

DRAFT
Municipality of
Bluewater

**ECONOMIC DEVELOPMENT STRATEGIC PLAN
2016-2019**

County-Wide Planning Project



TABLE OF CONTENTS

Page 3.	1.0 Executive Summary
Page 4.	2.0 Introduction
Page 4.	2.1 What is CED 101?
Page 4.	2.2 What is Strategic Planning?
Page 5.	2.3 Huron County-Wide Train the Trainer
Page 6.	2.4 Planning Process
Page 8.	3.0 Vision
Page 9.	4.0 Mission
Page 10.	5.0 Guiding Principles
Page 11.	6.0 Goals
Page 12.	6.1 Implementation of strategic plan priorities
Page 14.	6.2 Diversify agricultural business opportunities
Page 16.	6.3 Attract and retain healthcare professionals
Page 17.	6.4 Create a supportive environment for self-entrepreneurs
Page 19.	6.5 Expand the knowledge-based economy
Page 21.	6.6 Increase Bluewater's tourism economy
Page 24.	7.0 Reporting Mechanisms
Page 25.	8.0 Communication Plan
Page 26.	9.0 Acknowledgments
Page 27.	9.1 Appendix A - SWOT Analysis
Page 29.	9.2 Appendix B - Huron County Leading Sectors
Page 30.	9.3 Appendix C - Huron Summary Statistics
Page 31.	9.4 Appendix D - Resources

EXECUTIVE SUMMARY

The Municipality of Bluewater's Economic Development Strategic Plan (2016-2019) is a four-year plan to implement economic development goals and activities within a collaborative structure between the County of Huron, partner municipalities and Ontario Ministry of Agriculture and Rural Affairs using a collective impact model.

The Plan was developed by an Economic Development Strategic Planning Committee made up of Bluewater business owners, organizations and stakeholders. The planning process was facilitated by a Core Team who guided the planning process including a SWOT/PESTO analysis; a vision statement; reviewed relevant industry economic data and developed goals and strategies.

The plan addresses five key industry sectors in Bluewater: Agriculture/Food; Healthcare; Self-Entrepreneurship; Technology and Tourism that were identified as sectors with the most potential for immediate action. The Economic Development Steering Committee identified six goals:

- Strengthen Bluewater's ability to focus on economic development to provide oversight for the implementation of strategic plan priorities
- Diversify agricultural business opportunities
- Attract & retain healthcare personnel in the Municipality of Bluewater
- Create a supportive environment for self-entrepreneurs
- Expand the knowledge-based economy in the Municipality of Bluewater
- Increase Municipality of Bluewater's tourism economy

The strategies, activities and outcomes identified within each of these goals further the economic development 'buckets' of Job Creation; Job Retention; Increasing the Tax Base and Quality of Life. The implementation plan identifies the responsible lead the timeframe and the key indicators for each strategic priority.



INTRODUCTION

WHAT IS COMMUNITY ECONOMIC DEVELOPMENT?

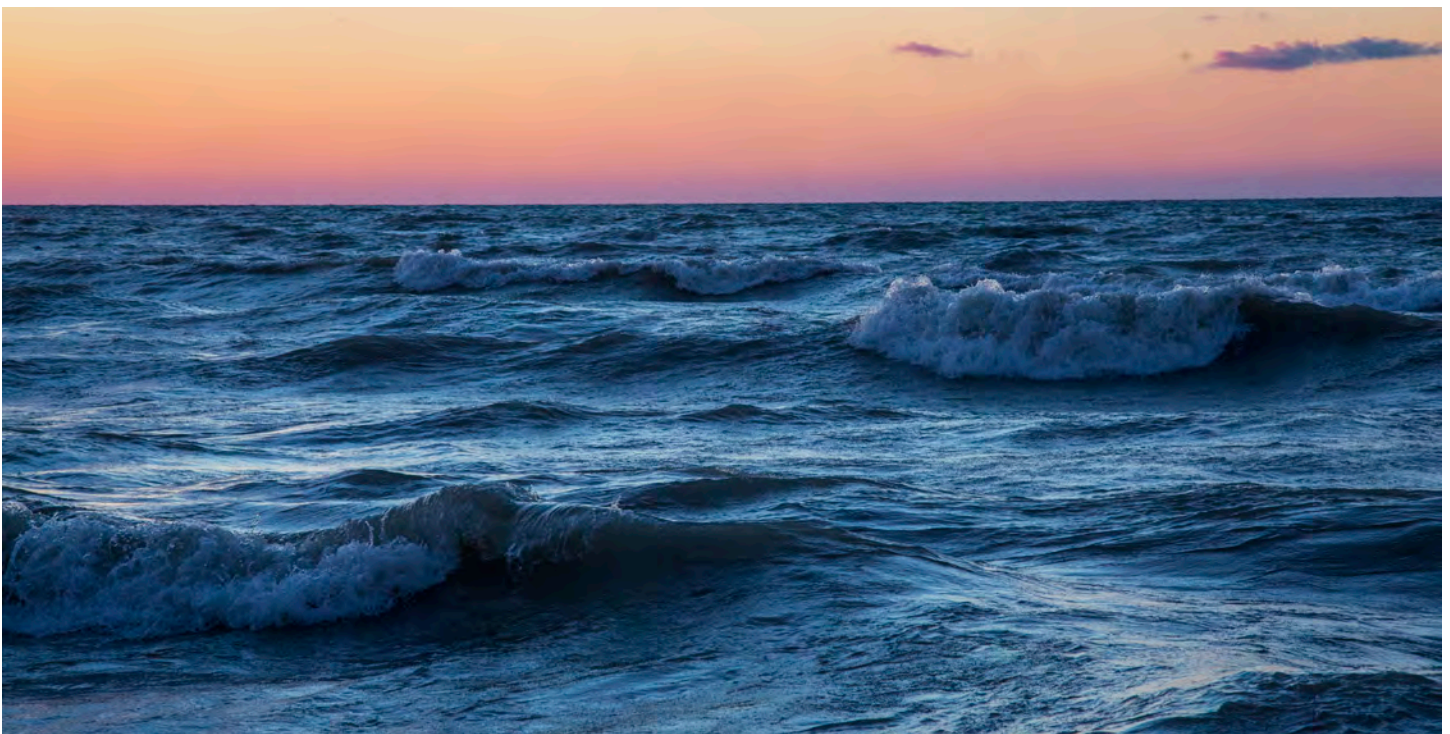
Community economic development is a process. A community uses resources to attract capital and increase physical, commercial, and business development and job opportunities for its residents. The goal of CED is to improve the economic well-being of a community or region through;

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

WHAT IS A STRATEGIC PLAN?

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

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



HURON COUNTY-WIDE TRAIN THE TRAINER BACKGROUND & PROCESS OVERVIEW

On June 17th, 2015 County Council agreed to work as a group of ten municipal partners to learn the skills required for facilitating the strategic planning process leading to the development of economic development strategic plans. Core Teams of 5 individuals, from each municipal partner, attended 4 training sessions as part of a first-ever County wide project initiated by the Ontario Ministry of Agriculture Food and Rural Affairs. The Core Teams participated in a strategic planning process and then were taught how to facilitate this process. After each of the 4 sessions they returned to their home municipality and practiced their newly acquired skills. They invited local residents, business people, agriculture and agri-food business people, not-for-profits leaders, cultural groups, environmental champions and other individuals representing the multifaceted municipalities they live in, to participate in the strategic planning initiative they were facilitating. In facilitating this process with their municipal Economic Development Strategic Planning Committee, the Core Teams developed an economic development strategic plan.

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

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

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



PLANNING PROCESS

The Core Team is made up of Marnie Hill, Bluewater Councillor, Marg Deichert, Zurich Chamber of Commerce, Arlene Parker, Bluewater Planning Co-Ordinator and Rick Sickinger, Cultural Development Officer, County of Huron. The Core Team recruited Strategic Plan Committee members from municipal council, local businesses, organizations and agencies. Any member of the public was welcomed to participate and efforts were made to reach out to all areas of Bluewater. The Committee members generously shared their time and expertise at five sessions between September 9th and November 18th.

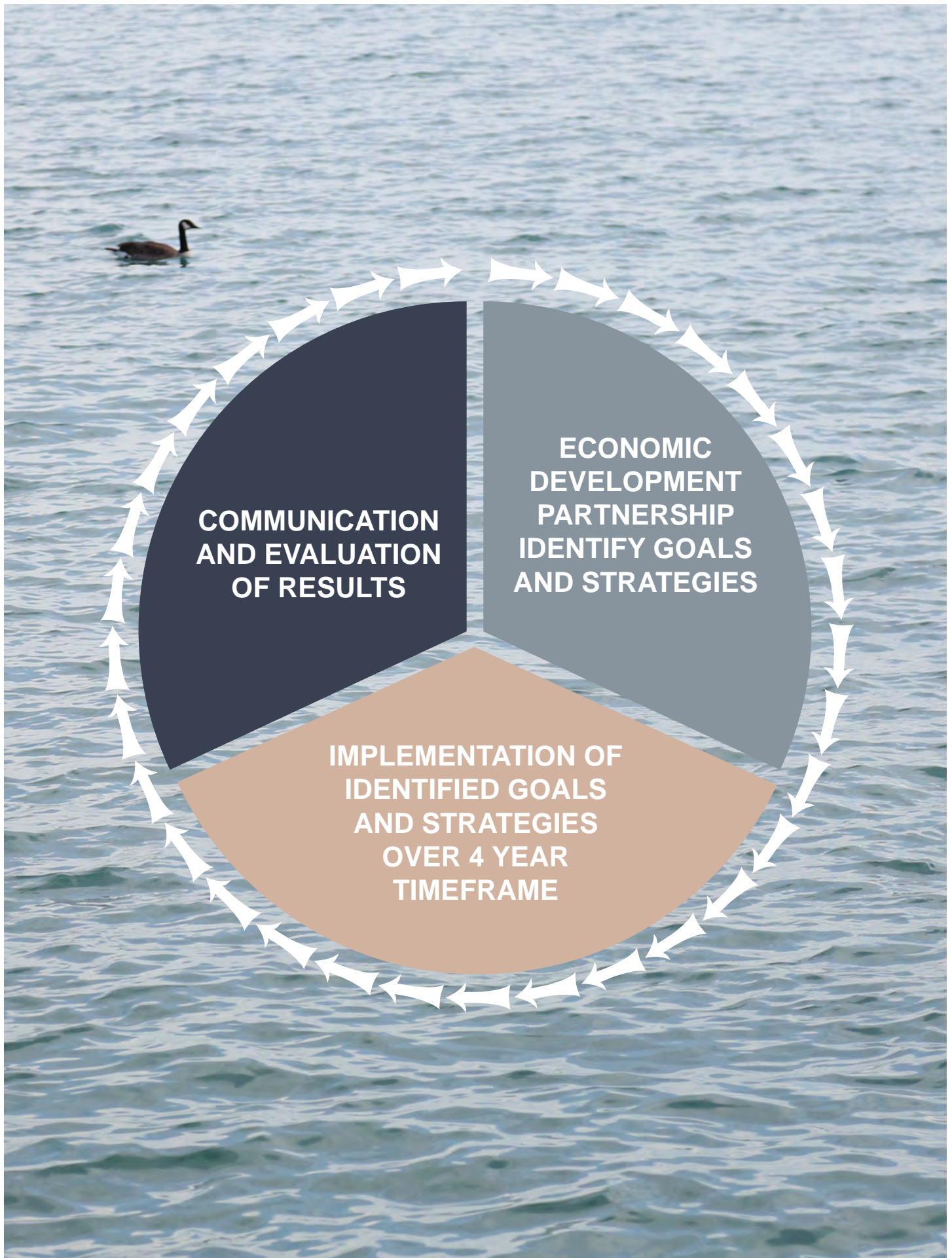
Analysis of primary and secondary industry data provided by Ontario Ministry of Food and Rural Affairs (OMAFRA) indicates that the Municipality of Bluewater's economy is leading in at least 15 industry sectors. The Committee chose six sectors as a starting point to identifying potential industries to focus economic development efforts. Further research indicated that five sectors have the greatest potential for immediate attention: agriculture, tourism, healthcare, technology and self-entrepreneurship.

At the October 26th Committee meeting, industry experts were invited to share their knowledge and experience with the Committee. This information was valuable to the Committee's knowledge and understanding of the local context for each sector. Presentations were made by:

Liz and Frank Ihrig	Hessenland Country Inn
Joan Brady	Consultant
Jackie Rowe	The Garlic Box
Laura Overholt	HealthKick Huron
Ann Brabender	Bluewater Area Family Health Team
Patty Groot	West Huron Care Centre
Rick Van Aaken	Tuckersmith Communication Co-operative Ltd.
Paul Klopp	Hay Communication
Ron Keys	Tuckersmith Communication Co-operative Ltd.
Carol Dawe	Tuckersmith Communication Co-operative Ltd.
Steve Baker	Virtual High School
Jenna Ujiye	County of Huron Tourism
Rick Sickinger	County of Huron Cultural Development Officer

Based on the industry data and the perspective provided by the industry representatives, the Committee prepared potential draft goals. The Core Team fleshed out activities to implement the goals/strategies and developed performance measures for each goal.

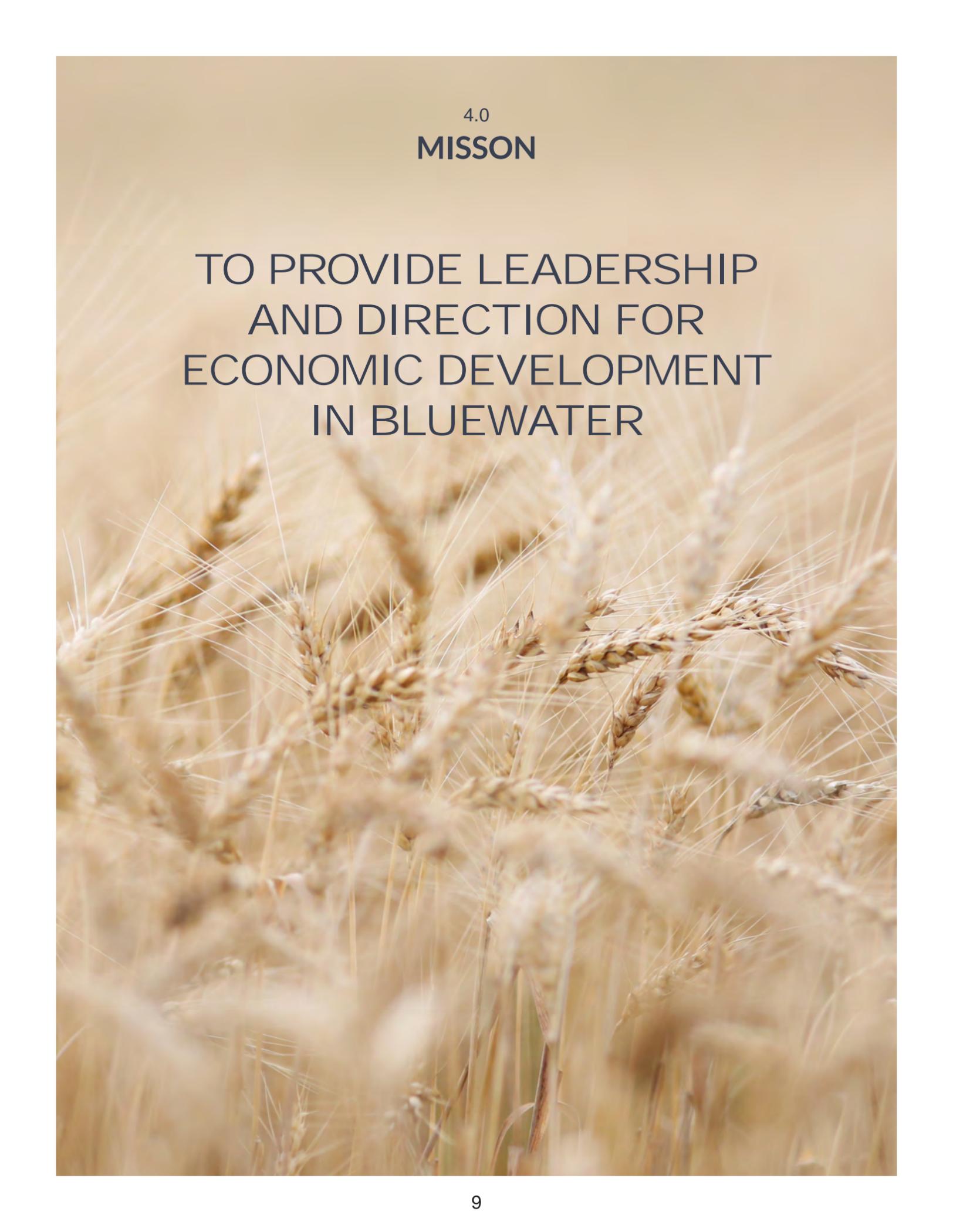
Finally, the Economic Development Strategic Plan Committee reviewed the draft goals on November 18th. The Core Team completed the Economic Development Strategic Plan for presentation to the Municipality of Bluewater Committee of the Whole.



3.0
VISION

BLUEWATER IS A
COMMUNITY WITH BIG
IDEAS WHOSE ROOTS
PROVIDE THE FOUNDATION
FOR ECONOMIC GROWTH
AND GREAT QUALITY
OF LIFE





4.0
MISSION

TO PROVIDE LEADERSHIP
AND DIRECTION FOR
ECONOMIC DEVELOPMENT
IN BLUEWATER

GUIDING PRINCIPLES

Members of the Bluewater Economic Development Strategic Planning Committee share six guiding principles:

SUSTAINABILITY

That the Economic Development Strategy for Bluewater addresses all four pillars of sustainability: Environmental Responsibility, Social Equity, Economic Health, and Cultural Vitality.

COLLABORATION AND PARTNERSHIP

We partner with the community and other municipalities to meet challenges and initiate growth.

ENVIRONMENT

We recognize the importance of Lake Huron and our other natural heritage assets and that any economic development initiatives will be carried out in a way as to not negatively impact those assets.

AGRICULTURE

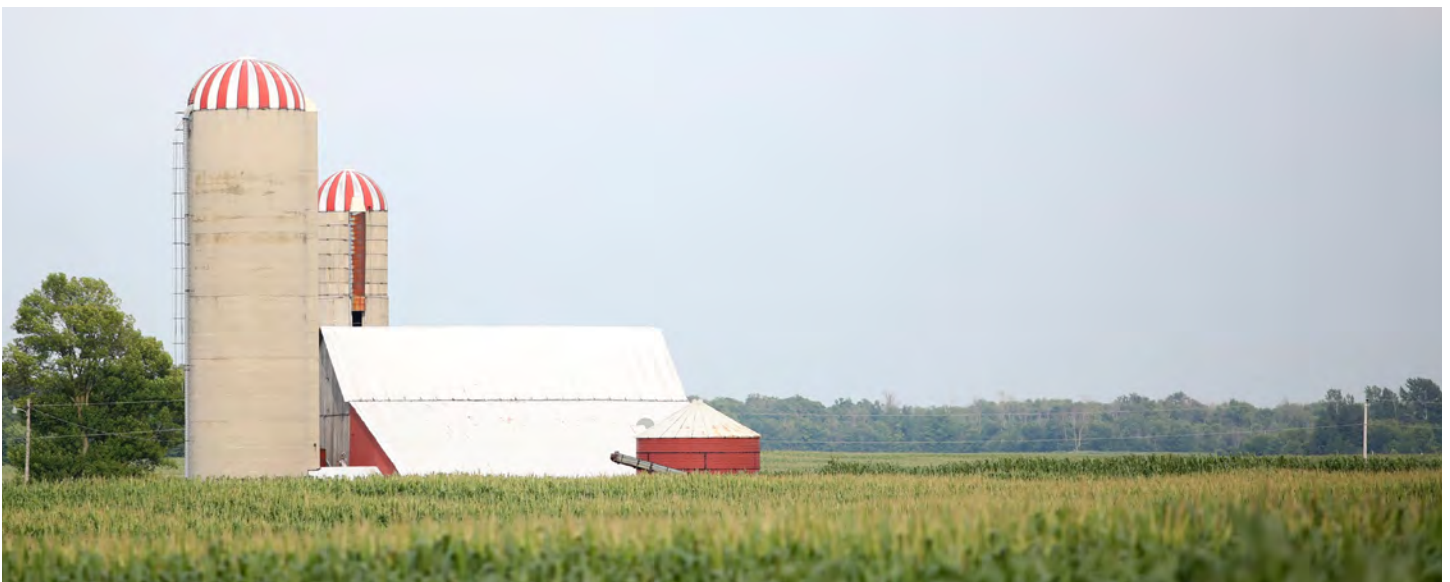
We acknowledge agriculture and agriculture-related business as our primary industries and place a high value on them in regards to our economic development priorities.

PEOPLE

The Economic Development Strategy will strive to enhance the quality of life for all residents, respect the diversity of our people and ensure social inclusiveness is at the core of our decision-making

HERITAGE

As we look towards the future, we honour the cultural and built heritage of our communities as an expression of our unique identity.



GOALS

The following tables break down the plan's overarching goals into strategic priorities, actions, lead, timeline for implementation, outcomes and key performance measures. The County of Huron has been identified as the strongest lead to implement some of the plan's strategic priorities and actions.

6.1 Goal

Strengthen Bluewater's ability to focus on economic development by providing oversight of the implementation of strategic plan priorities

STRATEGIC PRIORITY (WHAT)	ACTION (HOW)	LEAD (WHO)	TIME-LINE (WHEN)	OUTCOMES	PERFORMANCE MEASURES (INDICATORS)
Establish an economic development partnership to provide clear priority for implementation of priorities.	Identify potential business participants Identify potential agency participants County of Huron staff and Bluewater staff to be members. Establish terms of reference Establish committee of council with a 4 year term starting January, 2016	Municipality of Bluewater	Short Term	Strong working relationship between Municipality of Bluewater, municipal council and business sectors Implementation of identified economic development strategic initiatives Co-ordinated economic development strategies between Municipality of Bluewater & the County of Huron	# of committee members and industry sectors represented # of actions implemented

6.1 Goal Continued

STRATEGIC PRIORITY (WHAT)	ACTION (HOW)	LEAD (WHO)	TIME-LINE (WHEN)	OUTCOMES	PERFORMANCE MEASURES (INDICATORS)
Hire a full time economic development staff person in Bluewater	Develop a job description, post the job & interview potential candidates with assistance of the County and hire	Municipality of Bluewater	Short Term	<p>Further develop relationships between the Municipality of Bluewater, business sectors & the County of Huron</p> <p>Establish the point person for the public to contact at the Municipality of Bluewater</p> <p>Anticipate & respond to changing economic & social trends</p> <p>Demonstrates the Municipality of Bluewater's commitment to economic development</p> <p>Sector resource</p>	<p>Full-time employee on staff</p> <p># of businesses retained</p> <p># of business expansions</p> <p># of business startups</p>
	Apply for external economic development grants	Municipality of Bluewater	Short Term	Leverage funding	<p># grant applications</p> <p># grants recieved</p>
	Prepare an annual report card on the Municipality of Bluewater's economic development strategies	Municipality of Bluewater	Short Term	Demonstrates accountability for resources used, illustrates payback on efforts and charts progress	Report on economic development activities accomplished each year

6.1 Goal Continued

STRATEGIC PRIORITY (WHAT)	ACTION (HOW)	LEAD (WHO)	TIME-LINE (WHEN)	OUTCOMES	PERFORMANCE MEASURES (INDICATORS)
	Develop an effective analytical tool to document economic development return on investment. Identify appropriate benchmarks	Municipality of Bluewater	Mid Term		Metrics and benchmarks established
	Utilize the municipal website as an economic development tool; municipal economic development staff create and manage content	Municipality of Bluewater	Short Term		# of page views # of leads generated # of businesses or residents engaged



6.2 Goal

Diversify agricultural business opportunities

STRATEGIC PRIORITY (WHAT)	ACTION (HOW)	LEAD (WHO)	TIME-LINE (WHEN)	OUTCOMES	PERFORMANCE MEASURES (INDICATORS)
Identify potential training programs for food & drink entrepreneurs	Make on-line training courses available and promote. (Recipe to Reality) Potentially Use Virtual High School/Hekademia as a resource for content development.	County of Huron	Mid Term	Food and drink entrepreneurs increase sector knowledge	# of people accessing educational materials
County of Huron Economic Development services department have dedicated staff with relevant agricultural/ food processing expertise	Develop a job description, post the job & interview candidates and hire	County of Huron	Mid Term	High touch approach to navigating regulatory processes New value-added businesses open	# of client interactions # of businesses helped # of new businesses startups # of people employed in the agri-food sector
Provide supports for new product development	Create “how to”digital manuals for food & drink manufacturing	County of Huron	Mid Term	A complete resource exists	# of businesses established
	Promote the use of community kitchens ie) LIBRO kitchen, the learning kitchen at West Huron Care Centre and the REACH kitchen	County of Huron	Mid Term	Niche businesses can expand a home-based endeavour in a certified facility New products can be tested	# of products developed # of kitchen bookings
	Support Huron Business Development Corporation’s Ag-Business Accelerator program	County of Huron	Mid Term	Local producers expand their businesses and the agri-food sector	# of businesses expanded

6.2 Goal Continued

STRATEGIC PRIORITY (WHAT)	ACTION (HOW)	LEAD (WHO)	TIME-LINE (WHEN)	OUTCOMES	PERFORMANCE MEASURES (INDICATORS)
Create a "Made in Huron" food identification program	Develop the program; distribute and promote the identification materials	County of Huron	Mid Term	Establish the County of Huron as a specialized food producer More people purchasing local products Huron County recognized world wide	# of participating businesses # of products labeled Increased sales of Made in Huron products
Explore the potential of producing ethnic food products	Conduct market research to determine opportunities Connect Buyers with Growers	Municipality of Bluewater	Mid to Long Term	Diversification of local agriculture industry Access to new markets	# of new ethnic food ventures launched #new products sold
Strong rural representation	Advocacy for rural matters in the County of Huron	County of Huron	Short Term	Strong representation	# of appointees on Boards & Agencies
	Increase Bluewater's capacity to analyze policy and decisions using the Healthy Rural Lens tool	Municipality of Bluewater	Mid Term	Capacity to make good rural oriented decisions is increased	# of organizations that adopt the Rural Lens policy tool

6.3 Goal

Attract and retain healthcare professionals in the Municipality of Bluewater

STRATEGIC PRIORITY (WHAT)	ACTION (HOW)	LEAD (WHO)	TIME-LINE (WHEN)	OUTCOMES	PERFORMANCE MEASURES (INDICATORS)
Increase awareness of employment opportunities for spouses of people re-locating to the area	Promote the “Make Huron Home” website as part of the recruitment strategy	County of Huron HealthKick Huron Municipality of Bluewater	Short Term	New tools for attracting healthcare professionals	Increased # of hits “Make Huron Home”
	Explore the potential of establishing an endowment fund with the County of Huron as the lead	County of Huron	Mid Term	Greater awareness of employment opportunities for spouses	# of spouses of healthcare professionals placed
Promote employment opportunities in the healthcare sector	Economic Development staff support the HealthKick Huron program to be relocated at the West Huron Care Centre	Municipality of Bluewater	Mid term	HealthKick Huron is an economic development partner located in Bluewater	# of medical related jobs filled # of intern placements
	Encourage the County of Huron to continue to support the HealthKick Huron program	Municipality of Bluewater	Short Term	Healthcare recruitment is successful	
	Bluewater promote the Georgian College health-related programs to be located at the West Huron Care Centre.	Municipality of Bluewater	Mid Term	Post secondary Healthcare education is available	# of Students graduated # of Students locally employed
	Develop a ‘move here’ toolkit on the municipal website highlighting amenities such as schools, health services, facilities, drinking water etc.	Municipality of Bluewater	Mid Term	Information important to prospective professionals is available in one place	# of people accessing the site # of new health professionals moving to Bluewater

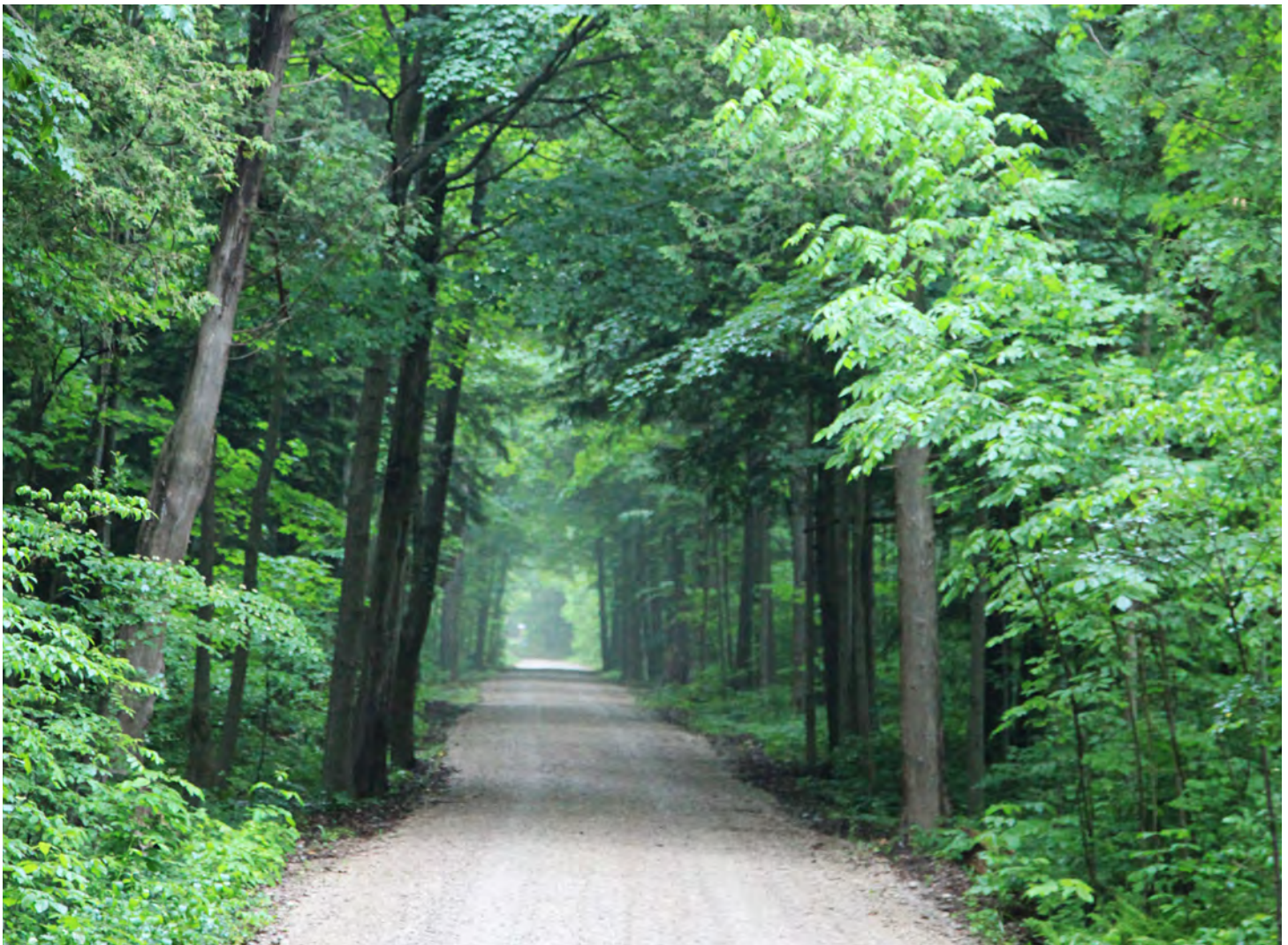
6.4 Goal

Create a supportive environment for self-entrepreneurs

STRATEGIC PRIORITY (WHAT)	ACTION (HOW)	LEAD (WHO)	TIME-LINE (WHEN)	OUTCOMES	PERFORMANCE MEASURES (INDICATORS)
Promote & encourage the development of self employment, entrepreneurship and home based enterprises	Create & promote a toolkit for managing an on-line presence	Municipality of Bluewater	Mid Term	Streamlined and user-friendly processes in the place for the entrepreneurial sector	# of toolkits distributed
Create a strategy to establish relationships that will lead to entrepreneurs locating to Huron	Create a toolkit/ roadmap of relevant regulations for specific industries i.e. food related, technology related, web-based	County of Huron	Mid Term	New support available for entrepreneurs	# of toolkits distributed # of businesses helped
Establish strong web based tools on the municipal website	Create web pages/sites with strong economic development focus	Municipality of Bluewater	Short Term	Economic vitality of Bluewater is expanded	Web pages/sites created
Create and nurture an "open for Business" environment. Connect with all staff periodically to convey importance	Create a promotional brochure to attract home-based businesses	Municipality of Bluewater	Short Term	Entrepreneurs are welcome in Bluewater	# of Brochures circulated
	Equip community meeting rooms with technology (i.e. conference phone, screen, projector) for entrepreneurs to conduct business meetings	Municipality of Bluewater	Short Term	Home based entrepreneurs have a professional location to attract clients/investors	# of community meeting rooms converted # of bookings
	Conduct a comprehensive review of the existing zoning by-law and create conditions for robust self-entrepreneurship that is permissive while protecting neighbours	Municipality of Bluewater	Mid Term	Municipal regulations are not a barrier to home based business establishment. Streamlined regulatory regime	# of business start ups # of jobs retained & created # of business expansions

6.4 Goal continued

STRATEGIC PRIORITY (WHAT)	ACTION (HOW)	LEAD (WHO)	TIME-LINE (WHEN)	OUTCOMES	PERFORMANCE MEASURES (INDICATORS)
	Create a resource directory in conjunction with Small Business Enterprise Centre & Huron Business Development Corporation	County of Huron	Mid Term	One stop shopping for available businesses supports	# of businesses helped # of page hits
	Facilitate an entrepreneur network program to increase collaboration, innovation and business extension	Municipality Of Bluewater	Mid Term	Provide a vehicle for sharing of ideas and resolve pain points	# of attendees # of sessions



6.5 Goal

Expand the knowledge-based economy in the Municipality of Bluewater

STRATEGIC PRIORITY (WHAT)	ACTION (HOW)	LEAD (WHO)	TIME-LINE (WHEN)	OUTCOMES	PERFORMANCE MEASURES (INDICATORS)
Work with the County of Huron and its partner municipalities to provide post-secondary education relevant to our markets	Create an inventory of post-secondary opportunities that are currently available in the County of Huron	County of Huron	Mid to Long Term	More professional development and post-secondary opportunities available locally	# of post-secondary programs available in the County of Huron
	Advocate for the establishment of a county-wide post-secondary steering committee comprised of relevant stakeholders	Municipality of Bluewater	Short Term	Skilled workforce	# of post-secondary institutions that are offering programs in the County of Huron
	Identify education programs that should be offered in the County of Huron Online programs as an option	County of Huron	Mid to Long Term	Skilled Workforce	Increase in post-secondary educational attainment
Develop an incubator for technology companies and locate in the Municipality of Bluewater	Advocate for the establishment of an incubator program for technology companies and recommend the site be located in the Municipality of Bluewater	Municipality of Bluewater	Short Term	More technology-based businesses established	# of technology-based businesses participating in the incubator program
Market the Municipality of Bluewater as a connected community	Develop a marketing campaign with Tuckersmith Communications Cooperative Ltd. and Hay Communications	Municipality of Bluewater	Short Term	Greater awareness that the Municipality of Bluewater as a connected community internally and externally	Track # of hits on the website # of brochures distributed

6.5 Goal continued

STRATEGIC PRIORITY (WHAT)	ACTION (HOW)	LEAD (WHO)	TIME-LINE (WHEN)	OUTCOMES	PERFORMANCE MEASURES (INDICATORS)
	Develop a marketing campaign with Tuckersmith Communications Cooperative Ltd. and Hay Communications	Municipality of Bluewater	Short Term	Greater awareness that the Municipality of Bluewater as a connected community internally and externally	Track # of hits on the website # of brochures distributed
Partner with the tele-communication cooperatives to establish Wi-Fi communities	Work with the telecommunication cooperatives to establish Wi-Fi downtowns in Bayfield, Hensall & Zurich	Municipality of Bluewater	Short Term	Increased connectivity for residents & visitors	Usage stats from the community & public facility Wi-Fi network



6.6 Goal

Increase Bluewater' s tourism economy

STRATEGIC PRIORITY (WHAT)	ACTION (HOW)	LEAD (WHO)	TIME-LINE (WHEN)	OUTCOMES	PERFORMANCE MEASURES (INDICATORS)
Develop professional and consistent tourism marketing materials for the Municipality of Bluewater	Common web design templates for the Municipality of Bluewater and Bayfield, Hensall & Zurich	Municipality of Bluewater	Short Term	Robust on-line presence	Websites created
	Develop a Municipality of Bluewater open-sourced on-line current & annual events calendar	Municipality of Bluewater	Short Term	Rich visitor experience	# of events posted # of visitor hits
	Create an on-line common inventory of tourism assets in the Municipality of Bluewater	Municipality of Bluewater	Short Term	Visitors attracted through the Municipality of Bluewater websites	# of visitor hits
Promote local agri-tourism	Develop a market readiness toolkit for tourist destinations Promote the "Explore Beyond the Shore" campaigns	County of Huron Municipality of Bluewater	Short Term	Increased visits to participating businesses Agri-business is highlighted	# of toolkits distributed # of customers increased
	The Municipality of Bluewater consider the Food & Drink Strategy final report for relevant activities	County of Huron Municipality of Bluewater	Mid Term		
	Promote Huron Business Development Corporation's Customer Service Excellence Training. Ensure content relating to management of trip advisor ratings is included.	County of Huron Municipality of Bluewater	Mid Term	Excellent customer service Huron County tourism businesses differentiated	# of people trained # of tourist visits increased # of participating businesses

6.6 Goal continued

STRATEGIC PRIORITY (WHAT)	ACTION (HOW)	LEAD (WHO)	TIME-LINE (WHEN)	OUTCOMES	PERFORMANCE MEASURES (INDICATORS)
	Create a customer service designation award program 'Customer Service Excellence Community'	County of Huron	Mid Term		# of participating businesses
	Package events, experiences and local businesses. Prepare brochures and distribute to local businesses. Promote on relevant websites such as County, Municipal, businesses, Chambers of Commerce	Municipality of Bluewater	Short to Mid Term	Increased level of engagement with visitors	# visitors using packages
	Market to Tour companies with day trip packages	Municipality of Bluewater	Mid Term	Bluewater becomes a valued destination	# of tours
	Install a pilot outdoor touchscreen kiosk visitor booth in Bayfield. Create a complementary mobile application	Municipality of Bluewater	Short Term	Inter-active tool to promote the advantages of the Municipality of Bluewater as a place to live & work	Usage stats
	Develop a marina strategy in co-ordination with the marina businesses and further Blue Flag initiatives. Create a marina marketing kiosk	Municipality of Bluewater	Short Term	Boat visitors increase	# of new boat visitors

6.6 Goal continued

STRATEGIC PRIORITY (WHAT)	ACTION (HOW)	LEAD (WHO)	TIME-LINE (WHEN)	OUTCOMES	PERFORMANCE MEASURES (INDICATORS)
	Develop a Boating event i.e. Sea-ray gathering.	Municipality of Bluewater	Short Term		# of people attending the event
Promote outdoor experiences – lake, trails and beach strategy and Heritage and Culture	Actively market outdoor recreation. Hiking, paddling, boating, surfing, cycling, potential winter carnival events	County of Huron Municipality of Bluewater	Short Term	Huron County becomes known as a destination for outdoor enthusiasts	# of visitors for outdoor recreation Community happiness is increased
County of Huron facilitate collaboration among its tourism sector partners	Identify the partners to increase tourism i.e. Huron Tourism Association, Regional Tourism Organization 4, sector businesses, partner municipalities and the County of Huron	County of Huron	Short to Mid Term	All tourism partners are “pulling in the same priority”	Participation at member meetings
	The County of Huron coordinate the tourism efforts of Huron Tourism Association, Regional Tourism Organization 4, and Ministry of Tourism, Culture & Sport	County of Huron	Short Term	All tourism partners are “pulling in the same priority”	Increase in dollars spent by visitors
	Continue annual tourism event i.e. brochure swap	County of Huron	Short Term	Greater awareness of tourism attractions & activities Huron & Bluewater	# of participating businesses
	Develop a wrap-up public event to present year end tourism statistics and information	County of Huron	Short Term	Greater awareness of tourism attractions & activities Huron & Bluewater	# of participating agencies

REPORTING MECHANISM

The annual economic development report card identified under Goal 6.1 will be the primary reporting mechanism to update Council, residents, industry sectors and other stakeholders and partners on the progress and results of the activities and initiatives implemented from the Bluewater Economic Development Strategy. The annual report card will use the key measures identified within the strategy tables to convey the success of the different economic development activities and may also include other indicators, including qualitative analysis, deemed appropriate to the measurement of the particular activity or goal being implemented.

Dissemination of the economic development annual report card will align with the communications section of this strategy with information being shared via media release, presentation to Council and a digital copy of the annual report card available on the Municipality of Bluewater website.

Progress on the implementation of the strategies within the plan can also be tracked through the minutes from the Economic Development Partnership committee of council which will be publically posted on the Municipality of Bluewater website.

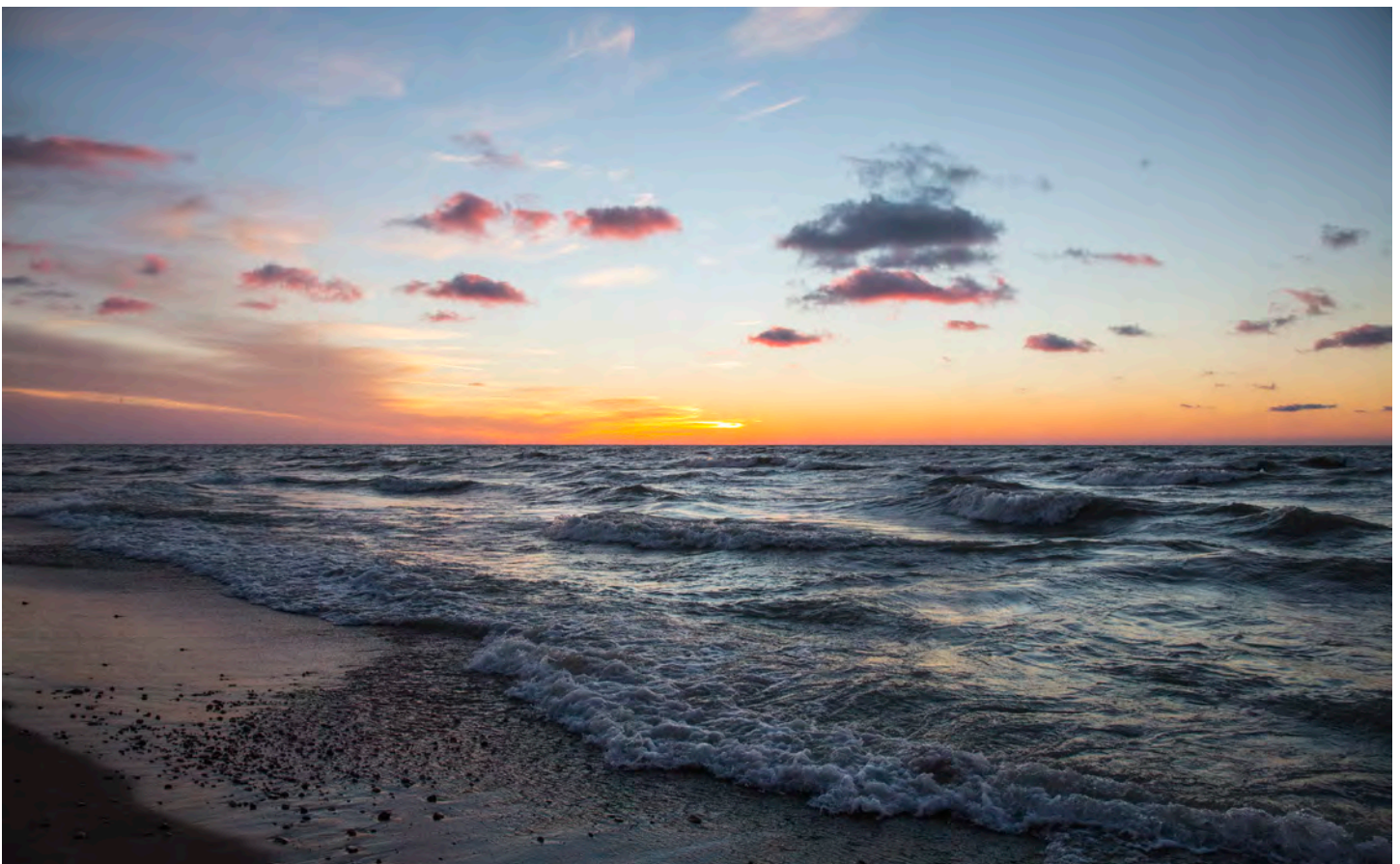


COMMUNICATION PLAN

Reporting and communication are intertwined. Just as reporting is important, communication is vital to the success of any strategic plan. Keeping stakeholders and the public informed of our continued engagement, help secure future support and strengthen stakeholder partnerships. The report can be communicated to different audiences and for different purposes.

The following methods will be used:

- Post the Economic Development Report Card on the Municipality of Bluewater website, as well as partner websites. Hard copies will be available by request.
- Issue media releases as appropriate to various media outlets.
- Encourage Council and staff to include information about the report and our successes when speaking to the public.
- Attend public and stakeholder events i.e. Mayor's Breakfast.
- Regular updates to Council from Economic Development staff on activities of the proposed Economic Development Partnership.



ACKNOWLEDGEMENTS

Thank you to the following dedicated people for their time and assistance throughout the development of Bluewater's Economic Development Strategic Plan.

Huron Economic Development Partnership

Huron County Staff

Vicki Lass, Agriculture and Rural Economic Development Advisor Huron, Perth and Lambton

Helen Scutt, Agricultural Organization Specialist

Erin Samuell, Bluewater Economic Development, Graphic Design & Photography

Economic Development Strategic Planning Committee

Patty Groot	Bluewater Rest Home
Frank & Liz Ihrig	Hessenland Country Inn
Julian Bayley	Ice Cultures
Deb Penhale	Lake Huron Real Estate
Ann Brabender	Bluewater Family Health Team
Kim Loebach	Virtual High School
Judy Keightley	Bayfield Volunteer - Historical Society
Roger Lewington	Conservation Land Trust
Dave MacLaren	Bluewater Heritage Committee
Sandy Scotchmer	Bayfield Town Hall
Nathan Swartz.....	Huron Food Action Network
Joan Brady	Farmers Market Co-ordinator
Paul Nichol	Huron Business Development Corporation
Leanne Cavanaugh	Bayfield Chamber of Commerce
Erin Samuell	Bluewater Economic Development
Ron Keys.....	Farm community
Tyler Hessel.....	Mayor
Jim Fergusson.....	Deputy Mayor
George Irvin.....	Councillor
John Gillespie.....	Councillor
Bill Whetstone	Councillor

APPENDIX “A”

SWOT/PESTO Analysis

SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
Lake Huron <ul style="list-style-type: none"> • Marinas • Blue Flag Beach • Environment - unspoiled beauty ahead of curve 	Environmental impact from increased tourism More wear/tear on infrastructure/beaches with increased tourism
Agriculture <ul style="list-style-type: none"> • Local Food 	Agriculture segregation - fragmented
High Speed Internet <ul style="list-style-type: none"> • World class tech solutions - robotics 	Need to keep up/evolve technology/broadband
Heritage and History	Senior Services
Volunteer-ism	Transportation opportunities
Rural Lifestyle	Child health care
Welcoming Reputation	Lack of local hospice care
Returning Families	Skilled workforce
Close to urban Centres <ul style="list-style-type: none"> • access to 6M population within 2 hours 	Good paying jobs for youth
Health Care <ul style="list-style-type: none"> • Close to 5 area hospitals 	Lack of further education
Sports Facilities	Communication
Partnerships	Duplication
More Focus Economic Development	Lack of communication with county
	Land use - zoning processes <ul style="list-style-type: none"> • Inconsistency • Inflexible • Building process
	Infrastructure
	Budget constraints
	Not working together

APPENDIX “A”

SWOT/PESTO Analysis continued

SWOT ANALYSIS	
OPPORTUNITIES	THREATS
diverse agricultural choices/niche markets	invasive species
winery/food/micro breweries tourism	climate change
marketing gourmet food	water quality control
fisheries - stocking	wind turbines
eco=tourism	passing down inheritance - farms/cottages
proximity to USA	global economy
marinas	decreasing revenues
environmental & sustainable tourism education	willingness in welcoming new-comers
increase ethnic visitors - international/city	aging volunteers
attract people who are looking for - community, social, less driving	rural de-population (farm consolidations)
affordable property-homes, room for new-comers	aging volunteers
history and heritage	feasibility of small/medium farms
age friendliness - Home4Good	differences in perception of what is needed
get away from urban areas	resistance to change
“My Outside Office” campaign	negativity
hospice care	senior levels of government
Hensall Water	urban-centred policies
shared experience with other rural centres- access/share information	provincial controls
business networking county wide-Bluewater chamber	upper level funding
offering incentives for businesses to locate here / incubator	
training - education/professional development	
leadership for young business people	
specialty tech. jobs	
partnering with others	
conference facilities with technology	
communications	
dedicated updates - website	
social media - professional	

APPENDIX “B”

Huron County Leading Sectors By Municipality

Sectors	ACW	Bluewater	Central Huron	County	Goderich	Howick	Huron East	Morris-Turnberry	North Huron	South Huron
Mining, mining & quarrying - maintain			X	X	X					
Construction	X		X	X		X	X	X	X	
Building materials and supplies	X					X		X		
Specialty trades	X	X		X			X	X	X	X
Heavy and Civil engineering construction	X		X	X					X	
Building construction	X					X	X		X	
Truck Transportation	X			X		X		X		
Support activities transportation		X								X
Transit and ground transportation										X
Machinery equipment and supplies										X
Motor vehicle & parts dealers & wholesalers					X					X
Repairs and maintenance	X	X	X							
Misc Merchant Wholesalers		X					X			
Clothing and clothing accessory stores			X							
Personal services		X								
Insurance						X				
Religious, grant making, civic and professional and similar organizations			X							
Professional, scientific and technical services					X					
Management of companies & enterprises								X		

Huron Municipal Partners Leading Sectors/ First Draft	ACW	Bluewater	Central Huron	County	Goderich	Howick	Huron East	Morris-Turnberry	North Huron	South Huron
Agriculture/ Farm	X	X	X	X		X	X	X	X	X
Support Activities for Agriculture/Forestry And Food		X		X				X		
Food Manufacturing		X	X				X			
Tourism		X			X					
Food Services – drinking places					X				X	
Amusement, gambling, recreation	X									
Health care services		X	X	X	X		X			
Ambulatory healthcare services			X		X		X			
Nursing & Residential Care		X					X			
Hospitals/Hospice/palliative care					X					
Manufacturing		X		X			X	X	X	X
Machinery manufacturing										X
Non-metallic product manufacturing								X		
Food manufacturing		X	X				X			
Wood products manufacturing				X				X		X
Primary metal manufacturing				X					X	
Fabricated metal manufacturing				X						
Non-metal mineral manufacturing		X		X						
Transport equipment manufacturing		X								

APPENDIX “C”

Huron Summary Statistics

	GOD	NH	HOW	SH	BW	HE	CH	ACW	M-T
Factor									
Avg. Basic Income	\$44,755	\$42,267	\$38,914	\$37,733	\$35,469	\$34,379	\$30,580	\$30,034	\$29,370
Total Businesses	905	922	546	1056	1398	1187	980	925	129
Total Jobs	6168	3957	1656	4962	3452	4269	3569	1081	1001
Basic Jobs	1937	1746	885	1841	1678	1251	1455	719	534
Non Basic Jobs	4231	2211	771	3121	1774	3018	2114	362	467
No. sectors leading	8	8	6	9	15	11	10	9	10
Basic Income Multiplier	3.18	2.30	1.90	2.70	2.06	3.40	2.50	1.50	1.88

APPENDIX “D”

Resources

FabRegion.ca

Artisan cheese-making, artizan foods, craft beer, Ciders, Disilling.

Year in Review Report 2014

Huron Manufacturing Association

Annual Tourism Report 2014

Huron County

Creative Class Workers in Huron County,

February 2011

Huron County & Four County Labour Board

Cultural Plan 2014

Huron County

Local Lens on Huron County

EmployerOne Survey; Four County Labour Board

Huron County Fact Sheets 2015:

Agriculture, Business, Creative Economy, Employment, Income, Manufacturing, Tourism

Huron County

Business Retention & Expansion Reports

Bayfield, 2010

Hensall & Zurich, 2012

Value-added Agriculture, 2013

Bluewater Building Permit Data, 2010 – 2015

Bluewater Building Department

Focus on Rural Ontario 2014 Fact Sheet Series

Rural Ontario Institute

Economic Benefits of Culture, article

Arts Research Monitor

Volume 14, no 4 August / Août 2015 © Hill Strategies

Research Inc., 2015. ISSN 1708-170X

Ontario Arts & Culture Tourism Profile Executive Summary

Research Resolutions & Consulting Ltd. for Ontario Arts Council, 2012

Economic Impacts of Farmers Markets in Ontario

Regional Analytics Inc. and Planscape 1 2011

Agriculture Statistics and Analysis

Ontario Ministry of Agriculture, Food and Rural Affairs, October 27, 2015

Home Truths:

The true value of home-based businesses

Federation of Small Business in Scotland, 2015

Home-Based Businesses in Maricopa County

Maricopa Association of Governments, 2003

Best Practices in Rural and Small Town

Economic Development

Rick Hundey Management and Planning Services, 2004