

“Find Yourself in Bruce County”

Bruce County
Economic
Development
Strategic Plan
2017 - 2021



BRUCE
county

Setting the Stage

Traditional economic development activities have not really changed much over the years and yet the trends impacting both rural and urban economies have changed significantly.

The onset of a global business landscape coupled with innovation and extreme advances in technology cannot be overlooked when developing a strategy to improve a community's economy, no matter how large or small.

Essentially, it is the new reality of business.

It makes sense then, that the more successful economic development strategies are those where there are no stand-alone initiatives. Instead, all activities are part of an overall comprehensive approach that if developed appropriately, should be as unique as the community it is built to impact. With this in mind, the “Find Yourself in Bruce County” Economic Development Strategic Plan was built.

The process undertaken to build this strategy started with an in-depth situational audit that included a review of the Bruce economy today, an analysis of the current lower-tier economic development initiatives, a process to identify gaps or duplication of services, research to determine best practices for rural regions and the acknowledgement of the area's opportunities as well as barriers to growth.

The outcome of this analysis determined that a) a holistic economic development approach of working together with lower-tier communities and entrepreneurs was necessary; b) Bruce County should focus growth opportunities on competitive advantages in tourism, agriculture and nuclear/energy; c) an action-oriented economic development approach outlining roles and responsibilities of all parties be developed; d) measurable outcomes to note economic development progress should be incorporated, and e) measures must be put in place to support the unique needs of Bruce County entrepreneurs.

The “Find Yourself in Bruce County” Economic Development Strategic Plan is as unique as Bruce itself. It is intrinsically linked to the true essence of what makes Bruce - Bruce - to those who live here and those wanting to call Bruce their home. The Plan proposes to use a process called “Strategic Doing”. Why? Because that is the Bruce way. Strategic Doing is about forming collaborations quickly and moving to measurable outcomes while making adjustments when needed along the way.

This process takes a strategic plan off the shelf and into the hands of staff and stakeholders to collaborate more effectively so that actions are drafted and accomplished using appropriate metrics to measure progress. The following pages unfolds the story of Where We Are, Where We Are Going and How We Are Going to Get There.



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Where we are.

What do we look like now?

“In Bruce County, the search for work-life balance ends – it just comes naturally. So easy that you might just find, like we do, that smiles are bigger and a little more frequent around here. Bruce is about an alternative lifestyle: less complex, affordable, and about community. It is active, energetic, social, and rugged.”



The Bruce Story

We are the explorers. The dreamers who take roads less travelled. Those who turn alternatives into sustainable choices. Those who see tried and true as an invitation to try something new. Here's to children who look under rocks. And parents who help with the lifting. Here's to active, inquiring minds, and those with the vision to look beyond obstacles.

Here's to celebrating business innovation – and just as important, to exploring farm life in the morning, beach life in the afternoon and bright starry skies all night long. Here's to the explorers – here's to us. Bruce County is where those roads less travelled become a journey. In life, in our work, in our communities and in how we spend our days together.

Be an Explorer...

Exploring in Bruce County is part of everyone's story here, whether you're a small business owner, a farmer, a high school student, a mom or an engineer in the power sector.



An Explorer's Glance At Our Past


Before we move ahead, we have to look at where we have been and where we are because if we don't, the path to the future may be wrought with problems. To effectively formulate a strategy for economic growth that works, the first step is to thoroughly understand the local landscape.

It is important to analyze what the local business climate is like, understand what makes it tick and find out where barriers to growth exist. It is also integral to review what is already being done around business attraction and investment across the region; whether there is duplication in service delivery and to ascertain what is working and what is not. An understanding of the current state before attempting to build a strategy is essential in order to achieve the desired outcome.

Below is the process that was undertaken to analyze what was currently happening with regards to economic development initiatives.

IN SUMMARY

1. Acknowledgement of the Corporation's overarching goal to stimulate and reward innovation and economic development.
2. Identification of the recommendations for economic development in the Corporation's operational review.
3. Surveying of all lower-tier municipalities on their economic development initiatives.
4. Identification of gaps and/or duplication of services regionally.
5. Consideration of the outcomes of Phase 1 of the 2014 Business Recruitment and Enhancement, Rural Economic Development (RED) Project.
6. A review of economic development best practices.

A young girl with dark hair, wearing a red life vest and red shorts, is running through shallow water, splashing. She has a joyful expression with a wide smile. In the background, a large number of sailboats are docked in a harbor under a clear blue sky. The water is a vibrant blue-green color.

“Smiles are
bigger and a little
more frequent
around here.”

SPECIFIC FINDINGS OF EACH AREA INCLUDE THE FOLLOWING:

1. Corporate Strategic Plan Goal #7

To stimulate and reward innovation and economic development.

2. Operational Review

Starting in 2014, the organization reviewed operations which includes economic development functions. The resulting report revealed that a number of the County's economic development initiatives were micro and/or narrowly focused. It was recommended that the model should evolve so the County could assume more of a leadership role. The report specifically recommended:

- The creation of a rural development program that builds on farming, agriculture and beyond.
- Increased focus on regional, longer-stay tourism.
- Specific engagement of the nuclear power industry.

3. Lower-tier Municipalities Survey

In 2014, the eight municipalities in Bruce County were surveyed to determine ‘who does what’ with regard to economic development. The survey questions were designed to gain feedback on typical economic development functions being performed within each municipality. Once the results were compiled, both the County CAO and municipal CAOs met to discuss trends and ways in which alignment could be reached.

The group determined that municipalities do need the County to play a role and fill gaps in economic development services. They also agreed that the County’s role must evolve to allow for the creation of a regional framework that will better serve the entire County where the issues are broad and beyond the capacity of individual communities. Municipal CAOs requested that through partnerships and regional collaboration, the County develop a stronger, unified internal and external voice for the region as a whole.

Specifically, help was required in two key areas:

- Fill gaps by working as an integrated ‘economic community’, and
- Collaborate on implementation strategies for regional activities such as broadband, regional transportation and other ‘beyond our borders’ initiatives.

4. Economic Community Gap Analysis

Staff then analyzed the County’s regional economic development health in relation to key elements for success based on provincial guidelines. While gaps were apparent in eight out of eleven elements, options for addressing those gaps were also identified. The diagram on the next page represents a County model that fill the gaps where reasonable and feasible.

Gaps Identified in 11 Elements of a Comprehensive Approach to Economic Development

Element	GAP (Yes / No)	GAP (Filled by / To be filled by)
1. Research and Information Management	YES	Proposed: Economic Development Working Group
2. Local Business Retention and Expansion	YES & NO	BR&E undertaken by some County and municipalities but not all
3. Community Revitalization	NO	County / Municipalities
4. Planning and Infrastructure Development	NO	County / Municipalities / SWIFT / Broadband
5. Human Capital / Workforce Development	NO	Four County Labour Board
6. Focused Sector Development	YES & NO	Tourism and Downtown Sectors have dedicated County resources. Nuclear Sector: Proposed 2013 Project. Agricultural Sector: Proposed new County resources
7. Enhancing trade Opportunities, New/Foreign Investment and Entrepreneurial Immigration	YES	Proposed: 2013 Project
8. Ec. Dev. Marketing and Communications (Public Relations)	YES & NO	Existing County websites provide marketing although deficiencies exist in the InvestinGreyBruce.com site. Proposed: Development of www.businesstobruce.com
9. Supporting Small Business Development and Investors	YES & NO	Access to small business services not well distributed across the County. Proposed : Expansion to business services
10. Regional Activities	YES	Proposed: Economics Development Working Group
11. Advocacy and Misc. Activities	YES	Proposed: Economics Development Working Group

5. RED Grant Business Recruitment and Enhancement Project

In 2014, Bruce County participated in the Provincial Rural Economic Development Program in the area of Business Recruitment and Enhancement. The outcome of Phase One of this Project brought forward further recommendations to the economic development service delivery discussion.

Phase One of this project independently acknowledged and confirmed what the other studies and reviews had noted. Mainly that there:

1. are a series of gaps in the economic development landscape in Bruce County that need to be addressed;
2. is a need to actively foster, position and promote entrepreneurial opportunities in the County;
3. is a need for increased and improved communication and communication tactics; and,
4. is a role for the County to play in supporting and fostering local opportunities, efforts and advancements (micro).

An important element to add to the findings was that business recruitment and enhancement was more about who was targeted rather than what. Recruiting has to be focused on the individual behind the business rather than the type of business itself. The project study poignantly noted that specific targeted audiences were essential to successful recruitment in Bruce County.

6. Best Practices Review of Economic Development Programs

When undertaking a review of this nature, it is important to note what is happening in the world with regard to economic development service delivery and the government's role and function in that landscape. The world as we know has changed dramatically through the 2000s and it will continue to change rapidly.

We communicate, network, explore and think differently about work and life than we did even 20 years ago. Practices in economic development are evolving to catch up. Site selection trade shows, industrial park development and making cold calls have been replaced by the more integrated approach of community building, attracting visitors and creating a culture of entrepreneurialism. It isn't a one size fits all approach - it is about building capacity, networks and a warm welcome.

We don't ignore our strong clusters in energy and agriculture - we support them and expand from there.

What we learned

The conclusion of the analysis made it apparent that the County should develop a stronger, unified internal and external voice for the region as a whole and build partnerships through collaboration.

It was also determined that there was a need to coordinate and streamline the economic development function to ensure that the service delivery model is effective.

As such, the County should function from a macro perspective and act in a leadership role promoting the region as a place to visit, live and build a business. The development of tourism, energy and agriculture sectors is critical to Bruce County as these sectors are the major occupational sectors and entrepreneurial development is important for business growth.

The situational audit revealed two sets of challenges that are focused on resources and collaboration.

County Challenges

1. **Competitiveness:** our communities must level the playing field by evolving how we engage prospects both locally and further afield.
2. **Collaboration:** some of our communities lack the resources required to attract businesses totally on their own. A harmonized approach with the County is required to meet this challenge.
3. **Brand Awareness:** tourism awareness is strong (both as a gateway to the Bruce Peninsula and as individual communities in their own right). However, the County itself is not known as a cluster centre (beyond energy) or centre of business and entrepreneurial activities.
4. **Economic Conditions:** entrepreneurs have many opportunities outside of the GTA area to open a business.

Local Challenges

5. **Municipal Readiness:** based on the situational review, there are challenges to fast-tracking, websites and marketing.
6. **Destination Brands:** there is an opportunity to broaden the attraction potential beyond that of downtown to enhance the overall Economic Development agenda.
7. **Entrepreneurial Culture:** the entrepreneurial networks of our communities could be better mobilized, beyond the usual chamber and service club memberships. The best ambassadors for business recruitment are other business leaders.
8. **Remoteness:** the distances between significant populations of the segments we deem most likely to set up businesses in our communities can be daunting; There are many strong business location choices in between.

What we need to do?

The final analysis of the situational audit concluded that:

- There is a need to coordinate and streamline the economic development function to ensure that the service delivery model is the most effective and efficient model that can be delivered using feasible resources.
- The County should function from a macro perspective and act in a leadership role promoting the region as a place to visit, live and build a business.
- Strategy formulation involves the combination of the County's vision for economic development, along with the identification of opportunities and potential barriers that might impact that vision.
- The development of tourism, energy and agriculture sectors is critical to Bruce County as these sectors are the major occupational sectors. Growth in these sectors will lead to the overall growth of the economy.
- Entrepreneurial development is important for the business growth and development. Entrepreneurs are the catalytic agents in the process of industrialization and economic growth.



Where we are going.

Bruce County Economic Development Strategic Framework

“Imagine what life and work could be. With time and space to grow. Where it’s less about the race and more about individual drive. Where tinkering leads to invention, art becomes industry, and sweat becomes equity. And where that equity goes 100% further than you ever imagined.”

Strategic Framework Development

In order for an Economic Development Framework to be successful, it needs to be hand crafted for the community it serves. The outcomes of the situational audit suggested that a unique and holistic approach was needed in Bruce County in order to build capacity and increase collaboration between all partners.

The Strategic Framework for Economic Development in Bruce County has been titled “The Macro Approach” to reflect the coordinated and participatory nature of the Framework.

The Macro Approach

The Economic Development Strategy requires the involvement of the County; municipalities; business groups and local entrepreneurs to be successful.

This community economic development model acknowledges that there is latent leadership potential in our communities that need support and resources to materialize. By harnessing this potential, we will see meaningful and significant changes on the ground in all of our communities.



Bruce County

The role of the County is to cast a wide net, positioning the region, creating awareness at the broader level, facilitating outreach and filtering opportunities. Additionally, the County will act in a leadership capacity by administering the overall Strategy.

Municipality

The Municipalities are to work at ensuring the community is ready for business, selling their communities business brand, managing recruitment tools and supporting local leaders.

Local Leaders

Local leaders need to work to foster a business culture with ambassadors on the ground, nurturing and guiding new and current business opportunities.

For effective and positive outcomes, all gears need to be moving forward. To be successful, collaboration is needed between the County, municipalities and local leaders. There are no silver bullets and both private and public sector efforts are needed. Each participant has an equally essential role to play.

Mission Statement

To provide strategic sector and business development services in order to ensure that the County's attraction value remains high and that opportunities exist for visitors, residents and businesses.

Values

Inspire

To create a culture of innovation and opportunities.

Attract

To connect to a broad range of people who are potential prospects.

Support

To collaborate and encourage success for all.

Long Term Goals

1. Growth of Tax Base / Tax Assessment

To increase the tax base by promoting Bruce County as a place to live and attracting entrepreneurs to the area.

2. Growth of Population Base

To increase the population base by attracting visitors and entrepreneurs to the area and providing business opportunities.

3. Diversify the Economic Base

To foster, position and promote entrepreneurial opportunities in Bruce County through cluster development around Bruce County's key sectors; tourism, nuclear and agriculture.

4. Business Retention and Expansion

To support and foster local opportunities, efforts and advancement by attracting new entrepreneurs and supporting business expansions.

Target Audiences

When attracting visitors, residents or business owners, it is important to define who we are talking to and how we are going to encourage them. Bruce County will create preference by differentiating how we communicate with each of our target audiences. It's important to understand the people we are engaging with to understand their needs, their commitments and how to inspire them.

The target audience for Business Development have been identified below. Through years of increase visits, Bruce County have identified the type of visitors who visits the Peninsula, Lakeshore and Interior hubs. Moreover, as the nuclear and agriculture strategy moves forward, there will be a clear identification of 'who' we will be attracting for those sectors.

Business Development Target Audience

1. Regional / Provincial Boomers 55+
2. Free Spirits (younger, entrepreneurial, seeking change)
3. Tourists
4. Seasonal Residents
5. Regional Specific – Bruce Power Employees

Sector Development Target Audience (Tourism)

1. Nature Lovers
2. Memory Makers
3. Knowledge Seekers
4. Mellow Vacationers
5. New Canadians

Strategic Priorities

Understanding “Where we are” and “Where we are going” has led to the development of two targeted priorities at the County:

1. Business Development Priority

Through the Situational Audit and the Framework development process, the Business Development function was highlighted as one area where attention was needed. Therefore, Bruce County has gone to great lengths to develop this function and it is the fundamental component of the Business to Bruce Program incorporating the Business Enterprise Centre services and outreach capacity. Business to Bruce is summarized as a program that “facilitates business foundations; marketing and promotion of business opportunities; and the necessary supports, outreach and education for success”.

2. Sector Development Priority

Sector development encompasses a community development model that has been successfully used for years at the County. The model builds on the strengths of our successful tourism; downtowns; and resource programs while developing capacity around agriculture enhancements as well as exploring the opportunities around energy and engineering cluster development in relation to Bruce Power’s proximity.



How we are going to get there.

Bruce County Economic Development Action Plan and Reporting

For any good strategy to move forward, it requires an Action Plan and a method to evaluate success. With two Strategic Priority areas (Business and Sector), the plan now breaks each of these areas into Objectives and Action Items designed to accomplish the broader Long Term Goals.

Strategic Priority: Business Development

“Thousands of bright Ontarian’s start new companies every year. They have ideas and skills. And they are passionate about making their own future. To our mind, there’s no better place for that future and starting a business than in Bruce County. The opportunities here are unlimited. And we share their passion for entrepreneurship.”

1. Business Foundations

This objective incorporates entrepreneurial support and development, business recruitment, enhancement, opportunity development and business skills and higher education.

A. Business Growth and Development

1. Work with Bruce communities, as capacity is developed locally for participation in Business to Bruce.
2. Development of targeted recruitment strategy for each Bruce community.
3. Support the development and implementation of tools for the Business to Bruce program.
4. Support for Business Retention and Expansion Programs to tackle business issues at the local level.

B. Workforce Development and Skills Education

1. In partnership with Four County Labour Market Planning Board and local business groups, understanding the gaps and identifying the type of skills needed to overcome those gaps.
2. Collaborate with Four County Labour Market Planning Board to develop a long term Labour Force Attraction Strategy to address industry gaps and workforce demands.
3. Work with Ontario Immigration to understand the immigration rules around attracting skilled workforce.
4. Promote local career opportunities to high school students.
5. Collaborate with recruitment companies and local businesses.

C. Entrepreneurial Support

1. Business to Bruce Business Services will provide support to entrepreneurs through all stages of business development, expansion and growth and will make sure that the businesses expand and new business friendly environment is created.

D. Higher Education

1. Research the feasibility to attract post-secondary educational institutions.
2. Develop a Strategy to attract educational institutions.

2. Business Marketing / Promotion

This objective focuses on marketing and promoting opportunities in Bruce County to attract potential investment opportunities.

A. Entrepreneur Attraction and Promotion

1. Bring online the Business to Bruce web portal which targets the specific entrepreneurs needed in Bruce County.
2. Work with Wiarton and Kincardine to bring online their target marketing plans and tools for local entrepreneur attraction.
3. Work with additional Bruce communities as capacity is developed locally.

B. Build Awareness about Bruce County as a Location for New Investment.

1. Build Community profiles, creation of databases etc.
2. Compile and coordinate the content for the economic development section on the corporate website.
3. Attend tradeshow and conferences and participate in sponsorship opportunities.
4. Create and implement an Advertising and Marketing Plan.

C. Enhancing Trade Opportunities

1. Research the ways to attract Foreign Direct Investment.
2. Work with the provincial Ministry to better understand the overseas investment programs.
3. Sister City concept development.

3. Support / Outreach / Education

This objective is to provide coaching to start-up and existing businesses by individual business advice consultations and access to a local network of entrepreneurs in addition to a wide range of educational opportunities that are geared to the needs of the local business community.

A. Entrepreneurial Development

1. Create a supportive culture for entrepreneurs to explore business ideas and opportunities.
2. Develop a mentorship network that supports entrepreneurs.
3. Expose youth to entrepreneurship.
4. Administration of Business Development Programs offered through the province.
5. Develop a succession planning strategy through partnerships with existing businesses.

B. Ongoing Education and Training Opportunities

1. Ongoing business skills education and training opportunities.
2. Host events that support an entrepreneurial culture and networking and also, address specific business needs.



Strategic Priority: Sector Development

“Most communities promise live, work and play lifestyles. Bruce County does it with a little twist. The search for work-life balance gets a lot of air time all over Ontario. In Bruce County, the searching ends because balance is so easy to find. That’s the twist. Living here makes both running a business or working here and playing here amazing.”

1. Tourism Attraction and Product Development

This objective focuses on the marketing and promotion of Bruce County as a place to visit and enhance this messaging to further consider Bruce County as a place to live and work.

A. Increase Visitation, Longer Stays and Spending

1. Through the Explore the Bruce program, Bruce County will highlight the 'Best Of's' which are Bruce County's unique destinations, attractions and experiences while collaborating with municipal and local partners to streamline messaging.
2. Develop the online and social media experience in line with the coordinated 'Best Of's' approach.
3. Continue to develop and target the Adventure Passport as a Visitor, Friend and Family marketing tool.
4. Develop a long term data collection tactic to collect and analyze primary data to assess the economic impact of tourism in Bruce County.
5. Continue to provide support to local municipalities by enhancing their community brand and marketing plan.
6. Further develop specific activities (ie. cycling, mountain biking, paddling, etc.) to ensure they are product ready.
7. Organize media tours strategically to showcase the Bruce County Hubs (Peninsula, Lakeshore, Interior).
8. Continue to support and promote local events and festivals in Bruce County.

B. Marketing Bruce County as a Place to Live

1. Position Bruce County as a place to live by integrating this messaging into the broader Explore the Bruce marketing strategy.
2. Host media tours and blogs to showcase the lifestyle in Bruce County.
3. Create a marketing campaign with local ambassadors to embrace and showcase the lifestyle in Bruce County.

C. Community Design and Development

1. Develop the Organize pillar of Spruce the Bruce to encompass all the County's programs and streamline programming with the communities.
2. Review the Spruce the Bruce grants and see if they can be further developed to enhance all the program offerings.
3. Continue to implement Directional and Wayfinding signage in Bruce County.
4. Ensure that community design, roads and public spaces align with each community brand.
5. Support each community and help them move forward with their Community Action Plans.

D. Regional Approach and Collaboration

1. Develop a Bruce County Economic Development Working group to coordinate communication, education and regional initiatives.
2. Collaborate and engage with internal Bruce County departments to enhance the Bruce brand and sub brands.
3. Continue to collaborate with other Counties and regional partners as they relate to Bruce County's business goals.
4. Collaborate with local partners to identify products and activities that need to be further developed.
5. Strengthen communication with local partners, learn from best practices and highlight business success stories.



2. Nuclear/Energy Support

This objective focuses on understanding the potential for spin-offs from the Bruce Power Nuclear Plant in relation to both energy and engineering cluster development as identified through the Business to Bruce program.

A. Short Term – Major Component Replacement (MCR)

Develop a Business Investment Strategy that makes use of the opportunities in supply chain and workforce development related to the MCR. This Strategy will be brought forward as a targeted and strategic initiative.

B. Long Term – Cluster Development around Skilled Workers

There is a unique cluster of educated, skilled, and possible under-utilized talent in the region. The long term plan is to engage and mobilize this group in business development.

3. Agriculture Enhancements

Over the last several years, the County has considered a number of programs and projects related to agricultural enhancement and support. This program area will require thoughtful consideration as the County moves forward. Through the Business to Bruce program opportunities related to clusters around agri-food processing and value added production were highlighted as areas to be explored.

A. Value added production

Support value added farming initiatives by identifying the niche opportunities that add to the original commodities.

B. Agri-food processing

Review policies and resources to support small scale farming initiatives that relates to processing, distribution and production.

C. Rural Development Program

Develop a rural development plan that will help new and future entrepreneurs and farmers start their agri-business.

Bruce County's Pathway

In order to deliver the Action Items for each Strategic Priority, there are four key program areas that will be developed or expanded to support the overall goals.

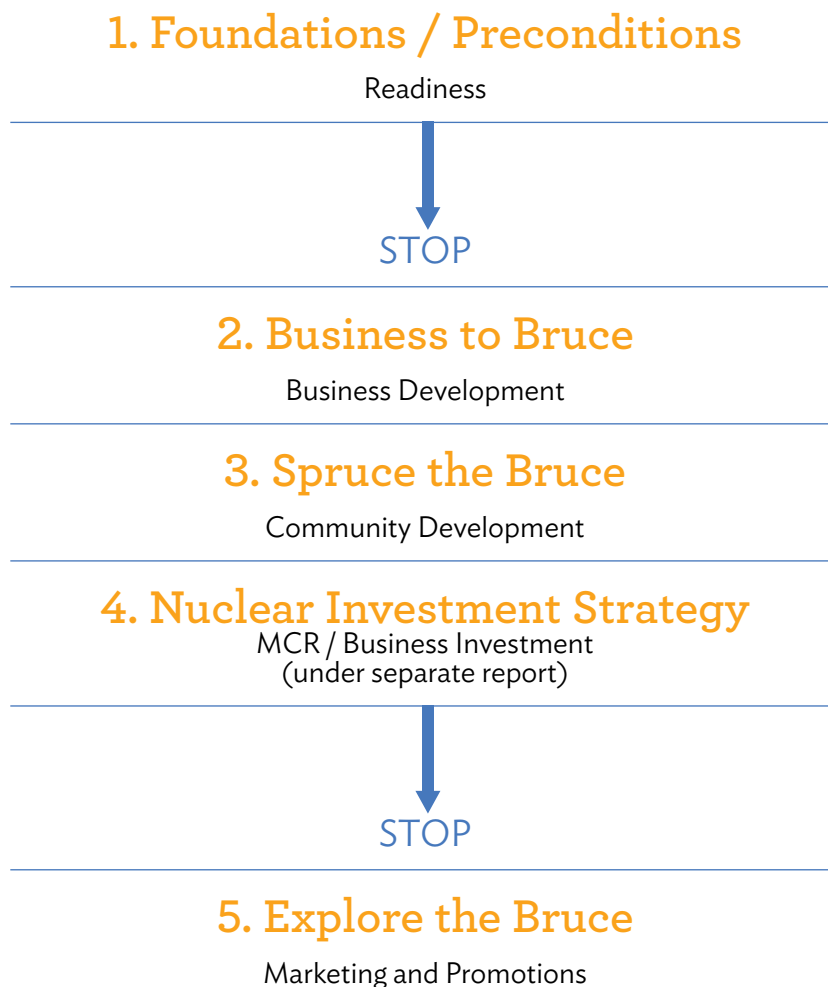
**explore
the BRUCE**


SPRUCE the BRUCE

**NUCLEAR INVESTMENT
STRATEGY**

BUSINESS to BRUCE

These four program areas interact and support each other on the basis of a foundational support around community readiness. Once the preconditions for success are in place, communities can then start to work through the four programs. By building individual capacity, we build capacity for the entire County.



1. Foundations / Preconditions: Readiness

Communities need to be organized and coordinated in order to effect change in their towns. Organization lays the foundation for success by bringing everyone together. Each community needs to address preconditions and build the necessary foundations in order to move forward. Bruce County will act as a facilitator and coach while promoting the opportunities arising out of those programs. The aim is to maximize the contribution to economic growth and development for the entire Bruce community.



2. Business to Bruce: Business Development

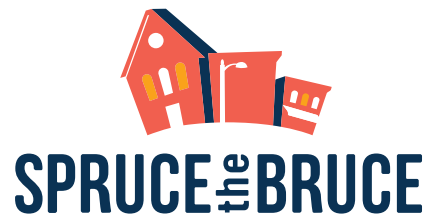
The function of the Business to Bruce Program is to support business development, business recruitment and business enhancement. This program focuses on inspiring, attracting and supporting business owners and entrepreneurs by engaging and mobilizing the local business communities and municipalities while using County level resources to give the project reach and scale.

BUSINESS **to** **BRUCE**



3. Spruce the Bruce: Community Development

Spruce the Bruce supports local community efforts to facilitate long-term downtown revitalization plans, bringing together stakeholders to build community capacity and assist with strategic policy and capital investment. The program provides communities with the resources to develop strategies and implementation methods necessary to maintain and grow healthy commercial areas in association with the County and various partners.



4. Explore the Bruce: Marketing and Promotions

The main function of the Explore the Bruce Program is to market and promote Bruce County as a place to visit. The objective is to increase the length of stays and increase the amount of visitor spending. Bruce County will continue to market and promote Bruce County as a place to visit and enhance the message to further consider Bruce County as a place to live and work.

**explore
the BRUCE**



5. Nuclear Investment Strategy

The primary objective is to coordinate business investment efforts and economic development initiatives in the area in relation to Bruce Power's ongoing operations and investment program. This will be developed as a targeted and strategic initiative.

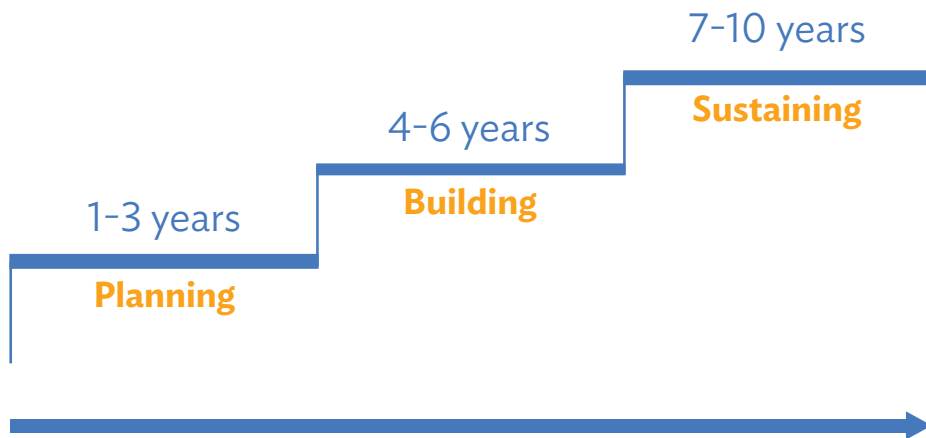


Measurement / Reporting

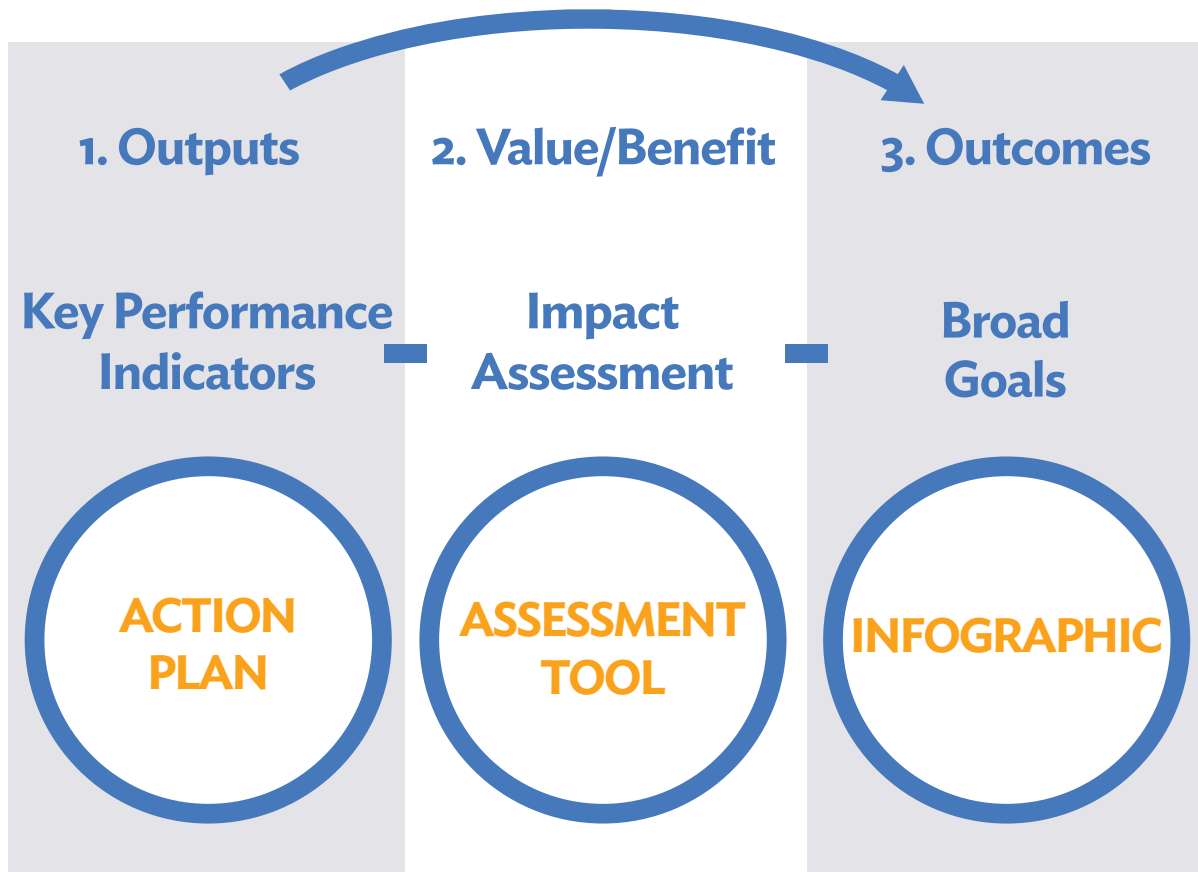
Economic success doesn't happen overnight. It is a systematic approach applied consistently over time that will yield results.

In order to measure the results, it is important to put in place a three pronged assessment process that measures outputs, value / benefit and long term outcomes.

Economic Impact Timeline



How we will Measure Success



1. Outputs

Outputs measures “What business we are in.” They are the activities / programs that we do and are a direct product or work process. They are short term and measurable. An example might be attending a tradeshow or produce a newsletter. We measure these outputs in the form of Key Performance Indicators (KPIs). Appendix “A” includes a detailed Action Plan for Business Development and Appendix “B” is a detailed Action Plan for Sector Development. KPI’s from these activities will be reported on from these Action Plans.

2. Value / Benefit

Value / Benefit measures the “Impact on our client or target group”. In this case, it is the audiences that were identified through our Strategic Framework. Measuring impact is often challenging as it is not a tangible activity but more the impact those activities have over time. However, understanding our impact allows us to monitor and modify for program effectiveness. In order to measure value, an Assessment Tool has been created to identify the impact the outputs / programs are having on the community. What should be seen over time through the use of the Assessment Tool is an increase in capacity and the development of the necessary climate for success. See Appendix “C” to see the details of the Assessment Tool.

3. Outcomes

Outcomes reflect the advancement of our broad goals. They are strategic in nature and influenced by a number of programs and outputs which makes it difficult to measure progression. However, they are important as they outline the strategic direction for growth. To evaluate progress in meeting the County’s broad goals, the change in key data will be tracked using 2016 as a benchmark. The 2016 Infographic is detailed in Appendix “D”.

Business Development Action Plan

Five Year Action Plan: Business

OBJECTIVE	ACTION ITEMS	THE TASKS / ACTIVITIES	TERM
Business Foundations	Business Growth and Development, Workforce Development and Skills Education AND Entrepreneurial Support	Business growth and development is critical and backbone of any economy. To better understand and address the business issues, the County will act as a facilitator and advocate and promote business opportunities and provide support services of potential businesses through the Business Retention and Expansion Program. The BR&E will be conducted through local municipalities. This program will help in identifying which sectors need to be developed at the local level to grow the community. Lack of skilled labor is an obstacle in business growth and development. Finding skilled workers has been challenging and labor shortage and lack of newcomer strategy poses serious obstacle for economic growth. A strategy is needed to both address industry and workforce demands. In order to provide an adequate workforce, an effort is needed at the County level. Partnering with schools, local colleges, major employers, chambers of commerce and municipal partners at local level can help in it. The primary focus will be that the residents of Bruce county has jobs and career opportunities. There is a need of post-secondary educational institutions in Bruce County to offer higher education to the residents for better development and growth.	
		Work with additional Bruce communities as capacity is developed locally for participation in Business to Bruce.	Short Term
		Development of targeted strategy for each Bruce community demonstrating capacity through the identification of opportunity gaps and further developing strategies to overcome those gaps at the local level.	Short Term
		Supporting the communities in the development and implementation of tools to implement the Business to Bruce program.	Short Term
		In partnership with Four County Labour Market Planning Board and local business groups, understand the gaps and identify the type of skills needed to overcome those gaps.	Short Term
		Work with Ontario Immigration to understand the immigration rules around attracting skilled workforce.	Short Term
		Promote local career opportunities to young people in high school.	Medium Term
		Collaborate with Four County Labour Market Planning Board to develop a long term Labour Force Attraction Strategy to address industry gaps and workforce demands.	Medium Term
		Work with Recruitment companies and local businesses.	Medium Term
		Research to find ways to attract post-secondary educational institutions.	Medium Term
		Partner with educational institutions to offer internship and co-op opportunities in Bruce County.	Long Term
		Offer immigration and educational services overseas to attract skilled labour to the area.	Long Term
		Business Retention and Expansion Programs.	Long Term
		Develop a Strategy to attract educational institutions.	Long Term

OBJECTIVE	ACTION ITEMS	THE TASKS / ACTIVITIES	TERM
Business Marketing and Promotion	Entrepreneurial Attraction and Promotion, Building Awareness AND Enhancing Trade Opportunities	To facilitate a positive business climate and support business recruitment and expansion efforts, an entrepreneurial attraction and promotion methods are needed. Business to Bruce Program has been developed to attract specific businesses that are needed in a specific community. This will include working within the community, at the community, and for the community. County will be involved at the macro level to make sure the uniform strategy is adopted at each township level for business development as illustrated through BtoB program. The goal is to make Bruce County great place to do live and do business. Investment promotion will create awareness about Bruce County as a location for new investment among potential investors and multipliers. Investment promotion will work as an awareness creating tool that will build the image of the County and put it on the investor's map. A key function of the investment promotion is to bridge the information gap in order to promote and facilitate inward investment into the County.	
		Bring online the Business to Bruce web portal which targets the specific entrepreneurs needed in Bruce County.	Short Term
		Work with Wiarton and Kincardine to bring online their target marketing plans and tools for local entrepreneur attraction.	Short Term
		Build Community Profiles, a comprehensive profile that include information about the diversity within the community, their history, social and economic characteristics, economic and demographic information, arts and culture etc.	Short Term
		Creation of databases, collection of information and revision of documents to be readily available for potential investors.	Short Term
		Compile and coordinate the content for the economic development section on the corporate website.	Short Term
		Attend tradeshow and conferences and participate in sponsorship opportunities.	Medium Term
		Create and implement Advertising and Marketing Plan.	Medium Term
		Working with the provincial Ministry to better understand the overseas investment programs.	Medium Term
		Work with additional Bruce communities under Business to Bruce program as capacity is developed locally.	Long Term
		Researching the ways to attract Foreign Direct Investment.	Long Term
		Sister City concept development.	Long Term

OBJECTIVE	ACTION ITEMS	THE TASKS / ACTIVITIES	TERM
Support/ Outreach/ Education	Entrepreneurial Development AND Ongoing Education and Training Opportunities	Business friendliness creates positive relationship between the County and local businesses. The Business to Bruce Business Services will provide support to entrepreneurs through all stages of business development. Other services will include analysis of the needs and requirements of the businesses to make sure that the businesses expand and new business friendly environment is created, encouraging young people to think about entrepreneurship, and providing opportunity to expand small business mentorship and supporting new and future entrepreneurs.	
		Create a supportive culture for entrepreneurs to explore business ideas and opportunities.	Short Term
		Develop a mentorship network that supports entrepreneurs.	Short Term
		Expose youth to entrepreneurship.	Short Term
		Administration of Business Development Programs offered through the province.	Short Term
		Ongoing business skills education and training opportunities.	Short Term
		Host events that support an entrepreneurial culture and networking and also address specific business needs.	Short Term
		Develop a succession planning strategy through partnerships with existing businesses.	Long Term
		Develop a strategy to attract entrepreneurs from outside of the province and country.	Long Term

Sector Development Action Plan

Five Year Action Plan: Sector

PROGRAM	OBJECTIVES	ACTION ITEMS	TERM
Explore the Bruce	Tourism Attraction and Product Development	Through the Explore the Bruce program, Bruce County will highlight the 'Best of's,' Bruce County's unique destinations and attractions. The objective is to increase the length of stays and increase the amount of visitor spending. Bruce County will continue to market and promote Bruce County as a place for visitors and enhance the message to further consider Bruce County as a place to live and work.	
		Website Development – to showcase the 'Best Of's' Experiences in Bruce County.	Short Term
		Continue to grow the Explore the Bruce Adventure Passport.	Short Term
		Style Guide Development – develop an Explore the Bruce style guide to ensure consistency amongst all collateral pieces.	Short Term
		Media Tours / Outreach – to continue to host Media Tours and to target Bruce County's Target Audience to highlight Bruce County as a place to visit and a place to stay.	Short Term
		Best of Bruce Guide – to develop a Visitors Guide to highlight the 'Best of' activities and attractions in Bruce County.	Short Term
		Collateral Development – continue to develop maps and brochures that highlight specific activities in Bruce County. This includes: Paddling, Cycling, Hiking (Trails) and Winter Activities Brochures.	Short Term
		Tradeshow – attend the Outdoor Adventure Show and Sportsmenshow.	Short Term
		Support and Collaborate with Lower-tier municipalities to implement their marketing plan.	Medium Term
		Position the Peninsula Hub as a place to visit in the shoulder seasons.	Medium Term
		Attract visitors to visit the Lakeshore and Interiors Hubs year round.	Medium Term
		Assessing the Economic Impact of Tourism in Bruce County using a Data Aggregation Strategy.	Medium Term / Long Term
		Marketing Plan and Campaign Development – develop and implement seasonal marketing campaigns to highlight key activities and to increase visitation.	On Going

PROGRAM	OBJECTIVES	ACTION ITEMS	TERM
Spruce the Bruce	Tourism Attraction and Product Development	<p>Spruce the Bruce supports local community efforts to facilitate long-term downtown revitalization plans, bring together stakeholders, build community capacity, and assist with strategic policy and capital investment. The program provides rural downtowns with the resources to develop strategies and implementation methods necessary to maintain and grow healthy commercial areas in association with the County and various partners.</p> <p>Communities need to be organized and coordinated in order to effect change in their downtowns. Organization lays the foundation for success by bringing everyone together. Each downtown needs to develop a strategic broad based program that aligns various interest to “spruce up” everything from sidewalks and signs to building facades.</p>	
		Organize / Build Community Capacity – continue to engage and work with each community to ensure commitment and their engagement.	Priority
		Develop Community Toolkits for additional communities that are organized.	Medium Term
		Energize – continue to energize and empower local community partners to embrace their community brand.	On Going
		Strategize – continue to review and update each Community’s Action Plan with each of the local partners to ensure that they can continue to complete items on their action plans.	On Going
		Visualize – continue to work with lower tiered municipalities to align their product development efforts align with their community brands.	On Going
		Capitalize – make revisions to the Spruce the Bruce Grants to better align with Explore the Bruce and Business to Bruce initiatives.	On Going
		Capitalize – offer grants and funding to communities eligible for grants.	On Going
		Support physical design projects such as Wayfinding and Directional Signage.	On Going
		Support downtown streetscape improvements.	On Going
		Collaborate with local partners to identify products and activities that need to be further developed.	On Going

PROGRAM	OBJECTIVES	ACTION ITEMS	TERM
Nuclear and Energy Support	Nuclear / Energy Cluster Development	Identify new opportunities existing in Bruce County businesses or identify new opportunities in the nuclear sector service industry. For example: import replacement, small scale specialized spins off in services and new products. There is a unique cluster of educated, skilled and possibly under-utilized talent in Bruce County.	
		Research and Analysis: identify any opportunity gap to see where Bruce County can support this unique cluster of educated and skilled workforce.	Short Term
		Develop a plan to engage and mobilize this group in business development.	On Going
		Develop an entrepreneurial culture.	On Going

PROGRAM	OBJECTIVES	ACTION ITEMS	TERM
Agriculture Enhancements	Support Agriculture Opportunities	One of the top three industries in Bruce County is Agriculture. Bruce County will identify new opportunities as it relates to clusters around agri-food processing and value added production. Bruce County will develop an agriculture development plan that reviews the different business opportunities around the farming and agriculture sector.	
		Research and assessing the Agriculture economy and identify any opportunity gaps.	Short Term
		Develop an Agriculture Plan: to create a rural development program that build on farming agriculture and beyond.	Medium Term
		Work with small scale farmers and support their sustainable and environmental efforts.	Medium Term
		Review policies and resources to support small scale farming initiatives such as processing, distribution and production.	Medium / Long Term
		Continue to support Grey Bruce Agriculture and Culinary Association.	On Going
		Collaboration with OMAFRA and University of Guelph Food Policy and Farming.	On Going

*This action plan will evolve as opportunities arises and will be monitored regularly, to ensure the effectiveness.

Assessment Tool

Use the criteria below to rate your community out of a possible four points.

The points awarded for each of the dimensions are as follows:

- 4 POINTS** Community meets the criterion very strongly, and this is a major competitive advantage over other surrounding communities;
- 3 POINTS** Community meets the criterion reasonably well;
- 2 POINTS** Community meets the criterion moderately;
- 1 POINT** Community meets the criterion weakly; and,
- 0 POINTS** Community does not meet the criterion at all.

The total potential score available to a community that scores 4 points on all 25 dimensions is 100 points. Very few, if any, communities score this high a level. Here's a general assessment of scoring levels and suggested courses of action

- 80 – 100 POINTS** The community appears to be functioning very well attracting visitors, residents and businesses – consider ways and means to maintain the current strong performance.
- 60 – 79 POINTS** The performance of your community is reasonable, but could likely benefit from targeted initiatives – the areas of weakness identified by this assessment should be used as the starting point for the development of a strategy.
- 40 – 59 POINTS** Your community is in significant need of a local economic development strategy – the areas of weakness identified by this diagnostic assessment should be used as the starting point for the development of a strategy.
- 20 – 39 POINTS** Your community is in significant danger of becoming largely irrelevant to visitors and investors – many of the most important functions of a community have disappeared – some sort of revitalization strategy is urgently needed.
- 0 – 19 POINTS** Your community is under threat of becoming nonexistent – consider community priorities and whether or not resources are appropriately directed.

Annual Assessment Tool

Organization: Preconditions

SCORE

1. A coordinating body and/or key contact is in place to move forward initiatives (EDO/EDAC)
2. The Municipality supports development initiatives and an overall Brand direction (Vision)
3. There is strong engagement and outreach with stakeholders, specifically the business community
4. An Economic Development Action Plan in place AND it is being updated and actively worked on by all parties
5. Your community has key individuals in the public and private sector who can act as problem solvers or providers of information

TOTAL (20 POINTS MAX)

Community Readiness

Business Development

1. An entrepreneurial climate exists and the municipality is liaising with the business community
2. There is a community knowledge of public and private inventories and vacancies that is updated (quarterly)
3. Land use planning documents are up-to-date, including supportive language /policies for business development
4. There is quick and easy access to technical information and relevant contacts related to available sites
5. Are municipal contacts able to direct investment inquiries efficiently and appropriately?
6. There is a track record of new investment and development in the community
7. Is the number of workers in your community increasing and do you have a plan to increase it further?
8. Does your community have a strategy to leverage the potential of the major industries for the area?

TOTAL (32 POINTS MAX)

Community Development

1. There is an overall positive image which reinforces the unique community Brand
2. There is a range of retail and service activities to serve local and neighbouring population
3. There is a range and growth of residential options in the community
4. There are options to spend money after 6pm, on Sundays and in the off season
5. Coordinated special events and activities are being undertaken in the community that strengthen the Brand
6. The community is well signed and easily indicates amenities
7. There are green spaces, public squares and gathering spaces throughout the community

TOTAL (28 POINTS MAX)

Marketing And Promotions

1. Coordinated advertising takes place throughout the community that highlights & strengthens the Brand
2. There is an outreach plan in place that speaks to the visitor, resident and the lifestyle of your community
3. Marketing materials and communications are consistent amongst all partners
4. There is continued enhancement of experiences and products that continue to evolve
5. There is coordinated online and social media marketing efforts amongst all partners

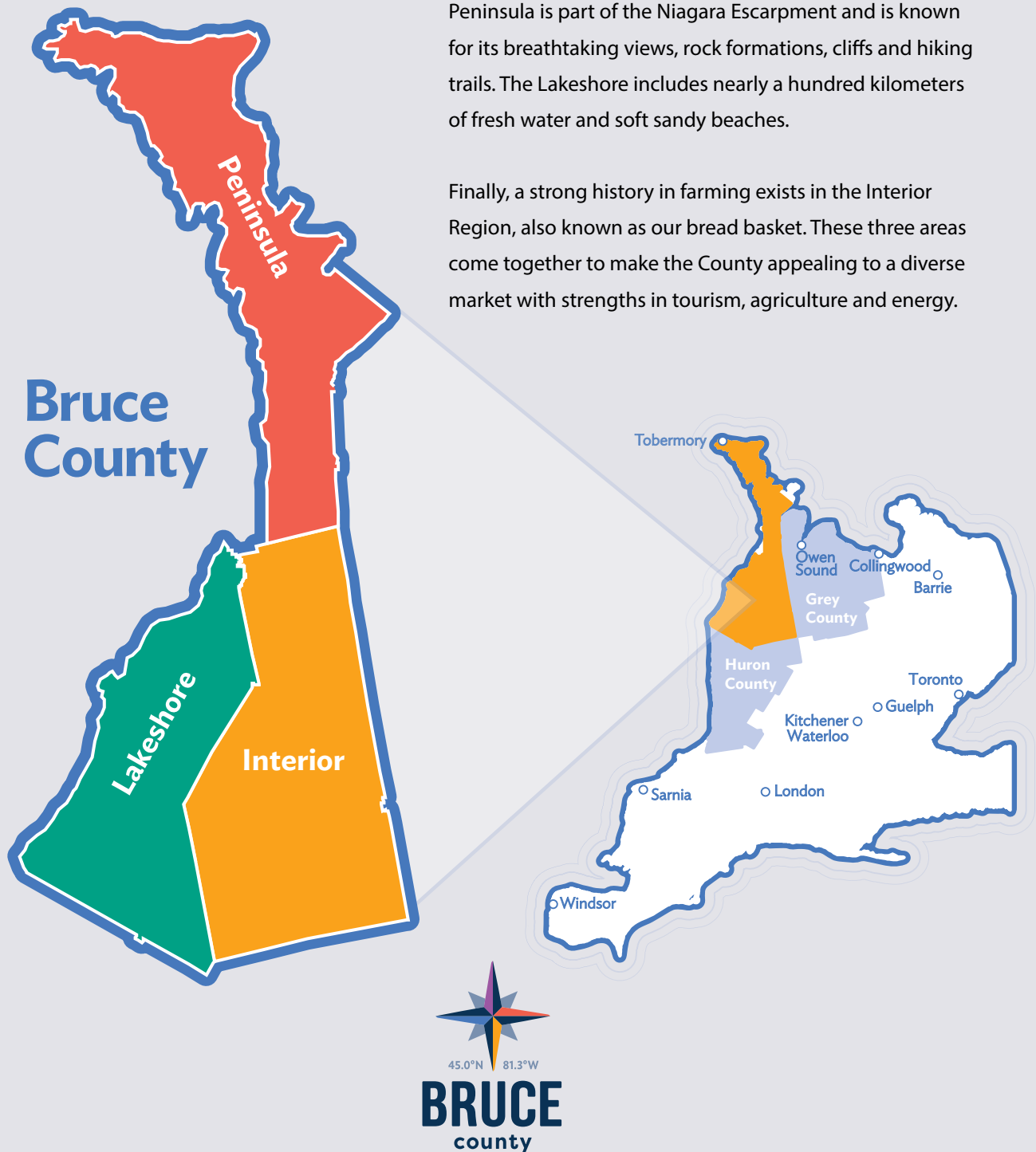
TOTAL (20 POINTS MAX)

TOTAL SCORE OUT OF 100:

Geography

The best way to describe the Bruce is geographically. It has three distinct areas all featuring unique attributes. The Peninsula is part of the Niagara Escarpment and is known for its breathtaking views, rock formations, cliffs and hiking trails. The Lakeshore includes nearly a hundred kilometers of fresh water and soft sandy beaches.

Finally, a strong history in farming exists in the Interior Region, also known as our bread basket. These three areas come together to make the County appealing to a diverse market with strengths in tourism, agriculture and energy.





Demographics

Total Population (2016)

68,423

Population Change (2011 - 2016)



Median Age (2011)

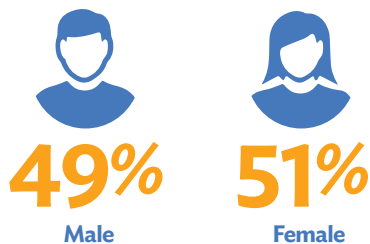


47 40.6

Bruce County

Ontario

Population by Gender 2016

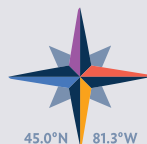


Male

Female

Average Dwelling Value 2016

Bruce County	\$263,380
Ontario	\$518,586
Canada	\$456,722



45.0°N 81.3°W
BRUCE
county

Key Sectors 2016



1. Utilities

15.6%

of the total jobs,
total of 5664 jobs



2. Retail

11.1%

of the total jobs,
total of 4082 jobs



3. Tourism

11%

of the total jobs,
total of 4042 jobs



4. Construction

8.5%

of the total jobs,
total of 3101 jobs



5. Agriculture

7.8%

of the total jobs,
total of 2858 jobs





Labour Force

Participation Rate in Bruce County

2011	62%
2016	63.1%
⬆	1.1%

Household Income

Bruce County (2016)

\$94,317	\$76,383
Average Income	Median Income

Canada (2011)

\$79,102	\$61,072
Average Income	Median Income

Unemployment Rate

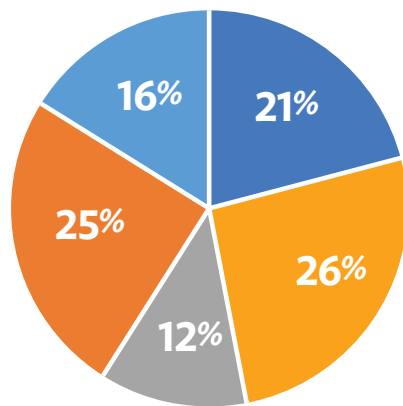
2011	6.5%
2016	5.5%
⬇	0.1%

Employment Rate

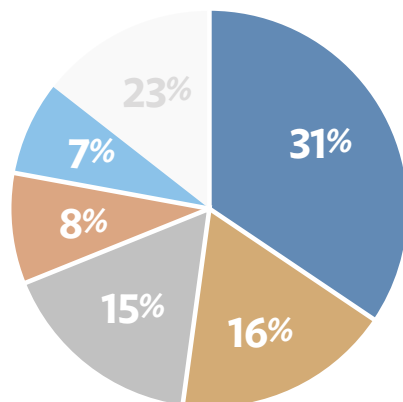
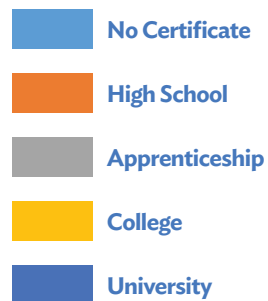
2011	57.9%
2016	58.35%
⬆	0.45%



Education 2016



Education Level



Top 5 Fields of Study





