

Mulmur Community Economic Development Strategic Plan



Mulmur Economic Development Task Force (EDTF)

Mulmur's 2013 Strategic Plan chose a thriving future and a proactive role. The community economic development strategy in this report positions Mulmur to prosper as a partner, and then to become a recognized leader in rural tourism, agriculture and community-building by 2030.

Mulmur Township Council

9/12/2016

Mulmur Community Economic Development Strategic Plan

Executive Summary

Mulmur Township is among the smallest municipalities in Ontario. However, it has stepped forward to plan its future as a viable, balanced community by growing its economy and, at the same time, respecting its natural and cultural heritage.

By forming an Economic Development Task Force (EDTF) of citizen volunteers in 2015, Mulmur Township Council recognized the talents within its community and the importance of community consultation. The EDTF mandate called for a 10- 15 year strategic economic development plan and a five year implementation plan. Further, the mandate specified a fact-based approach and adherence to the principles confirmed in the Mulmur Strategic Plan 2013-2018.

The Mulmur Situation in 2015-2016

Prompting this mandate is a genuine need to address the viability of Mulmur Township. Like many other rural neighbours across the province, the municipality faces multiple pressures:

- Aging demographics
- Increasing demand for infrastructure, municipal services, and community programs
- Declining infrastructure support from federal and provincial governments
- External and internal advocacy for control of land use and the environment
- Disproportionate tax burdens on residential ratepayers

In addressing these challenges, Mulmur has the advantage of natural and cultural assets that support tourism and agriculture, and the community strengths of ingenuity and successful collaboration as part of its heritage. That community strength can be one of the key success factors in responsible growth for Mulmur, but it also requires continual interaction and group consultation to find common ground and wisdom among the diverse points of view. For a detailed analysis of the Mulmur Context, see Section B of the full report.

Rather than try to maintain the status quo and accept diminishing returns over time, Mulmur has chosen a thriving future requiring a proactive role. The vision of Mulmur upon which the EDTF built the economic development strategy in this report presents Mulmur 2030 as strong - through private and public sector partnerships – and growing responsibly. However, it also lays the groundwork to achieve widespread recognition as a leader in bringing together the right minds, the best partners and the technologies to inspire innovation in tourism, agriculture and community-building.

The Mulmur Community Economic Development Strategy

For Mulmur, Community Economic Development (CED) is a shared enterprise. It involves business, government and households. Community Economic Development is not solely the responsibility of Mulmur Township Council and its Staff, but it is reasonable to expect leadership and a steady hand on planning from Council. It is not a simple thing requiring only a year or two of investment or one big project. And so, it must be sustained and planned over more than one election cycle.

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What Mulmur's Strategic CED Plan is . . .

- A coherent vision of Mulmur 2030 and how to get there without abandoning principles
- The product of timely information, fact-based analysis and consultation, rather than a 'one-size-fits-all' formula
 - *A candid assessment* of gaps and opportunities
 - An *innovative approach* to incorporating CED education for all three parts of the economy as an efficient investment in building partnerships, accelerating implementation and producing superior results
- A flexible guide to decision-making and measurement, allowing for the appropriate roles of Mulmur Township Council, Staff, the Community and Partners
- A recommended Five-Year Implementation Plan that builds Mulmur's capacity to be a proactive partner and a leader in innovation.

and is NOT . . .

- A condemnation of the past or present
- A loose set of ideas based on brainstorming and pet projects
- A "Big Spender" agenda that chases grants or throws money at problems or opportunities before exploring cost-effective alternatives
- A substitute for leadership, clear thinking, innovation, courage or decisiveness.

A more complete view of Community Economic Development appears in Section A of the full report.

Mulmur's Fundamental Principles for Community Economic Development:

Respect *for heritage and rural character*

Low environmental impact

Small business focus: *growing with agriculture, tourism*

Community-building: *building skills and services, engaging youth and seniors, sustaining hamlets*

Partnerships: *enhancing collaboration and minimizing duplication*

Sustainability: *planning and investing wisely to maintain approved changes*

Goals of the Mulmur Strategic Plan 2013 – 18

Responsible Growth: *Pursue responsible growth in residential and industrial/commercial development to increase employment and re-balance the tax structure*

Wider Awareness: *Promote Mulmur as a destination for historic, athletic, artistic and gastronomic recreation*

Local Access to Services: *Actively pursue placement of provincial, county and agency programs and services in Mulmur, and maximize use of current facilities*

Cost Containment: *Establish funding guidelines and cost-efficient purchasing protocols for major and recurring expenditures*

Community Participation: *Increase public participation, particularly among youth and young adults, in Township governance and volunteerism*

Summary of Strategic CED Plan

This plan commits Mulmur Township Council and Staff to collaborate with the Community and other Partners to focus on strategic priorities that support the goals outlined in the 2013 Mulmur Strategic Plan.

In support of the Strategic Plan, the CED Plan targets six strategic priorities:

#1: Proactively increase the flow of money into Mulmur

#2: Actively encourage the circulation of money **within** Mulmur

#3: Aggressively pursue opportunities that will increase the number and quality of jobs in Mulmur

#4: Build the Mulmur community brand as a leader and continuous learner in environmental, historical and culture-sensitive approaches to agriculture, tourism and residential development

#5: Cultivate a 'wise investor' mindset

#6: View governance through the lens of effective Community Economic Development

The rationale and recommendations for each strategic priority are summarized below. Section C of the full report provides detailed background and commentary.

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Strategic Priority #1:	Proactively Increase the Flow of Money into Mulmur
<p>Mulmur must generate more revenue to remain viable and meet its vision of Mulmur 2030. That means the Township, its knowledgeable residents and appropriate partners will act more aggressively to reach out for visitors, new businesses and new residents.</p>	
A. Attract Investors	
<ol style="list-style-type: none"> 1. Accelerate investment-ready infrastructure – to deliver high speed internet, green water and waste solutions, natural gas along its major corridors and in Primrose Park 2. Attract developers for higher density and green builds – with Mulmur/Dufferin conditions for state-of-the-art, affordable housing and water treatment solutions, and covenants to retain rural character. 3. Seek out high quality developers for a convention centre/ small hotel - a location for weddings, celebrations, business meetings, and showcases of Mulmur’s economic prowess. 4. Make the business case for Mulmur as a regional agricultural anchor – through feasibility studies for regional installations such as a state-of-the-art abattoir, food aggregation facility, or public cold storage sites. 5. Build grant-writing and lobbying capacity – for research and infrastructure funding. 	
B. Attract Tourists	
<ol style="list-style-type: none"> 1. Build a calendar of year-round tourism packages - in collaboration with the Arts community, Better in Mulmur, Bruce Trail, the DCMA and other providers. 2. Spruce up the hamlets – Create community-based designs with signage, benches and picnic tables to create attractive heritage destinations. 	
C. Seek Out and Attract New Forms of Agriculture	
<ol style="list-style-type: none"> 1. Invite experts to bring new ideas to Mulmur – Explore land banking/leasing, on-site crop and cattle research, energy savings. 2. Identify land for innovation and experimentation – Investigate environmentally responsible viticulture, aquaculture (particularly pisciculture) and biomass production. 	

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Strategic Priority #2:	Actively Encourage the Circulation of Money within Mulmur
<p>With commuting as a way of life for many of its permanent and ‘weekender’ residents, Mulmur exports a large portion of its economy elsewhere. The result is the loss not only of gross revenues for businesses, but also the loss of potential jobs to create more local spending. By shopping more in local businesses, Mulmur can increase its share of household spending.</p>	
A. Help Existing Small Businesses Grow	
<ol style="list-style-type: none"> 1. Build small businesses’ awareness of possible synergies – Mulmur can encourage self-help by bringing together small business providers to see how they might collaborate to generate more income and learn each other’s strengths and weaknesses. 2. Educate small business owners on zoning bylaws – Some home-based businesses are missing opportunities to market their products or services because they fear tax or zoning impact. Openness, knowledge and support are essential to building a strong business offering. 3. Offer educational opportunities – Mulmur can assist its small business community by opening its doors to organizations like Dufferin Board of Trade and community colleges, who can provide workshops, speakers and access to extension programs. 4. Fast-track small business applications – Owners of existing and new businesses know that time is money. Applications that support the growth of tourism and agriculture within the established principles should move as quickly as possible. 	
B. Lead a ‘Spend in Mulmur’ Campaign	
<ol style="list-style-type: none"> 1. Educate local and weekender residents about Mulmur’s business environment – Mulmur Township can engage students to write feature stories on businesses for its website each month. This provides a community service and a resume bonus for the student. Follow up as a spot check to see what impact the feature story had on business. 2. Create a welcome package for new residents – With the assistance of Mulmur’s small business providers, the Township can provide new residents with a collection of municipal information, advertisements, calendars, vouchers and other “Welcome Wagon” materials to communicate the neighbourliness of Mulmur. 3. Encourage ‘staycations’ for local residents – Advertise museum tours, hamlet tours, farm tours, art tours, food tastings, music nights, B&B and spa getaways, mushroom hunts, and geo-caching locations on the website. 	

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Strategic Priority #3:	Aggressively Pursue Opportunities that will Increase the Number and Quality of Jobs in Mulmur
<p>Mulmur can make some investments that will yield more jobs in Mulmur, encourage young people to return to Mulmur for quality jobs and family life, and thereby, boost the economic health of the community.</p>	
A. Increase the Number of Jobs in and for Mulmur	
<ol style="list-style-type: none"> 1. Make it known that Mulmur wants to expand particular parts of the job market – Work with partners such as the Georgian Triangle Centre for Business and Economic Development, Dufferin Board of Trade and Headwaters Tourism to highlight opportunities in and for Mulmur. 2. Track job numbers for existing businesses – Gain local support for a survey to set a baseline measure for local businesses. Include an estimate of immediate job openings. 3. Provide space for employment opportunities on the Township website – Engage student teams to help write the copy for employment advertisements. Track productivity of the ads. 4. Continue to provide co-op placements and research projects for students – Create expectations that co-op placements will be worthwhile and fun. Conduct ‘exit interviews’ at the end of the assignment. 5. Encourage space-sharing business hubs in Mulmur – Empty buildings, retail space, seasonal facilities and Township assets offer potential temporary quarters for small sales, cultural, accounting, consulting, and sector activities. By helping make these spaces available, Mulmur can increase the local workforce and help incubate new businesses. 	
B. Increase the Quality of Jobs in Mulmur	
<ol style="list-style-type: none"> 1. Feature Mulmur workforce in all investor and development packages – Mulmur’s demographic profile is attractive to employers looking for a well-educated workforce and qualifications for higher level jobs. 2. Sponsor community lectures from leading researchers – Continuous learning in agriculture, green housing technology, recreation and quality of life enables local students and employees to understand trends and upgrade their knowledge. It also offers evidence to prospective employers that Mulmur is adaptive and innovative. 3. Offer cost-only venues and advertising to support advanced education for all age groups – Mulmur Township can invest in its community economic future by sponsoring education and skill-building programs, promoting lifelong learning as a Mulmur value, and celebrating Mulmur graduates of advanced education with an annual event. 	

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Strategic Priority #4	<p style="text-align: center;">Build the Mulmur Community Brand as a Leader and Continuous Learner in Environmental, Historical and Culturally Sensitive Approaches to Agriculture, Tourism and Residential Development</p>
<p>Having a cohesive, positive and distinctive brand that is used consistently provides a clear and memorable invitation to visit, live, farm and do business in Mulmur. Fortunately, Mulmur has already identified some common themes, a major first step in developing a brand: its gorgeous landscape year-round, the echo of natural heritage, a diverse community sharing a sense of place, and a welcoming partnership with the future.</p>	
<p>A. Create a Cohesive Brand</p>	
<ol style="list-style-type: none"> 1. Pursue professional quality branding to create a competitive advantage – A preferred method would be to issue an RFP to Headwaters area firms that are qualified in branding and marketing. Another method would be to advertise widely a contest for a branding statement and graphics. The advertisement would indicate a site for applicants to access Mulmur materials and submit applications. Mulmur would design a selection process, including representatives from local business, agricultural and tourism providers as well as community members. 2. Determine and publish specific metrics for marketing and promotion of the brand – All stakeholders should know what the Mulmur brand stands for and how its effectiveness will be measured. 3. Establish protocols for decision making - Include rules regarding use of “Mulmur branded” materials and formalization of distribution plans. 	
<p>B. Set Expectations about Core Messages and Content</p>	
<ol style="list-style-type: none"> 1. Develop message platforms to support various uses – Work together with community members and sector groups to prepare 30-second “elevator speeches” about Mulmur that reflect the brand for various stakeholders. These brief messages should be tailored to the needs of different audiences: potential investors, partners, developers; new residents; residents contemplating a building project, etc. 2. Establish the roles of the Township and its partners – The Township can promote local activities on their website and be a hub of local activity information for both tourists and residents. While the sector groups and community groups may provide content to the Township site, it may be necessary for them to use separate websites to target particular readers, take advocacy positions or provide additional content. 	
<p>C. Promote the Mulmur Brand to External and Internal Audiences</p>	
<ol style="list-style-type: none"> 1. Create promotional materials that look, feel and say Mulmur - Printed, web and physical materials (such as plaques, clothing, jewellery, gifts, signs) should be user-friendly, accessible, environmentally responsible and attractive. Updating of website, signage and printed materials is strongly recommended. 2. Continue to provide “Open houses” to residents – Use these events to share information and offer a chance to further support the Mulmur brand of valuing landscape, heritage and community. 	

D. Test the Brand by Remaining Responsive to Stakeholders

1. **Translate the brand into a message about service** - Become known for accessible and ready information that is appropriately branded in order to provide a welcoming, efficient and knowledgeable service to the public.
2. **Track inquiries** - Requests at the front desk should be logged. The nature of the inquiry is useful information: each walk-in, or request, should be logged as to contact information; the purpose of the visit; residency status (resident or non-resident); and expected timeframe for the requested information. Follow-up should also be logged. Such logs not only help measure service effectiveness, but they also provide data for follow-up communication in newsletters, Twitter, etc. If there are a number of requests which are growing, then appropriate materials for distribution can be developed.
3. **Produce requested information in a form convenient to the user** - Requested information should be ready at-hand, branded (even if just in e-mail header, letterhead or a folder), and current and participating in community events as a Township will support the Mulmur brand. In this way Mulmur can remain responsive.
4. **Conduct reviews of effectiveness every two years** - Include unsolicited compliments/complaints, satisfaction surveys, time savings from process improvements, and increases in “hit-rates” or social media “likes”.

'Wise Investor' Mindset

1. **Strategic Thinking:** *looking to the future without losing sight of the lessons of the past*
2. **Market Understanding:** *using expert knowledge to identify trends in demographics, market behaviour, agriculture, tourism, technology and service delivery to anticipate opportunities and to test the feasibility of proposed ideas.*
3. **Proactivity:** *seeking out opportunities that meet the principles agreed in strategic plans and quickly weeding out those that are contrary to the principles*
4. **Asset Management:** *calculating how an investment today could yield favourable returns within a defined period of time*
5. **Process Management:** *planning and budgeting deliberately to deliver results in a timely manner*
6. **Negotiating for Success:** *sharing favorable terms with partners to share risks and rewards*
7. **Measurement:** *tracking progress transparently against well-defined metrics and standards*

Strategic Priority #5	Cultivate a 'Wise Investor' Mindset
<p>To be proactive partners and leaders, Mulmur's elected officials, staff and community will need to excel at the habits of smart investors. Wise investors question assumptions, look at problems in new ways, and create and articulate a vision of the future. While they may get excited by an opportunity, they are disciplined about analysing the value of each investment. They educate themselves, do necessary research and look at more than one factor in the decision. Because they have done their homework, they do not rule out an opportunity simply because it may require substantial investment or borrowing in the years before payback.</p>	
A. Share Continuous Learning on Economic Issues	
<ol style="list-style-type: none"> 1. Invite business, academia and sector groups to speak in Mulmur – Make it a priority to sponsor at least one breakfast, job fair, business or community showcase in Mulmur per year. 2. Provide monthly education segments on economic and environmental trends – A short presentation at each Council meeting and on the website could include reports from conferences attended by staff, Council or Committee members; guest speakers on agriculture and tourism; demonstrations of green energy applications in housing and commercial development; and presentations by local schools. 3. Conduct annual agricultural, tourism and technology Roundtables - Invite knowledgeable members of the community to talk about their businesses and emerging issues. 4. Meet with senior levels of government and agencies semi-annually – proactively make the opportunity to educate each other around rural issues and funding opportunities. 	

B. Instill Smart Investor Disciplines

1. **Establish protocols for decision making** – Include recognized financial analysis to compare investments (e.g., net present value), multiple criteria for assessing options, and triggers for feasibility studies. Ensure that any necessary staff or advisor training is expedited.
2. **Outline and publish implementation plans** – Require approved plans for any studies or development projects over \$10,000. Use Project Management Institute (PMI) standards. Ensure that any necessary staff or advisor training is expedited.
3. **Establish and communicate metrics, targets and the measurement process.** The Community Business Readiness Checklist is recommended as an **annual and five-year** report card on progress. In addition, the Township should determine and publish specific metrics for investments.

C. Get Out Ahead of the Pack

1. **Seek out reliable partners for investments** - Approach sector groups, interested developers, community groups, academia, and government agencies. Use every conference, inquiry, hamlet visit or newspaper article as a springboard for identifying, wooing and vetting prospective partners. Establish ground-rules for partnership and identify pre-approved forms of investment (e.g., matching funds to a fixed dollar limit, payback period, resources, shared risk and return).
2. **Locate or create a data base to track grant opportunities** – Mulmur and/or Dufferin County can be proactive in using a set of current ministry mandates and funding mechanisms; requests for proposals; and academic research opportunities.

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Strategic Priority #6	View Governance Through the Lens of Effective Community Economic Development
<p>One of the key elements in the Community Business Readiness Checklist for economic development is whether or not there is an established process for communicating economic development issues, priorities and successes and a main economic development contact person. To act as responsible financial stewards, Mulmur can first leverage the talents of its community members and existing Staff by providing economic development education and communication.</p>	
<p>A. Identify and Train an Economic Development “Team”</p>	
<ol style="list-style-type: none"> 1. Identify a Council member as the political economic development “point person” –This individual would also sit on the Community Economic Development Committee as well as represent Mulmur Council with other groups/partners/organizations that Mulmur chooses to work with in connection with economic development. 2. Identify a Staff member as the economic development Staff point person – Initially, this role would be performed by a member of existing Staff in conjunction with his/her current responsibilities. This individual would also attend the meetings of the Economic Development Committee. 3. Educate Council and Staff on Economic Development – The Township can make it a priority to provide additional educational opportunities for training for the Council and Staff point persons. 4. Hire a part-time economic development professional – The economic development Staff role will ultimately need to be performed by someone with economic development credentials who can devote 1 - 2 days per week solely to this important responsibility. Look for regional job-sharing opportunities for this role, considering the combination of a shared economic development officer and a local manager or coordinator. 5. Create a succession plan for senior Staff –Include the requirement for economic development credentials, in addition to other role requirements, for one or more senior Township positions. To meet the challenges facing Mulmur and all rural communities, specialized economic development training is essential and should be a priority. 	
<p>B. Create a Standing Community Economic Development Committee (CEDC)</p>	
<ol style="list-style-type: none"> 1. Set a well-defined mandate - to provide comments and recommendations to Council on all matters relating to economic development in the Township. These include: strategic planning, local business retention and expansion, new business investment attraction, tourism promotion and marketing, community development, data collection and education. The EDC mandate should also include facilitating communication between the local business community and Council to ensure a productive working relationship. The role of the EDC should include acting as ambassadors/champions for certain new initiatives and being the ‘eyes and ears’ of economic development within the Township 2. Solicit members who are motivated, committed and willing to work as a team to ensure the continued economic growth of the Township – In addition to a CEDC chair from the Community (1) and the political economic development point person from Council (1), the remaining membership (5) should be large enough that the Community appointees can represent a broad cross-section of various sectors of Mulmur – small business, agriculture, tourism, arts/culture & heritage and different geographic areas of the Township. 	

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3. **Schedule regular meetings to maximize Community access** - Meet no less than 10 times annually in the evening to facilitate public participation and involvement. Ensure that there is an education component to each agenda.
4. **Support the CEDC with key resources** – These include: make provision for the designated economic development Staff point person to attend all meetings and provide administrative support to the EDC, coordinate meeting arrangements, take minutes and provide a link to Township administration; (ii) provide an annual budget for the CEDC appropriate to its educational, measurement and coordination responsibilities; and (iii) access to other Township Staff, County Staff, government representatives and other outside technical persons to provide advice on current matters before the CEDC.

C. Define Community Economic Development Relationships with Other Levels of Government & Organizations

1. **Articulate the role of Mulmur Township as part of Dufferin County and the region with regard to CED** – Council should spell out its interests within broader government mandates for economic development. While there are considerable advantages to group efforts, Mulmur will need to consider all opportunities in the light of investment priorities and tax implications.
2. **Determine the appropriate partners for Mulmur** – The CEDC, with the assistance of the designated Staff CED point person/ Economic Development professional, can gather information and make informed recommendations to Council as to partnering opportunities with organizations and working with other communities.

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Measurement

This plan includes performance measurement suggestions. For each of the strategic priorities, the main report includes appropriate metrics of the following types:

1. **Inputs** - resources such as money, staff time and other items used to produce outputs and outcomes. Inputs indicate the amount of a particular resource that is actually used to produce a desired result. For example, Seeley's Bay community groups call this the 'effort versus results' measure for fundraising efforts.
2. **Activities** - the actions undertaken for a program to achieve a particular result. These might include community outreach, overtures to potential investors, or development of materials to gain awareness of Mulmur's desire for development.
3. **Outputs** - the products created and services delivered in a reported period, such as number of training programs conducted, number of classes taught, number of meetings hosted, or number of clients served.
4. **Outcomes** - changes in knowledge, skills, attitudes, values, behavior, or condition that indicate progress toward achieving the vision and strategic objectives. Outcomes can be short-term, intermediate, or long-term.

5 Big Questions

1. Does this opportunity conform with key requirements?
2. Is the decision urgently needed?
3. Is the overall value of this opportunity positive?
4. Are the short-term and long-term risks acceptable?
5. Which results be measured and reported to benefit future endeavours and help with reviews?

Implementation Plan 2017 – 2022

The volunteer EDTF dedicated several months to learning about Community Economic Development, Mulmur and other branches of government. We also sought best practice examples to ensure that our recommendations were realistic and achievable. We are confident that they will work in Mulmur.

Our primary goal was to deliver a positive, forward-looking plan that could be brought to life - within an atmosphere of mutual respect, candid accountability, and collaboration among Mulmur's elected officials, staff, sector groups and households.

The five-year implementation plan will bridge two Council terms, and so it is specific and insistent on making things happen. Enclosed in the Appendices and the "Point Person File" are materials to assist Mulmur's CED Team in getting started.

In addition, the EDTF has developed the 5 Big Questions to guide analysis and decision-making for investments in

- Infrastructure
- Sector Promotion and Support
- The CED Function
- Process Improvements
- Branding & Marketing
- Community Engagement.

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The First Five Years	
Year 1: Lay the Groundwork	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Address local governance early. <input checked="" type="checkbox"/> Build and execute a formal CED training program, including external professional development courses, for councillors, staff, volunteers, grant-writers <input checked="" type="checkbox"/> Build and execute a formal measurement plan for annual and five-year reviews of CED activities, success on pursuits, and return on investment. <input checked="" type="checkbox"/> Set 5-year and annual budgets.
Year 2: Build Strong Economic Partnerships	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Select partnerships, memberships, subscriptions, volunteer agreements, using 5 Big Questions. <input checked="" type="checkbox"/> Develop an “influence plan” to engage provincial and federal government supporters, engage their support and gather input. <input checked="" type="checkbox"/> Establish and update databases of significant information available for easy use by investors, developers, small business, and residents. [use CBR results and low-hanging fruit list] <input checked="" type="checkbox"/> Build and execute annual action plans to host events and contests that showcase Mulmur, educate residents, and celebrate champions in community and economic development.
Year 3: Take the Lead on High-Priority Development Projects	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Solicit information on industry trends and opportunities in agriculture, tourism and community involvement (e.g., lend-lease programs, international preferences, use of charitable foundations, crowd-sharing). <input checked="" type="checkbox"/> Identify potential high-value development projects for investment and the champions for each. For example, solicit private investors to accelerate Mulmur’s high speed internet implementation. <input checked="" type="checkbox"/> Use accepted decision-making criteria and analyses (5 Big Questions) to select a short list of high priority projects. <input checked="" type="checkbox"/> Secure partners and funding support. <input checked="" type="checkbox"/> Identify a steering committee, project manager and workplan to ensure on-budget, on-time delivery of results. <input checked="" type="checkbox"/> Streamline review and approvals processes.
Year 4: Push Hard on Marketing and Promotion	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Select professional support to build and execute a strategic communication plan [SMART objectives, stakeholder analysis, primary messages about Mulmur, elevator speeches, key media editorial policies, a communication calendar, use of multiple vehicles to reach target groups, distribution] <input checked="" type="checkbox"/> Appoint and train Mulmur spokespeople for media and conference appearances. <input checked="" type="checkbox"/> Get on the programs of major sector organizations, academic seminars, and community groups, as well as rural government conferences.

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	<input checked="" type="checkbox"/> Apply effective purchasing and shared-services principles in producing all print and on-line materials.
Year 5: Review CED Progress, Celebrate and Set the Next Five-Year Plan	<input checked="" type="checkbox"/> Conduct a five-year review of performance - Input, Activities, Outputs and Outcomes compared with targets <input checked="" type="checkbox"/> Identify successes and gaps in an updated SWOT analysis <input checked="" type="checkbox"/> Celebrate initiatives and treat champions like Mulmur royalty <input checked="" type="checkbox"/> Develop the next five-year plan <input checked="" type="checkbox"/> Broadcast results widely

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Annual Actions	
1. Measure Results of Previous Year	<ol style="list-style-type: none"> 1. Conduct a 360 assessment of Community Business Readiness (CBR) – surveying staff, Council, Committees, community and partners 2. Measure results versus effort for grant acquisition, community projects and lobbying
2. Set Priorities	<ol style="list-style-type: none"> 1. After considering new issues and opportunities, set objectives for the following: <ul style="list-style-type: none"> ✓ training/education, staffing, community outreach, partnerships, lobbying ✓ process streamlining ✓ project investment ✓ communication ✓ performance measurement 2. Refine the list of must haves
3. Strike Budgets	<ol style="list-style-type: none"> 1. Set performance targets 2. Use 5 Big Questions to determine investment decisions (create/use reserves, borrow, include in annual budget)
4. Celebrate Successes	<ol style="list-style-type: none"> 1. Make formal project-team presentations, with pictures and certificates 2. Honour champions at a special event 3. Share the news with the community, partners and other municipalities

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Key Success Factors for Mulmur

The recurring themes in the Strategic Community Economic Development Plan capture the major elements that will lead to successful implementation.

Implementation Themes

