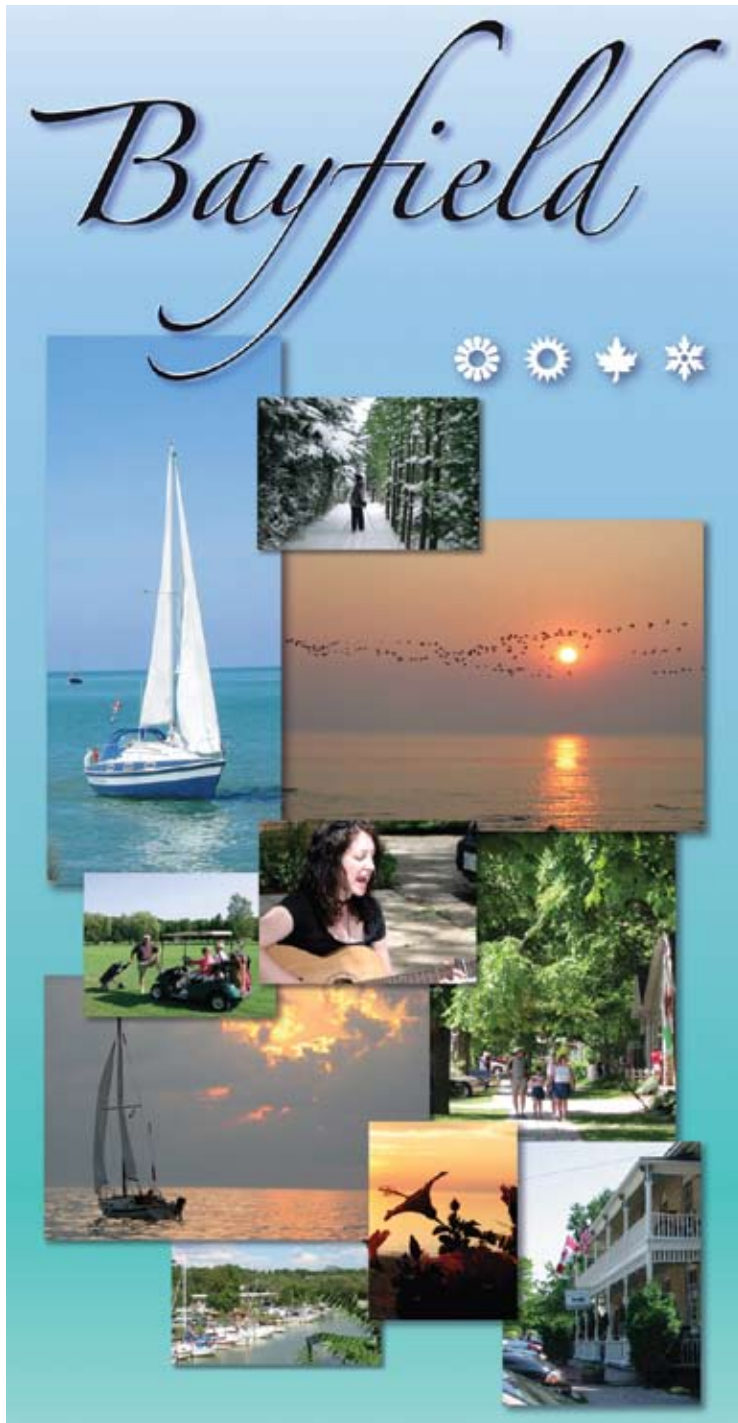


Bayfield



BUSINESS RETENTION AND EXPANSION REPORT 2010



BUSINESS RETENTION AND EXPANSION

*Bayfield Business Expansion
and Retention Report
2010*

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**Ministry of Agriculture,
Food and Rural Affairs**

**Ministère de l'Agriculture,
de l'Alimentation et
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A Message from the Honourable Carol Mitchell

On behalf of the Ontario Ministry of Agriculture, Food and Rural Affairs, I am pleased to contribute to the Bayfield Business Retention and Expansion Report.

The Business Retention and Expansion tool kit was brought to rural Ontario ten years ago. It has been refined over the years and has been used by hundreds of communities to improve their local business environments. My ministry was pleased to provide \$6,000 in funding through the Rural Economic Development (RED) Program to assist with Bayfield's project.

I am pleased that the Village of Bayfield has made use of the business retention and expansion tools provided by the Ontario Ministry of Agriculture, Food and Rural Affairs. Bayfield's project demonstrates its strong commitment to retain and grow local businesses, and to keep the local economy vibrant and profitable. I understand that this project has also helped to identify new business opportunities beyond the tourism sector.

Bayfield is also a contender in Ontario's growing creative economy, thanks in part to our government's Rural Connections Broadband Program. This program provides funding to help expand high-speed Internet availability in rural Ontario.

Rural communities are integral to the province's economic and social well being. The Ontario government remains committed to working with you to maximize opportunities for rural communities to grow, diversify, and prosper.

Congratulations on completing this local initiative. I wish you all the best for success in the future.

Sincerely,

A handwritten signature in cursive script that reads "Carol Mitchell".

Carol Mitchell
Minister of Agriculture, Food and Rural Affairs

Ministry Headquarters: 1 Stone Road West, Guelph, Ontario N1G 4Y2
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Good Things Grow in Ontario
À bonne terre, bons produits



Message from Bluewater Mayor Bill Dowson

On behalf of the Municipality of Bluewater, I am very pleased to thank our coordinator Janet Snider, and all who participated in the BR&E Project. The work you have all done will be a great help in promoting growth in our area, attracting tourists to our beautiful community and increasing business in our small towns and villages. Your help will make our rural and urban areas a better place to live and raise our families.



Message from Roger Lewington, President Bayfield and Area Chamber of Commerce

The Bayfield and Area Chamber of Commerce (BACC) is very pleased to have undertaken the BR&E Project. We would like to thank the Ontario Ministry of Agriculture, Food and Rural Affairs for the support, guidance and opportunity to be part of the BR&E Program. We would also like to thank the Municipality of Bluewater and Huron County for their assistance. Bayfield and the surrounding area, as part of Bluewater and Huron County, has many wonderful assets, including our lake, our heritage or our farmland.

The BR&E Project will provide us with valuable information that will allow us to be able to move ahead with plans that meet the needs of the community and the businesses.

I would also like to thank the many volunteers who worked on the study, as well as the business people and citizens who took time out of their busy schedules to be interviewed.

Message from Ruth Brown, Chairperson Bluewater Heritage Committee

The Bluewater Heritage Committee recognizes the importance of the Business Retention and Expansion Report. History alone does not make a village viable. We need to find ways to attract young people to live in our community and work for our tourist industry. We also need to make Bayfield a place where more retirees give their support in the leaner months. We certainly appreciate all the work people have done to gather the necessary information we needed to identify what will make Bayfield prosper. The financial commitment of the Municipality of Bluewater and the Bayfield and Area Chamber of Commerce and OMAFRA, in initiating this study, is a positive step towards finding solutions for our future prosperity.



Message from Dave MacLaren, President Bayfield Ratepayers' Association

On behalf of the ratepayers of Bayfield, we appreciate the support of the Municipality of Bluewater, OMAFRA and Huron County in preserving and enhancing our community. Bayfield is a unique village, enjoyed by residents and visitors alike. The actions coming out of this exercise will help to preserve our heritage for all stakeholders in the years to come.



Project Summary

The Bayfield Business Retention & Expansion (BR&E) Project used the Ontario Ministry of Agriculture, Food and Rural Affairs BR&E tools to identify the business climate in Bayfield. The project occurred under the leadership of the Bayfield Chamber of Commerce in collaborative efforts with the Municipality of Bluewater and the Bayfield Revitalization Committee (comprised of the Bayfield and Area Chamber of Commerce, the Bayfield Ratepayers' Association, the Bluewater Heritage Committee, the Bluewater Council and Huron County). The Bayfield BR&E Project will set the foundation for action-oriented strategies to help eliminate economic barriers and develop solutions that will enhance the local economy.

The Bayfield downtown heritage district has tremendous history, architecture and village charm that cannot be replicated in a more modern town environment. The competition from other shopping destinations poses a continuing challenge for the Main Street village businesses to maintain high levels of occupancy, attractive facades and accessible buildings and services. Focusing on the retail, service and tourism sectors is an excellent way to determine how best to assist downtown revitalization as well as to improve the highway shopping locations. An ever-increasing numbers of tourists, as well as attractive shopping areas for local residents, will provide economic and community success well into the future.

The data was collected from 63 (of approximately 140) business owners and was analyzed and discussed by the Taskforce Committee. The action plans are as follows: Main Street revitalization, tourism priorities and attracting new residents by emphasizing the creative economy.

Main Street revitalization - Over 90% of respondents were in favour of Main Street upgrades because the street is such an important draw for visitors and residents. The landscape architectural plan is already underway and plans for a new building that would include the library, washrooms and Welcome Centre are under discussion at Council.

Tourism priorities - Special events and the tourist-oriented website draw visitors to Bayfield to enjoy its charming, relaxed atmosphere, fine dining, shops and galleries. The 63 business owners surveyed employ 500 staff, which makes tourism a very large economic benefit to Bluewater.

95% of the respondents said branding and brochures would be important marketing tools. Marketing on the web was also highly recommended. The tourist website is being rebuilt and a brochure of events for 2010 is being printed.

Attracting new residents by emphasizing the creative economy - The skill shortages include: information technology, chefs, accounting staff, estheticians, hair stylists and registered massage therapists. The size of the local market, the availability of skilled labour and the access to customers and clients all rated as fair to poor, but the support from residents rated good to excellent, therefore, new residents would be an asset.

Many residents of Bayfield are retired and there are an increasing number of consulting and other home-based business people that are choosing to live in Bayfield because of the quality of life and the availability of internet services, which facilitate living locally but working globally. New residents, such as young professionals, early retirees and retirees, would increase the number of reliable, able employees with skills that are scarce in the community at present. A brochure for new residents with focused advertising, future development and event opportunities are all being planned over the next three years.

BR&E Report

The partners



The Bayfield Business Retention & Expansion (BR&E) Project has used the Ontario Ministry of Agriculture, Food and Rural Affairs BR&E tools to identify the business climate in Bayfield. The project has occurred under the leadership of the Bayfield Chamber of Commerce in collaborative efforts with the Municipality of Bluewater (Economic Development Committee) and the Bayfield Revitalization Committee (comprised of the Bayfield and Area Chamber of Commerce, the Bayfield Ratepayers' Association, the Bluewater Heritage Committee, the Bluewater Council and Huron County). The Bayfield BR&E Project will set the foundation for action-oriented strategies to eliminate economic barriers and develop solutions to enhance the local economy. The information gleaned from the BR&E surveys should help us move forward in implementing the recommendations in an informed and efficient manner.

Bayfield history

In the 1830s, the 3000-acre tract of land now known as Bayfield was bought by Baron Van Tuyl from the Canada Company. The land deal was brokered by Admiral Bayfield, the village's namesake. The Baron never saw the land, but Van Tuyl's son inherited it and spent some time there while living in Goderich. When the Baron's son went back to Europe he married Charlotte Mansfield. She was not interested in living in the new village, so when her husband died in the 1860s, she sold the land in lots.

Bayfield was incorporated in 1876 with 1761 acres of land and a population of 700. In the late 19th and early 20th centuries, Bayfield was a bustling community with woolen mills, sawmills, flour and gristmills, a limekiln, an apple evaporator, fisheries, marinas and icehouses. Over the years Bayfield has developed into a village that attracts tourists, cottagers and retirees. Many historical buildings have been preserved and the village ambiance, and Main Street especially, affords visitors and residents alike a chance to experience the past in this heritage village on a great lake.

Governance and population

Bayfield was incorporated as a village with a reeve and councillors in 1876. The village had its own council until the year 2000, when it was amalgamated into the larger Municipality of Bluewater in Huron County. The village is surrounded by prime agricultural land comprised of farms producing beef, hogs, chickens, cash-crop grains and horticultural products.

The village population today is approximately 1200, with more than 200 people under 30 years of age. On summer weekends the population doubles. Many people own or rent cottages in the Bayfield area, coming to Bayfield for the summer season. Others make day trips or go on short vacations that include time spent in Bayfield.

The BR&E process



After the First Impressions Project was completed the Bayfield Revitalization Committee (BRC) decided on a course of action to implement some of its recommendations. In order to proceed with many of the recommendations in an efficient and orderly way, the committee decided to engage in the current BR&E Project.

The Bayfield and Area Chamber of Commerce made the application after conferring with Kerri Herrfort, Downtown Revitalization Coordinator, regarding the readiness of the community to embark on the project. The application was submitted and approved early in 2009.

The BRC became the Leadership Team, which initiated and determined the scope of the project and the Taskforce Committee was formed later, consisting of the Leadership Team and members of the business, municipal and service community.

Business Retention and Expansion is an excellent process to initiate and develop the municipal role in business and community growth. BR&E reaches out to the local business community, strengthening relationships between businesses, local business and community organizations and the municipality, becoming the foundation for future success. Identifying key strengths, opportunities and red flag issues enables the community to develop clear priorities, tackle high profile issues, implement some quick wins and build partnerships and momentum for the future.

Our downtown heritage district has tremendous history, architecture and village charm that cannot be replicated in a modern town. The competition from other shopping destinations with big box and franchise stores and restaurants poses a real threat. Maintaining high levels of occupancy, attractive facades and accessible buildings and services is a continuing challenge for the village Main Street business owners. Focusing on the retail, service and tourism sectors is an excellent way to determine how best to enable and assist our downtown revitalization project. Improving the highway shopping locations to ensure attractive shopping areas for local residents combined with an ever-increasing numbers of tourists will provide business and community success in Bayfield well into the future.

In July, 25 people attended the public launch of the program. The audience included business owners, potential volunteers, elected officials, members of the Leadership and Taskforce Committees and the media. The evening included a presentation from Belinda Wicks-Graham, the BR&E coordinator from Minto, who gave an account of the very positive experience the three towns in the Municipality of Minto have documented.

Five volunteers were recruited and trained for their role as interviewers and scribes during the BR&E visits.

Business visits began in September and continued to the second week of December. The surveys took an average of an hour and a half each. 63 business owners were interviewed out of a total of approximately 140 business owners in Bayfield and the surrounding area.

The results provide solid input and direction on improving the economic and business climate in Bayfield and the surrounding area.

Sample selection of businesses

A business directory was compiled from a number of sources, including the Chamber of Commerce, various websites, the phone book and by word of mouth. While businesses were randomly selected to participate in the interview process, careful attention was given to ensure that there was adequate representation from small, medium and large businesses, from the various business districts and from each type of business. All business owners who volunteered to participate in the survey were welcomed.

Type of Business	# in Directory	# Surveyed
Food and accommodation	30	14
Arts, entertainment and recreation	10	4
Professional, scientific and technical services	12	7
Real estate rental and leasing	11	6
Retail (various)	46	22
Building-related trades	13	4

Results of the survey

The demographic characteristics of business owners interviewed included the following:

- 46% were corporations
- 38% were sole proprietorships
- 8% were franchises

- 84% were owners involved in day-to-day operations
- 89% were residents in the community
- 80% were family-owned businesses

- 73% had employees who were residents in the community
- 62% owned their location
- 38% leased their location

- 27% were businesses between 1 to 3 years old
- 35% were businesses between 4 to 10 years old
- 30% were businesses between 11 to 35 years old
- 8% were businesses over 35 years old

- 63% have less than 10 employees
- 11% have more than 20 employees

Business climate

The following services provided by local government and business organizations received the highest levels of satisfaction:

- Policing
- Fire services
- Public utilities
- Health department
- Garbage removal
- Medical and health services
- Library services
- Schools
- Chamber of Commerce
- Cultural facilities
- Recreational facilities



The following services provided by local government and business organizations received the lowest levels of satisfaction:

- Planning
- Zoning
- Engineering
- Building permits
- Public transit

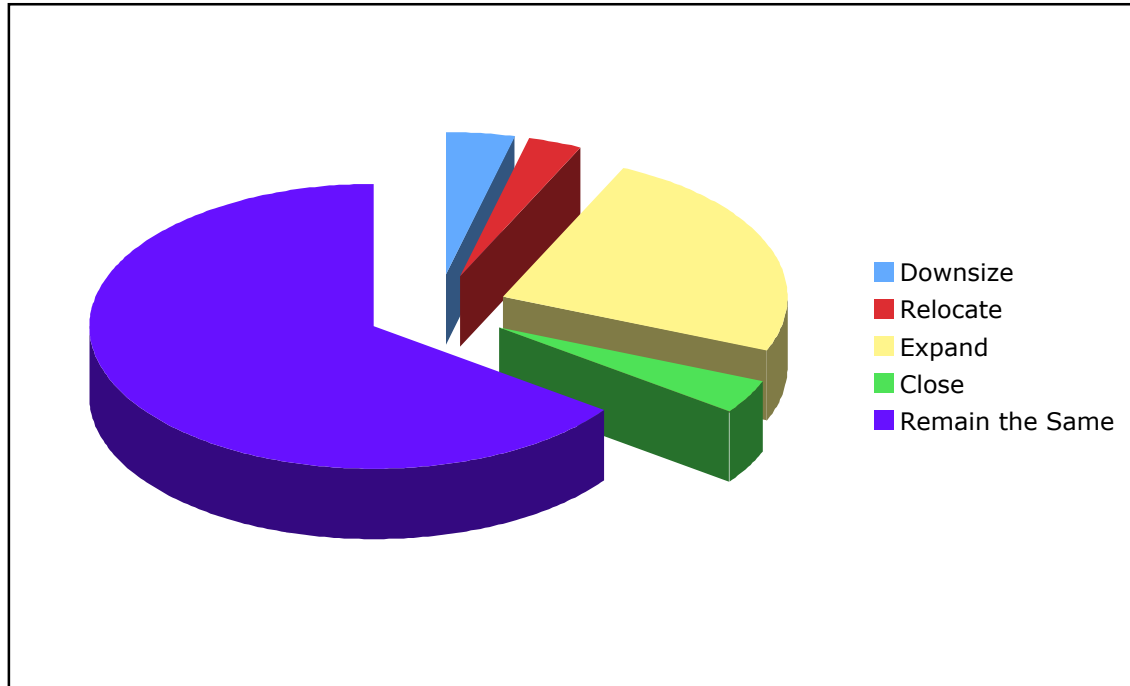


Comments from business owners included:

- More signage needed, especially on the tourist office and public washrooms.
- Better teamwork needed.
- Better networking among owners needed to collaborate on hours, sales, advertising and marketing for local events.
- More focus on available services needed in Bayfield, not just on tourist activities.
- More assistance from all three levels of government needed, a lot of money goes to the Greater Toronto Area (GTA).
- Much more municipal effort needed to support tourism, there isn't even a manned tourist booth.
- Accessible public washroom facilities needed so tourists can use them, keeping in mind that town money is from the tourist industry.
- Consistent opening hours of stores on Main Street, inconsistency is detrimental to tourism.
- More support for 'buy fresh, buy local' campaigns.
- Local bus service is needed on Highway 21 because there is no way to get here without a car.



Future plans of business owners for the next 3 years



The summary of future plans is as follows:

- Three business owners expect to close, two are going to retire and one is going to sell.
- Downsizing is occurring due to aging and loss of market share.
- Of the 15 businesses that will expand, 5 will involve a building expansion, 14 will require investment in new equipment and 11 will involve innovation.

The business expansion results are as follows:

- 80% of business owners indicate an increase in workforce, additional services for customers, investment in equipment and technology.
- 47% of business owners indicate an increase in floor space and process improvements.
- 53% of business owners indicate an increased demand for skills training.

The barriers to expansion results are as follows:

- 36% due to lack of available skilled labour
- 34% due to lack of public transit
- 33% due to business taxes
- 26% due to lack of available properly zoned land
- 26% due to water/sewage capacity
- 24% due to lack of proactive business recruitment
- 24% due to approval processes

Workforce development

Throughout Bayfield and the surrounding area, a total of 45 additional employees are anticipated by the business owners interviewed during the BR&E process.

Employers state that their employees need additional training in the following areas:

- Computer software skills
- Sales and marketing
- Customer service

Recruitment problems stem from the seasonal nature of many of the businesses, the lack of skilled labour in the information technology and food preparation fields and the fact that many young people move to larger centres for education and employment.

Most businesses rely on in-house training programs and customized training for employees, while foregoing training opportunities such as:

- Programs at community college
- Distance education
- University courses

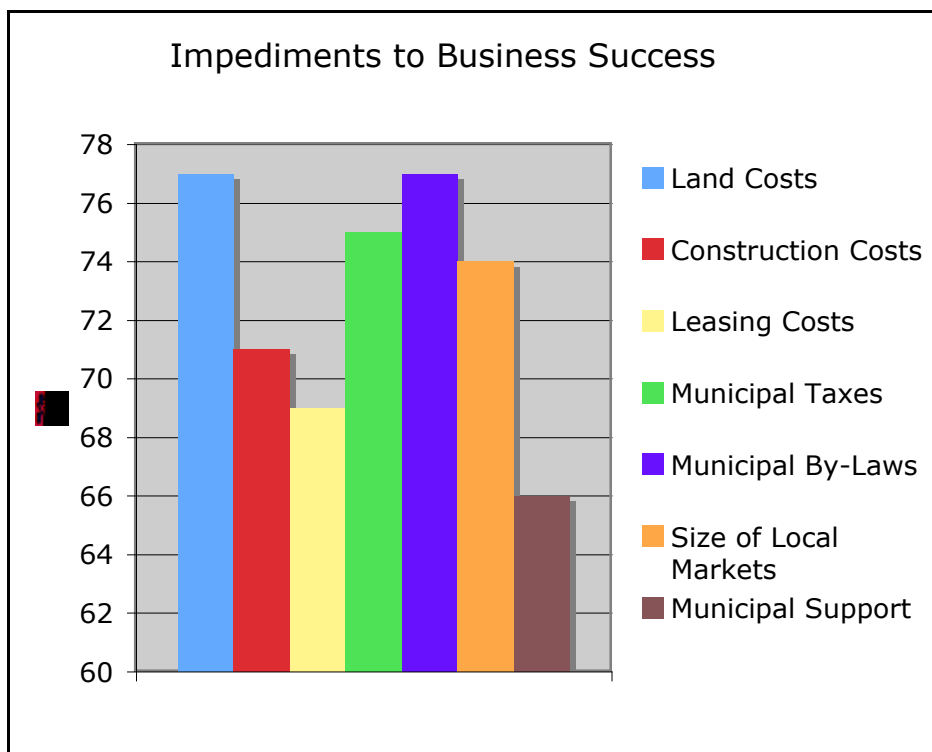
The barriers to other training opportunities are cost, distance to the training facility and the lack of available local training.

Local community

The questions pertaining to the local community identify issues about economic development plans and the role that the Municipality is taking in providing adequate support to business owners.

73% of respondents believe that there is no economic development plan or they do not know of one.

99% of those surveyed said that the quality of life is good to excellent, but they need support in the following areas to make their businesses more successful.



The comments about the advantages of doing business in Bayfield and the surrounding area are as follows:

- We have the same visitors every year.
- We have good support from Huron County.
- Our walking trails are good.
- Our preservation of Main Street charm is of #1 importance
- Our area is a beautiful place for young staff to buy a home and raise a family.
- Our business people are positive and available for discussion.
- Our village is expensive, but the uniqueness is there.
- Our village is an excellent place to live and work, but it needs focus.

The suggestions and comments about doing business in Bayfield and the surrounding area are as follows:

- Our village is invisible from the highway.
- We need to be open all year round.
- We need more services and a bigger grocery store.
- Our village is the most overlooked and underrated tourist attraction in Ontario.
- We would like more fun activities, such as sports, and at a low cost.
- We should have a marketing consultant for the area.
- We should plan for the future development of the village.
- We should have a bank and more garbage containers.
- We pay huge taxes, but don't get a lot in return.
- We want more of our businesses to be part of the Chamber of Commerce for feedback and promotion of the town.
- We want to be able to get accurate data about trends and changes.
- We should market ourselves as a tourist town and bring it up to code with public washrooms and wheelchair accessibility.
- We need business leadership in research and development.
- Our public washrooms should be open until Christmas.
- Our business development results are questionable because of lack of consistency in seeing them through.

Retail and service sector

The BR&E Project allowed respondents to answer an additional set of questions dealing with issues faced by retail and service businesses. This section gives us insight into the state of commercial districts and provides suggestions for areas of improvement.

72% of participating businesses are located in an “identifiable commercial district,” with 69% located in the downtown area.

Promoting the downtown

Only 28% believed that there was a plan in place to promote their business district and 58% felt that the plan in place was primarily focused on retail marketing and promotion only.

Business self-improvement

Business owners recognized the need for improvement and identified the following areas as having the greatest need:

- 86% of business owners recognized the need for wheelchair accessibility for people with disabilities.
- 85% of business owners recognized the need for improvement in public amenities, including parks, fountains and washrooms.
- 85% of business owners recognized the need for improvement in sidewalks and pedestrian environments.
- 85% of business owners recognized the need for visual identity of the area by unifying banners.
- 82% of business owners recognized the need for roadside advertising.
- 80% of business owners recognized the need for standard hours of operation.
- 78% of business owners recognized the need for customer service programs.
- 70% of business owners recognized the need for more parking spots.
- 70% of business owners recognized the need for highway signage and tourism directional signs.

The following are insights into marketing issues, concerns and challenges for Bayfield and the surrounding businesses in the area.

Numerous businesses are open to pursuing:

Joint marketing	58%
Collaboration, networking, information sharing	55%

Many businesses also indicated they would like assistance on marketing issues including:

- Marketing on the web
- Retaining existing and attracting new customers
- Assessing new technologies
- Training staff and development
- Marketing
- Evaluating market opportunities
- Dealing with the competition
- Training customer service representatives

These requests and challenges will be addressed during the BR&E follow-up activities. Businesses requesting assistance will have access to information sheets and/or seminars.

Tourist sector

The BR&E Project allowed respondents to answer an additional set of questions dealing with issues faced by businesses in the tourist sector. This section gives us insight into the unique challenges for these businesses.

Seasonality is the biggest barrier to expansion in the tourism business, however 44% of our businesses are already functioning all year and 71% of businesses said they have the potential for year-round business.

To attract visitors now and in the future business owners suggested increasing or improving the following:

- Public washrooms conveniently located in the downtown
- Tourist information booths
- Festivals and events
- Walking and bike trails
- Farmers' markets and open markets
- Public cultural facilities

Action Plans

Strategy #1: Main Street Revitalization

Supporting Data

- 92% of respondents supported tax dollars going to the Main Street revitalization.
- 90% of respondents chose public washrooms, conveniently located, as a community asset.
- 78% of respondents chose Main Street as an important draw for visitors.
- 60% of respondents chose Main Street as an important draw for new residents.

Steps and actions to be taken

- Completing Main Street revitalization using the draft plan, public consultation and Council approval (spring of 2010) - already underway
- Adding library washrooms, archives, Welcome Centre complex building and development (architectural designs and construction tendered by fall of 2010)
- Upgrading the streetscape as per the agreed-upon architectural plan (to be undertaken after the water is installed on Main Street and funding is in place)

Partnerships

- Municipality of Bluewater
- Heritage Committee
- Bayfield Revitalization Committee

Resources

- Funding is in place for planning - updating of original 2003 plan and drawings for presentations to public and Council
- Reserve funding is in place to be leveraged to application for provincial funding

Recommended time frame April 2010 - 2012

Anticipated outcomes

Main Street revitalization will take place so that it will continue to be an important draw for visitors and residents, while making more services available to all members of the community of Bayfield.

Strategy #2: Tourism Priorities

Businesses have asked the Bayfield and Area Chamber of Commerce to make extending the shoulder seasons (April to June and September to December) a high priority. Special events, and now the tourist website, draw visitors to Bayfield to enjoy its charming, relaxed atmosphere, fine dining, shops and galleries. This strategy is recommending actions that will benefit the business community in Bayfield and the surrounding area.

Supporting Data

- 95% of respondents consider branding to be an important marketing tool.
- 95% of respondents feel they'd benefit from business directories, brochures and maps.
- 83% of respondents feel they'd benefit from marketing on the web.
- 43% of respondents request a farmers' market.
- 41% of respondents request more entertainment options and facilities.
- 40% of respondents request more and better street festivals.

The 63 business owners surveyed employ 500 full-time, part-time and seasonal staff, which, assuming an average salary of \$20,000, represents a revenue of \$10 million.

The recommended actions include:

- Branding on the tourist website, signage, letterhead, cards and brochures (2010).
- Marketing brochures should list events in Bayfield and be distributed by the shops, restaurants and tourist booths here and throughout Ontario (already printed).
- Marketing brochures should highlight key things in our community, such as the washrooms and community centre (2010-11).
- Highlighting maps should show businesses, amenities and places of interest (2010-11).
- Updating our tourist web site (2010 – a new tourist site is under construction).

Partners

- Bayfield Area Chamber of Commerce (BACC) to enhance relationship with Huron Tourism by arranging partnerships with Blyth, Hensall, e.g. taxi and shuttle service from Bayfield to Ice Lounge, Folmar Windmill, Stratford and so on
- BACC to continue partnerships with Bluewater and Huron County to carry out this action plan

Strategy #3: Attracting New Residents by Emphasizing the Creative Economy

Supporting Data

- 74% of business owners say the size of the local market is fair to poor.
- 66% of business owners say support from local residents is good to excellent.
- 46% of business owners say availability of skilled labour is fair to poor.
- 42% of business owners say access to customers and clients is fair to poor.
- 22% of those surveyed provide services of a professional, scientific or technical nature.

Many business owners said that older employees have a positive attitude towards work.

Skill shortages reported by businesses include information technology, chefs, qualified accounting staff, estheticians, hair stylists and registered massage therapists.

Many Bayfield residents are retired and an increasing number of consulting and other home-based business people are choosing Bayfield for its quality of life and availability of internet services, which facilitates living locally but working globally. More residents would increase the number of reliable, able employees with skills that are scarce in the community at present.

Recommended actions ongoing over the next 3 years

Brochure for new residents listing assets, benefits and amenities including:

- Peace, tranquility, heritage, village atmosphere
- Variety of affordable housing and housing for seniors
- Trails, fitness classes, marinas, boating, beaches
- Pharmacy, walk-in clinic, chiropractor, spas, tanning salon
- Clubs: Lions, Optimists, Euchre, Bridge, Croquet
- Book store, library and book clubs
- Many volunteer opportunities
- Geographic location on Highway 21 close to airports and larger cities

Place advertisements in magazines and newspapers that cater to seniors.

Investigate future development opportunities such as:

- Indoor pool
- Tennis courts
- Concession stand at the beach
- Shuttle to and from the beach and marinas
- Sailing charters

Investigate future event opportunities such as:

- Victorian theme event with period costumes
- Victorian skating rink in the park
- Sunset ceremony on the pier or in Pioneer Park
- More music on Main Street and in the park
- Bonfire on the beach

Investigate cultural connections for lifelong learning such as:

- Art lessons and workshops in association with a community college
- Sailing school

2010 Conclusion

There are many different initiatives that could be undertaken as a result of the BR&E data. The above action plans and strategies merely address the critical issues identified through the study. It is reasonable to foresee that subsequent BR&E follow-up studies will add to the list of action items, programs and responsibilities of the BR&E partners.

Tourism is a large and integral part of the economy in Bayfield and therefore of the Municipality of Bluewater, hence the importance of enhancing those assets that attract visitors and new residents alike, including Main Street, events, tourist services, effective communication via the website and the attraction of skilled workers that are in short supply.

The partnership among Bluewater, OMAFRA, Huron County, the Chamber of Commerce, the Heritage Committee and the Ratepayers' Association is a strong indication of the Bayfield community's commitment to business retention and expansion. What is important now, is for all parties to work together to support and expedite the business community's goals and suggestions.

Volunteers

Volunteers have been an integral part of this project.
We wish to acknowledge the contributions of those involved.

Brenda Blair
Judy Keightley
Joyce Lambert
Roger Lewington
Rebecca Rathwell
Mary Ann Rowat

Bayfield Business Retention and Expansion Taskforce Members

Shawna Stonehouse	Economic Development Consultant Ministry of Agriculture, Food and Rural Affairs
Kerri Herrfort	Downtown Revitalization Coordinator Economic Development Services County of Huron
Lori Wolfe	CAO, Municipality of Bluewater
Jim Fergusson	Bluewater Councillor Chair Economic Development Committee
Roger Lewington	President Bayfield and Area Chamber of Commerce
Dave MacLaren	President Bayfield Ratepayers' Association
Ruth Brown	Chairperson Bluewater Heritage Committee
Joyce Lambert	Resident/Volunteer
Judy Keightley	Resident/Volunteer
Dave Hemingway	Training Board
Bill Rowat	Representative of Lions Club
Lynne Gillians	Representative Bayfield Ratepayers' Association
Dennis Pal	BACC Director and Business Owner - Marten Arts
Steve Baker	Business Owner - Virtual High School
Gayle Waters	Business Owner - Little Inn of Bayfield
Guy Spence	Business Owner - ArtSee Café
Marlene O'Brien	Business Owner - Bayfield Berry Farm
Rosemarie Wiese	Business Owner - Bayfield General Store
Janet Snider	Project Coordinator



Bayfield Ratepayers Association

