## Priority: Attract new business and encourage entrepreneurship

- Opportunities to attract new businesses stem from the expected requirements of companies aiming to service the MCR project at Bruce power, from the Bruce County strategy to focus on a centre of excellence in energy, from the fostering of agri-food expansion and from a growth in entrepreneurship.

#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
3.1	<p><i>Conduct a campaign aimed at residents to stimulate interest in starting a business.</i></p> <ol style="list-style-type: none"> <li>1) Create a promotional campaign reaching out to future business owners, that helps possible entrepreneurs develop business ideas.</li> <li>2) Develop a marketing campaign that speaks to why businesses should come to H-K.</li> <li>3) Provide educational and mentoring programs, through the business incubator once funded and developed.</li> <li>4) Organize quarterly meet-ups in coordination with business community organizations.</li> <li>5) Involve business community members to support new entrepreneurs through one on one mentoring, and regular networking events.</li> <li>6) Create an economic development advisory committee of representatives of Township businesses to advise on the initiatives in this plan and other business related matters.</li> <li>7) Promote all grant programs and supports available to business in an easy to find place on the Township's website.</li> <li>8) Develop or support a program to introduce youth in Huron-Kinloss to entrepreneurship, in collaboration with entrepreneurship programs in schools.</li> </ol>	Q2 2020	Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✓ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• # of new businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of response to campaign</li> <li>• Lack of business community participation</li> </ul>





# Goal: Increase Business



## Priority: Build and populate the planned industrial park while supporting the reuse of other vacant industrial and commercial sites

- The industrial park under development in Ripley is intended to attract industrial and commercial businesses moving to the region, particularly those servicing the MCR.

#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
3.2	<p><i>Continue the development of the Ripley Industrial Park with the goal of selling lots starting in Q3 2020.</i></p> <ol style="list-style-type: none"> <li>1) Take options to Council about how to fund and service the industrial park.</li> <li>2) Assign a business development representative to undertake development of the industrial park. This individual ideally will have responsibility for the following activities:               <ol style="list-style-type: none"> <li>a) Assess the anticipated demand for facilities and timing. This will involve sounding out demand from local businesses and from those coming to Bruce County for the MCR project and other associated energy work.</li> <li>b) Research and develop a value proposition for the industrial park, describing the advantages of locating in Ripley. This should be based on proximity to markets, on worksite locations and on overall cost competitiveness.</li> <li>c) Develop detailed implementation plan for park with deadlines.</li> <li>d) Undertake marketing and sales activities including:                   <ol style="list-style-type: none"> <li>i. Set pricing for parcels of land.</li> <li>ii. Update website to support sales and development processes.</li> <li>iii. Business development activities to potential business occupants.</li> </ol> </li> </ol> </li> </ol>	Q1 2020 to Q2 2020	CAO	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✓ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• Project milestones achieved</li> <li>• Lots sold</li> </ul>	<ul style="list-style-type: none"> <li>• Risk that demand may not materialize</li> </ul>
3.3	<p><i>Understand demand for industrial land in Lucknow; Should we invest in an industrial park there also?</i></p> <ol style="list-style-type: none"> <li>a) Assess demand for incremental industrial space after gaining experience with the Ripley park and determine the priority of additional industrial park development.</li> </ol>	Q2 2021	CAO	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✗ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• Positive business case for development</li> </ul>	<ul style="list-style-type: none"> <li>• Low risk</li> </ul>



# Goal: Increase Business



## Priority: Attract new business and encourage entrepreneurship

- The initiatives on this page address the need to provide supports to help business growth. They need to focus on high potential sectors.

#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
3.4	<p><i>Attract new businesses to Huron-Kinloss. Prior to the launch of the business incubator, programming is provided by the Bruce County Starter Company Plus program along with workshops and seminars that are supported by the Township.</i></p> <ol style="list-style-type: none"> <li>1) Include <i>Starter Company Plus</i> and other Business to Bruce opportunities in regular communications with the Township's business community and on the website.</li> <li>2) Seminars, training and networking sponsored by ED for the Township.</li> <li>3) Consult with the Nuclear Innovation Institute to look for ways to work together and share common tools and processes.</li> </ol> <p>Note: This priority will be supported by the services and programs provided by the Business Incubator, once operational.</p>	Q2 2020 to Q3 2020	Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✓ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• Program / seminar enrolment</li> <li>• New business registrations</li> </ul>	<ul style="list-style-type: none"> <li>• Success relies on partners</li> </ul>
3.5	<p><i>Business Recruitment Initiative – Sectoral approach.</i></p> <ol style="list-style-type: none"> <li>1) Undertake a study to identify opportunities based on matching local capabilities in food, agriculture and tourism, with trends and opportunities in those sectors. For businesses in agri-food, consider local strengths and ambitions in the farming community.</li> </ol>	2021 Q1	Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✓ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>



# Goal: Increase Business



## Priority: Develop a business incubator

- Design and implement a business incubator to assist start-up businesses during their first year(s) of operation. Connect entrepreneurs and existing business owners to business training, counseling and mentoring services offered by local organizations.

#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
3.6	<p><i>Design and develop an implementation plan for a business incubator (We assume that the RED funding grant application will be successful.)</i></p> <ol style="list-style-type: none"> <li>Physical facility: Sign agreements with landlord to secure the property and contract for architectural work to renovate. Contract with company to manage renovations.</li> <li>Hire Business Development Coordinator.</li> <li>Document initial programming plan for incubator – what services will be provided?</li> <li>Using the initial business plan and the RED grant application submission as a starting point, develop an operating model and detailed implementation plan for the facility, including furniture and equipment, facility operations, security, IT and communications infrastructure, etc.</li> <li>Set objectives for first 2 – 3 years of operation.</li> <li>Execute communications plan to inform the Huron-Kinloss business community about the plans for the incubator.</li> <li>Based on the initial business plan, develop a client company recruitment plan by describing target businesses and develop marketing and advertising plan.</li> <li>Recruit community mentors and coaches.</li> <li>Determine educational programming for year 1.</li> </ol>	Q1 2021	CAO & Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✓ Materials</li> </ul>	<ul style="list-style-type: none"> <li>Meeting milestones in business plan</li> </ul>	<ul style="list-style-type: none"> <li>If RED grant is not forthcoming, financial risk is much higher to Township.</li> <li>Lack of human resources to execute plan</li> </ul>



# Goal: Increase Business



## Priority: Build on the townships strengths in business and agri-food - Support farmers and market gardeners in the retailing of their products

- This initiative is to explore the feasibility of an indoor market in Huron-Kinloss. An indoor market may be effective in regularly drawing people to visit the community in which it is located. This market might be co-located with the business incubator.

#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
3.7	<p><i>Local farmers and market gardeners are currently served by the Huron-Bruce Produce Auction. An indoor market would aim to attract new retail and food businesses, provide a new marketing stream for producers and draw shoppers to the Township.</i></p> <p>1) Conduct feasibility study to explore:</p> <ul style="list-style-type: none"> <li>Needs of potential businesses for a new indoor location.</li> <li>Costs, revenues and potential financial support.</li> <li>Operational considerations.</li> <li>Impacts on other businesses already offering similar services.</li> </ul>	Q4 2021	Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✓ Materials</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility study completed</li> <li>Go/No decision on proceeding to development</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility study itself is low risk</li> </ul>



# Goal: Increase Business



## Priority: Support retailers in the downtowns

- This group of initiatives provides other support to businesses already operating in the Township. They are mostly on-going initiatives.

#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
3.8	1) Holiday shopping pass – Continue as annual program.	Q4 (annual)	Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✗ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• Incremental sales</li> </ul>	<ul style="list-style-type: none"> <li>• Draws resources from other ED initiatives</li> </ul>
3.9	Pop-up retail fair (New) 1) Operate pilot project in 2020.	Q3 2020	Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✓ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• Incremental sales</li> </ul>	<ul style="list-style-type: none"> <li>• Draws resources from other ED initiatives</li> </ul>
3.10	Ice Cream Trail 1) Operate in 2020 2) Reevaluate the effectiveness of the program after the 10 year anniversary in 2020, including the impact on local businesses.	Q1 to Q3 2020	Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✓ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• # of participants</li> </ul>	<ul style="list-style-type: none"> <li>• Draws resources from other ED initiatives</li> </ul>
3.11	Job Fair	Q3 (annual)	Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✗ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• # of participants</li> <li>• # of vendors</li> </ul>	<ul style="list-style-type: none"> <li>• NA*</li> </ul>
3.12	Annual Discovery Guide	Q4 (annual)	Community Development Officer & Business Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✓ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• NA*</li> </ul>	<ul style="list-style-type: none"> <li>• NA*</li> </ul>

\*Not applicable



# Goal: Increase Business



## Priority: Building on the Township's strengths in business and agri-food

- These initiatives are scheduled after the bulk of work on the major initiatives in 3.1 – 3.7 has been completed.

#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
3.13	<p><i>Future initiatives to support growth of business in Huron-Kinloss</i></p> <ol style="list-style-type: none"> <li>1) Explore the opportunities to create a successful Agri-food innovation hub based around the business incubator.</li> <li>2) Evaluate the potential to attract businesses associated with the energy sector.</li> <li>3) Evaluate the potential for entrepreneurial projects based on Bruce Botanical Food Gardens.</li> <li>4) Explore growth opportunities for the Bruce-Huron Produce Auction.</li> </ol>	Q4 2020 to Q3 2022	Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✗ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations to council resulting from each initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of resources</li> <li>• Delay in starting due to workload</li> </ul>



# Goal: Increase Visitors



## Priority: Maintain support of tourism

- This group of initiatives are part of the annual program to support tourism in the Township. These initiatives are not presently considered optional for 2020.

#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
4.1	1) Plan for staff and manage the Lucknow Tourism Office	Q3 2020 (annual)	Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✗ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• Number of visitors to the Tourism Office</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal</li> </ul>
4.2	1) Point Clark Lighthouse: Staff and manage	Q2 & Q3 2020 (annual)	Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✗ Materials</li> </ul>	<ul style="list-style-type: none"> <li>• Number of visitors to the lighthouse</li> </ul>	<ul style="list-style-type: none"> <li>• Staff availability</li> </ul>
4.3	1) Image and video development	Q3 (annual)	Business & Economic Officer	<ul style="list-style-type: none"> <li>✓ Money</li> <li>✓ Time</li> <li>✗ Material</li> </ul>	<ul style="list-style-type: none"> <li>• NA*</li> </ul>	<ul style="list-style-type: none"> <li>• NA*</li> </ul>

\*Not applicable



# Goal: Increase Visitors



## Priority: Maintain support of tourism

- This initiative will develop a new plan for tourism attraction.

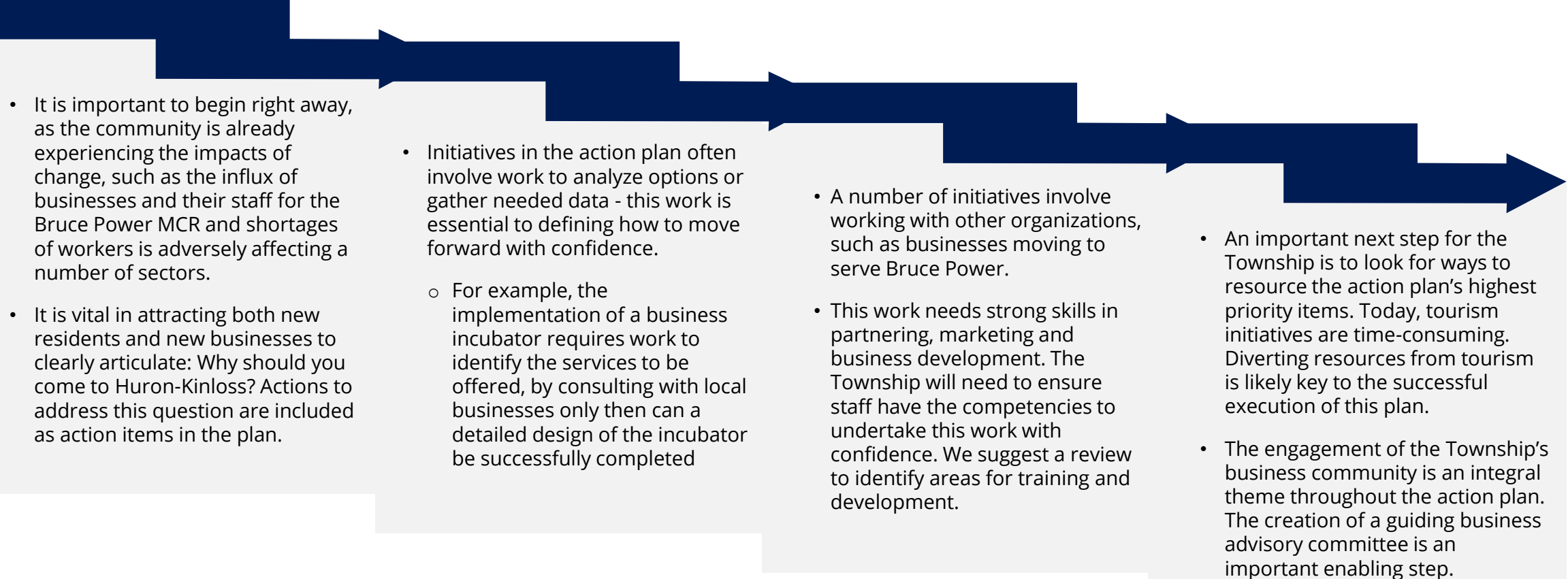
#	Initiative Description and Action Items	Timing	Accountability	Required Investments	KPIs	Risks
4.4	1) Expand tourism attraction and marketing initiatives	Q4 2022	Business & Economic Officer	<ul style="list-style-type: none"> <li>✗ Money</li> <li>✓ Time</li> <li>✗ Material</li> </ul>	<ul style="list-style-type: none"> <li>• NA*</li> </ul>	<ul style="list-style-type: none"> <li>• NA*</li> </ul>

\*Not applicable



# Concluding Remarks

This action plan **will guide Huron-Kinloss' economic development work for the next 24 - 36 months** – however, no plan can be static and the plan will need periodic review and update. By executing the plan, and adjusting it to changing circumstances, Huron-Kinloss will be able to move confidently towards its **goal of being a prosperous community that is growing sustainably.**

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- It is important to begin right away, as the community is already experiencing the impacts of change, such as the influx of businesses and their staff for the Bruce Power MCR and shortages of workers is adversely affecting a number of sectors.
  - It is vital in attracting both new residents and new businesses to clearly articulate: Why should you come to Huron-Kinloss? Actions to address this question are included as action items in the plan.
  - Initiatives in the action plan often involve work to analyze options or gather needed data - this work is essential to defining how to move forward with confidence.
    - For example, the implementation of a business incubator requires work to identify the services to be offered, by consulting with local businesses only then can a detailed design of the incubator be successfully completed
  - A number of initiatives involve working with other organizations, such as businesses moving to serve Bruce Power.
  - This work needs strong skills in partnering, marketing and business development. The Township will need to ensure staff have the competencies to undertake this work with confidence. We suggest a review to identify areas for training and development.
  - An important next step for the Township is to look for ways to resource the action plan's highest priority items. Today, tourism initiatives are time-consuming. Diverting resources from tourism is likely key to the successful execution of this plan.
  - The engagement of the Township's business community is an integral theme throughout the action plan. The creation of a guiding business advisory committee is an important enabling step.



# Appendices

# Appendix 1: All Economic Development Initiatives



The tables below show all economic development and tourism initiatives that fall within the mandate of the Economic Development team in the Township. It includes current and potential projects and activities that have been reviewed in the course of developing this action plan.

Economic Development - Focused Initiatives	Status	Difficulty of Execution	Impact
		L/M/H	L/M/H
APM Opportunity	ongoing	H	H
Attract Bruce Power MCR workers as residents	not started	M	H
Sub-division development	in progress	M	H
Industrial Park - Construction	in progress	M-H	L
Industrial Park - Sale of lots	not started	H	H
Business Incubator	not started	M-H	M
Establish Indoor Market	not started	H	H
Holiday Shopping Pass	annual	L	M
Pop-up Retail Fair	not started	M	M
Win This Space	annual	L	H
Job Fair	annual	L	M
New Resident Recruitment	not started	M	H
Digital Main Street	complete	M	L
Business Recruitment Strategy (Billboard)	annual	L	L
Business Recruitment Strategy (Family-Grown)	not started	M	H
Networking - Landlords/Property Owners for improvement to Commercial spaces	ongoing	H	H
Support Lucknow Chamber	ongoing	L	M
Support Ripley Business Community	ongoing	L	M
Workshops and Seminars	ongoing	L	M

Community Development - Focused Initiatives	Status	Difficulty of Execution	Impact
		L/M/H	L/M/H
Have Your Say HK	ongoing	M	M
Strategic Plan Implementation tracking	ongoing	M	H
Community Well-Being Program	annual	M	H
Ripley Outdoor Plaza	ongoing	H	L-M
Social Media Marketing	ongoing	L	H
Tourism Website Content Management	ongoing	L	L

Tourism - Focused Initiatives	Status	Difficulty of Execution	Impact
		L/M/H	L/M/H
Discovery Guide	annual	H	M
Lucknow Tourism Office	annual	L	L
Secrets of the Back 40	bi-annually	L	M
Social Media Marketing	ongoing	L	H
Point Clark Lighthouse	annual	M	M
Image and Video Development	annual	M	M
Ice Cream Trail	annual	M	M
Trails Brochure	complete	L	L
Historical Walking Tours	complete	L	L

# Appendix 2: Longer-term Economic Development Goals and Priorities

The table below lists all the initiatives scheduled (mostly) for Q2 2021 and later. They appear in the action plan under their respective goals.

Goal	Estimated start	Longer term priorities
<b>Attract residents</b>	<b>Q2 2021</b>	<ul style="list-style-type: none"> <li>Build upon the work of the Four County Labour Development Board to identify the needs for skilled jobs of the future in the Township and work with partners to build workforce development and education plans.</li> </ul>
	<b>On-going</b>	<ul style="list-style-type: none"> <li>Continue to support the modernization of infrastructure and services to residents and businesses. For example, examine need for 5G wireless services.</li> </ul>
<b>Energize downtowns</b>	<b>Q2 2021</b>	<ul style="list-style-type: none"> <li>Explore potential to establish a post-secondary presence in the Township, focused on training food-related specialists</li> </ul>
<b>Increase business</b>	<b>Q3 2021</b>	<ul style="list-style-type: none"> <li>Explore the opportunities to create a successful Agri-food innovation hub strategy based around the business incubator.</li> </ul>
	<b>Q1 2021</b>	<ul style="list-style-type: none"> <li>Evaluate the potential to attract businesses associated with the energy sector.</li> </ul>
	<b>Q1 2021</b>	<ul style="list-style-type: none"> <li>Evaluate the potential for entrepreneurial projects based on Bruce Botanical Food Gardens.</li> </ul>
	<b>Q2 2021</b>	<ul style="list-style-type: none"> <li>Explore growth opportunities for the Bruce-Huron Produce Auction.</li> </ul>
<b>Increase visitors</b>	<b>Q2 2022</b>	<ul style="list-style-type: none"> <li>Expand tourism attraction and marketing initiatives.</li> </ul>



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