



Township of Huron-Kinloss
Economic Development Action Plan

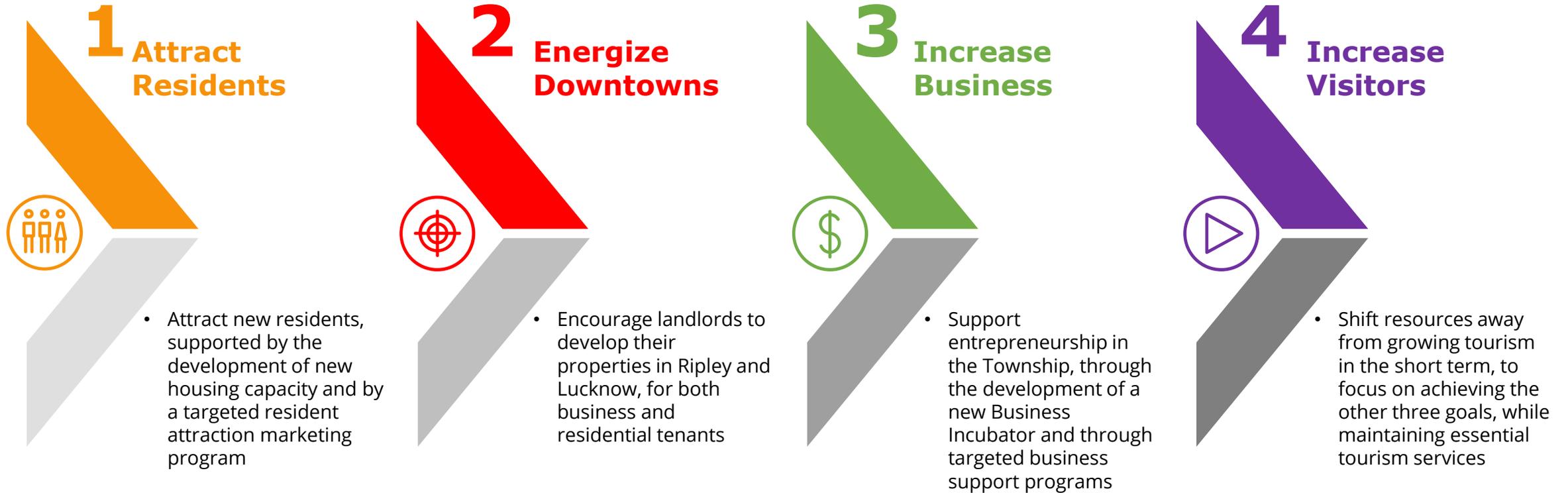
Introduction



- 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

- 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"> 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. Continue to provide a single point of contact for developers into the Township through the CAO. Expand the story map to add subdivisions. 	Q1 2020 to Q3 2020	CAO	<ul style="list-style-type: none"> ✗ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> # of lots ready for sale # of new housing units 	<ul style="list-style-type: none"> Depends on successful resident attraction marketing program Pace of development is outside Township control



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"> Consult with developers to understand their current experience and identify their needs. Consult with other townships: What is working and not working? Consult with internal Township staff. Hold workshop(s) to present findings, document the new process and create implementation action plan. Validate the new process with stakeholders. Seek approvals needed for any changes to municipal policies, procedures and by-laws. Develop communications action plan. Include available property in the new resident attraction promotional programme being created in Action 1.4. Implement and communicate about changes. 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. 	Q1 2020	CAO & Community Development Officer / Executive Assistant	<ul style="list-style-type: none"> ✗ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> Progress on initiative milestones Feedback from developers and users of the process 	<ul style="list-style-type: none"> Availability of people required. Risk of delays due to the important, not urgent nature of this initiative.



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"> 1) Work with businesses needing employees to understand demand for housing and provide this information to landlords to stimulate creation of additional affordable housing. 2) 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>. 3) Undertake a study to assess the best approaches to stimulating the development of attainable housing in the township. <ol style="list-style-type: none"> 1) 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. 2) Consider in this study taxation, zoning and code modifications: <ul style="list-style-type: none"> o Density bonusing; o Inclusionary zoning; o Modified development charges; and o Use of undeveloped municipal property in the Ripley and Lucknow downtowns. 4) Work with developers to identify opportunities in subdivisions for multi-unit buildings, such as town houses and duplex units. 5) Work with landlords to understand how best to encourage upgrade of existing rental capacity and the development of new rental properties. 	Q2 2020 to Q3 2020	Community Development Officer / Executive Assistant	<ul style="list-style-type: none"> x Money ✓ Time x Materials 	<ul style="list-style-type: none"> Number of rental unit vacancies Number of houses for sale below the Township average price 	<ul style="list-style-type: none"> Landlords may not see a positive business case



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



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"> ✗ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> • Population growth 	<ul style="list-style-type: none"> • Minimal
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"> ✗ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Availability of staff time



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"> Continue development of building improvement and structural grants for landlords. Review options for adjustments to the forthcoming tax rebate program once enacted by Bruce County. Develop and approve a program to support construction or renovation of downtown business properties, such as: <ul style="list-style-type: none"> Exemptions and deferrals of taxes within the designated CIP footprints of each community. Assistance with, or deferral of, property tax increases due to improvement of properties. Assistance with payment of renovation costs. Expand effort of working with landlords in Ripley to encourage creative utilization of space. 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. 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. 	Q1 2020	Business & Economic Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> # of new premises vacant as of Dec 1 2019 that become occupied 	<ul style="list-style-type: none"> Landlords don't see a positive business case. Business community fails to engage.



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"> 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"> a) Increase the level of promotional activity for the program. b) Lengthen the duration of the program to provide more marketing time and more time for applicants to develop their business plans. 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"> a) Explore the role of civic infrastructure, such as the library, or a community fitness centre in drawing people to the downtown. 3) Redevelop marketing material with clear statements about why a business owner should come to the Township. 	Q3 2020 to Q4 2020	Business & Economic Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> • # jobs created • Growth in commercial tax receipts 	<ul style="list-style-type: none"> • Depends on successful resident attraction marketing program
2.3	<ol style="list-style-type: none"> 1) Explore potential to establish a post-secondary presence in the Township, focused on training food-related specialists 	Q2 2021 To Q1 2022	Community Development Officer / Executive Assistant	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> • Report presented to council 	<ul style="list-style-type: none"> • Staff availability



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"> 1) Create a promotional campaign reaching out to future business owners, that helps possible entrepreneurs develop business ideas. 2) Develop a marketing campaign that speaks to why businesses should come to H-K. 3) Provide educational and mentoring programs, through the business incubator once funded and developed. 4) Organize quarterly meet-ups in coordination with business community organizations. 5) Involve business community members to support new entrepreneurs through one on one mentoring, and regular networking events. 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. 7) Promote all grant programs and supports available to business in an easy to find place on the Township's website. 8) Develop or support a program to introduce youth in Huron-Kinloss to entrepreneurship, in collaboration with entrepreneurship programs in schools. 	Q2 2020	Business & Economic Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> • # of new businesses 	<ul style="list-style-type: none"> • Lack of response to campaign • Lack of business community participation



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"> 1) Take options to Council about how to fund and service the industrial park. 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"> 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. 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. c) Develop detailed implementation plan for park with deadlines. d) Undertake marketing and sales activities including: <ol style="list-style-type: none"> i. Set pricing for parcels of land. ii. Update website to support sales and development processes. iii. Business development activities to potential business occupants. 	Q1 2020 to Q2 2020	CAO	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> • Project milestones achieved • Lots sold 	<ul style="list-style-type: none"> • Risk that demand may not materialize
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"> a) Assess demand for incremental industrial space after gaining experience with the Ripley park and determine the priority of additional industrial park development. 	Q2 2021	CAO	<ul style="list-style-type: none"> ✓ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> • Positive business case for development 	<ul style="list-style-type: none"> • Low risk



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"> 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. 2) Seminars, training and networking sponsored by ED for the Township. 3) Consult with the Nuclear Innovation Institute to look for ways to work together and share common tools and processes. <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"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> • Program / seminar enrolment • New business registrations 	<ul style="list-style-type: none"> • Success relies on partners
3.5	<p><i>Business Recruitment Initiative – Sectoral approach.</i></p> <ol style="list-style-type: none"> 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. 	2021 Q1	Business & Economic Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD



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"> Physical facility: Sign agreements with landlord to secure the property and contract for architectural work to renovate. Contract with company to manage renovations. Hire Business Development Coordinator. Document initial programming plan for incubator – what services will be provided? 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. Set objectives for first 2 – 3 years of operation. Execute communications plan to inform the Huron-Kinloss business community about the plans for the incubator. Based on the initial business plan, develop a client company recruitment plan by describing target businesses and develop marketing and advertising plan. Recruit community mentors and coaches. Determine educational programming for year 1. 	Q1 2021	CAO & Business & Economic Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> Meeting milestones in business plan 	<ul style="list-style-type: none"> If RED grant is not forthcoming, financial risk is much higher to Township. Lack of human resources to execute plan



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"> Needs of potential businesses for a new indoor location. Costs, revenues and potential financial support. Operational considerations. Impacts on other businesses already offering similar services. 	Q4 2021	Business & Economic Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> Feasibility study completed Go/No decision on proceeding to development 	<ul style="list-style-type: none"> Feasibility study itself is low risk



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"> ✓ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> • Incremental sales 	<ul style="list-style-type: none"> • Draws resources from other ED initiatives
3.9	Pop-up retail fair (New) 1) Operate pilot project in 2020.	Q3 2020	Business & Economic Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> • Incremental sales 	<ul style="list-style-type: none"> • Draws resources from other ED initiatives
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"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> • # of participants 	<ul style="list-style-type: none"> • Draws resources from other ED initiatives
3.11	Job Fair	Q3 (annual)	Business & Economic Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> • # of participants • # of vendors 	<ul style="list-style-type: none"> • NA*
3.12	Annual Discovery Guide	Q4 (annual)	Community Development Officer & Business Economic Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> • NA* 	<ul style="list-style-type: none"> • NA*

*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"> 1) Explore the opportunities to create a successful Agri-food innovation hub based around the business incubator. 2) Evaluate the potential to attract businesses associated with the energy sector. 3) Evaluate the potential for entrepreneurial projects based on Bruce Botanical Food Gardens. 4) Explore growth opportunities for the Bruce-Huron Produce Auction. 	Q4 2020 to Q3 2022	Business & Economic Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> • Recommendations to council resulting from each initiative 	<ul style="list-style-type: none"> • Availability of resources • Delay in starting due to workload



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"> ✓ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> • Number of visitors to the Tourism Office 	<ul style="list-style-type: none"> • Minimal
4.2	1) Point Clark Lighthouse: Staff and manage	Q2 & Q3 2020 (annual)	Business & Economic Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> • Number of visitors to the lighthouse 	<ul style="list-style-type: none"> • Staff availability
4.3	1) Image and video development	Q3 (annual)	Business & Economic Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✗ Material 	<ul style="list-style-type: none"> • NA* 	<ul style="list-style-type: none"> • NA*

*Not applicable



Goal: Increase Visitors



Priority: Maintain support of tourism

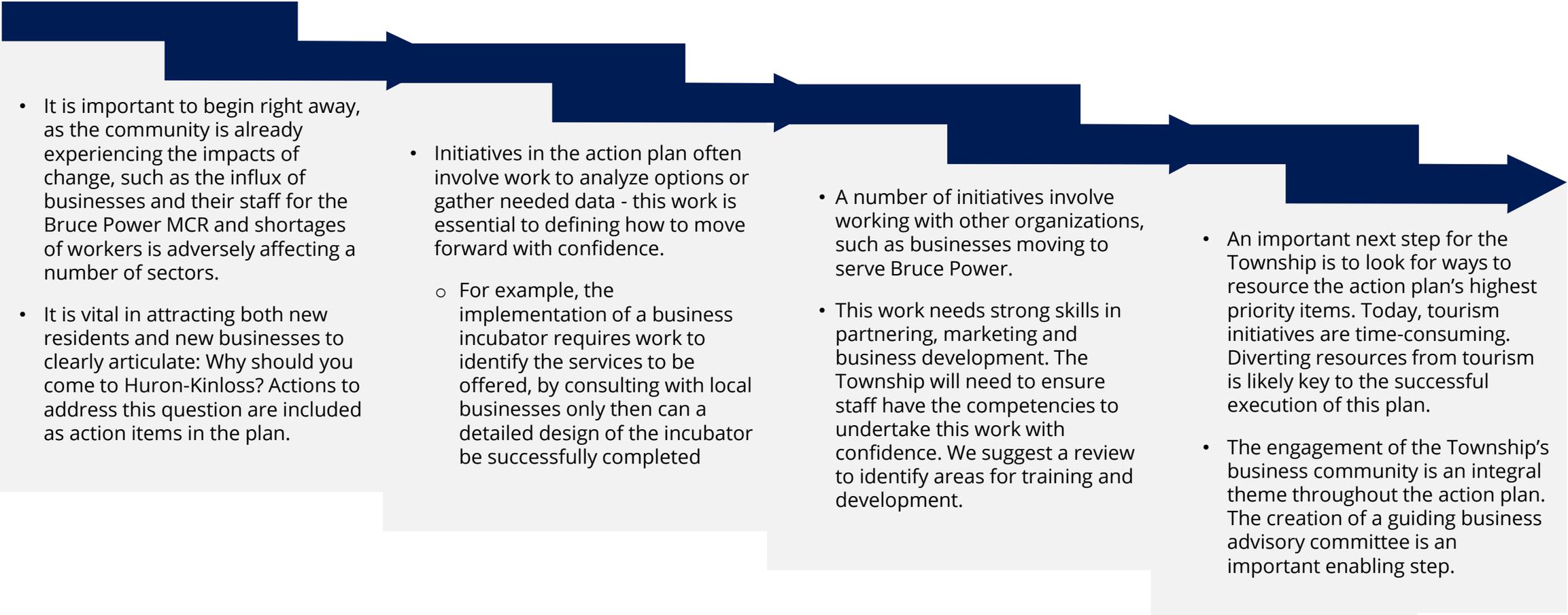
- This initiative will develop a new plan for tourism attraction.

#	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"> ✗ Money ✓ Time ✗ Material 	<ul style="list-style-type: none"> • NA* 	<ul style="list-style-type: none"> • NA*

*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
Attract residents	Q2 2021	<ul style="list-style-type: none"> 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.
	On-going	<ul style="list-style-type: none"> Continue to support the modernization of infrastructure and services to residents and businesses. For example, examine need for 5G wireless services.
Energize downtowns	Q2 2021	<ul style="list-style-type: none"> Explore potential to establish a post-secondary presence in the Township, focused on training food-related specialists
Increase business	Q3 2021	<ul style="list-style-type: none"> Explore the opportunities to create a successful Agri-food innovation hub strategy based around the business incubator.
	Q1 2021	<ul style="list-style-type: none"> Evaluate the potential to attract businesses associated with the energy sector.
	Q1 2021	<ul style="list-style-type: none"> Evaluate the potential for entrepreneurial projects based on Bruce Botanical Food Gardens.
	Q2 2021	<ul style="list-style-type: none"> Explore growth opportunities for the Bruce-Huron Produce Auction.
Increase visitors	Q2 2022	<ul style="list-style-type: none"> Expand tourism attraction and marketing initiatives.



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