



The Municipality of Lambton Shores



Economic Development Action Plan Report to Council

Economic Development Committee 2013-2014

August 7, 2014



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About Lambton Shores



Lambton Shores is both rural and urban, encompassing the shores of Lake Huron. The Municipality of Lambton Shores came to be when the Town of Forest, Bosanquet Township and, and the Villages of Thedford, Arkona and Grand Bend amalgamated in 2001.



Lambton Shores is home to quaint neighbourhoods, thriving businesses and a longstanding farming industry. Our 10,645 residents include young families, retirees, and everyone in between.



With premier beaches in Grand Bend and Ipperwash, breathtaking sunsets and popular harbour-marinas in Grand Bend and Port Franks, it's no wonder Lambton Shores is the summer retreat destination of choice for thousands of sun and nature lovers.



Our residents have a special appreciation for nature too, and we take pride in being home to the Oak Savannah Forest, Rock Glen Falls, Thedford Marsh, Pinery Provincial Park -Southern Ontario's largest forest area, and the Karner Blue Butterfly Sanctuary.

Beautiful parks, conservation areas, golf courses and the all new Shores and Legacy Recreation Centres, all contribute to an excellent quality of life. Ours is a community where, while we love our own village or town, we understand that the whole is truly greater than the sum of the parts – and that this new entity “Lambton Shores” provides us with an increasing quality of municipal services and facilities. In that respect, we have grown to become very proud of our Lambton Shores identity.



About the Economic Development Committee (E.D.C)

Lambton Shores Council has taken a step toward assuming greater responsibility for their own economic development planning, and to set clear and attainable economic development goals, objectives and strategies that lead to sustainability, growth, and well being of our community. Council recognized that community priorities for growth and investment require stakeholder input, diligent review, prioritization and long term planning.

Committee Members

- Paul Wilson – Committee Chair, s.paul.wilson1@gmail.com
- Tino Breuer – Alternate Chair, tinob@hay.net
- Geoff Greening – Sarnia Lambton Economic Partnership (SLEP) Representative, geoff@sarnialambton.on.ca
- Marilyn Keunecke-Smith, marilys4trails@gmail.com
- David Shaw, dshaw@ivey.uwo.ca
- Sarah Hornblower, zeph32@yahoo.com (2013)
- Jordy Speake, whitecoolroofs@hay.net (2014)
- Deputy Mayor Elizabeth Davis-Dagg, edavis-dagg@lambtonshores.ca
- Kevin Williams – Chief Administration Officer (CAO), kwilliams@lambtonshores.ca
- Mayor Bill Weber – Ex-Officio, bweber@lambtonshores.ca

The Key Objective of the Economic Development Committee (E.D.C.)

The Municipality of Lambton Shores Council established the Economic Development Committee with a mandate to assist in discussions and research geared to business retention and expansion, and to encourage opportunities for employment growth in Lambton Shores and to make recommendations to Council on economic development issues.

As a tool to achieve this mandate, the E.D.C. has created this document, the Economic Development Action Plan (referred to as the E.D.A.P.) as a master document guiding Council and the business community from strategic direction through implementation.

The primary objective of this Economic Development Action Plan is to foster or create an environment that supports the growth of the economy and prosperity for local residents.

The Lambton Shores Economic Development Action Plan 2013 – 2014 has 7 overarching goals that will be presented along with supporting objectives and immediate, medium-term and long-term actions.



Four Step Approach

The following methodology was chosen to create and sustain the Economic Development Action Plan and deliver on the mandate for this committee;

STEP 1. STRATEGIC PLANNING

1. Data collection. Surveys, reports and research - dissemination of information
2. Where are we now? Current situation workshop: strengths, opportunities and threats analysis
3. Survey emerging trends and preparedness assessment
4. Where do we want to be? Create an organizational framework; vision, mission, values, themes, and priorities
5. How do we get there? Goal selection and prioritization
6. Present summary of key findings and recommendations to Council



STEP 2. STAKEHOLDER ENGAGEMENT AND IMPLEMENTATION

1. Communicate and solicit feedback on the E.D.A.P. publicly; website, town halls, forums, clubs, and social media
2. Work closely with stakeholders through workshop events discussing and developing objectives and actions that support goals and priorities
3. Work towards attaining the strategic directives of the E.D.A.P.

STEP 3. EVALUATION

How are we doing? Monitor this plan quarterly based on key performance indicators, reports and updates provided by staff and the E.D.C. showing progress toward the action plan and supporting key performance indicators.

STEP 4. MONITOR & UPDATE

The E.D.A.P. annual goals will be reviewed quarterly and updated annually. The strategic plan will be reviewed annually and updated every three years. In addition, the E.D.C. will:

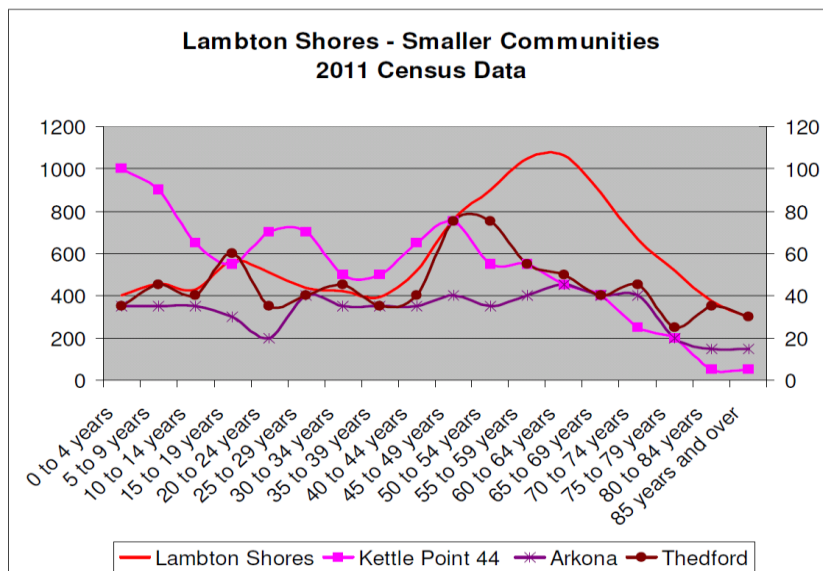
1. Provide recommendations to council
2. Consider impacts to the E.D.A.P. caused by changes to the Municipalities Strategic and Official Plan



Summary of Key Findings

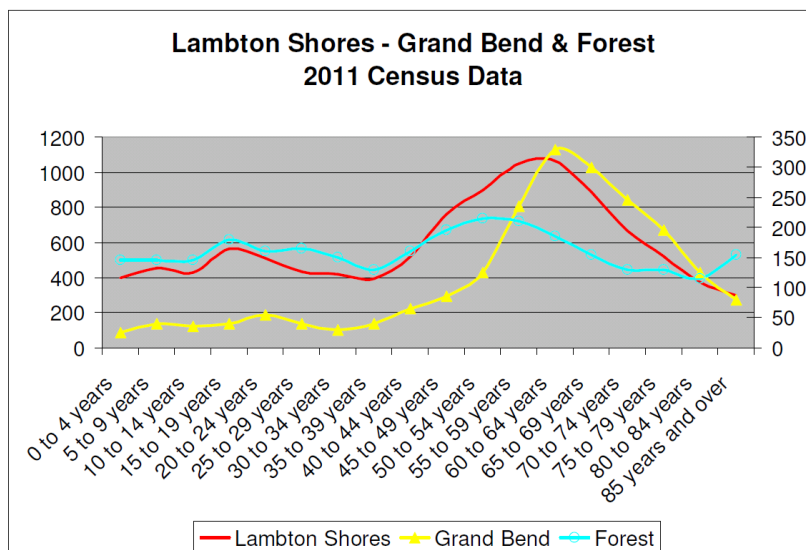
ECONOMIC BASE

With a population of approximately 11,000 and a workforce of 6,625, according to the National Household Survey approximately 54% of residents work and live in Lambton Shores. Lambton Shores' economy is driven by small business with approximately 73% of the workforce in Lambton Shores employed in companies with less than 10 employees.



The six primary industries employing just over 60% of the residents in Lambton Shores are in Retail, Health Care, Agriculture, Accommodations and Food, Manufacturing and Construction. Lambton Shores also has a higher percentage of its workforce that are self employed, accounting for 19.7% of the labour force versus only 10.9% provincially.

Source: Lambton Shores Community Information - 2011 Census from Statistics Canada





CURRENT STATE

- Lambton Shores is a municipality with a mix of urban and rural land uses. The largest group of our population is over 40 and represents 66% of the population
- Among the 11 municipalities in Lambton County, Lambton Shores has the highest percent of over 65 at 26% vs. 14.8% provincially.
- Lambton Shores has experienced growth & decline over past 20 years holding steady with 10,645 residents in 2011
- The median age is 52.4 years old vs. 40.4 at provincial level and is expected to continue rising
- The median household after tax income is lower - \$64,595 vs. \$71,128 Provincially
- Overall, higher education is lower; 12.9% have a university degree vs. 26.0% provincial, a higher percentage of college diplomas with 25.8% vs. 21.6% and more trade certificates as well with 11.2% vs. 8.3% provincially
- Immigrants represent 9.2% of population vs. 28.5% Provincial. The most common countries of birth of immigrants living in Lambton Shores were: Netherlands (32.5% of immigrants) and United Kingdom (26.2%).
- Arkona's population distribution is fairly evenly distributed across most age groups.
- Forest and Thedford have population peaks in both the 15-19 yr olds and 50-59 yr olds
- Grand Bend peaks with 60-70 yr olds and well below Lambton Shores median in the 1-40 yr old range. With 45% of the residents in this community over the age of 65 this is the largest concentration of seniors in Lambton Shores.

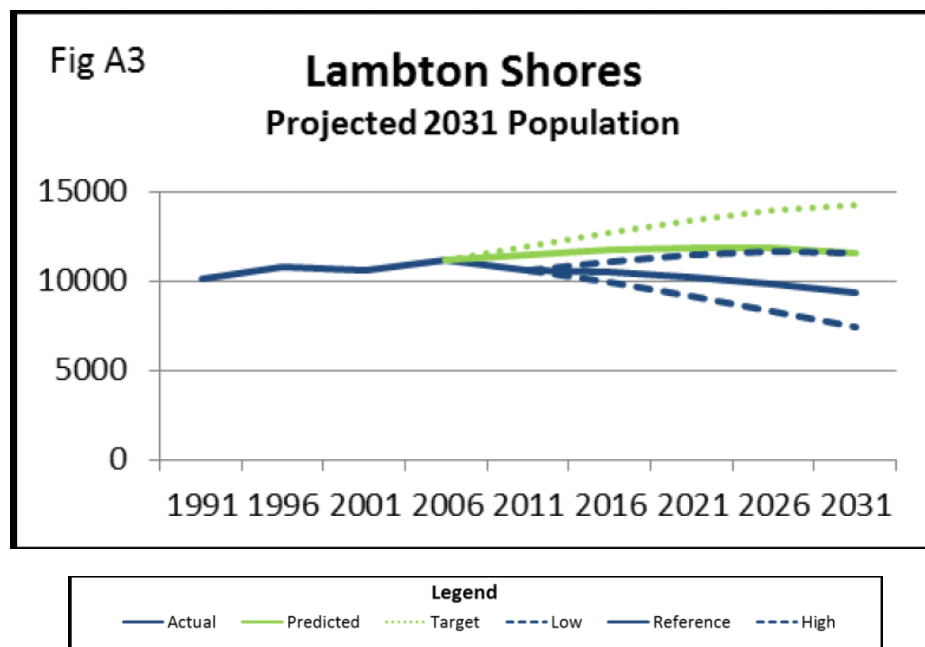
EMERGING TRENDS

- The long-term projections for Lambton Shores are not unique in Ontario. There is little if any population growth anticipated across Lambton Shores leading up to 2031
- The projections do show however, that there are "macro-trends" that, along with the current age distribution, are leading towards over-all population decline
- Baby-boomers make up a larger proportion of the population in Lambton Shores. With the reduced number of children, the young adult population is likely to begin to decline if losses in young adults continue at historic levels
- The Official Plan is based on the assumption that, over the next 20 years, the permanent population will increase to around 60% when many seasonal residents and visitors are expected to retire in Grand Bend. However, many of these retirees may also be "snow birds" who escape to "sunnier climes" in the winter and, as a result, are not year-round residents
- Permanent residents are also expected to increase in Ipperwash, Port Franks-Northville and West Bosanquet, but not as significantly as in Grand Bend.
- Forest, Arkona and Thedford are all year round settlement areas with no significant seasonal populations, but many of these communities rely on full-time residents that work outside the community
- Most of the major developments currently planned in Grand Bend consist of smaller houses suitable for the "snow bird" lifestyle or retirement oriented developments for later stages of retirement



FUTURE STATE

- Based on 30 year trends, current development activity and the Municipality's development potential, particularly along the lakeshore, Lambton Shores' population is expected to range between 7,392 and 11,595
- Projections found that the most long-term benefits to over-all population would come by improving immigration rates in the 0-9 and 30-39 age groups, increased birth rates and reducing emigration rates in young adults. Improving growth rates in the retiree age groups would not have the same benefits
- By the year 2031, similar to the past, more than 25% of Lambton Shores' population is expected to live in Forest, around 20% in Grand Bend and the surrounding area and less than 10% each in Arkona and Thedford. The remaining 40%, approximately, will live in the Rural/Agricultural Area, Port Franks-Northville, Ipperwash, West Bosanquet and small rural crossroads located throughout the Municipality



Source: An Update to Population: Summary Trends & Projections, Census Years 2006 to 2031, a Report Adopted September 1, 2010 by County of Lambton Council



Internal & External Analysis

ECONOMIC DEVELOPMENT PREPAREDNESS INDEX

The Community Economic Development Preparedness Index (CEDPI) is a comprehensive tool to help communities analyze their readiness for economic development. The program enables communities to self-identify and assess their strengths and weaknesses before developing a plan or taking action to improve economic development opportunities in the community. The index is based on individual perceptions of activities and conditions in the community. The compiled responses will provide a realistic measure of a community's capacity readiness to:

1. Expand small businesses and income within your community
2. Retain existing businesses and income,
3. Attract new businesses, residents, and income

The CEDPI includes over 100 questions that address every aspect of a community's preparedness for economic development. The responses to the questions were completed by the E.D.C. and not by the larger community and were consolidated to illustrate some key findings at the category level for an initial start to the planning process.

This exercise revealed that Lambton Shores was well prepared for economic development when it comes to existing business retention, sustaining quality of life and managing financial resources. We are adequately prepared in the areas of economic development capacity, access to information, downtown merchants, infrastructure capacity and labour force. In contrast, the municipality was not well prepared to deal with new business attraction, having strategies for economic development and attracting new business.

STRENGTHS, OPPORTUNITIES AND THREATS

An assessment of strengths was conducted to examine the Municipality's ability to sustain and grow within five key sectors including manufacturing, tourism, services, creative and agriculture. Considerations included political, environmental, social and economic trends, issues, and constraints. The participants were drawn from municipal staff, council, E.D.C. and the previous Economic Development Taskforce. The workshop members used their expertise and knowledge to identify strengths, opportunities and threats for each sector. **See Exhibit 2.** Once the strengths, opportunities and threats were determined, the committee assessed each opportunity and threat considering whether it was controllable, its probability of occurrence and its potential impact to the economy, and noted which of our strengths could be applied. The committee identified 7 opportunities and 10 threats that we should consider as our research and analysis continues. These are displayed in **Exhibit 3.**

THEMES EMERGING FROM THE WORKSHOP

1. **Consumer tastes and preferences are changing and quickly.** Social media marketing is impacting everything from how tourists' book vacations, choose services and source local grown food products. Lambton Shores has the information communications technologies in place to be competitive in a rapidly changing global marketplace
 2. **Competing in the global marketplace requires cooperation and partnerships.** Working collaboratively with the private sector, with First Nations and with all levels of Government is critical to the success of Lambton Shores' economic development strategy
 3. **As a high cost, low volume producer Lambton Shores must emphasize quality, innovation and uniqueness.** We cannot compete on price due to relatively high labour costs and more stringent environmental and health and
-



safety standards than most of our international competitors. Therefore the unique value-added features of our products and services must be emphasized

4. After years of trying to attract light industry to Lambton Shores, we recognize that enhancing quality of place and promoting our attractive amenities will draw talented people, which in turn attracts business investment. Entrepreneurs, solopreneurs, creatives and cultural value what we have to offer, as well as our unique natural environment. Tapping into this market can draw community and economic development investment population growth and tourism that also extends business opportunities into the shoulder seasons.

Strategic Organizational Framework

OUR VISION

Lambton Shores is a great place to live. Residents have access to a wide range of employment opportunities, affordable housing, abundant recreational facilities, diverse cultural experiences and excellent health care and education. The municipality is considered a leader in effective service delivery in balance with its natural environment.

OUR MISSION

Work together as a community with an entrepreneurial spirit to enrich our unique quality of life and be recognized for our natural beauty and welcoming atmosphere.

OUR NORMS AND VALUES

Lambton Shores is: Welcoming. Supportive. Resourceful.
Sustainable. Prosperous



Future Vision

LAMBTON SHORES WILL HAVE ADVANCED IN THE FOLLOWING WAYS:

Economy

- Evolved from town centric to an involved and cohesive “Lambton Shores” business community
 - A healthy and growing local economy with a unique mix of local products and services
 - Proactive, action oriented and efficient economic development to grow, retain and attract investment & jobs
 - Has an effective tourism program attracting visitors, marketing and coordinating events
 - Youth leadership and entrepreneurial training (<40 yrs old), mentoring and services are available
-



- Vibrant towns, busy year round taking full advantage of the seasons
- Community collaboration and action on economic priorities, challenges and solutions

Environment

- Protect our natural assets through effective planning, policies and policing
- Continued pursuit of certifications and awards

Recreation & Culture

- Active community centres with varied and available programs year around. Something for everyone, all the time.
- Diverse eco opportunities to support entrepreneurs' business growth and nature lovers activities

Transportation

- Parking is available and optimized
- Mobility and alternative transportation is available to serve the needs of the community

Social Well Being

- Income appropriate housing and master planning
- Long Term Health Care services
- People are returning to a more natural, community based lifestyle

Sustainable Growth

- A lifetime in Lambton Shores. Education, careers, family, retirement, senior living
- A growing population with young families
- Succession strategies and plans to pass on farms and businesses to the next generation and recruiting from outside Lambton Shores
- Entrepreneurial and innovative spirit, a new generation of talented leaders resulting from mentorship, development and training programs
- Inclusive community partnerships working for the good of the whole
- Encourage diversity and provide for the requisite needs e.g. food, clothing, housing, transportation, education
- New people have located to Lambton Shores bringing with them culture, creativity, investment
- Community partnerships creating new revenue streams
- Strong educational and developmental training systems in place for all ages

Effective Government

- Leader in the provision of infrastructures to support business; industrial, commercial, institutional, agricultural, residential.
- Innovative planning to capitalize on trends and investments that enable/create new revenue streams besides taxes



LAMBTON SHORES CONTINUES TO BE:

- A welcoming community and a great place to enjoy nature and recreation
- A healthy local economy anchored by food, accommodation, agriculture, tourism, arts, leisure and recreation
- A community that offers a high quality of life for its residents
- A community that values and sustains its natural resources such as Blue Flag beaches and marinas and fertile agri-lands
- Known as a place to visit, vacation and live.
- Our historical landmarks are preserved along with our heritage – stories, buildings, history, trails
- We have efficient, effective and forward thinking government services and support in place

Guiding Principles of the E.D.A.P.

Defining our beliefs and guiding principles is important to advancing a successful E.D.A.P.

By taking ownership of our own economic development values and defining what's important to the municipality, we are setting up a system that will guide us through the years;

- No one person's buy in is most important. Everyone is key to the process. Listen and be flexible
- Welcome and assist sustainable economic growth
- Strengthen community through a unified sense of purpose
- Enhance relationships through a shared understanding of the community's strategic priorities
- Build organizational and community brand
- Lead with retaining and developing talented people and businesses
- Provide for development in keeping with the objectives of the Official Plan
- Protect and sustain our natural environment
- Conserve and manage our agricultural lands
- Improve decision making and financial management
- Let our strategies leverage our resident's expertise

“Economic Development is an Eco-system”

“Economic Development isn't really just increasing the number of businesses or the number of jobs” according to Della Rucker, CEO of Wise Economy. The problem is that, if you accept the premise that the ultimate goal of economic development is to improve the economic function of a community, you aren't dealing with a mechanical process. You're dealing with a complex set of interrelationships between businesses, buyers, employees, the other people in the buyers' and employees' lives, physical places, tax structures, history, you name it.

You're dealing with something more like a natural ecosystem, where a change in one element has impacts all over.



Economic Priorities

- ▲ A Solid Economic Foundation
- ▲ A Visible Lambton Shores Brand
- ▲ A Competitive Agri-business and Food Industry
- ▲ A Prosperous Business Base
- ▲ An Active Creative and Cultural Sector
- ▲ Sustainable Population Growth
- ▲ A Thriving Tourism Industry

Seven Economic Goals

1. Be strategic in our approach to economic development; i.e. infrastructure, economic & community development capacity and municipal services
2. Develop a unified brand for the promotion of Lambton Shores
3. Sustain a diverse and competitive agri-business and food industry
4. Develop, retain and attract business, entrepreneurs and investment
5. Expand and exploit our creative & cultural clusters
6. Population growth in Lambton Shores
7. Guide and assist tourism partners in development that integrates and generates economic benefits for Lambton Shores

Supporting Objectives

As outlined, the E.D.A.P. proposes seven goals to advance our priorities. The committee formulated a mix of immediate, near term and long term objectives. Then the E.D.C. initiated and participated in a number of public meetings with community stakeholders between January and June and received relevant and timely insight and feedback that has been incorporated into this plan. The following objectives were drafted to support the goals.



1. Be Strategic in our Approach to Economic Development; I.e. Infrastructure, Economic & Community Development Capacity and Municipal Services

- 1.1. Lambton Shores demonstrates a business-friendly culture – open to simplifying procedures and policies that encourage business attraction, growth, and retention
- 1.2. Optimize local resources and explore models that provide clear communications, context, expectations and coordination of Lambton Shores' strategies among stakeholders and meet goals of the Economic Development Action Plan (EDAP) (e.g. Sarnia Lambton Economic Partnership (SLEP), Tourism Sarnia Lambton (TSL), Grand Bend Chamber of Commerce, Forest Business Improvement Association (BIA) and others.
- 1.3. Council ensures that long range strategic/official/infrastructure planning is in place to support the needs of community and business development.
- 1.4. Promote a competitive business environment, i.e. rates, fees, publications

2. Develop a Unified Brand for the Promotion of Lambton Shores

- 2.1. Focus and target our unique value proposition and attraction message.
- 2.2. Equip residents and staff to become Ambassadors for welcoming, assisting, for directing, recommending places, things to do for visitors - create positive impressions.
- 2.3. Make it easy to explore Lambton Shores.
- 2.4. Continue to be a sustainable and environmental leader through programs like Blue Flag, Clean Water and Communities in Bloom.
- 2.5. Create unique "Main Street" themes across Lambton Shores that highlight natural strengths and destination assets, e.g. cultural, heritage, lakeshore, nature, agriculture.

3. Sustain a Diverse and Competitive Agri-Business and Food Industry

- 3.1. Encourage external marketing of locally produced food and agri-tourism opportunities.
- 3.2. Implement Business Retention and Expansion for agriculture by facilitating horizontal and vertical diversification of producer initiated strategies (e.g. succession planning, alternative crops like green houses, organic, grapes, maple syrup etc. conducive to micro climates)
- 3.3. Promote Local Food consumption within the community
- 3.4. Educate the community about local farming and agriculture through various avenues such as social media, newspapers, advertising, educational programming and signage.
- 3.5. Review strategies that facilitate solutions to opportunities and challenges I.e. access to labour & competitiveness
- 3.6. Attract and/or grow a food processing industry, niche, micro or mid-scale (e.g. abattoir, sugar beet processing)



4. Develop, Retain and Attract Business, Entrepreneurs and Investment

- 4.1. Attract & support new and next gen entrepreneurs - Business Retention and Expansion (BR+E) program support to local business and attract a healthy mix of local and franchise businesses.
- 4.2. Create a business mentoring network within Lambton Shores.
- 4.3. Enhance the development of downtowns and promote "alive" Main Streets to bring people out and experience life and community.
- 4.4. Fill vacant retail, commercial and industrial properties - Identify what is missing in each town with a goal to attract it.
- 4.5. Develop a Youth Entrepreneurship program in Lambton Shores partnering with existing programs aimed at high school to <40 yr. e.g. Futurpreneur Canada, Start-up Canada, SLBDC.
- 4.6. Identify and recruit professional services sector.

5. Expand and Exploit our Creative & Cultural Cluster(s)

- 5.1. Retain, develop and attract creative and cultural entrepreneurs.
- 5.2. Expand and attract eco-Tourism Programs; Connecting trails, parks, bicycle routes, streetscapes and other green spaces to promote physical activity and enhance the town's open space system in cooperation with other levels of government
- 5.3. Attract more cultural events theatres, festivals, events, culinary - on land and water I.e. Arts/Eats/Beats, Aqua fest, Fairs to create a centre for a four season creative and cultural industry.
- 5.4. Review existing waterfront development planning to determine potential waterfront investment opportunities.
- 5.5. Baseline our agri-tourism industry and promote agri-tourism, eat local, farmer's markets, roadside stands and restaurants.

6. Population Growth in Lambton Shores

- 6.1. Develop a "Live where others vacation " program for people who value nature, blue water, open spaces, less traffic, sense of community and a high quality of life I.e. millennials, solopreneurs, creative, cultural & artisans
- 6.2. Partner with existing new immigrant attraction programs (SLEP, Local Immigration Partnership (LIP)) to actively promote opportunities for new residents and entrepreneurial investment.
- 6.3. Provide affordable and attractive business environment for entrepreneurs, commercial, industrial and services.
- 6.4. Build and support strong communities and neighbourhoods to retain residents (e.g. offer choices of activities, provide lifelong learning opportunities, leverage community centres as gathering places, etc.)



- 6.5. Identify and secure local continuing education programs for residents - Agriculture, Tourism, Culture, Entrepreneurism e.g. Satellite co-op for Lambton College Tourism studies.
- 6.6. Partner with community groups, sports groups, and associations to review and address resident needs for recreational programs, parks & facilities and related services.
- 6.7. Stay connected with past residents so they will come back to vacation and live - via social media, events, reunions.

7. Guide and Assist Tourism Partners in Development that Integrates and Generates Economic Benefits for Lambton Shores

- 7.1. Plan and execute a sustainable funding model for a Lambton Shores Tourism Destination Marketing Organization and Visitor Services
- 7.2. Actively promote and coordinate signature events to draw people to and around Lambton Shores and help people maximize their trip.
- 7.3. Promote local events and happenings within the municipality.
- 7.4. Review feasibility and recommendations for "Group" tourism and promotion for Municipality.

Taking Aim

SELECTING A SHORTLIST OF ACTIONS

Though a process of discussion and further refinement the committee identified a number of actions that can be considered and implemented over the next several years to support the goals and objectives of the EDAP.



The Municipality of Lambton Shores

ECONOMIC DEVELOPMENT ACTION PLAN: DETAILED GOAL,
OBJECTIVE AND ACTION MATRIX

Economic Development Committee 2013-2014
MUNICIPALITY OF LAMBTON SHORES | PRESENTED TO COUNCIL ON AUGUST 7, 2014

A complete list of these actions can be reviewed in the ***Supplement- Economic Development Action Plan: Detailed Goal, Objective and Action Matrix.***

The committee zeroed in on a set of A, B & C ranked Actions. ***They can be found in Exhibit 4.***

The Action list was further refined to 14 high impact opportunities that will be presented in the EDAP recommendation to council that follows.



EDAP Recommendation to Council

The Economic Development Committee feels confident bringing this Economic Development Action Plan forward to Lambton Shores Council.

Considerable research, thought and consultation has gone into this report. As the committee worked through its mandate, we were constantly reminded that economic development is an eco-system. If you accept the premise that the ultimate goal of economic development is to improve the economic function of a community, you aren't dealing with a simple process. You're dealing with a complex set of interrelationships between businesses, buyers, employees, the other people in the buyers' and employees' lives, physical places, tax structures, history, you name it.

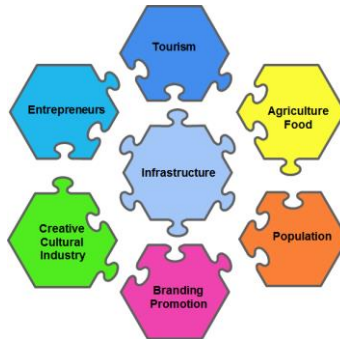
We associated our challenge to building a puzzle for the first time. There are many ways to piece a puzzle together. Our approach began with a vision of what Lambton Shores would look like in 20 years as described below and more fully on page 11&12. Then the committee chose to build our economic development puzzle working from the outside in, beginning at the edges.





THE EDAP PRIORITIES

- ▲ Enabling infrastructure and support is at the core of our EDAP priorities. Our goals, priorities and actions are largely grouped among the following 6 areas;
- ▲ Branding and Promotion
- ▲ Agriculture and Food
- ▲ Entrepreneurs
- ▲ Creative and Cultural Economy
- ▲ Population
- ▲ Tourism



THE EDGE PIECES

The committee identified 6 Actions that should be implemented first.

- ▲ Establish downtown themes, identify blocks to transform, and identify incentive programs for Main Street business sector improvements. (4.3.1 & 6.3.1)
- ▲ Utilize partnerships to offer programs and establish a Lambton Shores entrepreneurial advisory board. (4.2.1)
- ▲ Support plans to establish a Creative and Cultural Hub in Lambton Shores. (5.1.1)
- ▲ Define and communicate Lambton Shores' value proposition for living, working and visiting. (2.1.1)
- ▲ Develop Lambton Shores Tourism Strategy to support existing sector. (7.1.1)
- ▲ Establish a Community Economic Development resource to drive implementation of the EDAP. (1.2.1)

FILLING IN THE MIDDLE

Following completion of the Edge Pieces, the following 8 Actions should be completed.

- ▲ Review process for establishing new businesses / development to encourage entrepreneurship. (4.1.1)
- ▲ Conduct a Business Gap Analysis to identify unmet needs. (4.4.1)
- ▲ Create a Multi-Use Map to connect people to anchor restaurants, retail, attractions and events. (5.2.1)
- ▲ Utilize community centres to enhance quality of life and resident attraction. (6.4.1)
- ▲ Work with Physician Recruitment Committee and Community Health Centres to ensure Lambton Shores' medical professional needs are met. (6.2.1)
- ▲ Support and promote regular anchor events. (7.2.1)
- ▲ Develop Locally Lambton Shores agriculture and food program. (3.3.1)
- ▲ Participate in the County of Lambton Cultural Mapping exercise and Cultural Plan. (5.1.2 & 5.1.3)



Final Thoughts

Lambton Shores although one municipality is made up of several smaller communities that at times have unique issues and interests. There is recognition of the importance of the greater community of Lambton Shores.

The spirit of community is very much alive throughout Lambton Shores. One of the greatest assets in our community is our people and their willingness to work hard to make Lambton Shores a better place to live.

Our community has a wealth of entrepreneurial acumen and experience that can help the next generation of entrepreneurs succeed. We need to identify, engage and leverage our entrepreneurial resources and programs and make them available to our community.

Residents and businesses recognize the risk and impact of a declining and aging population in the community and are prepared to change the trend. Our community has to be welcoming to new businesses, visitors and new residents. People must feel welcome here and believe that we are open for business.

Businesses are looking for ways to simplify processes and improve the general business friendliness of Lambton Shores to encourage entrepreneurship and growth which is a key component to the future prosperity of our community.

Agriculture is one of our two most important industries and not only feeds Lambton Shores, but products from our community make their way onto the shelves of many Ontario communities and globally. There continues to be great opportunities for food innovation and further diversification in this industry.

Tourism is also one of our two most important industries in the community and has a huge impact on our economy in the summer months, and even more opportunities to extend this impact into other seasons as well.

Lambton Shores is fortunate to have natural beauty from the obvious miles of clean water and beaches to the diverse Carolinian forest of the Pinery as well as the streams, fields and trails that are throughout our community. The natural beauty is what draws many to Lambton Shores for a visit, but also helps convert that visit to seasonal and often to full time residency.

Building on the natural beauty of Lambton Shores, the Creative and Cultural industries and initiatives offer new hope and amazing opportunities for economic growth in Lambton Shores.

Youth attraction and retention programs as well as immigrant attraction programs need to be a key component for the self-sustainment of Lambton Shores.

Tourism and Agri-tourism have traditionally been focused on the core summer months, but further work is required to extend these industries to the "shoulder" seasons through key events and promotion.

Lambton Shores needs to define its brand and clearly communicate that brand to residents and to the rest of the world. Our residents are our greatest asset and our greatest ambassadors to communicate the Lambton Shores brand.



EDC Next Steps

As the EDC reaches the end of its term it is important to identify the key activities and deliverables planned for the remaining 4 months;

- ▲ Confirm Council support in principle of “Edge Piece” action item priorities.
- ▲ Staff feedback on EDAP actions and priorities.
- ▲ Public feedback on EDAP and action priorities.
- ▲ Develop plans for inclusion of “Edge Pieces” in the 2014 / 2015 budget discussions.
- ▲ Review mandate of EDC for next phase of the Economic Development Action Plan.



Exhibits



Exhibit 1 - Lambton Shores Preparedness Index Summary

Preparedness Index	Strengths >75%
ORGANIZATIONAL CAPACITY FOR ECONOMIC DEVELOPMENT	Our community has (or has access to) a knowledgeable economic development professional.
STRATEGIES FOR ECONOMIC DEVELOPMENT	The community has an operating comprehensive land use plan.
STRATEGIES FOR ECONOMIC DEVELOPMENT	Our community has a zoning ordinance that designates an adequate supply of residential, commercial and industrially-zoned land for future development.
INFRASTRUCTURE CAPACITY	Our community has an infrastructure capital improvements plan for the next five years.
INFRASTRUCTURE CAPACITY	Enough (i.e. 40 acres) of industrially zoned land is owned or optioned by the community for an industrial park, or is being developed by a private developer.
INFRASTRUCTURE CAPACITY	The community has satisfactory access to or control of an environmentally sound waste disposal site for at least 5 years.
INFRASTRUCTURE CAPACITY	Our community has access to adequate future supplies of electric and natural gas to satisfy expansion and attraction activities for the next 5 years.
ORGANIZATIONAL CAPACITY FOR ECONOMIC DEVELOPMENT	Our community leaders work together with other economic development related professionals or organizations (such as regional planning commissions, UW-Extension, state agencies, utilities, WI technical colleges).
QUALITY OF LIFE	The people in the community are generally proud of the quality of life here.
QUALITY OF LIFE	Our community has a good variety of available housing – different prices, styles and locations.
QUALITY OF LIFE	We have a variety of active service organizations in our community.
QUALITY OF LIFE	Crime rates are low in our community.

Preparedness Index	Weaknesses >75%
LABOR FORCE	labor supply by occupational categories
LABOR FORCE	productivity of the workforce
LABOR FORCE	Training opportunities exist within the community to meet existing and prospective employer training
INFRASTRUCTURE CAPACITY	There is adequate water (10" or more) and sewer lines (12" or more) to the property line.
INFRASTRUCTURE CAPACITY	An environmental assessment has been completed for the industrial park property.
INFRASTRUCTURE CAPACITY	Soil test borings have been made on the industrial site.
INFRASTRUCTURE CAPACITY	We have sufficient numbers of vacant industrial buildings to attract the interest of potential new businesses.
INFRASTRUCTURE CAPACITY	There is a creditable business incubator in the community.
INFRASTRUCTURE CAPACITY	The highways serving our community are adequate for most manufacturing and distribution operations.
INFRASTRUCTURE CAPACITY	Active rail lines effectively serve at least a portion of our industrial sites.
INFRASTRUCTURE CAPACITY	We have enough sewage treatment capacity to serve the requirements of most new manufacturing operations.
FINANCIAL RESOURCES	Local government is aware of, and has usefully implemented, municipal financing vehicles to assist economic development efforts such as Tax Incremental Financing (TIF), Business Improvement Districts (BID) and Industrial Revenue Bonds (IRBs).
FINANCIAL RESOURCES	Local or county government has created a Revolving Loan Fund (RLF).
QUALITY OF LIFE	We have a public transportation system.
QUALITY OF LIFE	Our K-12 schools compare favorably with top-quality schools elsewhere in the state.
QUALITY OF LIFE	Our schools are of sufficiently high quality to be acceptable to highly educated executives and managers who may move to the area.
QUALITY OF LIFE	Our community has a sufficient number of child care facilities available for parents who work.



Exhibit 2 - Lambton Shores SWOT Workshop Findings

Top 3 Strengths by Sector

Manufacturing	<ul style="list-style-type: none">• Available serviced land• 402 corridor transportation• Proximity to higher education and skilled workforce
Tourism	<ul style="list-style-type: none">• Lakefront, beaches, marinas• Mix of unique attractions e.g. campgrounds, falls, trails, theatre, motorsports• Quality and level of community involvement
Services	<ul style="list-style-type: none">• Health services• Sustainable workforce• Essential services available
Agriculture	<ul style="list-style-type: none">• Diversity of products• Expertise and supporting infrastructure• Niche agriculture e.g. greenhouse
Creative	<ul style="list-style-type: none">• Lakeshore & rural lifestyle• Broadband services available• Skilled connected community

Opportunities

Tourism	<ul style="list-style-type: none">• Focused marketing to promote, engage, attract - via social media• Diversify and expand assets for four season staycations• Work with business and community to improve assets and attractions
Services	<ul style="list-style-type: none">• Inspire, develop, mentor our future leaders and retain youth and business entrepreneurs for a healthy economy• Offer products/services the community wants so they invest and spend locally
Creative Economy	<ul style="list-style-type: none">• Potential for continued residential growth ex-retirees, creative, solo's etc.• Capitalize on eco-tourism trend e.g. cycling, trails, adventure



Threats

Agriculture

- Access to labour
- Increasing exposure to international competition, commodity & financial markets
- Barriers to entry e.g. regulations, policies, succession of family farms

Tourism

- Environmental change impacting temp and water levels in lake affect visitors
- Failure to recognize and serve changing cultural and age demographics needs

Manufacturing

- Global pressure on Southwestern Ontario cost models requires creativity and innovation
- Competing with neighboring communities to attract new industry that have an overstock of existing building/lands
- Aging population will place greater pressures on social, community services, appropriate sized housing, transportation & accessibility. Availability of income geared housing for all age groups
- Succession plans in place to carry on local business. The loss of youth to larger employment centres threatens the character and viability of the community
- The rural population & lifestyle is declining; limits tax base reducing the quality of municipal services; and demand for certain consumer services



Exhibit 3 - Pairing Exercise; leveraging our strengths to size opportunity and mitigate threats

SWOT Opportunity/ Strength Pairings		Total Strengths	Probability	Impact	Priority
Agriculture					
Trend to buy/source fresh products local	AO1	9	H	L	Watch
Focused social media marketing	AO2	4	H	L	Watch
Rise in demand for agricultural products including vegetables, fruit and wine meeting the needs of the regions multicultural community	AO3	4	L	L	Ignore
Tourism					
Focused marketing to promote, engage, attract - via social media	TO1	6	H	H	Plan
Diversify and expand assets for 4 season stay-cations	TO2	5	H	H	Plan
Collaboration with business and community; to improve assets and attractions	TO3	6	H	H	Plan
Manufacturing					
Retain and expand exports to USA	MO1	13	L	H	Watch
Attract, nurture, develop, mentor micro-industries and entrepreneurs	MO2	10	L	H	Watch
Nurture and open access to emerging world markets	MO3	3	L	L	Ignore
Services					
Inspire, develop, mentor, retain youth and business entrepreneurs	SO1	8	H	H	Plan
Promote shop local theme	SO2	4	H	H	Plan
Cator to aging residents and retain snowbirds with health and personal services	SO3	6	H	L	Watch
Creative Economy					
Potential for continued residential growth retirees, creative etc	CO1	2	H	H	Plan
Capitalize on eco tourism trend ie cycling, trails, adventure	CO2	8	H	H	Plan
Shop local; rise in demand for local art, foods, alternative markets, etc	CO3	1	H	L	Watch
Attract and invest in agri research	CO4	4	L	L	Ignore



SWOT Threat/Strength Pairings		Total Strengths	Probability	Impact	Priority
Agriculture					
Access to labour	AT1	12	H	H	Plan
Increasing exposure to international competition, commodity & financial markets	AT2	7	H	H	Plan
Barriers to entry (Increasingly stringent and complex value-added	AT3	4	H	H	Plan
Tourism					
Environmental change impacting temp and water levels in lake	TT1	4	H	H	Plan
Changing cultural and age demographics needs	TT2	13	H	L	Watch
Residual affect of recessionary behaviour, and high cost of Canadian dollar, border crossing and fuel affecting tourism from US	TT3	1	H	H	Plan
Manufacturing					
Exposure from our higher cost model ie CDN \$, wages, peak energy issues, trans, border security issues, fewer economic bonuses	MT1	15	H	H	Plan
Jobs without people, people without jobs disparity	MT2	8	H	L	Watch
Competing with neighbouring communities to attract new industry that have an overstock of exisitng building/lands	MT3	8	H	H	Plan
Services					
Aging population will place greater pressures on social, community services, appropriate sized housing, transportation & accessibility. Availability of income geared housingfor all age groups.	ST1	4	H	H	Plan
Succession plans in place to carry on local business. The loss of youth to larger employment centres threatens the character and viability of the community	ST2	5	H	H	Plan
The rural population & lifestyle is declining; limits tax base reducing the quality of municipal services; and demand for certain consumer services	ST3	3	H	H	Plan
Creative Economy					
Financial and physical health of 50+ creative class over next 10-20 years to have access to affordable housing, health, transportation etc.	CT1	9	L	L	Ignore
Rural cost of living differential is narrowing to attract urban people	CT2	13	L	L	Ignore
Failing to preserve the attributes of the lakeshore/rural atmosphere	CT3	10	L	H	Watch



Exhibit 4 - Short List of Supporting Activities for Goals 1-7

“A” RANKING

- Upkeep and promote the county-wide Business Directory to list and promote local trades and services
 - Meet with developers to determine municipal process barriers and solutions.
 - Establish a Community Economic Development resource (liaison/coordinator) for the long term (min 5 years) and continued communication, implementation and execution of the EDAP goals, objectives and actions.
 - Clearly define and communicate Lambton Shores' value proposition.
 - Engage leaders (Council/Staff/Organizations and Residents) to tell "our story" equipped with key messages that attract people and investment. Provide residents with knowledge and calls to action that finds its way into their social networks.
 - Work with the County to leverage the Tourism-Oriented Directional Signage (TODS) / Way Finding Study and implement recommendations as quickly as able.
 - Work with existing producers to expand shoulder season agri-tourism and events (e.g. Twin Pines October "Apple Harvest Festival").
 - Develop/Create a virtual "Resource Centre of Lists" on the municipal economic development website made of downloadable PDFs.
 - Develop a Locally Lambton Shores Program for agricultural products.
 - Review processes for establishing new businesses in the community including planning regulations, planning processes taxation policies, etc. to build an entrepreneur friendly business climate clearly demonstrating that Lambton Shores is open for business and supports new businesses as well as expanding businesses.
 - Establish an Advisory Board of past/present entrepreneurs to work with programs such as Futurpreneur Canada and Junior Achievement that meets regularly to help entrepreneurs in co-ordination with the existing partner organizations such as SLEP & Sarnia Lambton Business Development Corporation (SLBDC).
 - Conduct a Business Gap Analysis for each community and emerging needs for new businesses to keep more spend local (What, Who & Why).
 - Support area entrepreneur's plans that champion the concept of building a robust Creative & Cultural Cluster in Lambton Shores. E.g. MARVEL.
 - Leverage the County of Lambton Cultural Plan for key recommendations and initiatives that advance Lambton Shores.
 - Create a multi-use map which includes itineraries, trails (types, difficulty, family-friendly), streets, heritage, natural features, etc.
 - Create a multi-pronged campaign targeting key resident clusters; creative/cultural, entrepreneurial, commuters
 - Work with Physician Recruitment Committee and Community Health Centres to ensure that retiring doctors are replaced and develop comprehensive information on available health facilities and services in the community as well as outside of the community.
 - Create incentive programs to property owners to support re-development of downtown areas.
 - Develop Lambton Shores Tourism Strategy and Plan with supporting organizational structure to effectively deliver services. During process explore opportunities to designate a visitor service role responsible for social media, website, e-mail and visitor interaction.
 - Work with existing tourism organizations and municipal departments to optimize and better utilize existing resources.
 - Support/Sustain consistent annual anchor events across Lambton Shores that appeal to multiple generations and encourage visits outside of the main summer months. I.e. Forest Food & Film, Eats & Beats, Sunday Evening Music on the Beach.
-



“B” RANKING

- Support the ongoing operation of the Economic Development Committee (EDC) in order to optimize resources and facilitate the objectives of the EDAP. Redefine EDC’s mandate to support the plan.
- Maintain, protect and promote Blue Flag Beaches and Marinas in Lambton Shores.
- Agri-Tourism Advertising Support.
- Identify and dress up detractors on Main Streets through planning, policy, incentives and loans working with community stakeholders. Establish themes. Target blocks.
- Initiate cultural mapping to develop a baseline from which to grow.
- Promote and support full utilization of area community centres; multi-use, multi-generational, multi-cultural programs partnering with business, organizations geared to attract and retain residents.
- Develop/Nurture new tourism products in co-ordination with communities that meet emerging tourism markets and demographics and increase visits in months outside of the traditional summer months.

“C” RANKING

- Lobby upper tier government to invest in infrastructure that removes constraints to local Economic Development priorities such as MNR lands at Ipperwash; Grand Bend harbour; phragmites, etc.
- Complete a downtown space consultant review project to develop downtown themes / brands for each community in Lambton Shores (Forest, Arkona, Thedford, Grand Bend, Northville, Port Franks, etc.).
- Develop local programs to educate consumers on the value buying local and the agricultural industry.
- Conduct a BR+E program in core sectors of Agriculture, Tourism, and Culture; Identify businesses with potential for growth and expansion.
- Leverage our community’s awards and recognitions to attract creative and cultural people to the area through targeted promotion.
- Work with local elementary schools, high school and Lambton College to connect with Alumni and promote a coordinated homecoming weekend in the fall.
- Work with MARVEL to fully develop business plan for cultural program centre.