

Saugeen Community *Action Plan* 2009



**Working In Partnership
For The
Communities' Future**

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Special Thanks and Acknowledgements to:

SEDC. Board of Directors:

Edythe Dixon - Chair
Duncan McCallum - Vice Chair
Bill Lang - Secretary/Treasurer
Bob Korstanje Doug Morrow Garry Lantz
Lloyd Love Peter Fallis Dave Eccles
Mike Kittle

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Thank you to all who participated in the Community Consultations. A full listing of community consultation partners can be found in appendix. We appreciate your clarity of thought and commitment to the process.



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Executive Summary

In 2008, SEDC began to make plans to review the 2004 **Saugeen Community Action Plan** given that all of the major goals had been achieved. A process was designed to include a visioning session to identify the *Core Values* of the organization and review the *Mission* of SEDC within the context of the mandate provided by Industry Canada. Facilitators met with SEDC staff and Board Directors for the visioning session and the results are included in this document.

These statements provide a solid foundation upon which the future of SEDC can be built. One of the interesting outcomes of the visioning session was a list that outlined the range of services provided by SEDC. The list proved especially useful during the community partner meetings that followed.

Attendees gained a deeper awareness of the many services available as they offered their valuable input at four general meetings and at private interviews. They shared their perceptions of current shifts and trends in the region, and provided advice on what SEDC needed to *Stop, Start and Continue* during the next 5-years. The range of services and a summary of all the contributions appear in the appendix section. SEDC staff met to review the data in order to choose their priorities for the duration of this plan.



Historical Background

As part of the Community Futures Development Corporation Program administered by Industry Canada, the Saugeen Economic Development Corporation's purpose is to create and/or maintain jobs through loans and other services to businesses and to deliver community economic development assistance within the Saugeen catchment area.

A volunteer Board of Directors from the communities within the SEDC's catchment area administers the corporation and they view the *Saugeen Community as a community of communities* called "Saugeen City". Saugeen City is comprised of a wealth of talent, a diversified economy, dedicated labour force, and a strong sense of community pride and ownership.

The SEDC currently has a lending limit of \$150,000 to assist businesses with start up or expansion and generally assists businesses that may not be able to obtain funding from traditional sources. The corporation also partners with other lending institutions and private lenders to help meet the needs of its clients.

Community Economic Development Projects have included annual events such as the prestigious SCoBE and STARS Awards, a quarterly newsletter that highlights statistical data pertinent to our area, consulting services and training that covers business, financing and economic development subjects. The SEDC also has a Business Resource Centre that offers a business library, statistical and demographic data and business registration services.



Letter From SEDC Board Chair:

It is my pleasure to present the Saugeen Economic Development Corporation's (SEDC) Strategic Community Action Plan on behalf of our Board of Directors and staff.

This valuable tool was compiled and published by SEDC in consultation with Synergistic Solutions and will be our guide in our new and ongoing efforts in Community and Economic Development. The SEDC exists to promote sustainable economic and social development throughout the region.

This plan is available on our web site and has been distributed to our partners as part of our commitment of "working in partnership for our community's future."

It is our pleasure to serve the communities of the Saugeen region and we look forward to working with all of our partners as we implement this Strategic Community Action Plan.



Sincerely,

Edythe Dixon

SEDC Board Chair

Member Municipalities

- Municipality of Arran-Elderslie
- Municipality of Brockton
- Township of Chatsworth
- Municipality of Grey Highlands
- The Town of Hanover
- The Town of Minto
- Municipality of South Bruce
- Township of Southgate
- Township of Wellington North
- Municipality of West Grey



Chatsworth



Grey Highlands



Our Vision For The Future

Mission:

Working in Partnership for the Communities' Future

Mandate:

SEDC exists to promote sustainable economic and social development throughout the region.

Core Values:

Cooperative Regionalism

We believe in . . .

- ◆ all levels of government and grass roots organizations working together with a regionally minded focus
- ◆ being receptive to the concerns of all stakeholders by being proactive
- ◆ cooperative regionalism being achieved through the facilitation and development of mutually beneficial partnerships

Sustainability

We believe in . . .

- ◆ positive staff and board development / relations / mutual respect
- ◆ the diversity of our Board of Directors
- ◆ effective communication
- ◆ recognizing excellence
- ◆ exemplary service
- ◆ identifying needs and developing programs to support the communities of our region
- ◆ the creation and maintenance of job opportunities

Marketing

We believe in . . .

- ◆ the importance of community awareness of SEDC and its services
- ◆ the importance of community awareness of the current business and social environment
- ◆ the recognition of success
- ◆ the necessity of profiling our communities

Resource Management

We believe in . . .

- ◆ educating and training
- ◆ gathering and using regional data
- ◆ accessible information about available programs and services

Business Support

We believe in . . .

- ◆ promoting and providing exemplary business practices
- ◆ making recommendations and decisions based on current data
- ◆ providing loans and resources to businesses and the social economy

Action Plan

Priorities

Marketing and Communications

Business Support

Liaison

Partnerships

Action Planning

Marketing And Communications

Effectively communicate the Mission, Mandate and Services available at the Saugeen Economic Development Corporation, and promote the businesses and opportunities that exist throughout the Saugeen region and beyond.

Update And Maintain Web site

- ◆ Add SEDC Mission, Mandate, and Core Values
- ◆ Social Networking workshop for SEDC Staff

SUMMER 2009

- ◆ Implementation of an updated web page

FALL 2009

Responsibility: Project Manager with support from Staff

Explore And Implement Social Media

- ◆ Implementation of an updated SEDC web site
- ◆ Assess and implement appropriate Social Network media to meet current SEDC needs
- ◆ Add linkages to complementary web sites

WINTER 2009

FALL 2009

Responsibility: Project Manager with support from Staff.

Publish A Quarterly Newsletter

- ◆ Distributed in paper and electronic format
- ◆ Explore opportunities to improve the newsletter to better reflect the needs of the Saugeen community

ON-GOING

Responsibility: SEDC Board Member and Staff

Trade Shows / Events

- ◆ Presentations to SEDC community partners
- ◆ Events in partnership with or sponsored by Community Partners

ON-GOING

Responsibility: Project Manager and Business Manager

Publish And Distribute Annual Community Report

- ◆ Complete and distribute to all SEDC Partner

WINTER 2009

Responsibility: Business Manager and Project Manager

Emails

- ◆ Set up specific groups and maintain contact lists (businesses, chambers, etc)

ON-GOING

Responsibility: Receptionist with input from Staff

Design And Implement Radio Advertising

- ◆ Bluewater Radio
 - i. Advertising opportunities
 - ii. Explore on-air exposure such as talk shows , editorials and interviews

WINTER 2010

Responsibility: Business Manager and Project Manager

South-Central CFDC Regional Network

- ◆ Attend Regional quarterly meetings and annual conference
- ◆ Staff members will attend (when appropriate) to share and learn from Regional network colleagues

ON-GOING

Responsibility: Project Manager and Business Manager

STARS And SCoBE Awards

- ◆ Events will be pre-planned, will occur annually
- ◆ SCoBE in May and STARS in October

ON-GOING

- ◆ Online video will be completed

SUMMER 2009

Responsibility: Business Manager, Project Manager and Event Coordinator

Balloon Bouquet

- ◆ Increased frequency

ON-GOING

- ◆ Invite submissions on website and social media

FALL 2009

Responsibility: Receptionist

Print Media

- ◆ Brochures
 - i. Update current SEDC brochures
SPRING 2010
 - i. New designs and editions as required
ON-GOING
 - i. Develop Saugeen Lure Brochure
SPRING 2010
- ◆ Newspaper
 - i. Special Events
 - ii. SEDC renewal announcements
 - iii. Press releases
ON-GOING

Responsibility: Business Manager and Project Manager

Community Profiles

ON-GOING

- ◆ Complete 2006 census data updates
AUG. 31, 2009
- ◆ Investigate and develop new formats
SEPT. 2010

Responsibility: Business Consultant, Project Manager and Business Manager



2009 S.Co.B.E Winners



2009 S.T.A.R.S Winners



Priorities

Marketing and Communications

Business Support

Liaison

Partnerships

Action Planning

Business Support

Effectively assist businesses in the Saugeen region to meet and exceed their goals through loans, training, business services, and assisting with required resources and expertise.

Responsibility: *Business Manager and Project Manager*

To Collect And Communicate Support Information To Clients And Community Partners

- ◆ Increase Staff / Director awareness through topical subject meetings
- ◆ Website:
 - i. On-Line directories
 - ii. Other groups and web sites
 - iii. In-house training workshops

DECEMBER 2009

- ◆ Emails – exchange at staff meetings - monthly
- ◆ Outside training and reporting back at staff meetings
- ◆ Ongoing exchange monthly at staff meetings

ON-GOING

Responsibility: SEDC Staff

Sector Projects

- ◆ Economic Competitive Analysis
- ◆ Workforce Development
- ◆ Business Training
 - i. Seminars
 - ii. Workshops
 - iii. Conferences

ON-GOING

SEDC Investment Portfolio

- ◆ Capitalization required
- ◆ Development and implementation of strategies to effectively manage the existing portfolio at the current capitalized levels

ON-GOING

Responsibility: Business Manager

To Assist Businesses To Achieve “Bankability”

Note: By Fall 2010 SEDC will have a process in place for current clients

For new clients this will be done automatically

- ◆ Allocate more one on one time with clients
- ◆ Mentoring
 - i. Coaching
 - ii. Skill building
 - iii. Goal setting
- ◆ Goal following
- ◆ Set up regular meetings every 6-8 months
- ◆ Business plan
- ◆ Design an action plan to meet the needs of our business clients, related to the above goals.
- ◆ Send letters to out all ‘current’ clients offering our assistance.

MARCH 2010

Responsibility: Business Manager

Technical Support For Business

- ◆ Work force development
- ◆ Business planning
- ◆ Financial planning
- ◆ Marketing implementation / export
- ◆ New and existing business expansion

Responsibility: Business Manager



ON-GOING

Business Resources

- ◆ Resource Library
- ◆ Experts
- ◆ Business Start-up Packages
- ◆ SEDC Website

ON-GOING

Responsibility: Business Manager and Project Manager



Priorities

Marketing and Communications

Business Support

Liaison

Partnerships

Action Planning

Liaison

Effectively work with all levels of government to ensure up-to-date and reciprocal communication regarding business needs in the Saugeen region, and the available programs and resources to support business and regional success.

Meetings

- i. MPs
- ii. MPPs
- iii. Counties
- iv. Municipalities
- ◆ Meet with local business organizations
- ◆ Presentations and Updates
- ◆ Annual Reports

REGULARLY

Responsibility: Project Manager and Business Manager

Government Ministries

REGULARLY

- ◆ OMAFRA Regional Managers
- ◆ MEDT Regional Managers
- ◆ MTCU Regional Managers
- ◆ Industry Canada Regional Managers
- ◆ Service Canada Regional Managers
- ◆ Other Government Ministries (per project / as required)

Responsibility: Project Manager and Business Manager

Community Futures

Development Corporations

- ◆ Regional

QUARTERLY

- ◆ Provincial

ANNUALLY

Responsibility: Project Manager, Business Manager and other SEDC Staff and Directors



Priorities

Marketing and Communications

Business Support

Liaison

Partnerships

Action Planning

Partnerships

Effectively develop, promote, and use partnerships as a way of doing business in order to harness all the resources and expertise available in the Saugeen region and beyond.

Access To Resources

- ◆ People
- ◆ Expertise
- ◆ Information
- ◆ Funding
 - i. To leverage SEDC financial resources
 - ii. To help leverage partner contributions

ON-GOING

Responsibility: Project Manager and Business Manager

Projects

- ◆ Start
- ◆ Diversify
- ◆ Develop
- ◆ Complete
- ◆ Maintain

ON-GOING

Responsibility: Project Manager

Cooperative Regionalism

- ◆ Including all appropriate partners (per project)
- ◆ Willingness to include partners beyond geographic borders to ensure greater success

ON-GOING

Responsibility: SEDC Staff and Directors



Priorities

Marketing and Communications

Business Support

Liaison

Partnerships

Action Planning

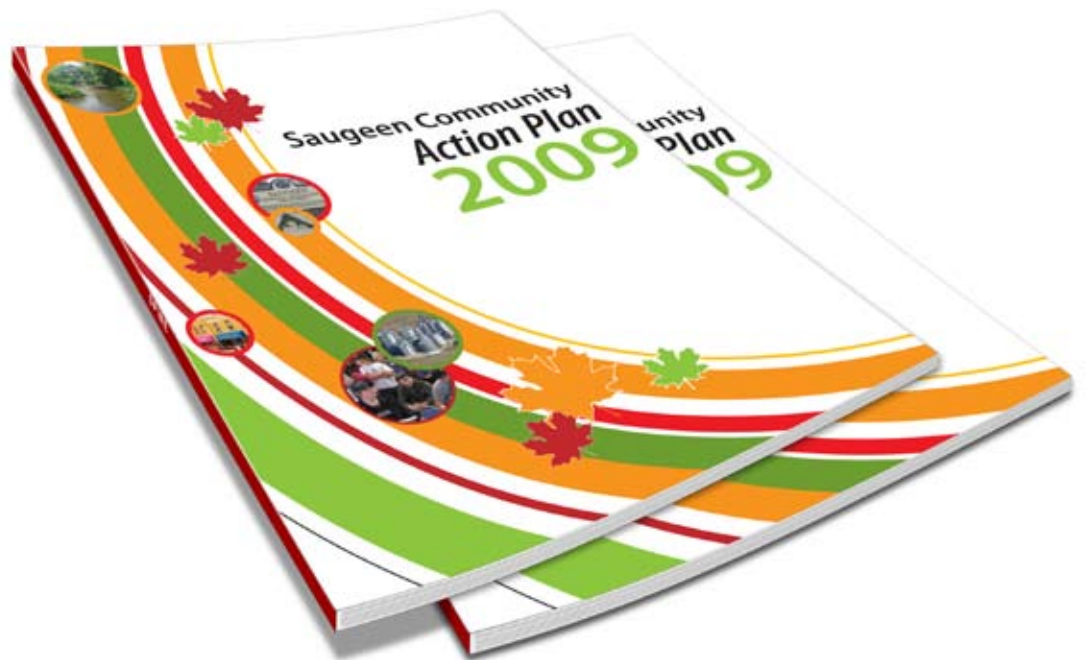
Action Planning

Effectively monitor, review, and change the Saugeen Community Action Plan to ensure that SEDC is meeting the current and projected needs of the Saugeen Region.

Bi-Annual Review

May and November

Responsibility: Project Manager and Business Manager



Appendix

This section provides an overview of the process and the raw data that was collected during the Community Partner Consultation meetings. SEDC continues to be very grateful to everyone for their input, as we look forward to the next 5 years.

Definitions <i>and Process</i>	13
Community <i>Consultation Partners</i>	15
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Definitions and Process

Community Futures Development

Community Future Development Corporations support community and economic development by assisting Ontario's rural communities to strengthen and diversify their economies.

CFDCs are community based, not-for-profit organizations that are each run by a board of local volunteers, and staffed by professionals who encourage entrepreneurship and the pursuit of economic opportunities.

Through Industry Canada, the Government of Canada provides funding, advice and support.

The main purpose of the SEDC is to provide important services to businesses, entrepreneurs, and social enterprises.

Loan clients represent only one client group that access business counseling resources of the SEDC. Business Counselling activities also extend to those seeking information, referral, and contacts related to a broad scope of business issues and initiatives. SEDC offers a full-service, one-stop business resource function to the local business community, individuals exploring business opportunities, as well as industry and business looking to locate or expand operations in the area.

Business Services

- ◆ Access to Small Business Information, Mentoring, Counselling and Advisory Services
- ◆ Assistance to Entrepreneurs
- ◆ Business Financing
- ◆ Business Improvement Workshops and Seminars
- ◆ Small Business Self-Help Resource
- ◆ Youth Entrepreneur
- ◆ Information on relevant Federal and Provincial programs and services

SEDC administers local investment funds to help finance new or existing small business and social enterprise for start up, expansion, or stabilization plans that help maintain or create jobs. Repayable financing of up to \$150,000 on commercial terms through loans, loan guarantees, or equity investment is available when financing from other sources is insufficient. By adopting a grass roots approach to business investment, the SEDC is building strong and sustainable communities through job creation and an enhanced business sector.

SEDC is a decentralized COBSC site, offering electronic and hard copy business resource materials on-site. This affiliation also provides access to a help desk to assist clients when researching specialized inquiries.

This resource site hosts information related to a range of topics including:

- ◆ Franchising
- ◆ Partnership Agreements
- ◆ Exporting
- ◆ Market Research resources such as average household expenditure patterns/industry benchmarks, postal code based consumer reports, business planning etc.
- ◆ Technology & Innovation
- ◆ Projecting sales
- ◆ Government Programs & Services etc.

Community Economic Development (CED)

CED is a locally driven process by which individuals, groups and communities take charge of their own future by organizing collectively, setting goals and objectives, and establishing priorities for action, which will result in the overall improvement of the community and the region.

CED combines the articulation of community goals and objectives with the use of local resources and initiative and the active participation of the community in the implementation of strategies for improvement.

CED partnerships are formal and informal agreements to co-operate and work together. Partnerships involve pooling resources, and agreement to share the benefits as well as the risks of local development projects and initiatives. Because of the diverse interests and different goals in communities, local development initiatives must evolve through negotiation as the basis for building and maintaining partnerships. Community partnerships require sustained attention to communications, team building, and the changing "rules of the game" in a changing environment.

Within this context, the Community Futures Development Corporation is one partner in the CED community. The CFDC was established to:

- ◆ Assess local economic and employment development / adjustment needs and opportunities.
- ◆ Provide the Saugeen community with a strategic plan, which is evaluated and revised.
- ◆ Recommend, guide, direct, monitor, and evaluate specific implementation strategies.

CED is achieved through the development of a locally sensitive Strategic Plan.

Strategic Planning

Strategic Planning is a process whereby organizations assess current shifts and sets a deliberate course for the future. The SEDC process includes:

1. A visioning session that included the identification of Core Values, a Mandate and a Mission
2. Meeting with regional partners to collect and collate data on major shifts and trends affecting the region
3. Collecting input from partners on what is “hot”, plus what STDC needs to stop/start/continue over the next five years.
4. Assessing strengths / weaknesses / opportunities / threats (S.W.O.T.)
5. Determining priorities for action
6. Detailing the plans, responsibilities, and time lines
7. Identifying assessment criteria for success
8. Composing, editing, and publishing the plan
9. Distributing and marketing the plan
10. Using / following the plan

Strategic Plan Components

- ◆ **Mission:** word, phrase or brief statement of intent
 - Target
- ◆ **Core Values:** fundamental beliefs that support intent
 - Guiding Principles
- ◆ **Mandate:** what we do to reach the target
 - Activity
- ◆ **Action Plan:** the individual tasks that will achieve the goals
 - Details

Community Consultation Partners:

Dan Gieruszak	Brockton Council
James Clark	Georgian College
Jean Stephenson	Bluewater District School Board
Tracy Cassidy	Walkerton Chamber of Commerce
Stephanie Crilly	Hanover Project Centre
Neil Kirstine	Brockton Economic Development Committee
Jennifer Harris	Paisley Chamber of Commerce
Steve Furness	Grey Bruce Regional Economic Development Partnership
Stewart Halliday	Grey Highlands Council
Pat Kuntz	OMAFRA
Scott Taylor	Grey County Planning Department
Jill Roote	Business Enterprise Centre
Wayne Jamieson	County of Bruce
Gary Wood	County of Grey
Karen Wallace	Grey Highlands Economic Development
Bob White	Hanover Council
David Smith	County of Bruce Planning Department
Henry Micek	Southgate Economic Development
Gordon Duff	Town of Minto
Art Lawson	OMAFRA
Mike Baker	Excellence in Manufacturing
Barbara Wright	Ontario Youth Apprenticeship Program
Sue Seifert	Family Y Community and Employment Services
Cheryl Govier	OMAFRA
Darlene Lortie	MTCU Employment and Training Division
Debra Flynn	QUILL Network
Belinda Wick-Graham	Town of Minto Economic Development
Gemma Mendez-Smith	Four County Labour Market Planning Board
Jerry Casey	Bruce Grey Catholic District School Board
Paulette Lippert	Bruce Grey Catholic District School Board
Mike Elliott	Service Canada
John Schut	OMAFRA
Kate Russell	Markdale Chamber of Commerce
Basia Halik	West Grey Downtown Revitalization Committee
Nicole Wise	Mildmay Chamber of Commerce
Crystal Seifried	Mount Forest Chamber of Commerce
Cynthia Beyer	SEDC Regional Advisory Committee
Elizabeth Murray	West Grey Downtown Revitalization Committee
Linda Fischer	Ackert Insurance Brokers
Adam Hoffman	Bogdon and Gross
Val Stimson	Neustadt Springs Brewery
Carol Gott	The Delphi Centre

Range of Services

- ◆ Assistance and support with market analysis initiatives
- ◆ Celebration of success in the Saugeen region (SCoBE's)
- ◆ Creation of inventories and a regional data base
- ◆ Creation of training opportunities / meetings / forums
- ◆ Education
- ◆ Liaison and cooperation with levels of government and chambers of commerce
- ◆ Promotion of regional media services
- ◆ Promotion and modeling of exemplary communication practices
- ◆ Provision of professional business advice and suggested protocols
- ◆ Provision of marketing ideas
- ◆ Provision / support programs that address lifestyle issues
- ◆ Provision of money and resources to support business ideas and initiatives
- ◆ Provision of mediation and facilitation services
- ◆ Support for business retention and expansion
- ◆ Support the message "We are open for business."



Shifts and Trends

The material listed in the Shifts and Trends section is a condensed version of the data collected at all the Partner Consultation meetings and interviews.

Business and Industry

- ◆ 100 Mile Food Movement (Slow Food, market garden...)
- ◆ Greater respect for Farmers (locally)
- ◆ Trends in Agriculture
 - i. Disappearing family farms
 - ii. Larger farms
 - iii. Organic Movement
 - iv. Buy Local
- ◆ Barriers to finding locally grown and processed products
 - i. Grocery stores must purchase from city warehouse instead of local producer
- ◆ Agriculture has rebounded and has growth opportunities... Farmers are more business-like
- ◆ Energy opportunities
- ◆ Skilled trades – labour shortage and saturation
- ◆ Loss of manufacturing jobs (unemployment)
- ◆ Satellite Plants for large manufacturers (Failing (Leaving))
- ◆ Furniture Industry is “down”
- ◆ Automotive Industry is “down” (metal, auto parts) – Trend = recession
- ◆ Beef and Pork industries are “down” (Canadian dollar, trading...)
- ◆ Forestry sector job losses
- ◆ Need to connect workers
- ◆ Can we develop a “model” job fair
- ◆ Wage pressures vs. cost of living
- ◆ Multiple income sources – employment opportunities (Thriving)
- ◆ multiple contract jobs to make one income
- ◆ Deterioration of downtowns (Durham)
- ◆ More traffic (Big trucks)
- ◆ Need more promotion:
 - i. Grow local, support local
 - ii. Green sectors and opportunities
 - iii. Line-chain development (field to fork – locally)
- ◆ More volatile gas prices
- ◆ More upscale businesses opening in the area
 - i. Christmas shoppers – buying what needed, not what wanted
 - ii. Walkerton Promotion – twice the participation over last year (more local shopping)
 - iii. CKNX/CIXK – “shop local” campaigns well received and effective
 - iv. Focus for local producers, retailers and producers – what do local people need versus want equals longer term business opportunities
- ◆ Acquired (Hot)
 - i. Fibre Optic – Rural Ontario (Grey and Bruce projects)
 - ii. Water Centre – Walkerton (World Class)
 - iii. May attract Best Western Hotel
 - iv. Bio Fuel (Opportunity for agriculture)
 - v. Waste Management and Recycling
 - vi. Increase in retail businesses
- ◆ Tourism
 - i. No B&B
 - ii. Not a destination (Mount Forest)
 - iii. Lack of infrastructure – needed to seize opportunities
- ◆ Banks/Credit Unions appear to be more open to SME’s
- ◆ Need to keep on top of the marketing of the region (Tourism & Business)
- ◆ Bruce Power:
 - i. Hiring more journeypersons
 - ii. Reducing availability of skilled workers for SMEs
 - iii. Economic & social influence (1 & 2 Re-tube Construction)
- ◆ Local Realty in good shape
 - i. Realtors are low on stock, but prices are holding
 - ii. No panic selling
 - iii. Local housing market is healthy
- ◆ More E-Commerce – purchasing over the internet
 - i. Positive for local sellers on line
 - ii. Negative for local business losing sales to it

- ◆ Service industry growth
 - i. Where local graduates will work
 - ii. Aesthetics, Massage, Physiotherapy
 - iii. Service sector (Franchise Businesses)
 - iv. Medical (Public & Private)
- ◆ Rise of local small business “do-it-yourselfers”
 - i. Owners / operators are all ages – especially younger
 - ii. No jobs in their field
 - iii. Cost of relocating is high
 - iv. Made possible by digital access & software to work from home / locally
 - v. Do not want to leave the region – lifestyle choices
 - vi. Home businesses, telecommuting (hidden economy) – hot
 - vii. Knowledge based economy growing vs. Manufacturing shrinking
- ◆ Improved resources at SEDC...but they have not been well communicated
- ◆ Economic changes
 - i. Loss of manufacturing jobs
 - ii. Fluctuating dollar and gas prices
 - iii. More company ‘slowdowns’
 - iv. Other areas booming (energy, hi-tech...)
 - v. Opportunities for partnerships and diversity
- ◆ Fluctuating commodity prices – Corn, fertilizer, potash...

Health

- ◆ Healthcare – (Hospitals, nurses, Doctor, clinics, wait times...)
- ◆ Doctor/Nurse...shortage

Communication & Technology

- ◆ Infrastructure continues to fall behind – rural has difficulty accessing needed funds
- ◆ Municipal amalgamations
- ◆ Better relations between SEDC and Municipal partners & stakeholders
- ◆ Need for Broadband/Wifi/Highspeed availability
- ◆ High cell & land-line phone charges
- ◆ Rise of social media marketing
 - i. Facebook / LinkedIn / Twitter / Blogging / Skype
 - ii. Web 2.0 / web pages
 - iii. Clientele is mostly from outside the region

- ◆ Local business is growing with education & exposure
- ◆ Business is realizing that interactive web sites can improve service & increase sales
 - i. Positive talk amongst customers creates more interest
 - ii. Service is seen as instant and therefore more personal

Environment

- ◆ Prominence of environmental issues
- ◆ Ontario market investment
 - i. \$ for local produce markets (e.g. Keady & OSFM)
- ◆ 100 Mile Diet (huge now)
 - i. Promotion of “slow food” instead of “fast food”
- ◆ Increased importance of FSC
 - i. Forest Stewardship Council
- ◆ Green initiative
- ◆ Old growth forest products
- ◆ Recycled papers
- ◆ Organic / vegetarian / H₂O ink products
- ◆ Environmental issues / pressures:
 - i. Weather pattern and Climate change
 - ii. Availability of bio-fuels
 - iii. Affect on agriculture locally
 - iv. Decision to allow wind-turbines
 - v. Waste management
 - vi. Focus on Greening

Education

- ◆ School issues – staffing, buildings, student populations, transportation
- ◆ Need more post secondary educational opportunities
- ◆ Mentorship Programs for businesses needed
- ◆ Engage youth at all levels Re: Training, Opportunities in area
- ◆ Customer service – increased need for staff development
- ◆ Skill set / retraining issues
- ◆ More transparency in Education is needed
 - i. Accountability (Publication of EQAO scores)
- ◆ Educational system is more equitably focused on all “pathways” to success for students (workplace, apprenticeship, college, university)
- ◆ Resources (funding, courses, staff) are divided on a proportional basis according to student need

- ◆ Philosophical shift has taken place -- away from what's better/best path to take generally – to what is right for the student at that time
- ◆ New credit structures & opportunities exist
 - i. 6 new ways to help a student get to graduation
 - ii. more credits can count as “compulsory” (e.g. co-op)
 - iii. special student interests can be accommodated by redesigning programs (number & content of courses for Specialist High Skills Majors)
 - iv. agreements exist with colleges & universities to allow more tailored acceptance and transition from Sec. School
- ◆ Out-migration of youth continues
 - i. For adventure...
 - ii. For post secondary education/training (only one local Post-Secondary provider)
 - iii. For workplace & apprenticeship opportunities
- ◆ It's very much a “new generation of kids”
 - i. They know how to multi-task
 - ii. They are “digital natives”
 - iii. Are more aware of the need for balance in their lives
- ◆ Evidence (once again) of a generational disconnect
 - i. Employers expecting graduates to be “finished” (complete skill acquisition)
 - ii. Still an expectation that content is more important than process

i.e. it matters more that students know *stuff* as opposed to knowing how to find out (e.g. spelling etc.)
- ◆ Current Realities
 - i. That education systems simply cannot keep up with all the changes, or the cost
 - ii. That declining enrolment makes the funding issue even worse
- ◆ Georgian College:
 - i. Marine Simulators (State-of-the-art, top 5 in the world)
 - ii. International Students are commencing in under training contracts
 - iii. Overall Population is up over 10% (past 2-years)
 - iv. Offering many re-training opportunities
 - v. Articulation agreements with Universities (i.e. students can do their first years of post secondary education locally (Georgian) and finish final years at University or other College campus)

Demographics

- ◆ Population Shift
 - i. Generational Diversity and Rural/Urban divide
 - ii. More people from shoreline are moving inland
- ◆ Skilled trades – labour shortage and saturation
- ◆ Structured adjustment to the Saugeen economy
- ◆ Youth – underemployment
- ◆ Demographics are (getting) skewed and getting worse
 - i. Shows in agriculture & general population
 - ii. Age demographic changes
- ◆ Lots of “day visitors” are moving here
 - i. Causes interest in “name brand” stores (Starbucks...)
 - ii. Little bit of “city” in small town (want businesses to be open as late as in city...)
- ◆ Housing :
 - i. Have need but no infrastructure for new houses
 - ii. Increase need for senior/retirement (changes in housing types e.g. condos)
 - iii. General housing boom over the past 4-years
 - iv. Lack of affordable housing for lower incomes
 - v. Shift of lower income workers away from the lakeshore into interior
 - vi. Future need for additional housing services
- ◆ European visitors
- ◆ Graduate demographics (2006/2007):
 - i. More girls going to University
 - ii. More Boys going to College/Trades
- ◆ Aging population:
 - i. More retirees in region
- ◆ Some moving in & starting SMEs
 - i. Retraining of laid off workers over age 45
- ◆ Buying habits are changing
 - i. Buying what they need instead of what they want
 - ii. Local promotions are resulting in more local shopping
 - iii. Greater focus on local products, crafts, retailers
- ◆ Need to create communities for “smart People”
 - i. Determine what it is that people value
 - ii. Provide the services & activities to meet their needs
 - iii. Increased and reliable connectivity is a must

Start, Stop, Continue

This Appendix contains the raw data gathered from the Regional Consultation sessions. This information does not indicate how often it was said or indicate the further discussions, conclusions and decisions that occurred during and following the consultations. This section has been included to ensure our partners and communities know that everyone's ideas were considered and weighed while developing the overall Strategic Community Action Plan.

Business

STOP

- ◆ Involvement in STARS and SCoBE Awards ◆ Self-nominations IN SCoBE and STARS (poor community perception) ◆ Activities you cannot influence ◆ Business Incubator Project ◆ Duplication (E.g. Tourism Marketing)

START

- ◆ Knowledge based economy ◆ ECAP Projects ◆ Organizing and promoting specific regional initiatives ◆ Combining SCoBE/STARS

“To further the discussion on the SCoBE awards, I would like to see the SCoBE's continue but have the general community play a more active role in the nominations. I suggest having a “people's choice” award for which the General Public gets to choose who they feel is the most deserving of certain awards such as Customer Service, Citizenship, and break it down further in to mini awards... best restaurant, best daycare, best clothing store etc.

I would also like to see an Environmental Award and have each of the judges personally talk to individual nominees for 5–10 minutes before they make their decisions.

Implementing the Social Media into this would be easy. The General Public could vote on the web, by twitter or by text msg. It could also be a survey sent in the mail, through the newspaper, or by e-news or even in a facebook group.” J.H.

- ◆ Combine into one X3 ◆ Bi-annual? ◆ Local businesses growing less enamored ◆ Review overall process – can it be done better X3 ◆ Promotion of Business infrastructure ◆ Support bringing businesses here ◆ Retirement trend ◆ Support SME's to grow service industry ◆ help get businesses off-the-ground (licenses, zoning...) ◆ greening of Manufacturing sector – re-tooling, ◆ Make Bold Moves ◆ Focus on core business X3 ◆ (Review - better to be great at 10 versus good at 15)

CONTINUE

- ◆ Sitting on local EDC's ◆ Grant partnerships ◆ Regional approach to CED ◆ Downtown revitalization ◆ Support for small businesses ◆ All aspects of Action Plan ◆ Supporting all stakeholders ◆ Development of GBREDP ◆ Marketing the work/services of SEDC ◆ Assisting grass roots with business planning ◆ Liaising with various levels of government ◆ Researching regionally ◆ Support for BR&E program ◆ SCoBE/STARS – CELEBRATING SUCCESS ◆ Market analysis ◆ Resources for business ◆ Cooperative regionalism ◆ Chamber of Commerce support ◆ Working with all levels of government to work together ◆ “Fill the gap” by getting projects off the ground that others can't/won't ◆ Being there and being accessible ◆ Supporting small businesses ◆ Focusing on improving community services

Communications

START

- ◆ Communication Strategy ♦ Market area on web ... ♦ (“We are open for business) ♦ Market loan program ♦ Publishing on web ♦ Better Communication of services ♦ Developing a slogan (let people know how approachable we are) ♦ Develop business networking programs ♦ Working with the Agricultural sector more ♦ Assisting local businesses to improve services to out of town visitors ♦ Coordinating marketing efforts/mentoring ♦ Connectivity-Resources/Businesses–Bring community profiles together ♦ Regular SEDC newsletter with what’s up and articles of local interest ♦ SEDC services and progress ♦ Newspaper Articles (local papers, BC Marketplace...) ♦ To consider satellite offices and resource centres ♦ Set up an interactive web site (Web 2.0) ... for the above reasons !!! ♦ Having the SEDC take a more active role in Social marketing to enhance their exposure to a younger generation they may be missing out on. I personally would love to receive updates on workshops etc via twitter or facebook ♦ Utilizing newer communication technologies: ♦ Updating the website ♦ Facebook ♦ Twitter ♦ Blog Feature

CONTINUE

- ◆ Communication and marketing ♦ Marketing the work/services of SEDC ♦ Assisting grass roots with business planning ♦ Business/Land directories ♦ Providing Money/Resources/Information ♦ Provide data/information to assist projects ♦ E-mail communication

Health

START

- ◆ Recruitment of health providers ♦ Encourage more medical services start-up

CONTINUE

- ◆ Health sector work

Environment

START

- ◆ Looking at energy opportunities

Demographics

START

- ◆ Serving as Catalyst to bring community issues together:
- ◆ Affordable housing
 - i. accessible communities
 - ii. rural/urban clash
 - iii. agricultural
- ◆ Promoting infrastructure to attract retirees, businesses, workers...

Education

START

- ◆ Development of small college/training centre ◆ Workforce development ◆ Focus on training for trades ◆ Retention and/or training incentives to keep workers in place ◆ Support development of business cases for community services (Clinics) ◆ Provide leadership in co-operative regionalism ◆ Promote moving products around in our own region-Business2Business ◆ continue and increase education for local residents on how to, where... ◆ Telling people which companies are doing what ◆ Education for small manufacturers (businesses) e.g. export opportunities ◆ We need to get better at hooking into the world of educational opportunities on-line ◆ We need a credible person to “drum-up” employers to take co-op students ◆ Setting up a mentor system where current/successful co-op employers train (or mentor) other (less successful) or new co-op employers ◆ Teachers could be partners in the development and preparation of resources ◆ Like the Health Care video recently distributed ◆ ... and in new areas like auto, industry, trades, and service industries like tourism, insurance, financial planning... etc. ◆ Help employers better understand the “graduate” of today re: generational descriptors given earlier ◆ We need to talk more to industry and private sector about the importance of on-going staff development that should occur after hiring takes place – that the students are not (necessarily) a “finished product” of the ed. System

CONTINUE

- ◆ Business Education (Seminars) ◆ Stronger facilitation ◆ Education:
 - i. mentoring in schools
 - ii. mentoring new business
 - iii. FTFT Conference
- ◆ HS support ◆ Regional skills challenge ◆ Group training (cost effective) ◆ First-Time-Full-Time Conference ◆ for students going directly to the world of work ◆ To provide special training opportunities as a head start
 - i. Chainsaw
 - ii. Food-Safe
 - iii. Smart-Serve
 - iv. ... 14 altogether
- ◆ To find the time and resources to expand from 20/HS to 50/HS ◆ the valuable SEDC/BWDSB partnership that has grown so much in the last five years
 - i. FTFT Conference
 - ii. Steering committees
 - iii. Co-op education opportunities
- ◆ The educational services and notifications (seminars and workshops)

SEDC Acronyms

BDC	Business Development Bank of Canada
BWDSB	Bluewater District School Board
BGCDSB	Bruce Grey Catholic District School Board
CFDC	Community Futures Development Corporation
CFIB	Canadian Federation of Independent Business
COBSC	Canada-Ontario Business Service Centre
ECAP	Economic Competitive Analysis Project
EDAC	Economic Development Association of Canada
EDCO	Economic Development Council of Ontario
EDO	Economic Development Officer
EI	Employment Insurance
FEDDEV Ontario	Federal Economic Development Agency For Southern Ontario
FedNor	Federal Economic Development Initiative for Northern Ontario
FTFT	First Time Full Time Conference
GBREDP	Grey Bruce Regional Economic Development Partnership
GIS	Geographic Information System
IC	Industry Canada
IRAP	Industry Research Assistance Program
JCP	Job Creation Partnership
KBE	Knowledge Based Economy
MTCU	Ministry of Training Colleges and Universities
NAICS	North American Industry Classification System
NOC	National Occupation Classification
OACFDC	Ontario Association of Community Futures Development Corporations
OFA	Ontario Federation of Agriculture
OMAFRA	Ontario Ministry of Agriculture Food and Rural Affairs
OYAP	Ontario Youth Apprenticeship Program
RAC	Regional Advisory Committee
REDI	Regional Economic Development Initiative (Under Development)
RTMP	Regional Tourism Marketing Partnership (Grey and Bruce)
SBDC	Saugeen Business Development Centre
SCAP	Saugeen Community Action Plan
SCoBE	Saugeen Community Business Excellence (Awards)
SCTA	Saugeen Country Tourism Association
SEDC	Saugeen Economic Development Corporation
STARS	Saugeen Territory Awards of Recognition and Success
SWEA	Southwest Economic Alliance
SWOT	Strengths / Weaknesses / Opportunities / Threats
WIN	What's Important Now (Community Partners Bi-Annual Conference)



**Working In Partnership
For The
Communities' Future**