

Bruce County Economic Development Annual Report 2018





This is where explorers are rewarded for being curious, having a unique perspective, and for being innovative.

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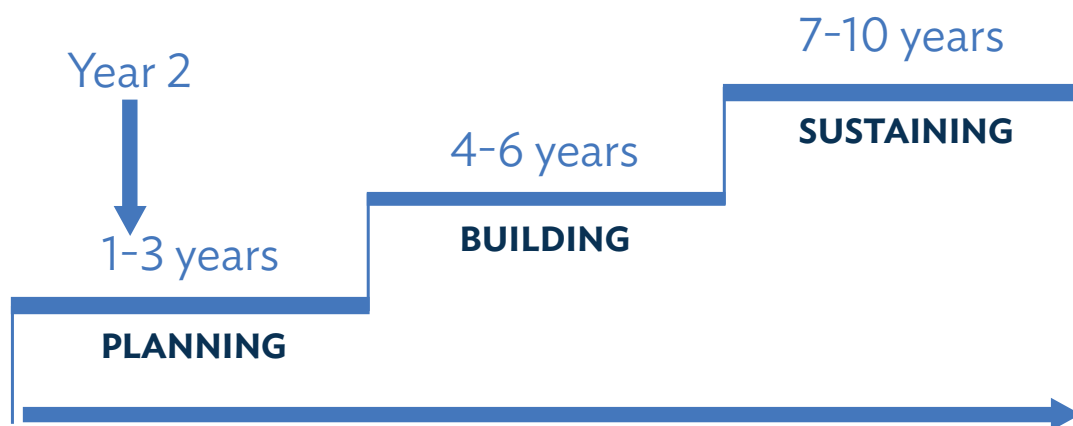
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Find Yourself in Bruce County Annual Update

How Are We Doing?

The Bruce County Economic Development Annual Report measures the performance of programs, the value they have on our communities and their influence on business growth. This report highlights the accomplishments and action items completed as outlined in our Economic Development Strategic Plan, as well as the positive impact these have had on our communities. The report also showcases local success stories and shows an overall illustration of how effective collaboration drives economic prosperity in Bruce County. Planning is instrumental in sustainable development and 2018 marks the second year of the 3-year planning phase. Through our “Macro Approach”, collaborating with our municipalities and local leaders, we are realizing growth, new initiatives, and success stories in Bruce County.

Economic Impact Timeline





2018 Highlights

1. Business to Bruce guidance, training, and support assisted with the creation of 32 new businesses and 8 business expansions.
2. 535 entrepreneurs participated in and networked at 29 business events and seminars hosted by the County and learned a variety of entrepreneurial skills.
3. A total of \$90,000 in grants was awarded to deserving entrepreneurs upon completing the Starter Company Plus Program.
4. Port Elgin, Southampton, Walkerton, Ripley, and Lucknow were successfully onboarded to the Business to Bruce program, receiving their Business Recruitment Strategies and Toolkits.
5. 41 businesses received Spruce the Bruce grants leveraging \$295,607 from the recipients.



6. Over 500 visitors and 170 businesses took part in an Economic Impact of Tourism Study.
7. 276 agriculture businesses participated in an Agriculture and Agri-food Business Retention and Expansion Study, that was part of a Bruce Grey Simcoe partnership to help us understand one of the largest industries in Bruce County.
8. The Regional Economic Development Working Group held four meetings that focused on education, collaboration, and communication.
9. Bruce Power and Bruce County announced a new partnership to establish Ontario's Nuclear Innovation Institute and the Local Education Fund.
10. Project Innovate, with a goal to develop an energy cluster development action plan, was formulated in 2018. It aims to build innovation in Bruce County through collaboration.



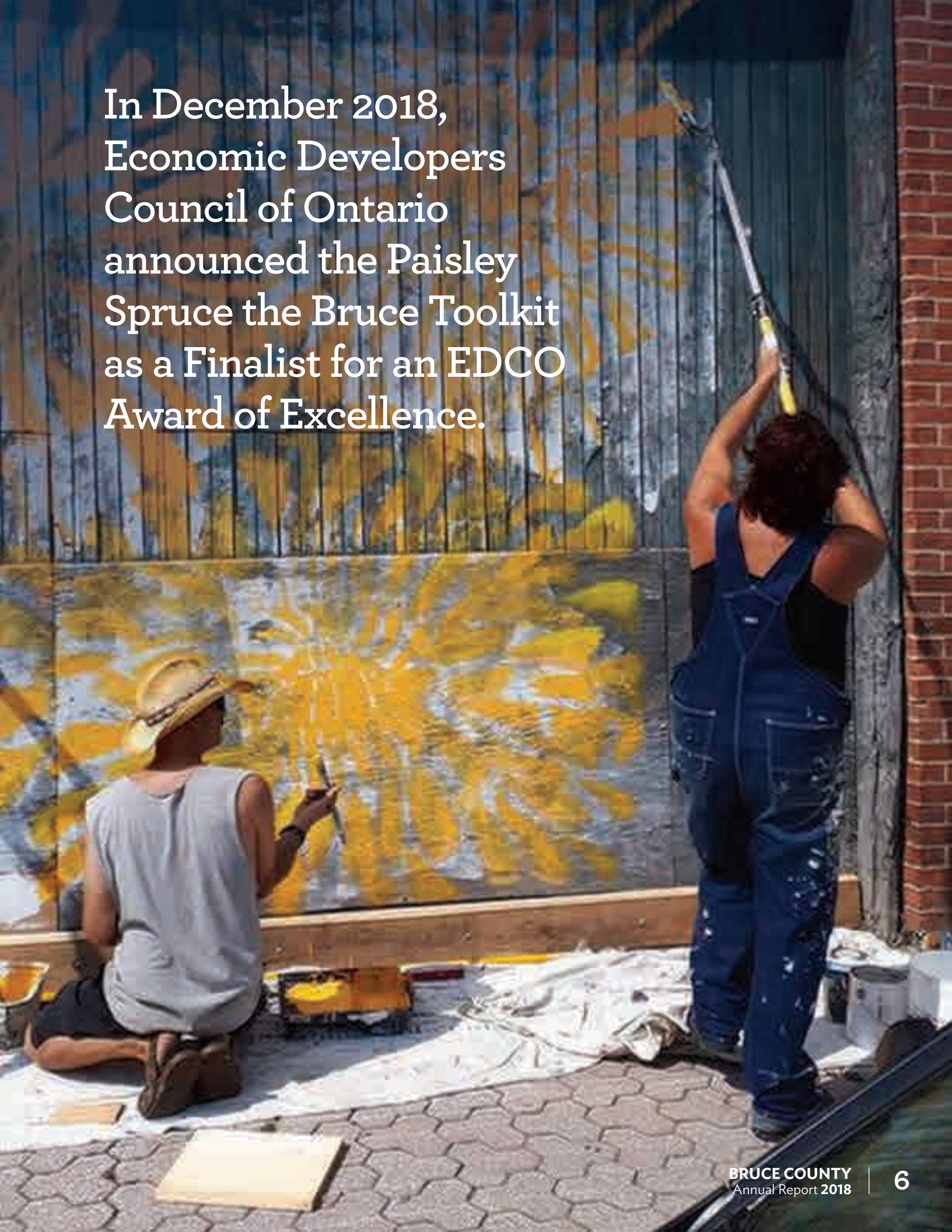
Plan to Action

When the ‘Find Yourself in Bruce County Economic Development Strategic Plan’ launched in 2016, it acknowledged that Bruce County had latent leadership potential and that only by working together could we succeed as a region. The “Macro Approach” was born as a partnership between Bruce County, municipalities, and businesses.

Although the Economic Development Strategy is still very new, the utilization of the “Macro Approach” has already resulted in many success stories for Bruce County. Seven Bruce County communities are now part of the Business to Bruce program, which inspires, attracts, and supports innovative entrepreneurship. Spruce the Bruce Community Toolkits have been developed for our communities, which will guide a strong, aligned vision for community development and downtown revitalization. Explore the Bruce’s reach has grown with a new website and collateral pieces to market and promote Bruce County’s most exciting experiences. We conducted a study to identify opportunities in the agri-food sector – the backbone of Bruce County’s rural economy – and assessed the massive economic impact of tourism on our area. Bruce County also launched Project Innovate – a partnership to promote energy cluster development and bring new, innovative jobs to the region.

Here’s to the Explorers – here’s to you!

In December 2018,
Economic Developers
Council of Ontario
announced the Paisley
Spruce the Bruce Toolkit
as a Finalist for an EDCO
Award of Excellence.



2.5 million visitors to
Bruce County in 2018.



Our Audiences

Visitors

Bruce County inspires curiosity, nurtures exploration, and celebrates discovery. Our visitors have an emotional bond with Bruce County and every Bruce experience has the potential to last a lifetime.

Residents

Bruce County's residents are the dreamers who take the roads less travelled and encourage their children to look under rocks. Bruce County's Economic Development Strategy welcomes residents who want to explore farm life in the morning, beach life in the afternoon, and bright starry skies all night long; who want to turn alternatives into sustainable choices; and who collaborate with their neighbours to create welcoming, thriving communities.

Entrepreneurs

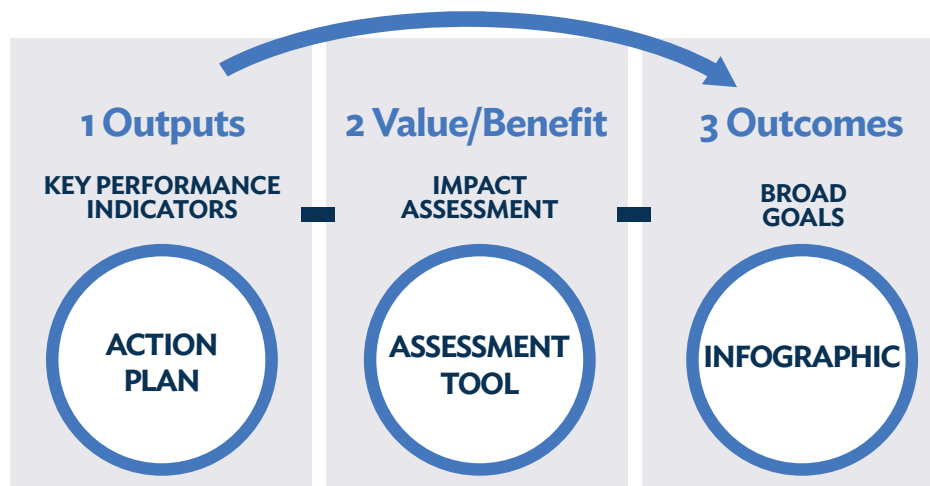
Bruce County's entrepreneurs see tried and true as an invitation to try something new. Their tinkering leads to invention, their art becomes industry and their sweat becomes equity. Here, energy, nature, and innovation all combine to create fertile ground for entrepreneurs to build what they always dreamed possible.

Measuring Success

This 2018 Annual Report shows the progress of our economic development action plans. Annual results are determined through a three-pronged assessment process that measures the County's programs through outputs (activities), showcasing their value/benefits and their impact on long-term outcomes.

To understand the success of our economic development programs and activities, we must measure the impact they are having on our communities and the broader Bruce County.

This is done through analysis of:

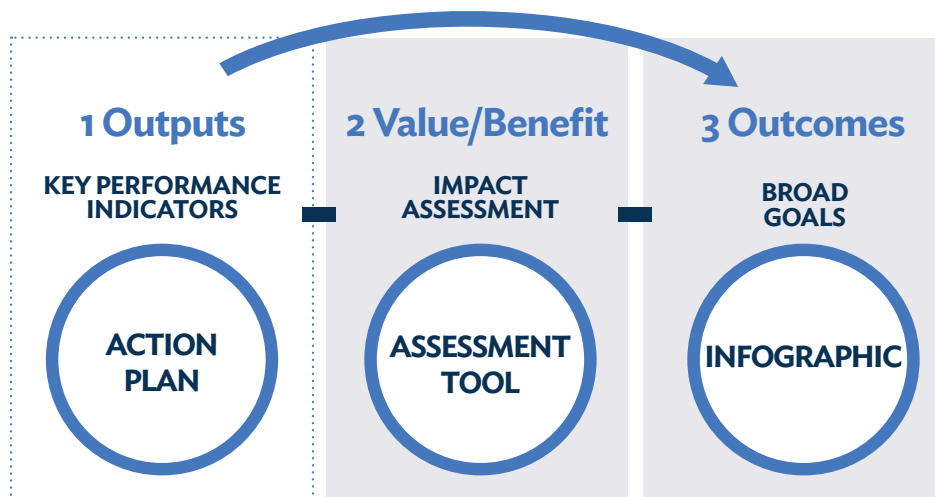


Bruce County hosted 7 community development workshops with Roger Brooks, Destination Development Expert.



Outputs

Outputs measure “what business we are in”. They are the activities/ programs that we deliver and are a direct project or work process. They are short term and measurable. We measure these outputs in the form of key performance indicators (KPI’s) and we advance the strategic directions by moving forward the action items identified in the Strategic Plan. The following two tables highlight: 1) KPI’s that we will benchmark annually; and 2) the progress advanced on the action plan identified in the Strategy.



Key Performance Indicators

| INITIATIVES | PROJECTS | RESULTS |
|-------------------|------------------------------------|--|
| Business to Bruce | Number of Inquiries | 257 |
| | Number of Business Consultations | 214 |
| | Number of Social Media Engagements | 1601 (Facebook Engagement)• 250 (Twitter Engagement)• |
| | Number of Entrepreneurs Trained | 535 |
| | Number of Events and Seminars | 29 |
| | Number of New Business Start ups | 32 |
| | Number of Jobs Created | 78 |
| Spruce the Bruce | Grants/ Leverage | 41 / \$1:\$2.34 |
| | Website Engagement | 6,406 |
| Explore the Bruce | Adventure Passport Participation | 2,639 |
| | Website Engagement | Avg Session Duration: 2:06 |

* March - December 2018

Economic Development Action Plan

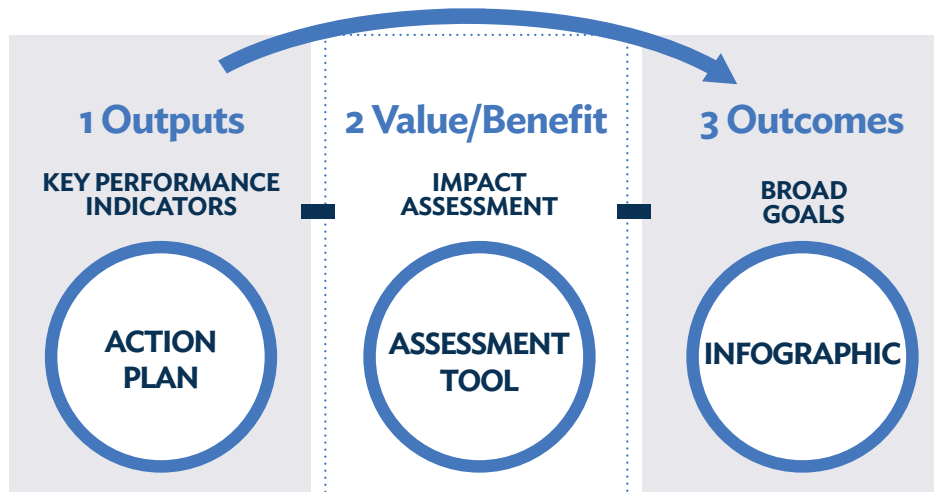
| PROGRAM | OBJECTIVE | ACTION ITEMS | RESULT | | |
|---|---|--|-------------------------------------|--|-----------|
| Business to Bruce | Business Foundations | Work with Bruce communities as capacity is developed locally for participation in Business to Bruce. | Completed | | |
| | | Supporting the communities in the development and implementation of tools to implement the Business to Bruce program. | Completed | | |
| | | Promote local career opportunities to young people in high school. | Completed | | |
| | | 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. | Completed | | |
| Business Marketing and Promotion | Business Marketing and Promotion | Bring online the Business to Bruce web portal which targets the specific entrepreneurs needed in Bruce County. | Completed | | |
| | | Work with Wiarton and Kincardine to bring online their target marketing plans and tools for local entrepreneurial attraction. | Completed | | |
| | | Building community profiles for municipalities and communities in Bruce County. (Townfolio) | Completed | | |
| | | Creation of databases, and collection of information to be readily available for potential investors. | Completed | | |
| | | Compile and coordinate content for the economic development section on the corporate website. | Completed | | |
| | | Create and implement Marketing and Communications Plan. | Completed | | |
| | | Support/ Outreach/ Education | Support/ Outreach/ Education | Create a supportive culture for entrepreneurs to explore business ideas and opportunities. | Completed |
| | | | | Develop a mentorship network that supports entrepreneurs. | Completed |
| | | | | Expose youth to entrepreneurship. | Completed |
| | | | | Administration of the Business Development Programs offered through the Province. | Completed |
| Ongoing business skills education and training opportunities. | Completed | | | | |
| | | Host events that support an entrepreneurial culture and networking and also address specific business needs. | Completed | | |

Economic Development Action Plan

| PROGRAM | OBJECTIVE | ACTION ITEMS | RESULT |
|----------------------------|--|--|------------|
| Explore the Bruce | Tourism Attraction and Product Development | Website Development – to showcase the ‘Best Of’s’ Experiences in Bruce County. | Completed |
| | | Continue to grow the Explore the Bruce Adventure Passport. | Evaluate |
| | | Style Guide Development – develop an Explore the Bruce style guide to ensure consistency amongst all collateral pieces. | Completed |
| | | Best of Bruce Guide – to develop a Visitors Guide to highlight the ‘Best of’ activities and attractions in Bruce County. | Completed |
| | | Collateral Development – continue to develop online content, maps and brochures that highlight specific activities in Bruce County. This includes: Paddling, Cycling, Hiking (Trails) and Winter Activities Brochures. | Completed |
| | | Tradeshow – attend the Outdoor Adventure Show and Sportsmenshow. | Completed |
| | | Position the Peninsula as a place to visit the Lakeshore and Interiors Hub year round. | Completed |
| | | Assessing the Economic Impact of Tourism in Bruce County using a Data Aggregation Strategy. | Completed |
| | | Attract visitors to visit the Lakeshore and Interior Hubs year round. | Completed |
| Spruce the Bruce | Community Development | Organize / Build Community Capacity – continue to engage and work with each community to ensure commitment and their engagement. | Continuous |
| | | Develop Community Toolkits for additional communities that are organized. | Completed |
| | | Energize - continue to energize and empower local community partners to embrace their community brand. | Continuous |
| | | 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. | Continuous |
| | | Visualize - continue to work with lower tiered municipalities to align their product development efforts align with their community brands. | Continuous |
| | | Capitalize – make revisions to the Spruce the Bruce Grants to better align with Explore the Bruce and Business to Bruce initiatives. | Continuous |
| Nuclear and Energy Support | Nuclear/ Energy Cluster Development | Research and Analysis: identify any opportunity gap to see where Bruce County can support this unique cluster of educated and skilled workforce. | Completed |
| | | Develop a plan to engage and mobilize this group in business development. | Completed |
| Agriculture Enhancements | Support Agriculture Opportunities | Research and assessing the Agriculture economy and identify any opportunity gaps. | Completed |
| | | Continue to support Grey Bruce Agriculture and Culinary Association. | Completed |

Value / Benefit

Value / Benefit measures the “impact on our client or target group”. Understanding our impact allows us to monitor and modify for program effectiveness over time. In order to measure value, we work with each community on a confidential Assessment Tool, which scores how well the community is doing at organizing, business development, community development, and marketing and promotions. The Assessment Tool scores demonstrates the impact our outputs are having on each community and identifies areas for focus and support from Bruce County. 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.



Assessment Tool

| COMMUNITY | ORGANIZATION | BUSINESS DEVELOPMENT | COMMUNITY DEVELOPMENT | MARKETING AND PROMOTIONS |
|--------------|--------------|----------------------|-----------------------|--------------------------|
| Kincardine | | | | |
| Lion's Head | | | | |
| Lucknow | | | | |
| Mildmay | | | | |
| Paisley | | | | |
| Port Elgin | | | | |
| Ripley | | | | |
| Sauble Beach | | | | |
| Southampton | | | | |
| Teeswater | | | | |
| Tobermory | | | | |
| Walkerton | | | | |
| Wiarion | | | | |

 Areas of focus for 2019

In order for economic development to be successful, communities need to work on each of the four pillars. Based on conversations with each community, the navy areas highlight the areas of focus for 2019.

Business to Bruce

Business to Bruce has impacted and added value to new business opportunities, new community development initiatives, and new marketing programs.

Grant Recipients

Summer Company Program

- BEE Media, Walkerton
- Cheesy Monkii Food Truck, Pine River
- KiahJPhotos, South Bruce Peninsula
- Grey Cat Creative, Chesley



Starter Company Plus Program

- The Main Event, Port Elgin
- Amodeo Paralegal, Sauble Beach
- The Westland Corporation, Kincardine
- Essentially Lavendar, Formosa
- First Dance & Co., Paisley
- The Tartan Tusk Pub & Eatery, Kincardine
- Defined Eyes Studio, Southampton
- Topp Performance Fitness, Port Elgin
- Leslee Marketing & Design, Lucknow
- Trevor Timber, Lion's Head
- Zachary Bolton, R.M.T, Port Elgin
- By The Bay, North Bruce Peninsula
- FIG Studio Kitchen, Ripley
- Freestyle Cartel, Kincardine
- Farrell's Pick Your Own, Ripley
- Lion's Head Beach Motel and Cottages Inc., Lion's Head
- Sweetwater Hair & Bodyworks, Wiarton
- Lighthouse Pizza and Ice Cream Shop, Point Clark



Business Development

214

CONSULTATIONS

78

NEW JOBS CREATED

535

TRAINING
ENGAGEMENT

8

BUSINESS
EXPANSIONS

32

NEW BUSINESS
START UPS

29

BUSINESS EVENTS



\$90,000

TOTAL GRANTS
Starter Company **PLUS**

\$873,265

PRIVATE INVESTMENT

COMMUNITY BUSINESS RECRUITMENT STRATEGY AND TOOLKITS



Walkerton



Southampton



Port Elgin



Huron-Kinloss

Spruce the Bruce

On February 12, 2018, Arran-Elderslie Council approved and endorsed the Spruce the Bruce Toolkit for Paisley and acknowledged their continued support to the Paisley Spruce the Bruce Committee in their commitment to downtown revitalization. On February 13, 2018, South Bruce Council supported the Teeswater Tourism Committee in an effort to move forward their Spruce the Bruce Toolkit and the actions within the plan.

Grant Recipients

Community Signage

- Township of Huron-Kinloss, Ripley
- Walkerton Community Improvement Committee, Walkerton

Destination Infrastructure

- Walkerton Community Improvement Committee, Walkerton

Streetscape Beautification

- Municipality of Arran-Elderslie, Paisley
- Paisley Chamber of Commerce, Paisley
- Township of Huron-Kinloss, Ripley
- Southampton BIA, Southampton
- Walkerton Community Improvement Committee, Walkerton
- Town of South Bruce Peninsula, Wiarton

Storefront Signage & Awning

- Kincardine & Bayfield Hearing Clinics, Kincardine
- The Loop, Kincardine
- Now Playing, Kincardine
- Balaklava Audio, Mildmay
- Cowan Canoe & Kayak Livery Inc., Paisley
- The Woodpecker, Port Elgin
- All Seasons Motel, Port Elgin
- FIG Studio Kitchen, Ripley
- K's Take Out (Chip and Patty), Sauble Beach
- Bikini Paradise, Sauble Beach
- The Fish & Chip Place, Tobermory
- Tobermory Princess Hotel, Tobermory
- Elephant Juice Walkerton, Walkerton
- Essential U Designs, Walkerton
- One Life Health & Wellness, Wiarton

Façade Improvement

- Lion's Head Motel, Lion's Head
- All Seasons Motel, Port Elgin
- FIG Studio Kitchen, Ripley
- K's Takeout (Chip & Patty), Sauble Beach
- Stephanie Currie – Teeswater Hotel, Teeswater
- McDonagh Insurance Brokers, Teeswater
- Jenessa's Hair Studio, Teeswater
- Municipality of South Bruce, Teeswater
- The Round Table, Wiarton
- One Life Health & Wellness, Wiarton

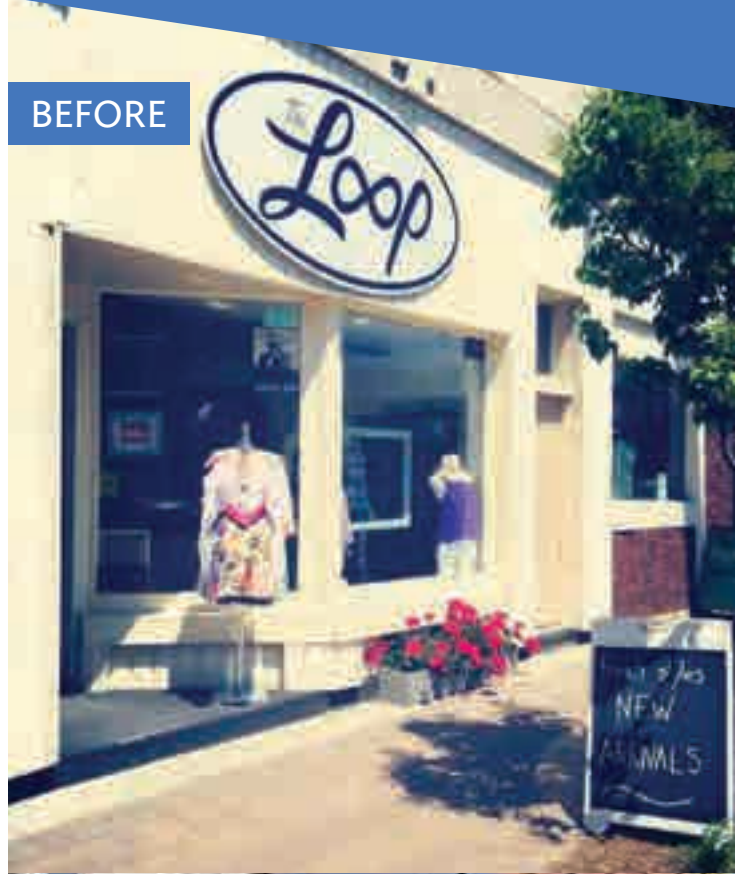
Collaborative Marketing

- Township of Huron-Kinloss
- Town of Saugeen Shores
- Teresa Purchase
- Bruce Peninsula Biosphere Association
- Saugeen Valley Conservation Authority

Regional Marketing

- Harron Marketing

BEFORE



AFTER



Community Development



41

GRANTS

\$106,816 PUBLIC INVESTMENT

\$9,815

AVERAGE COST PER PROJECT

\$295,607 PRIVATE INVESTMENT

\$1 : \$2.34

AVERAGE RATE OF RETURN RATIO

\$402,423 TOTAL INVESTMENT



COMMUNITY TOOLKITS



Explore the Bruce

2018 saw seven new businesses open within the tourism and hospitality sectors in Bruce County. Four new restaurants and three experienced based businesses opened, which gives true testament to the fact that tourism opportunities are growing in the area.

Grant Recipients

- Tobermory Wave Adventures
- Tobermory Cruise Lines
- Laszio's Bistro & Pizza, Sauble Beach
- Bruce Outfitters, Red Bay
- The Tartan Tusk Pub & Eatery, Kincardine
- Fork'n good food, Walkerton
- FIG Studio Kitchen, Ripley

Congratulations to all the new businesses, we look forward to working with you on future projects.



Tourism



Marketing & Communications

ETB Website



INCREASED
FROM LAST YEAR

Page Views **541,286**

Sessions **185,130**

Page Views **635,454**

Sessions **234,257**

Facebook - # of followers



INCREASED
FROM LAST YEAR

Instagram - # of followers



INCREASED
FROM LAST YEAR

■ 2017 ■ 2018

Print Materials



4,200
WINTER ACTIVITIES
GUIDES



10,000
PADDLING BROCHURES



10,000
MAPS



10,000
TRAILS BROCHURES



10,000
MOUNTAIN BIKE
BROCHURES

Economic Impact of Tourism Study

In 2018, the Economic Development team worked on conducting over 500 surveys of our visitors (defined as anyone who travelled over 40 kilometres), as well as 170 local tourism - related businesses as part of the Economic Impact of Tourism Study. This study will be beneficial for potential investors and entrepreneurs as it will support them in their decision to open a business in Bruce County with accurate and meaningful data. This year, the results will be used as a baseline to be measured against on an annual basis.

The goal of the project was to develop a framework for the collection and analysis of tourism data that leverages existing collection sources, addresses current gaps, builds a baseline of information, reduces duplication of efforts, and better informs business and industry supports for prospective business growth opportunities. This standardized and consistent approach to measure the economic impact of tourism has the potential to guide the expansion of tourism and may foster incremental growth in a key economic sector in Bruce County.

The data was collected as follows:

1. Shared data from partner organizations such as attendance, visitor, and tourism-related survey data from attractions and Parks as well as data from government businesses [data was supplied by Ontario Parks, Parks Canada and Ontario Ferries (the Chi-Cheemaun ferry)];
2. An annual survey of regional businesses that intersect directly with visitors conducted by Bruce County; and
3. A survey of tourists (a panel survey of Ontarians will be re-run every three years by an outside vendor, in the intervening years. Bruce County will conduct on-site surveys at different events; during 2018 both methods of visitor data collection took place to support comparison of results, thereby informing the model and assumptions for future years).

Economic Impact of Tourism

Visitors

2.5
MILLION

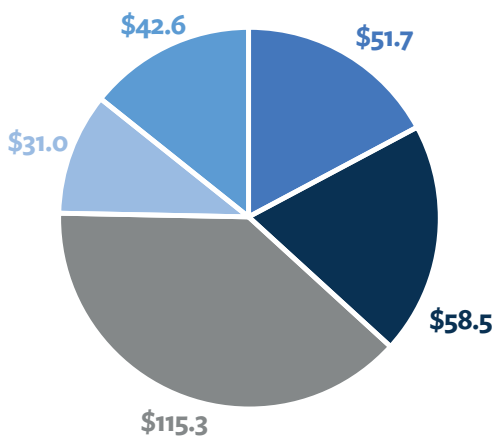


Economic Impact
Of Tourism

\$299.1
MILLION

Over **90%** are likely to visit
Bruce County again next year.

Total Visitor Spending (in millions of dollars)



- TRANSPORTATION
- SHOPPING
- ACCOMMODATION (including overnight park fees)
- FOOD AND BEVERAGE
- RECREATION AND ENTERTAINMENT (including entrance/user fees)

Economic Impact for Bruce County

| | | | | |
|------------------------------|--------|----------|---------|-------|
| GROSS DOMESTIC PRODUCT (\$M) | 121.9 | 21.3 | 30.8 | 174.0 |
| LABOUR INCOME (\$M) | 62.9 | 13.9 | 18.6 | 95.4 |
| EMPLOYMENT (IN JOBS) | 1,905 | 208 | 221 | 2,333 |
| | DIRECT | INDIRECT | INDUCED | TOTAL |

Fiscal Impact in Bruce County

| | | | | |
|--------------------|---------|------------|-----------|-------|
| DIRECT TAXES (\$M) | 22.8 | 32.5 | 2.1 | 57.3 |
| TOTAL TAXES (\$M) | 32.5 | 39.6 | 5.1 | 77.3 |
| | FEDERAL | PROVINCIAL | MUNICIPAL | TOTAL |



Agriculture BR&E Study

In February 2018, Bruce, Grey, and Simcoe Counties began a regional Business Retention & Expansion (BR&E) Study of the local agricultural sector. The purpose of the study was to investigate the needs of existing agricultural and agri-food businesses, while broadening partner knowledge of this important sector. Study insights will help to guide future initiatives that will ensure this sector can grow, businesses can collaborate and become more competitive.

To engage local stakeholders, project partners interviewed more than 140 producers, processors, distributors, wholesalers, retailers, and restaurateurs in Bruce and Grey Counties, with an additional 130 interviewees in Simcoe County. Interviews were conducted with all sub sectors across the complete agricultural food value chain.

The sub sectors that were identified for this BR&E include:

1. Agricultural Inputs / Services;
2. Primary Producers;
3. Agri-food Processors;
4. Distributors / Wholesalers;
5. Retailers; and
6. Consumption / Food Access.

The Trends Report highlights key issues within each of the sub sectors.

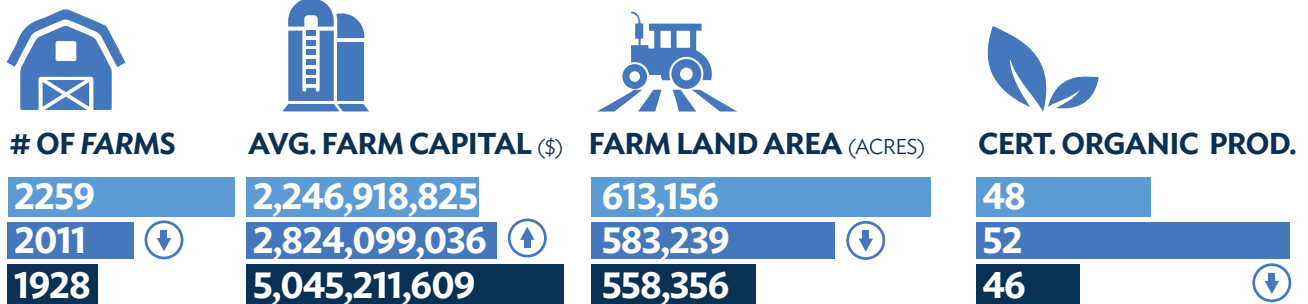
These key issues are summarized under five common themes:

1. Business Supports;
2. Infrastructure;
3. Agri-Tourism;
4. Municipal Planning (i.e. Building Permits); and
5. Workforce Development.

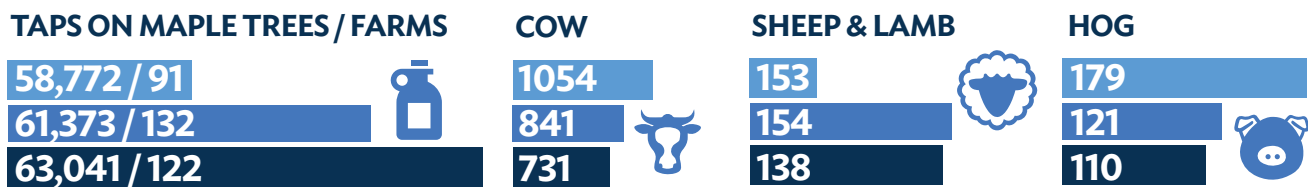
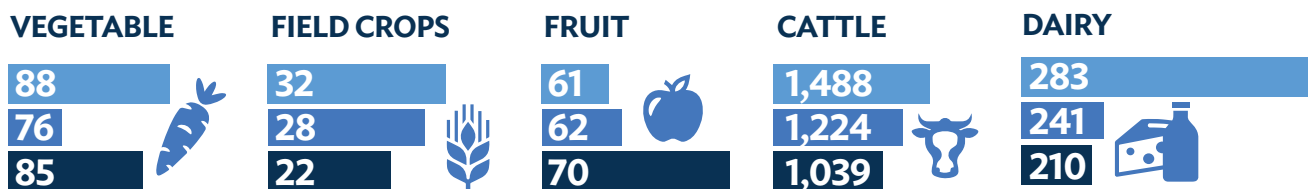
The project group is currently developing a regional work plan. This work plan will guide actions for regional agriculture priorities for the next three years.

Bruce County Agriculture

Information supplied by: OMAFRA Agriculture Branch



Number of Farms by type:



2006 2011 2016

(Information supplied: Bruce, Grey, Simcoe Agriculture 2018 Business Retention and Expansion Study)

5  **Producers of Beer and Wine**

10  **Farmers Markets**

 **22%** **of Ontario's Beef**

Agriculture Opportunities

83% had good or excellent overall impression of doing business in their local municipality

53% of business are looking to expand in some way within 18 months

59% said their industry and/or subsectors are growing

Over **75%** said they would be interested in supplying local markets if distribution systems were in place



Nuclear Economic Development and Innovation Initiative

Nuclear Innovation Institute

On May 16th, 2018 Bruce Power and Bruce County announced a new partnership to establish Ontario's Nuclear Innovation Institute (NII). The Institute will be an applied research facility that will advance collaboration and research. It will be a space that enables researchers and industry to come together to identify new and innovative solutions. With nearly 40 nuclear industry businesses located in the region, the Institute will harness this strong foundation and consolidate the many existing activities to advance the work of each partner.

For Bruce Power, the main focus is to develop future innovations and partnerships to enhance key areas of Bruce Power's operations including safety, reliability, efficiency, productivity and project execution. For Bruce County, the Institute will serve as physical space to support and enhance, innovation, craft trades, and skilled workforce development, as well as business incubation and acceleration.

The NII will house a Skilled Trades Secretariat. The Secretariat will provide an administrative and coordination function, bringing together industry leaders and local organizations to establish a collaborative mechanism for maximizing training programs and capitalizing on local assets, to increase the supply of high-demand skilled trades locally. Multiple organizations across the region are exploring opportunities to promote skilled trades in our local schools, expand local training opportunities, and connect future labour market supply with the industry and union leaders. The Secretariat will bring these multiple pieces together, acting as an incubator for skilled trades business and ensuring a calculated and coordinated approach.



Nuclear Investment Strategy

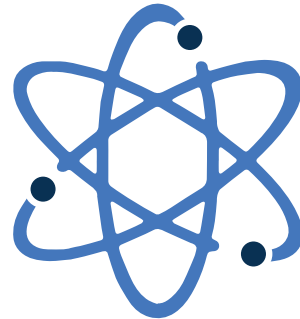
In 2016, Bruce Power and Bruce County launched the Nuclear Economic Development and Innovation Initiative to facilitate the expansion of Bruce Power's nuclear supply chain into the region. This partnership continues in 2019 and is in response to Bruce Power's multi-billion dollar, multi-year Life Extension Program. Grey and Huron Counties are included in engagement and delivery. A total of 42 Bruce Power Suppliers have a presence in the region now.

We had numerous employers join us in Bruce County in 2018 as part of this project.

- AECOM
- Alberici Constructors
- APTIM
- BIRD Construction
- BC Instruments (Grey County)
- BWXT (Grey County)
- Brotech Precision (Grey County)
- Energy Solutions
- GE Power
- Lakeside Process Controls
- Nuclear Promise X
- Nuvia Canada
- Organizations of Canadian Nuclear Industries
- PTAG
- Shoreline Power Group
- Tetrattech
- Worley Parsons

Nuclear Economic Development and Innovation Initiative

17 New nuclear suppliers in the region



Over 120,000 sqft of under utilized office, warehousing and manufacturing space filled



300 new jobs to be added to the regional economy as a result of these expansions

* Region refers to Bruce, Grey and Huron Counties.



NPX brings nuclear innovation to Kincardine and officially opened its headquarters on December 13.

Outcomes

Outcomes reflect the advancement of our broad goals. They are strategic in nature and influenced by economic forces which makes it difficult to measure progression. The Economic Development programs and activities implemented (the output), are all working towards achieving the long-term goals set out in the Economic Development Strategic Plan. These long-term goals – our outcomes – are how we will measure the success of the programs.

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

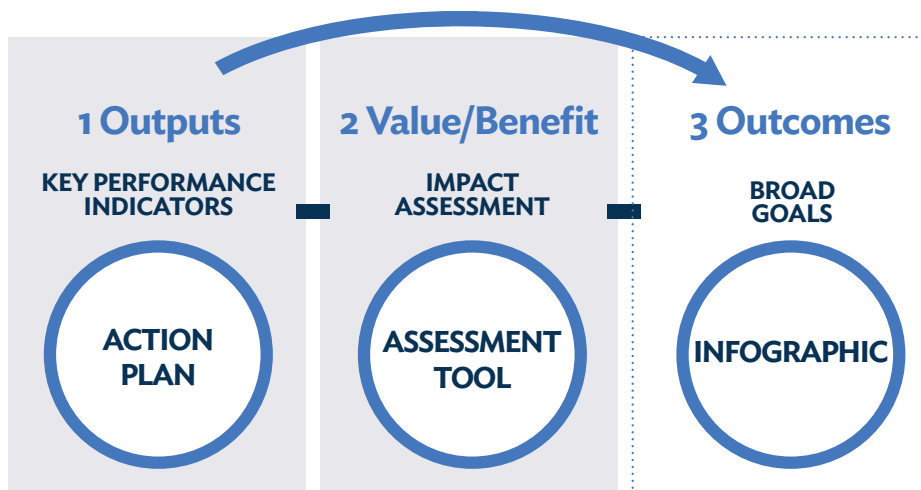
To increase the population base by attracting visitors and entrepreneurs to the area and providing business opportunities.

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.



Business to Bruce supported the creation of 78 new jobs.





2639 participants completed the Adventure Passport spending approximately \$1.3 million in Bruce County.

What To Look Forward to in 2019

The County and communities will continue to keep the conversations evolving. Collaboration is vital to economic success and will only continue to foster the positive community culture we see in Bruce County. Our community economic development model harnesses the latent leadership potential to see meaningful and significant changes on the ground in all of our communities. We will continue to improve community functioning and strengthening local assets.

Economic Development Action Plan 2019

| PROGRAM | OBJECTIVES | ACTION ITEMS |
|--------------------------|---|--|
| Business to Bruce | Business Foundations | Development of targeted strategy for Bruce communities who are not yet part of the BtoB program: Paisley and Sauble Beach. |
| | | Supporting the communities in the development and implementation of tools to implement the Business to Bruce program. |
| | Business Marketing and Promotion | Continuing with creating databases, collection of information and revision of documents to be readily available for potential investors. |
| | | Marketing BtoB communities as capacity is developed locally. |
| | | Implement Marketing and Communications Plan. |
| | Support/ Outreach/ Education | Create a supportive culture for entrepreneurs to explore business ideas and opportunities. |
| | | Develop a mentorship network that supports entrepreneurs. |
| | | Expose youth to entrepreneurship. |
| | | Administration of the Business Development Programs offered through the Province. |
| | | Ongoing business skills education and training opportunities. |
| | | Host events that support an entrepreneurial culture and networking and also address specific business needs. |
| | | |

Economic Development Action Plan 2019

| PROGRAM | OBJECTIVES | ACTION ITEMS |
|-----------------------------------|---|---|
| Explore the Bruce | Tourism Attraction and Product Development | Support and collaborate with lower-tier municipalities to implement their marketing plan. |
| | | Position the Peninsula as a place to visit in the shoulder seasons. |
| | | Marketing Plan and Campaign Development – develop and implement seasonal marketing campaigns to highlight key activities and to increase visitation. |
| | | 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. |
| Spruce the Bruce | Community Development | Organize / Build Community Capacity – continue to engage and work with each community to ensure commitment and their engagement. |
| | | Energize – continue to energize and empower local community partners to embrace their community brand. |
| | | 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. |
| | | Visualize – continue to work with lower tiered municipalities to align their product development efforts align with their community brands. |
| | | Capitalize – make revisions to the Spruce the Bruce Grants to better align with Explore the Bruce and Business to Bruce initiatives. |
| | | Support physical design projects such as Wayfinding and Directional Signage. |
| | | Support downtown streetscape improvements. |
| | | Collaborate with local partners to identify products and activities that need to be further developed. |
| Nuclear and Energy Support | Nuclear/ Energy Cluster Development | Research and Analysis: identify any opportunity to see where Bruce County can support this unique cluster of educated and skilled workforce. |
| | | Develop a plan to engage and mobilize this group in business development. |
| Agriculture Enhancements | Support Agriculture Opportunities | Continue to support Agriculture through the creation of an action plan based on the results of the BR&E Study. Continue to support the Culinary Association. |
| | | Collaboration with OMAFRA and University of Guelph Food Policy and Farming. |



Conclusion

All would agree that economic success does not happen overnight. It needs continuous planning, effort, dedication, and a coordinated approach from a number of partners. The “Find Yourself in Bruce County” Strategic Plan embraces the entire Bruce community. It acknowledges the “Macro Approach” that supports working together in order to succeed as a region. Building capacity with partners and in our communities are the most valuable components to our Plan. The purpose of this Annual Report is to measure the performance of our programs and the impact and value it has on our communities and businesses on an annual basis.

Demographics

Population



| | |
|------|---------------|
| 2016 | 68,147 |
| 2011 | 66,102 |
| 2006 | 65,349 |

Population Change (%) 2011 to 2016



3.1%

Total Private Dwellings

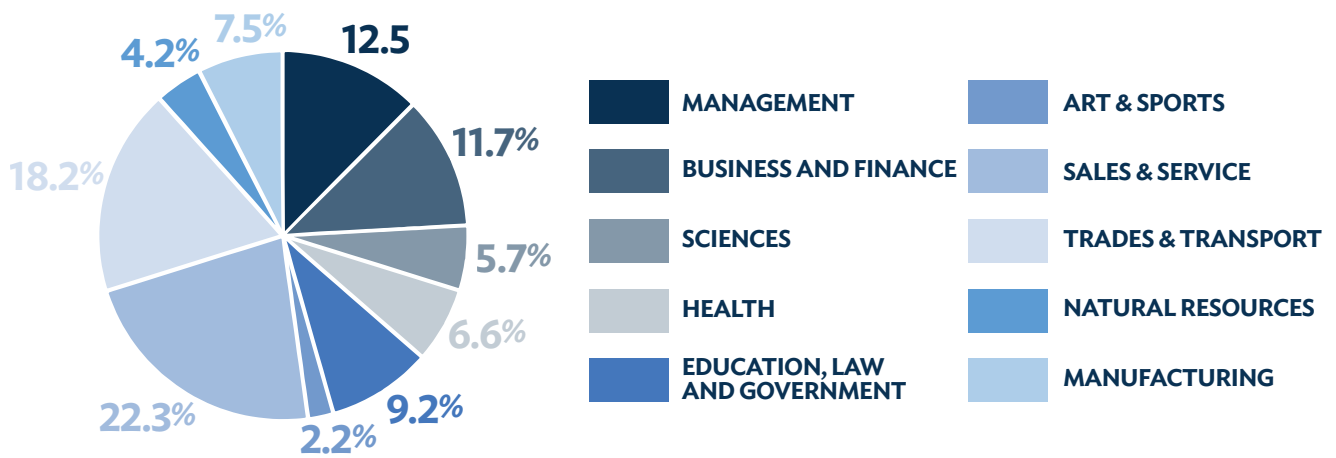


40,033

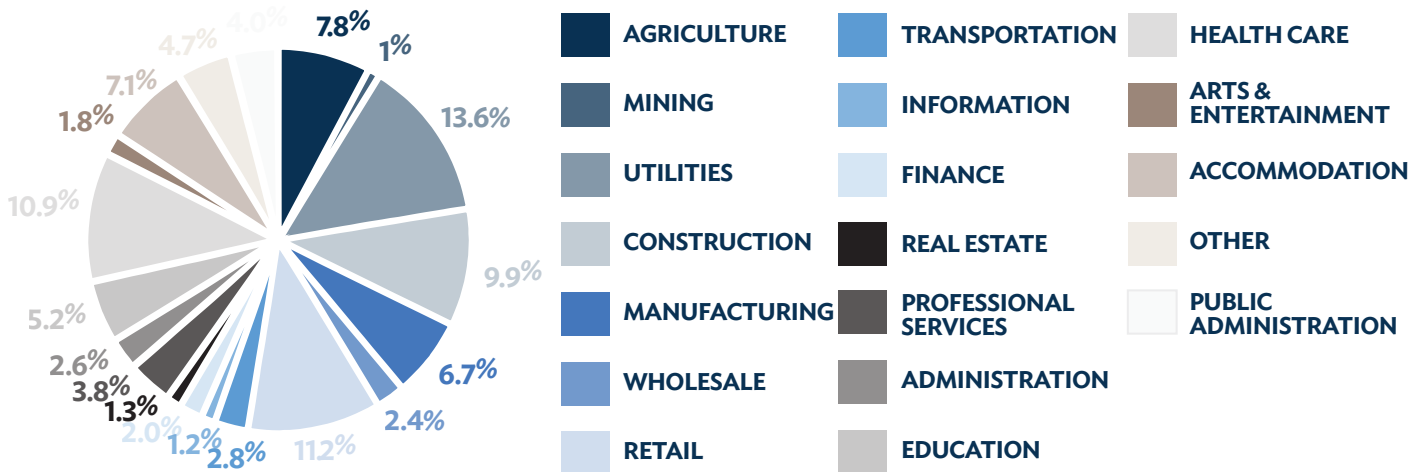
Source: PCensus, MapInfo, Pitney Bowes

Labour Force

Labour Force by Occupation (%)



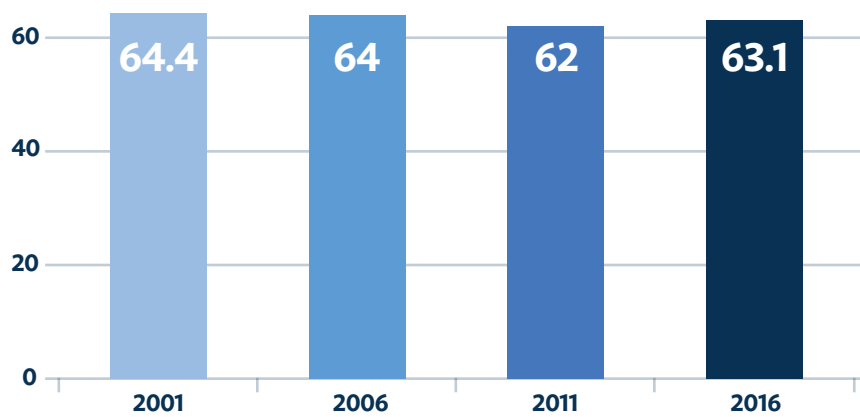
Labour Force by Industry (%)



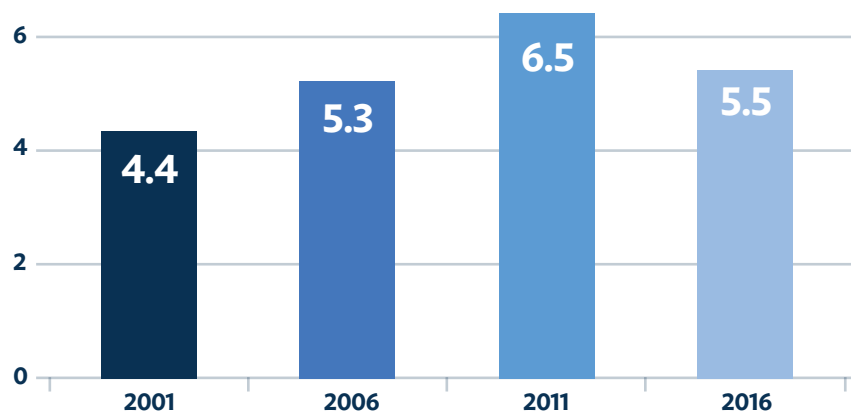
Source: PCensus, MapInfo, Pitney Bowes

Employment

Participation Rate



Unemployment Rate



Source: PCensus, MapInfo, Pitney Bowes









BRUCE
county