

EXPLORER
SOLUTIONS



South Bruce Peninsula
Economic Development Strategy and Action Plan
Final Report

October 2021



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1. Introduction

The Town of South Bruce Peninsula Economic Development Strategy and Action Plan has been prepared in a manner that will take the community from good to great over the next five (5) years. It is the result of a series of planned steps, research, assessments and analyses that have been augmented, validated and vetted against a comprehensive and highly engaged public and stakeholder engagement process.

The report begins with a summary of the past projects, policies and plans associated with the Town of South Bruce Peninsula in addition to a similar examination at the County level. This deepened level of local understanding allowed for a more thorough analysis and to evaluate issues and opportunities from a more critical perspective.

An environmental scan of the region to assess current and future market trends formed the basis of the Baseline Economic Analysis which took into account historical data and the current economic position of the Town of South Bruce Peninsula. This exercise led to the identification of common themes, strategic directions and key drivers which position the economic base of the Town of South Bruce Peninsula for sustainable growth.

A Location Quotient Indicator Analysis was the approach for completing and deriving outcomes within the Full-Spectrum Sector Analysis. This process compared the Municipality to a larger reference area by quantifying how concentrated a particular industry was when compared to a larger geography and which provided insight into business gaps which are not serviced locally.

A Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis led to the identification of opportunities and challenges/risks based on the environment that currently exists within the Town and more specifically related to many of the key foundational pillars which ultimately led to the creation of the Strategy including supporting local businesses, stimulating residential growth, increasing tourism development, and increasing commercial development.

To assist the Town in executing and realizing its Economic Development Strategy, the Town's mission is achieved through these four (4) strategic priorities that have been identified and presented throughout the Plan. Each strategic priority is broken down by a series of objectives and corresponding tasks (action items) for the Town to carry out. Each activity is recognized for its return on investment as a benefit to local businesses, the local labour force, the municipality, the local economy, and/or the local tourism industry.

A timeline presents when the Town should be actively involved in completing each action over the course of the five-year Action Plan. This timeline includes each actions' priority level, the project lead and potential participating partners. The report concludes with a corresponding budget needed to support the proposed activities and how those funds should be allocated throughout the duration of the Strategy's planned implementation.

2. Summary of Past Projects, Policies and Plans

The Town of South Bruce Peninsula is governed and guided by various levels of policies and plans. In this section, our team conducted a thorough review of past projects, policies, and plans relevant to the preparation of the South Bruce Peninsula Economic Development Strategy. The following sub-sections summarize past projects, policies and plans by organization and time published.

2.1 Past Projects, Policies and Plans – Town of South Bruce Peninsula

2.1.1 Town of South Bruce Peninsula – Assessment of Competitive Position (2005)

The 2005 Assessment of Competitive Position study developed a community profile in which baseline information, SWOT analysis and an assessment of local competitive advantages were outlined. In the Assessment, three (3) ‘driving’ industrial sectors, four (4) ‘rising’ sectors and three (3) ‘evolving’ sectors were identified:

Driving:

- **Wood Industries** – in particular sawmills, planing & shingle mills, sash, door and other millwork, wooden box and pallet industries and furniture and fixtures industries;
- **Construction Industries** – in particular building, developing & general construction, and residential building & development; and
- **Trade and Contracting Industries** – in particular site work.

Rising:

- **Fabricated Metal Product Industries** – in particular hardware, tool and cutlery industries;
- **Electrical & Electronic Industries** – in particular electronic equipment industries;
- **Wholesale Trade Industries** – in particular petroleum product industries, petroleum products, household goods; and
- **Food & Beverage Service Industries** – in particular food services.

Evolving:

- **Agricultural & Related Service Industries** – in particular agricultural industries and service industries incidental to agriculture;
- **Mining, Quarrying & Oil Well Industries** – in particular quarry and sand pit industries and stone quarries.

A SWOT Analysis was also carried out as part of the assessment. A list of key points that align with the intent of this exercise is provided below:

Strengths:

- **Natural Beauty:** The Town of South Bruce Peninsula's range of green spaces, beaches, lakes, parks, and agricultural lands helps to attract residents, businesses, and tourists to the area.
- **A Large Amount of Inexpensive Land:** A large amount of inexpensive commercial, industrial, residential and agricultural land has helped attract investors and residents to the Town of South Bruce Peninsula.
- **Tourism:** The strong tourism industry in South Bruce (particularly in Sauble Beach) has been a key employment generator for the area.

Weakness:

- **One Season Community:** The number of residents and tourists in the Town of South Bruce Peninsula is significantly higher in the summer than the rest of the year. This makes it difficult for businesses to operate successfully year-round.
- **Lack of Opportunities for Youth:** Employment and post-secondary education opportunities in the Town of South Bruce Peninsula are poor. As a result, few opportunities exist for youth. Consequently, they often migrate to larger urban centres for employment and education opportunities.
- **Lack of Coordination:** A lack of coordination and cooperation exists between different jurisdictions and businesses in the Town of South Bruce Peninsula, which has a negative impact on economic development in the area.
- **Inability to Handle Summer Activity:** There are insufficient tourist-related services, such as accommodations, retail stores, restaurants, and infrastructure to accommodate the high number of tourists in the summer. Improvements should be addressed in order to minimize the threat of fewer people visiting.

Opportunities:

- **Aggregate Resources:** There are many jobs that relate to quarrying in the Town of South Bruce Peninsula. It is important to keep this industry competitive to allow for future expansion. In fact, quarry tours could be promoted to help support this industry and create new jobs.
- **Agriculture:** Opportunities exist to further support the agricultural industry in the Town of South Bruce Peninsula. This could be accomplished by increasing government grants and incentives for small farms. Certain industries, such as agri-businesses, organic farms, and farm markets, could also be promoted.
- **Ageing Population:** With the ageing population, there is an opportunity to market the area for early retirees and tourism. The local tourism sector should focus its marketing to those aged between 45 and 65. This should be done by profiling bed and breakfasts, golf courses, hiking, natural areas, water activities, and nature trails in the area.

Threats:

- **Shortage of Skilled Labour:** There is a shortage of skilled labour and ongoing difficulties associated with recruiting employees for positions with local businesses. This is mostly due to the out-migration of youth and the lack of educational opportunities that exist. This has an impact on business investment and the quality of life in the Town of South Bruce Peninsula.
- **Competition from Owen Sound:** Business growth and expansion in nearby Owen Sound poses a threat to the survival of small businesses in the Town of South Bruce Peninsula. For instance, many businesses in the Town of South Bruce Peninsula have difficulty competing with the large grocery stores, department stores, and hardware stores in Owen Sound.
- **High Taxes:** Concerns about high tax rates for businesses and residents (particularly on waterfront properties) in the Town of South Bruce Peninsula exist. These high tax rates can hinder future investment, which in turn negatively impacts local businesses and tourist-related services.

2.1.2 Sauble Beach Settlement Area – Growth Strategy (2010)

In 2010, the Sauble Beach Settlement Area Growth Strategy was prepared to guide the development of new servicing policies, new land use designations and policies, new zoning provisions and new site plan control policies for the downtown core of the Sauble Beach Settlement area.

A series of visions, directions and options were presented in the Growth Strategy. A list of them that were relevant to the scope of this exercise and summarized below:

Sauble Beach Downtown Commercial Core

- New policies should be considered for accessory residential units in the back and upper portions of storefronts where feasible;
- Consideration should be given to lookouts and vistas in this area with an increased setback for new development along east and west corridors;
- Grant Programs for facade improvements for downtown merchants should be implemented;
- Policies should be developed within the TSBOP, which encourages the municipal acquisition of land for Open Space, Open Space corridors, Public Realm Space, Focal Points and Public Rest Areas with picnic areas and municipal parking.

Residential

- An emphasis on affordable housing and accessible housing, particularly, senior's accommodations;
- An emphasis on safety and sustainability should be incorporated into policies;

Transportation Corridor

- Higher profile development shall be encouraged along the main corridors of the community which include Bruce Road 8 and Provincial Highway 21.

Future Recommendations:

- It is recommended that the municipality conduct a natural heritage inventory within the shoreline area in order to adequately protect this area and its resources;
- It is recommended that the municipality acquire land for open space, municipal parking and picnic/rest area and affordable housing opportunities.

2.1.3 Town of South Bruce Peninsula – Economic Development Plan (2005)

In 2005, the Economic Development Plan set out economic development strategies, plans and actions for the Town of South Bruce Peninsula, with a special focus on Business Attraction, Retention and Expansion, Small Business Development and Labour Market Training.

The Plan concluded from various research and consultations that industrial development in the Town would very likely be “homegrown” and suggested the Town to purchase “employment lands” to host an industrial park to support small and or light industry and incubator projects.

The Town of South Bruce Peninsula has more than 500 kilometres of shoreline on the waters of Lake Huron and Georgian Bay. The Plan suggested that commercial and residential development on the waterfront should be considered in the context of downtown revitalization as a whole.

Entrepreneurial activity is key to any growth in the region. The Plan called for collaboration between the Town and agencies to help businesses access government programs, assist with financial considerations and find agencies that can provide them with the tools they need to be successful. Labour market development is another key topic raised in the Plan. The Plan recommended the Town working with school boards, local employers, learning networks in areas to retain and attract talents.

The Plan concluded with a list of important regional partners (as of 2005) to collaborate and act together on economic development actions proposed in the Study.

- Bruce County Planning and Economic Development Department
- Bruce Peninsula Tourism Association
- Chambers of Commerce/BIA
- Service Clubs
- Wiarton Willie Festival Committee
- Wiarton-Keppel Joint Airport Services Board
- Bruce Community Futures Development Corporation
- Bruce Peninsula Community Development Committee, sub-committee Small Business/Industry/Agriculture/Tourism (SBIAT)
- Bruce, Grey, Huron, Perth and Georgian Triangle (BGHPGT) Training Board
- Saugeen Shores Small Business Enterprise Centre
- Grey Bruce Regional Economic Development Partnership
- Bruce Grey Festival Network
- Regional Tourism Marketing Partners (RTMP)
- Federal and Provincial Government Departments/Ministries
- Economic Developers Council of Ontario (EDCO)

2.1.4 Town of South Bruce Peninsula – Downtown Revitalization Strategic Plan (2009)

The 2009 Downtown Revitalization Strategic Plan assessed the improvement priorities for each of the four (4) urban centers in the South Bruce Peninsula (Allenford, Hepworth, Sauble Beach and Wiarton).

A list of priorities that aligns with the intent of this exercise is presented below:

Allenford	Hepworth	Sauble Beach	Wiarnton
<ul style="list-style-type: none"> • Establish Community Organization • Children/Teen Activities • Inviting to Stop 	<ul style="list-style-type: none"> • Parades, Festivals, etc. • More Retail • Develop a Theme 	<ul style="list-style-type: none"> • Twelve Month Designation • Safe Streets • Permanent Tourist Information Centre • More Restaurants 	<ul style="list-style-type: none"> • Event Board • Information Kiosk • Link Downtown with Waterfront • Ambassadors
<ul style="list-style-type: none"> • Develop a Theme for the Downtown • Branding Theme 			

2.1.5 Town of South Bruce Peninsula – Community Improvement Plan (2016)

The 2016 Community Improvement Plan aims to establish a framework for the Town's support and implementation of programs to encourage development in the downtown and waterfront areas of its four main urban areas (Allenford, Hepworth, Sauble Beach and Wiarton).

The Plan proposed four improvement programs that were derived from the Report and summarized below:

Façade Improvement Program (Incentive-Based Program)

- Priority for downtown Wiarton in initial years;
- It is the intent of the Town to make incentive grants and/or loans available for up to 50% of the total project cost for exterior improvements.

Storefront Sign Improvement Program (Incentive-Based Program)

- The incentive grants and/or loans will be available for up to 50% of the total project cost for exterior improvements.

Streetscape Beautification, Signage & Landscaping Improvements (Municipally-Driven Program)

- Replacing/adding light standards, street furniture and improved signage.

Public Space, Parks and Recreation Works (Municipally-Driven Program)

- Three major capital projects:
- The development of a Town Square in Sauble Beach;
- The redevelopment of Bluewater Park in Wiarton
- The Arena/Community Centre rehabilitation in Wiarton

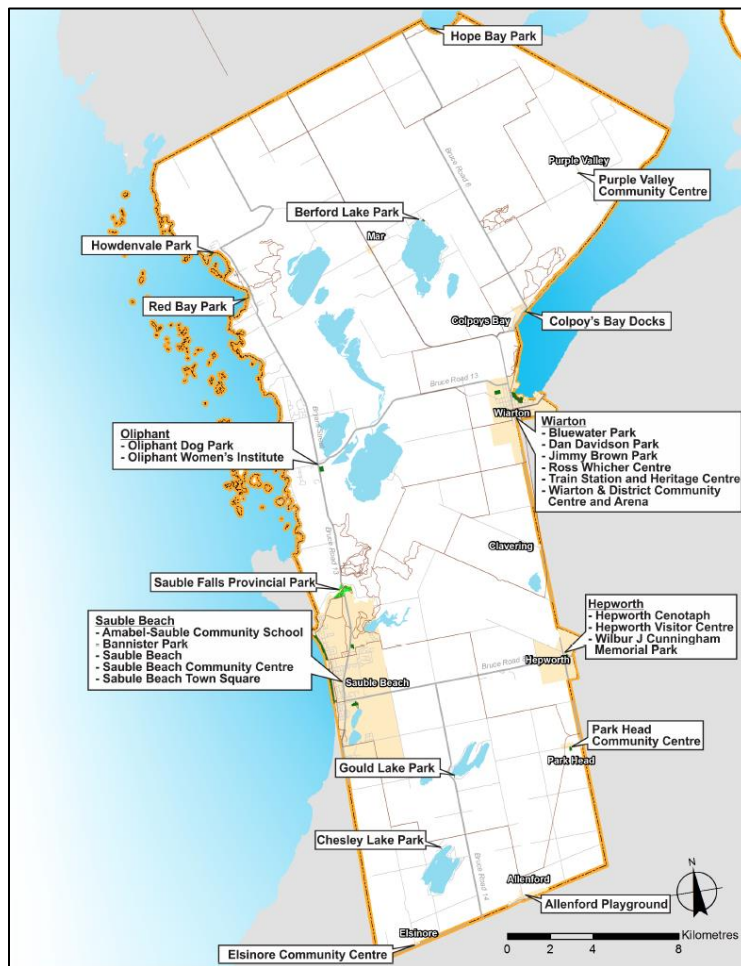
2.1.6 Town of South Bruce Peninsula – Parks, Recreation & Culture Master Plan (2019)

The 2019 Town of South Bruce Peninsula Parks, Recreation & Culture Master Plan provides guidance for delivering leisure services in South Bruce Peninsula. The Master Plan outlined 30 recommendations. A part of the recommendations that align with the purpose of this exercise is presented below:

- Proactively seek partnerships with parks, recreation and cultural service providers;
- Engage representatives of persons with disabilities, First Nations and diverse ethno-culture groups, low-income populations, LGBTQ+ communities and other marginalized groups to understand their parks, recreation and cultural needs;
- Pursue the Playworks Partnership's "Youth-Friendly Community" designation in collaboration with community partners;

- Promote marine and water-based activities within South Bruce Peninsula parks by enhancing amenities;
- Make greater use of the Warton District Community Centre & Arena;
- Establish an art and cultural space, potentially in downtown Warton or Sauble Beach;
- Showcase the Town's marine heritage through coordinating efforts with historical societies, upper-level agencies and governments, and the private sector;
- Continue to promote sound and strategic asset management practices to maintain the Town's parks, recreation and cultural infrastructure.

Figure 1 - Map of Major Parks and Facilities in South Bruce Peninsula



2.1.7 Town of South Bruce Peninsula – Corporate Strategic Plan 2020 – 2025 (2020)

In 2020, the Council for the Town of South Bruce Peninsula initiated the creation of a 5-Year Corporate Strategic Plan to guide decisions, planning and budgeting into the future. The Plan created a new Vision & Mission statement for the Town:

Vision: A progressive, attractive, and welcoming community, standing proud.

Mission: Through responsible leadership, provide sustainable services that are efficient and effective.

Guiding Principles:

- Honesty and Integrity;
- Respectful and Healthy Workplace;
- Fiscal Responsibility;
- Service Excellence;
- Open and Transparent;
- Safe, Compassionate and Fair

In the Plan, the new vision, mission and guiding principles lead to five goals; each is associated with a list of action items. Our team has identified a list of actions that contribute to the intent of this exercise:

Goals 2: Sustainable Infrastructure

- Advocate for increased access to internet broadband connectivity through South Western Integrated Fibre Technology (SWIFT) and other partners;
- Advocate for continued expansion of natural gas access

Goals 3: Collaboration and Partnerships

- Secure alternative revenue sources to fund new infrastructure and other services through cost-share opportunities with neighbour municipalities and others;
- Seek support from senior levels of government for funding, policy change and other community improvements through alliances with neighbour municipalities, Bruce County and First Nations;
- Build relationships with community groups to explore potential collaboration and/or outsourcing of local programs and services.

Goals 4: Healthy, Vibrant and Safe Communities

- Undertake a feasibility study for the development of a community recreational hub and municipal administrative office;

- Develop a master plan and cost-benefit analysis for improvements and private-public investments at Bluewater Park, including connections to a multi-use trail network linking many towns and hamlets;
- Develop a citizen resource centre focused on community wellbeing through enhanced opportunities for neighbourhood and downtown vibrancy, active living, citizen engagement, welcoming new residents, and volunteer commitment;
- Utilize regional alliances to advocate senior levels of government for improved access to affordable housing, health care, public transportation, and education.

Goals 5: Stable Economy

- Create an Economic Development Strategy to assess gaps and determine priorities for business recruitment, professional services, and entrepreneurial start-ups, and to focus on sustainable year-round tourism/destination development;
- Establish an economic recovery response program for local business community.

As part of the process of developing the Plan, the consultation with internal and external stakeholders asked for keywords to describe the Town of South Bruce Peninsula. Figure 2 below, which was derived from the Plan, provides an overview of the keywords that senior management staff of the Town used to describe the Town.

Figure 2 - Word Cloud (Town Manager’s Response) from Corporate Strategic Plan Consultation



A similar question was also proposed in the community survey to external stakeholders in the Town. Their responses were recorded below in Figure 3.

Figure 3 - Word Cloud (External Stakeholders' Response) from Corporate Strategic Plan Consultation



2.1.8 Town of South Bruce Peninsula – Hotel Development Opportunity (2019)

The 2019 Town of South Bruce Peninsula Hotel Development Opportunity provides detailed information on a potential waterfront hotel development site in Wiarton and its competitiveness in a border region. Figure 4 below illustrates the site location.

Figure 4 - Potential Hotel Development Site in Wiarton



A benchmarking study as part of the Report revealed that comparable hotels in the past decade have a relatively stable occupancy rate from 53% to 64%, with a trend of growth. As of 2019, the average daily rate of comparable hotels was \$192. However, demands for hotels in other tourism destinations similar to Wiarton exhibits seasonality, with April, May and October being softer months. Room supply is expected to grow by 2.7% annually to 2026.

2.1.9 Town of South Bruce Peninsula – Market Feasibility Study for a Proposed Resort Hotel (2020)

The 2020 Market Feasibility Study for a Proposed Resort Hotel further assessed the financial viability of the hotel development concept along the Wiarton waterfront adjacent to Bluewater Park. The proposed resort hotel development entails 80 rooms and a total of 5,000 sq. ft meeting space. A list of opportunities and risks associated with the proposed development is derived from the Study:

Opportunities:

- Central waterfront location with excellent access and proximity to area attractions;
- Located within a proposed mixed-use development;
- Close proximity to Wiarton Marina;
- Abundance of year-round outdoor activities;
- Strong base of leisure demand;
- Newest hotel in the area when developed;
- South Bruce Peninsula represents a more affordable leisure destinations comparing to Blue Mountain and Muskoka;

Risks:

- New supply being developed elsewhere in the greater trade area;
- Long driving distance from GTA;
- High seasonality;
- Low level of corporate demand;
- Downtown Wiarton needs to continue to develop new amenities and restaurants;
- Two-lane highway can get congested;

2.2 Past Projects, Policies and Plans – Bruce County

2.2.1 Bruce County – Economic Development Strategic Plan 2017 - 2021 (2017)

The 2017 – 2020 “Find Yourself in Bruce County” Economic Development Strategic Plan determines a holistic economic development approach for Bruce County and its lower-tier communities.

The Plan began with a summary of challenges identified from past economic development studies and practices. The following list provides a portrait of what was discussed in the Plan:

County Challenges:

- Need to increase competitiveness;
- Some communities lack the resources required to attract businesses on their own;
- The County itself is not known as a cluster centre (beyond energy) or centre of business and entrepreneurial activities;
- Entrepreneurs have many opportunities outside of the GTA area in other communities.

Local Challenges:

- Challenges to fast-tracking of websites and marketing developments;
- Need to broaden the attraction potential beyond downtown;
- The entrepreneurial networks of our communities could be better mobilized;
- Many strong business location choices across the region.

A series of goals and action items were proposed to address the challenges listed above:

Business Marketing / Promotion:

- Work with Wiarton and Kincardine to bring online their target marketing plans and tools for local entrepreneur attraction;
- Attend tradeshow and conferences and participate in sponsorship opportunities;
- Research the ways to attract Foreign Direct Investment;
- Work with the provincial Ministry to better understand the overseas investment programs;
- Sister City concept development.

Support / Outreach / Education:

- Develop a mentorship network that supports entrepreneurs;
- Expose youth to entrepreneurship;
- Host events that support an entrepreneurial culture and networking and address specific business needs.

Tourism Attraction:

- Develop a long-term data collection tactic to collect and analyze primary data to assess the economic impact of tourism in Bruce County;
- Organize media tours strategically to showcase the Bruce County Hubs;
- Create a marketing campaign with local ambassadors to embrace and showcase the lifestyle in Bruce County.

Nuclear / Energy Support:

- Develop a Business Investment Strategy that makes use of the opportunities in supply chain and workforce development related to the Major Component Replacement (MCR);
- Understanding the potential for spin-offs from the Bruce Power Nuclear Plant in relation to both energy and engineering cluster development.

Agriculture Enhancements:

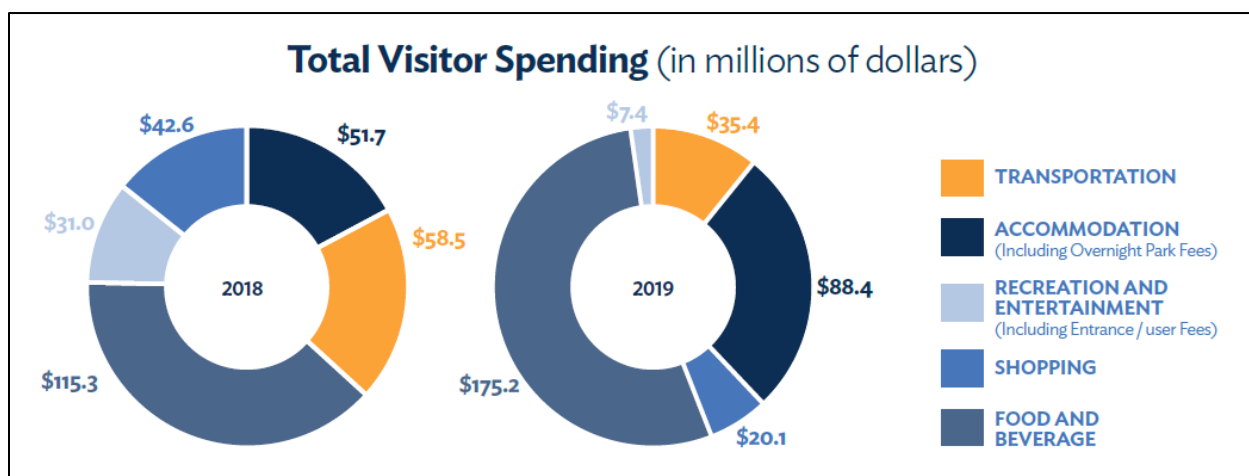
- Support value-added farming initiatives by identifying the niche opportunities that add to the original commodities;
- Develop a rural development plan that will help new and future entrepreneurs and farmers start their agri-business.

2.2.2 Bruce County – Economic Impact of Tourism Report (2019)

The 2019 Bruce County Economic Impact of Tourism Report measured the important role visitors¹ play in the regional economy.

In 2018, Bruce County welcomed more than 2.5 million visitors, with over 95% of them stated that they are likely to visit Bruce County again next year. The economic impact of tourism totalled \$326.7 million in 2019 and 3,224 in jobs (including direct, indirect and induced employment). Figure 5 below illustrates the distribution of visitor spending in the County.

Figure 5 - Total Visitor Spending in Bruce County



Most surveyed business reported that peak season usually begins in June and ends in September. Despite an increase of average visitor spending in 2019 (\$1,786) comparing to 2018 (\$1,509), less visitors stayed overnight (61% in 2019, 77% in 2018).

Visitor demographics revealed that 59% of visitors to Bruce County are female. More than half of the visitors have an annual income of greater than \$100,000.

2.2.3 Four County Local Labour Market Plan (2018)

In 2018, the Four County Labour Market Planning Board, an organization represents Bruce County, Grey County, Huron County and Perth County, published the Local Labour Market Plan Comprehensive Report. The Report captured employment services, labour market conditions and industry landscape in the four counties.

¹ The definition of “visitor” is someone who has visited Bruce County within the past 12 months and has travelled more than 40 kilometres.

The key findings were derived from the Report and presented below:

Labour Market Challenges:

- Fair to poor availability of qualified workers;
- Employers are experiencing job separations and hard-to-fill positions;
- Concerns about labour force retention;
- Lacking soft skills (work ethic, self-motivated, teamwork ability);
- Employers are reluctant to provide apprenticeship opportunities due to loss of time, financial hardship, loss of employees to other organizations once trained.

3. Baseline Economic Analysis

3.1 Regional Socio-Economic and Demographic Profile

The objective of the Regional Socio-Economic and Demographic Profile is to assess the current state of the economic environment and its surrounding communities. This baseline economic analysis measures regional differences between South Bruce Peninsula and its surrounding areas. This exercise will allow us to identify any potential market differentiators and strengths that will aide in the development of strategies and recommendations to support business retention, expansion and attraction, expanding the shoulder and off-season tourism industry, attract year-round food and beverage businesses, multi-residential development and much more. This section uses data from Statistics Canada 2016 Census Profile² and focuses on six (6) areas with different geographical sizes for comparison. Data was derived for Wiarton (population centre in the South Bruce Peninsula), South Bruce Peninsula, Bruce County, Grey County, Grey-Bruce Region and the Province Ontario, subject to availability³.

3.1.1 Income – Individual vs. Household

It is important to analyze each region separately to obtain a complete economic spectrum of the distribution of populations in the comparable urban and rural areas. Demographics vary between regions and it is important to break down the information regionally.

After-tax income was among the key economic indicators analyzed. Individual and household after-tax income is one of the most common metrics used when analyzing the purchasing power of a population. Not including the Provincial average of \$39,318,

Chart 1 shows reveals a spread of \$10,451 in the individual level, average after-tax income between the five (5) jurisdictions. Bruce County reports the highest average after-tax income of

² <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E>

³ While statistical figures were reported individually for the Town of Wiarton, they were also included in the Bruce County figures.

\$39,713 and Warton reports the lowest at \$29,262. Comparatively, South Bruce Peninsula is slightly higher than Warton with \$32,896.

A similar pattern also exists when considering after-tax household income. Not including the Provincial average of \$80,322, Chart 1 reveals a spread of \$28,406 in the average after-tax household income between the five (5) jurisdictions. Again, Bruce County reports the highest average after-tax household income of \$75,078 and Warton reports the lowest at \$46,472. Comparatively, South Bruce Peninsula falls more in the middle between Warton and Bruce County with \$61,643.

Chart 1 - Average Individual vs Household After-tax Income (2015)

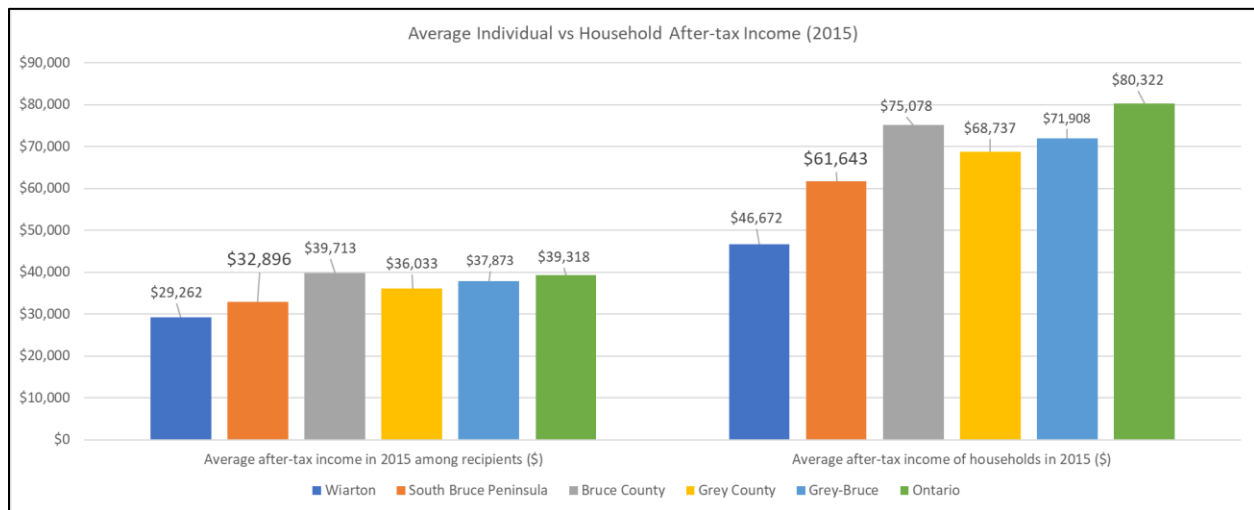
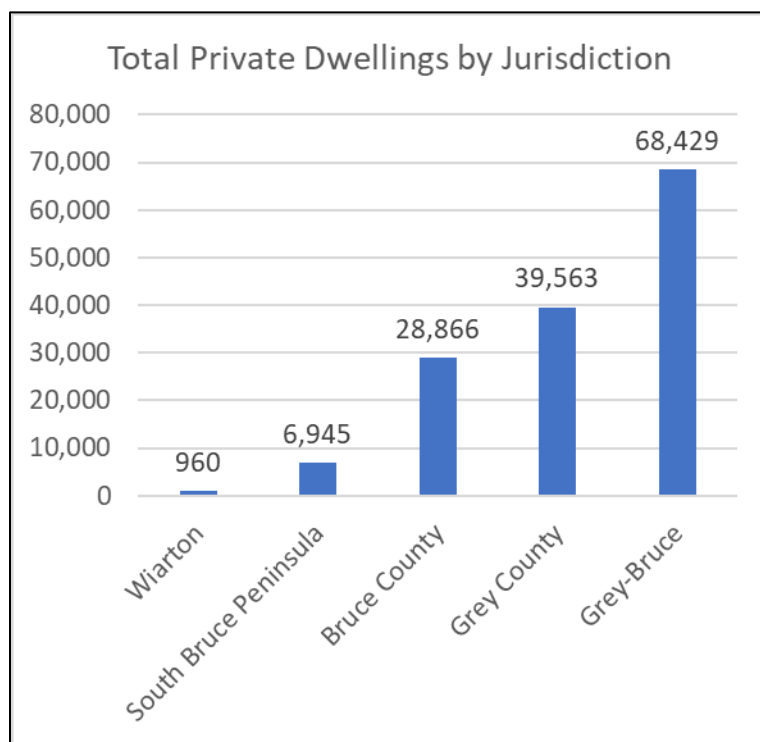


Chart 2 - Total Private Dwellings by Jurisdiction (2016)



Fourteen (14%) percent of the private dwellings in South Bruce Peninsula are situated in Wiarnton. On a county level, 24% of Bruce County's private dwellings are situated in South Bruce Peninsula, despite having 12% of the County's population (see Chart 3). Bruce County accounts for 42% of the private dwellings throughout Grey-Bruce.

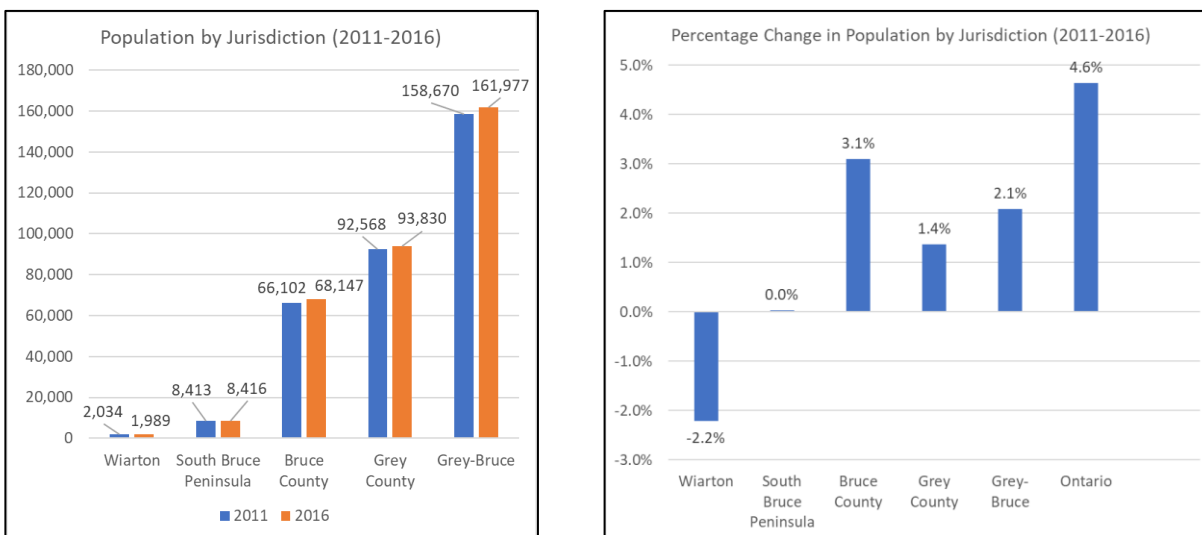
3.1.2 Population by Jurisdiction

Chart 3 compares the 2011 and 2016 population counts between the five (5) comparable areas. The chart (to the right) presents the percentage change in population by jurisdiction (between 2011 and 2016) also includes the Province of Ontario, which is not presented in the chart (on the left) due to its exceedingly high population counts relative to the five (5) comparable areas.

The important information derived from these two (2) charts stems from the changes in population counts rather than the individual populations themselves. Of particular note is that Bruce County, Grey County, Grey-Bruce and the Province of Ontario all experienced positive increases in their population figures.

When comparing actual figures, Wiarnton represents 24% of South Bruce Peninsula's population and South Bruce Peninsula represents 12% of Bruce County's population.

Chart 3 - Population and Population Change by Jurisdiction



When population forecasting is considered, South Bruce Peninsula’s population base is anticipated to increase to 9,400 by 2026, 9,700 (2031), 10,000 (2036), 10,300 (2041) and 10,500 (2046)⁴.

3.1.3 Employment

Bruce County, Grey County and Grey-Bruce all have a similar 2016 employment participation rate falling between 60.1% and 61.0%. Warton and South Bruce Peninsula are more closely aligned at 53.4% and 54.1%, respectively. The Province of Ontario has the highest participation rate at 64.7%. The employment rate pattern is very similar to the participation rate where Bruce County, Grey County and Grey-Bruce fall between 56.4% and 57.4%, and Warton and South Bruce Peninsula are 49.5% and 51.0%, respectively. The Province of Ontario slightly outperforms the county average with 59.9%.

The unemployment rate deviates slightly from the previous two patterns. Warton and the Province of Ontario reported the highest unemployment rates of 7.2% and 7.4%, respectively. This is in comparison to the South Bruce Peninsula, with the lowest participation rate of 5.8%. Bruce County, Grey County and Grey-Bruce fall within a range of 5.9% and 6.2%.

⁴ Source: Plan the Bruce GOOD GROWTH Discussion Paper, September 2021, Page 54

Chart 4 - Labour Force Participation Rates by Jurisdiction

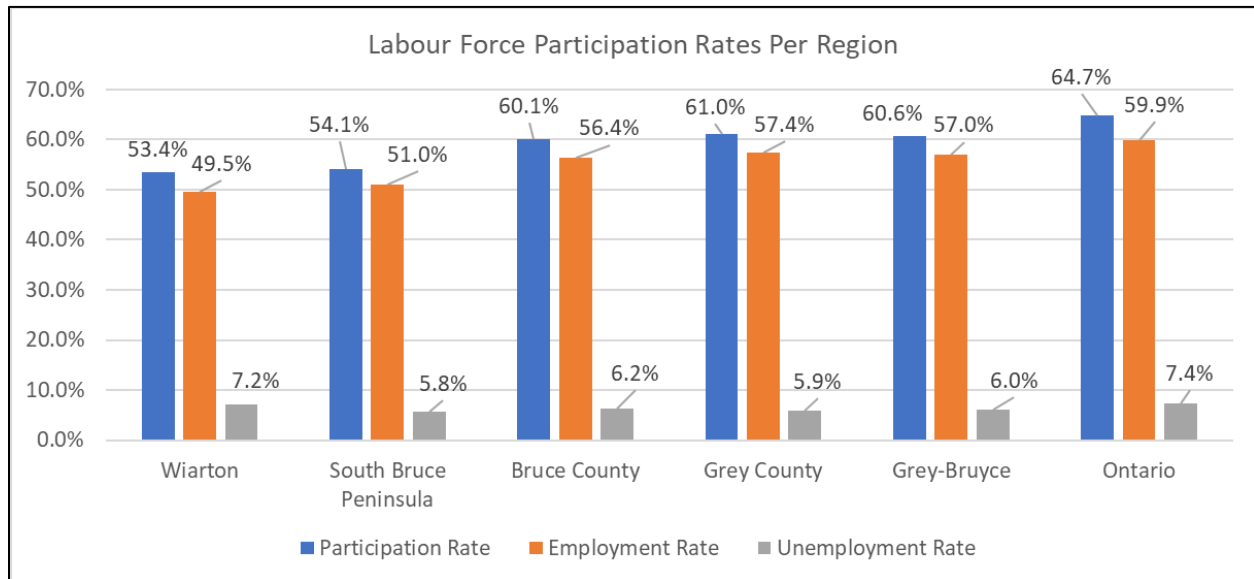
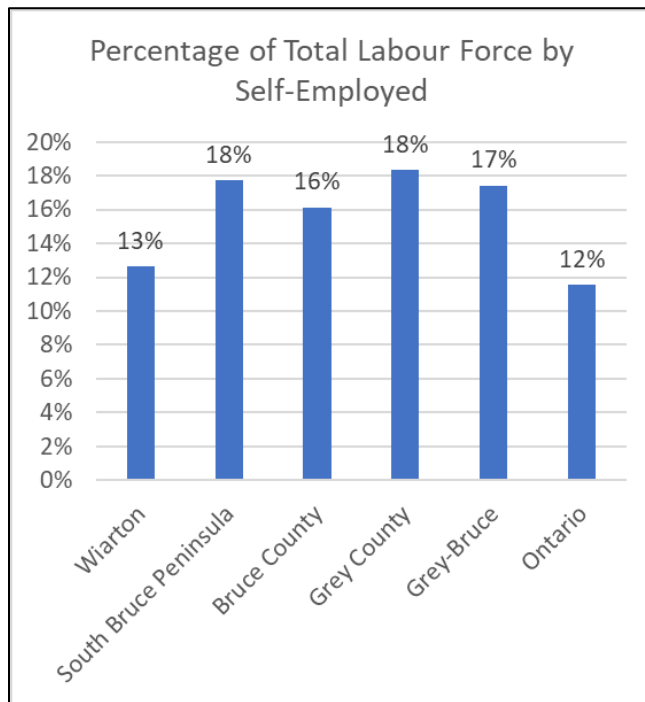


Chart 5 - Percent Self-Employed by Jurisdiction

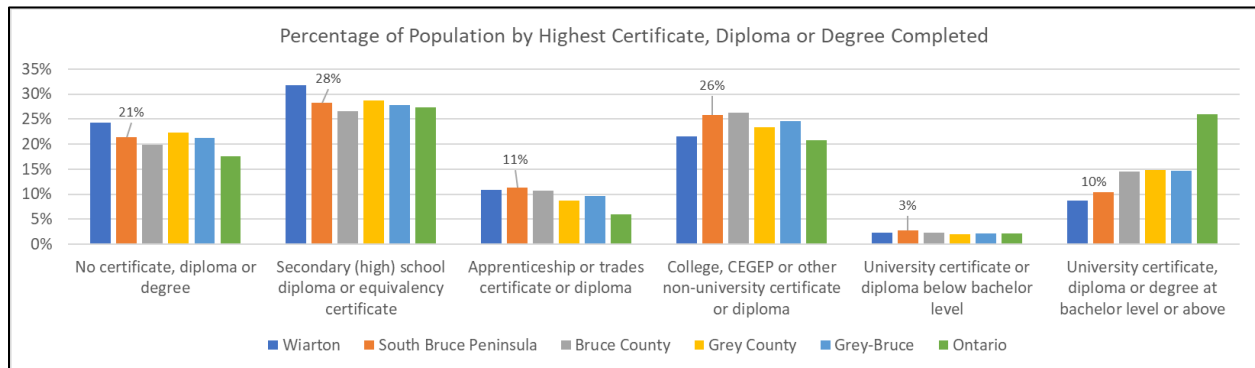


One way for measuring the level of entrepreneurship in a region is to consider its level of self-employment. Chart 5 illustrates the percent of each comparable region that is self-employed and compares those figures to the provincial average. While the Province of Ontario is identified with 12% of its labour force as self-employed, representative of being the smallest in comparison, South Bruce Peninsula and Grey County share the highest percentage of self-employed at 18%. Bruce County is slightly below at 16% and Warton slightly surpasses the provincial average with 13% of its labour force being self-employed.

3.1.4 Education Level

Chart 6 identifies the highest level of education achieved for the six (6) comparable areas. A prevailing share (50%, 3,560) of South Bruce Peninsula residents report having only a secondary (high) school diploma or equivalency certificate, or no certificate, diploma or degree. This is in comparison to the Bruce County 45%, Grey County (51%) and provincial average, which reports 45% of its population with the same reported level of education.

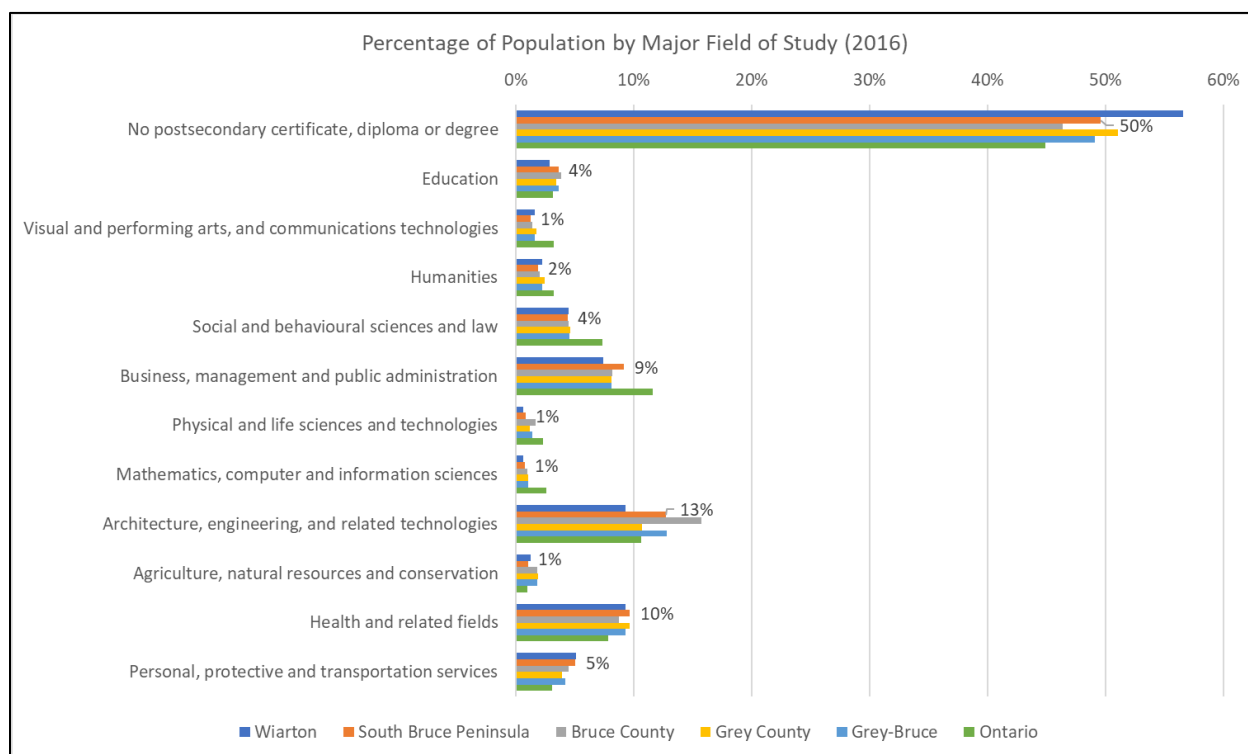
Chart 6 - Highest Certificate, Diploma or Degree by Jurisdiction (#)



3.1.5 Labour Force by Field of Study

To further understand the local labour force, Chart 7 presents the percentage of population by major field of study between the comparable regions. Again, 50% of the population have not attained a post-secondary certificate, diploma or degree. Other prevailing trends include a noticeably high percentage of the population having completed studies in the field of architecture, engineering, and related technologies, representative by 13% of South Bruce Peninsula's population; 10% in health and related fields; and 9% in business, management and public administration.

Chart 7 - Labour Force by Major Field of Study



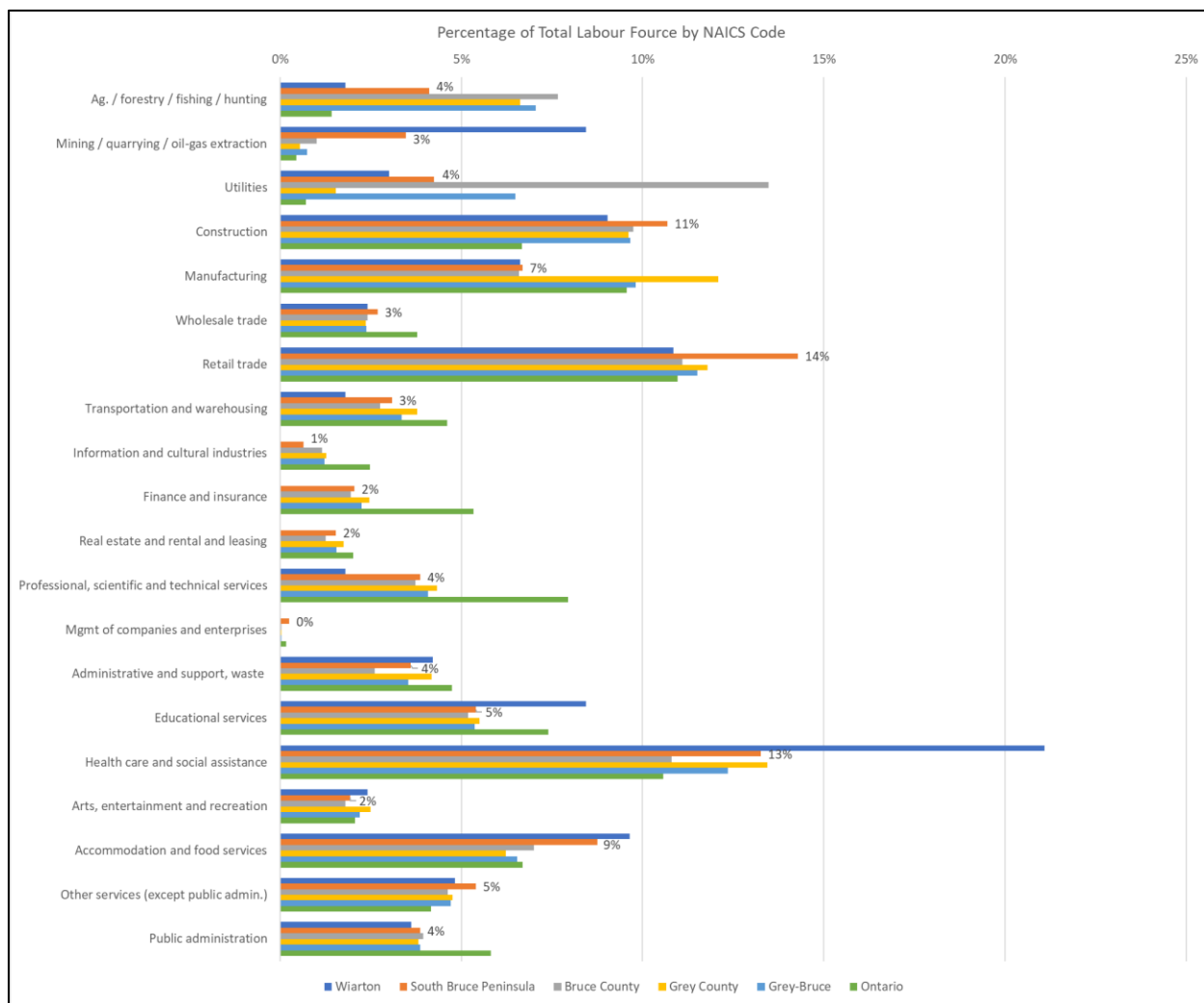
3.1.6 Labour Force by Industry

To further understand the local labour force, Chart 8 presents the percentage of the total labour force by industry using the North American Industry Classification System (NAICS). Not only will this provide a glimpse into the prevailing industries with the highest (or lowest) levels of corresponding labour pools, but it can also serve to determine if there are any gaps in the local labour force based on the field of study and business activities, notwithstanding the fact that a labour position associated with finance and accounting is a transferrable skillset which could be employed in one of many industries presented below.

Of particular note from Chart 8 is that the top five (5) industries based on having the highest average percentage of the workforce by industry activity in South Bruce Peninsula include: retail trade (14%), health care and social assistance (13%), construction (11%), accommodation and food service (9%), and manufacturing (7%).

Other interesting observations reveal that Wiarton has a disproportionately high percentage of its population employed in mining, quarrying and oil-gas extraction, and health care and social assistance; Bruce County has a disproportionately high number of people employed in utilities; and the province has a disproportionately high percentage of people employed in finance and insurance, and professional, scientific and technical services,

Chart 8 - Percentage of Total Labour Force by NAICS Code



3.1.7 Place of Work and Work Commute

As today’s workforce continues to adapt to the realities of ever-changing work arrangements due in part to the coronavirus pandemic, such as moving to a work-from-home arrangement, it will become increasingly important to track these changes as new trends have the potential to assist in future municipal planning considerations. Chart 9 captures the percentage of the population in 2016 from the five (5) comparable areas plus that of the province to understand people’s primary place of work. When considering “work from home”, 13% of South Bruce Peninsula’s population identify with this locale of work. This is in contrast to 6% in Wiarton and 7% as a provincial average, representing the lowest percentage of population working from home. Other noticeable trends reveal that 15% of South Bruce Peninsula’s workforce have no fixed workplace address, and 72% of the labour force worked at their usual place of work.

Chart 9 - Percentage of Employed Labour Force by Place of Work

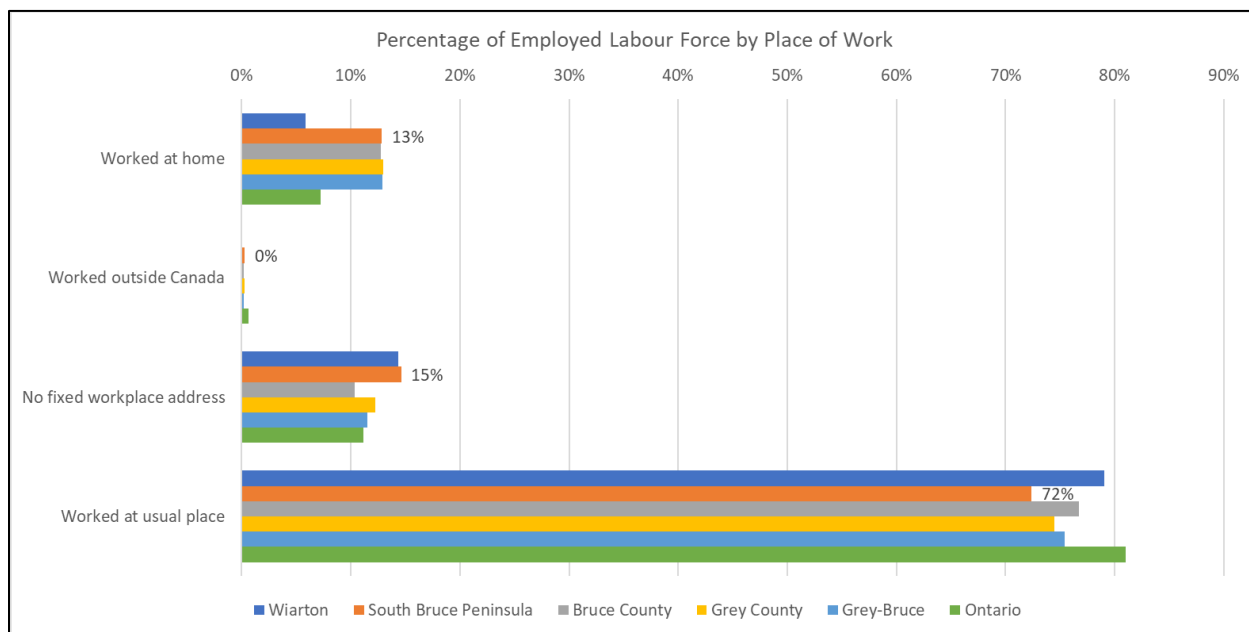
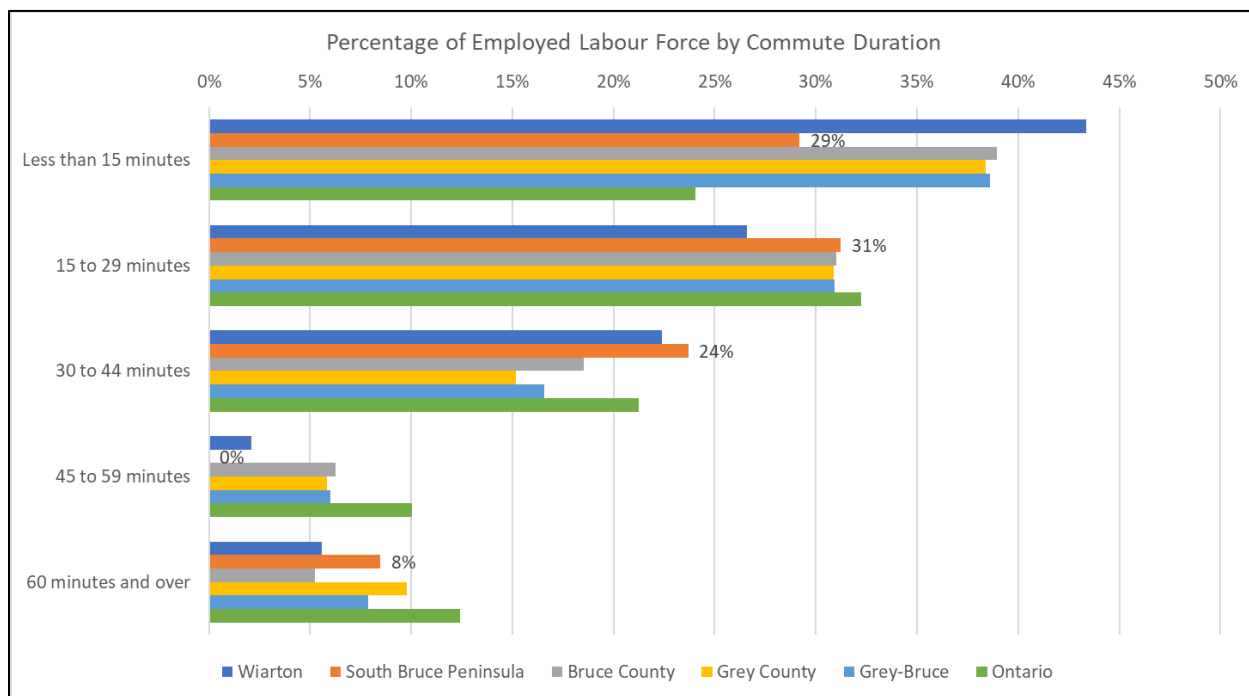


Chart 10 provides insight into the commuting distances (by the duration of time) to place of work. South Bruce Peninsula sees 29% of its labour force commute less than 15 minutes to work, 31% between 15-29 minutes, 24% between 30-44 minutes, and 8% travelling for one hour or longer to their place of work.

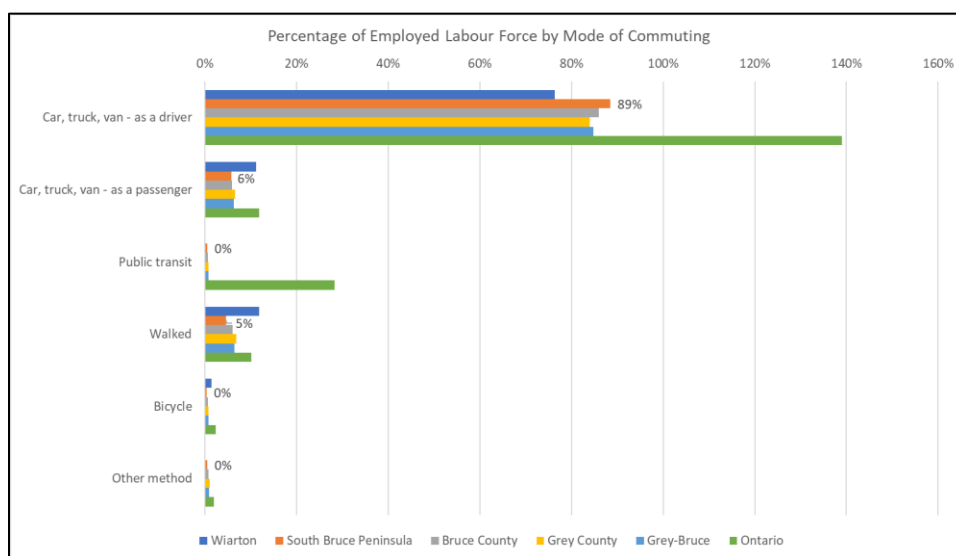
What stands out in this chart is that 43% of Wiarthon’s residents have a commute of 15 minutes or less, 10% of the provincial average commute between 45-59 minutes and 12% of the provincial average commute 60 minutes and over to work. These longer commute distances may be indicative of the robust highway, rail and transit system which connects many larger jurisdictions. In comparison, the closest neighbouring urban centres are Sauble Beach (a 20-minute commute to the west) and Owen Sound (a 30-minute commute to the east) and Sauble Beach,

Chart 10 - Percentage of Employed Labour Force by Commute Duration



If the commuting distances of less than 15 minutes and 15-29 minutes are combined, one may be able to deduce that a prevailing share of this travel time (representing 60% of the labour force) matches with the appropriate travel time to commute to many of the urban centres throughout and surround South Bruce Peninsula.

Chart 11 - Percentage of Employed Labour Force by Mode of Commuting



In considering the percentage of the employed labour force by mode of commute throughout the comparable regions, Chart 11 reveals that the prevailing share of all modes of transportation to work involves transportation by car/truck/van as the driver. In the

category of public transit as a mode of commuting, it is understandable that the provincial average maintains the highest share at 28%.

4. Full-Spectrum Sector Analysis

4.1 Business Counts

Business Counts data offers insights into the concentration and size of business establishments by industry sector. In this section, our team utilized data derived from Statistics Canada 2020 Canadian Business Counts to perform various sector analyses. This data was collected from Canadian Business Register Repository. The business count data is presented in two (2) categories – Without Employees⁵ and With Employees.

It is worth noting that the Business Register Repository consists of various data sources from Canada Revenue Agency (CRA) files (i.e., T2, T1, GST, PD7 and T4 files), regional profiling (i.e., telephone or on-site interview), survey feedback and other Statistics Canada research. Therefore, businesses without a business registration number and businesses with local operations but are registered elsewhere are not captured by this dataset.

4.1.1 Sector Business Count and Location Quotient Analysis

Table 1 below presents the number of business establishments (with employees and without employees) in each 2-digit NAICS industry within the South Bruce Peninsula. There are 419 classified business establishments as of 2020 in South Bruce Peninsula. 65.8% of all classified businesses (276 out of 419) have no employees. 54.5% of businesses with employees employ 1 to 4 workers, representing 18.6% of total business establishments.

The top three (3) industries that have the most without-employee-business establishments in South Bruce Peninsula are Real Estate Rent and Leasing (NAICS 53), Agriculture, Forestry, Fishing and Hunting (NAICS 11) and Construction (NAICS 23). The top three (3) industries that have the most with-employee-businesses are Construction (NAICS 23), Accommodation and Food Services (NAICS 72) and Retail Trade (NAICS 44-45).

As of 2020, the majority of businesses in South Bruce Peninsula have less than five (5) employees. There are only two businesses that employ more than 50 people, both of them are in the Retail Trade industry.

⁵ The “Without Employees” category includes the Self-Employed (i.e., those who do not maintain an employee payroll, but may have a workforce consisting of contracted workers, family members or business owners)

Table 1 - Business Count in South Bruce Peninsula by 2-digit NAICS Industries, 2020

NAICS Industry	Total	Number of Business Without Employees	Number of Business With Employees
53 - Real estate and rental and leasing	78	69	9
23 - Construction	71	44	27
11 - Agriculture, forestry, fishing and hunting	62	54	8
72 - Accommodation and food services	43	17	26
44-45 - Retail trade	40	14	26
81 - Other services (except public administration)	30	18	12
54 - Professional, scientific and technical services	25	14	11
52 - Finance and insurance	16	11	5
56 - Administrative and support, waste management and remediation services	11	8	3
48-49 - Transportation and warehousing	10	5	5
62 - Health care and social assistance	7	4	3
71 - Arts, entertainment and recreation	7	4	3
31-33 - Manufacturing	6	3	3
41 - Wholesale trade	4	2	2
22 - Utilities	4	4	0
55 - Management of companies and enterprises	2	2	0
61 - Educational services	2	2	0
51 - Information and cultural industries	1	1	0
21 - Mining, quarrying, and oil and gas extraction	0	0	0
91 - Public administration	0	0	0
Total, Classified Businesses	419	276	143

A location quotient (LQ) analysis was carried out to further analyze the concentration of businesses in each of the 2-digit NAICS industries in South Bruce Peninsula compared to Ontario averages. The location quotient analysis explains which industries have a higher portion of business establishments than the province. A score of 1 represents perfect parity to the province. To allow a small degree of flexibility, we classify a score from 0.75 to 1.25 as Moderate Strength, meaning an on-par result with the province. A score lower than 0.75 represents a sector of weakness in business concentration. A score that is greater than 1.25 represents a sector of a strong presence in the South Bruce Peninsula.

Table 2 compares the 2020 location quotient results with 2019 that were derived from the 2020 – 2025 Town of South Bruce Peninsula Corporate Strategic Plan.

Table 2 - Business Count Location Quotient Analysis

Business Count Location Quotient (LQ) Analysis						
Industry (2-digit NAICS)	LQ 2019	Strength	LQ 2020	Strength	Change	Trend
22 - Utilities	0.00	Low	4.67	High	↑ 4.67	Growing
11 - Agriculture, forestry, fishing and hunting	2.54	High	4.49	High	↑ 1.95	Growing
55 - Management of companies and enterprises	0.00	Low	0.45	Low	↑ 0.45	Growing
61 - Educational services	0.00	Low	0.39	Low	↑ 0.39	Growing
51 - Information and cultural industries	0.00	Low	0.16	Low	↑ 0.16	Growing
72 - Accommodation and food services	3.20	High	3.34	High	↑ 0.14	Growing
23 - Construction	1.62	High	1.74	High	↑ 0.12	Growing
31-33 - Manufacturing	0.47	Low	0.57	Low	↑ 0.10	Growing
41 - Wholesale trade	0.29	Low	0.35	Low	↑ 0.06	Growing
56 - Administrative and support, waste management and remediation services	0.63	Low	0.65	Low	↑ 0.02	Growing
62 - Health care and social assistance	0.22	Low	0.23	Low	↑ 0.01	Growing
21 - Mining, quarrying, and oil and gas extraction	0.00	Low	0.00	Low	→ 0.00	No Change
91 - Public administration	0.00	Low	0.00	Low	→ 0.00	No Change
54 - Professional, scientific and technical services	0.46	Low	0.43	Low	↓ -0.03	Declining
44-45 - Retail trade	1.59	High	1.49	High	↓ -0.10	Declining
48-49 - Transportation and warehousing	0.43	Low	0.33	Low	↓ -0.10	Declining
81 - Other services (except public administration)	1.21	Moderate	1.09	Moderate	↓ -0.12	Declining
53 - Real estate and rental and leasing	1.18	Moderate	0.89	Moderate	↓ -0.29	Declining
52 - Finance and insurance	0.91	Moderate	0.61	Low	↓ -0.30	Declining
71 - Arts, entertainment and recreation	1.52	High	0.96	Moderate	↓ -0.56	Declining

The location quotient analysis indicates that South Bruce Peninsula has competitive sectors of Agriculture, Utilities, Accommodation and Food Services, and Retail Trade. Of particular note is the Utilities sector due to the fact that in 2019, there was no reported utility companies in the area as identified in the 2019 prepared Town of South Bruce Peninsula Corporate Strategic Plan (2020 – 2025), but in 2020, four (4) have been identified based on new data sources. Important to note is that all four (4) of these companies do not have employees. One of these companies falls within hydro power generation and the remaining three (3) are tied to other electric power generation⁶. Despite a high location quotient comparing to the provincial average, there are only four (4) business establishments in South Bruce Peninsula.

⁶ To explain the zero reported utility companies in 2019 and the presence of four (4) the following year, there may be a discrepancy in the data provided, one of these companies may have registered their business in another jurisdiction. Alternatively, one or many of these companies may be providing services to South Bruce Peninsula, but may be registered in another jurisdiction/municipality.

From 2019 to 2020, the Agriculture, Forestry, Fishing and Hunting sector experienced growth in its location quotient, meaning that South Bruce Peninsula has a higher concentration of agricultural businesses compared to Ontario, and the advantage is growing continuously. The Arts, Entertainment and Recreation sector experienced a decline in location quotient in 2020, possibly due to the lockdown and ongoing impact brought by the pandemic.

4.1.2 Economic Driver Business Count

In this section, our team derived business count data at the 4-digit NAICS level for the top five (5) sectors with most business establishments in South Bruce Peninsula. The 4-digit level data provides a closer look at different business activities in each of these sectors and paints a portrait of South Bruce Peninsula’s business inventory.

4.1.2.1 Real Estate, Rental and Leasing

The industry of Real Estate, Rental and Leasing (NAICS 53) has 78 business establishments in South Bruce Peninsula, of those, sixty-nine (69) of them are businesses without employees. There are eight (8) businesses with 1-4 employees and one (1) business with 20-49 employees.

Table 3 - Business Count, Real Estate, Rental and Leasing, 2020

NAICS Industry	Total	Number of Business Without Employees	Number of Business With Employees
5311 - Lessors of real estate	57	52	5
5312 - Offices of real estate agents and brokers	13	10	3
5313 - Activities related to real estate	6	5	1
5321 - Automotive equipment rental and leasing	0	0	0
5322 - Consumer goods rental	1	1	0
5323 - General rental centres	0	0	0
5324 - Commercial and industrial machinery and equipment rental and leasing	1	1	0
5331 - Lessors of non-financial intangible assets (except copyrighted works)	0	0	0

A closer look at the 4-digit level reveals that the majority of businesses in this sector are without-employee lessors of real estate⁷ (52 establishments). Real estate agents, brokers and their offices make up 13 business establishments in this sector.

⁷ Lessors of real estate are establishments that are primarily engaged in renting and leasing of real estate properties.

4.1.2.2 Construction

The Construction industry in the South Bruce Peninsula consists of 71 businesses; 44 of them have no employees. Among the 27 businesses that have employees, 19 of them have less than five (5) people.

Table 4 - Business Count, Construction, 2020

NAICS Industry	Total	Number of Business Without Employees	Number of Business With Employees
2361 - Residential building construction	18	11	7
2362 - Non-residential building construction	1	1	0
2371 - Utility system construction	2	1	1
2372 - Land subdivision	6	6	0
2373 - Highway, street and bridge construction	0	0	0
2379 - Other heavy and civil engineering construction	0	0	0
2381 - Foundation, structure, and building exterior contractors	10	6	4
2382 - Building equipment contractors	12	3	9
2383 - Building finishing contractors	15	11	4
2389 - Other specialty trade contractors	7	5	2

Businesses in the Construction industry concentrate on the business activity of residential building construction, building finishing contracting and building equipment contracting.

4.1.2.3 Agriculture, Forestry, Fishing and Hunting

There are 62 businesses in South Bruce Peninsula that have business activities related to agriculture, forestry, fishing and (or) hunting. Almost 90% (54 out of 62) of them are businesses with no employees.

Table 5 - Business Count, Agriculture, Forestry, Fishing and Hunting, 2020

NAICS Industry	Total	Number of Business Without Employees	Number of Business With Employees
1111 - Oilseed and grain farming	11	10	1
1112 - Vegetable and melon farming	0	0	0
1113 - Fruit and tree nut farming	0	0	0
1114 - Greenhouse, nursery and floriculture production	1	1	0
1119 - Other crop farming	8	6	2
1121 - Cattle ranching and farming	30	25	5
1122 - Hog and pig farming	0	0	0
1123 - Poultry and egg production	0	0	0
1124 - Sheep and goat farming	3	3	0
1125 - Aquaculture	0	0	0
1129 - Other animal production	7	7	0
1131 - Timber tract operations	0	0	0
1132 - Forest nurseries and gathering of forest products	0	0	0
1133 - Logging	0	0	0
1141 - Fishing	0	0	0
1142 - Hunting and trapping	0	0	0
1151 - Support activities for crop production	1	1	0
1152 - Support activities for animal production	1	1	0
1153 - Support activities for forestry	0	0	0

The majority of businesses in this sector are engaged in cattle ranching and farming, which represents 30 businesses throughout South Bruce Peninsula. Oilseed and grain farming is the second-largest sub-industry with ten (10) businesses without employees and one (1) business with 1-4 employees.

4.1.2.4 Accommodation and Food Services

The industry of Accommodation and Food Services has the fourth-largest business count in South Bruce Peninsula with 17 businesses without and 26 businesses with employees. The business count identified 18 traveller accommodation businesses⁸, 14 full-service and limited-service eating places, nine (9) recreational vehicle parks and camps and two (2) special food services in the South Bruce Peninsula.

⁸ Traveller accommodation businesses are establishments primarily engaged in providing short-term lodging in facilities such as hotels, motor hotels, resorts, motels, casino hotels, bed and breakfast homes, and housekeeping cottages and cabins.

Table 6 - Business Count, Accommodation and Food Services, 2020

NAICS Industry	Total	Number of Business Without Employees	Number of Business With Employees
7211 - Traveller accommodation	18	12	6
7212 - Recreational vehicle (RV) parks and recreational camps	9	2	7
7213 - Rooming and boarding houses	0	0	0
7223 - Special food services	2	1	1
7224 - Drinking places (alcoholic beverages)	0	0	0
7225 - Full-service restaurants and limited-service eating places	14	2	12

4.1.2.5 Retail Trades

The business count data identified 40 business establishments in the Retail Trade sector in the South Bruce Peninsula as of 2020. More than half of those businesses (26 out of 40) employed workers. There is no major cluster identified at the 4-digit NAICS level. Sub-industries which are present in South Bruce Peninsula usually consist of less than five (5) business establishments.

Table 7 - Business Count, Retail Trades, 2020

NAICS Industry	Total	Number of Business Without Employees	Number of Business With Employees
4411 - Automobile dealers	0	0	0
4412 - Other motor vehicle dealers	3	2	1
4413 - Automotive parts, accessories and tire stores	0	0	0
4421 - Furniture stores	0	0	0
4422 - Home furnishings stores	1	1	0
4431 - Electronics and appliance stores	3	1	2
4441 - Building material and supplies dealers	3	0	3
4442 - Lawn and garden equipment and supplies stores	0	0	0
4451 - Grocery stores	5	1	4
4452 - Specialty food stores	5	1	4
4453 - Beer, wine and liquor stores	2	0	2
4461 - Health and personal care stores	4	1	3
4471 - Gasoline stations	3	0	3

NAICS Industry	Total	Number of Business Without Employees	Number of Business With Employees
4481 - Clothing stores	1	0	1
4482 - Shoe stores	0	0	0
4483 - Jewellery, luggage and leather goods stores	0	0	0
4511 - Sporting goods, hobby and musical instrument stores	2	1	1
4513 - Book stores and news dealers	0	0	0
4521 - Department stores	0	0	0
4529 - Other general merchandise stores	0	0	0
4531 - Florists	0	0	0
4532 - Office supplies, stationery and gift stores	3	2	1
4533 - Used merchandise stores	3	2	1
4539 - Other miscellaneous store retailers	1	1	0
4541 - Electronic shopping and mail-order houses	1	1	0
4542 - Vending machine operators	0	0	0
4543 - Direct selling establishments	0	0	0

5. Situational Analysis

A Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis was undertaken and which formed the basis of the Situational Analysis. This analysis included an evaluation and assessment in the areas of COVID-19 Business Recovery, Business Retention and Expansion, Expanding Shoulder and Off-season Tourism Development, Waterfront Development and Place Making, Attracting a Hotel Developer, Attracting Year-round Food and Beverage Businesses, and Multi-Residential Development.

5.1 SWOT Analysis

<p>Topics</p> <p>COVID-19 Business Recovery</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Bruce County continues with electronic newsletters to promote the area. • Provincial funding programs available to assist small businesses. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Town and County may not have funds specific to certain needs of local businesses. • The low -interest working capital loans of up to \$20,000 for Bruce County businesses designed to help local businesses during the COVID-19 pandemic was concluded in September 2021 due to lack of take-up. 	<p>Opportunities</p> <ul style="list-style-type: none"> • Possibility of funding extensions of provincial and/or federal funding programs and other business support mechanisms. • Low-interest working capital loans of up to \$20,000 for Bruce County businesses are available to help local businesses during the COVID-19 pandemic. • Spruce the Bruce grants. • The COVID-19 Tourism Response Fund. • Ontario Property Tax and Energy Cost Rebate Grants. • Balance of funds (from existing programs) being considered for more relevant funding support. 	<p>Threats</p> <ul style="list-style-type: none"> • Businesses struggle to scale back up due to lack of available labour pool. • Businesses are experiencing cashflow issues to sustain operations during the off-season when activity lessens.
<p>Topics</p> <p>Business Retention and Expansion</p>	<p>Strengths</p> <ul style="list-style-type: none"> • County is offering support on digital marketing for small businesses • The airport is experiencing increased aircraft movements • The county has a fully developed, always on, marketing strategy – “be and explorer” – key audience messaging is visit here, live here, start or grow a business here. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited infrastructure in Sauble Beach is hindering development • No broadband internet in some areas ⁹ • Limited parking spaces to accommodate more tourists 	<p>Opportunities</p> <ul style="list-style-type: none"> • A need for public transportation – how can the town move people around while also protecting the environment? • Potential to attract aquaculture businesses • Some businesses suggest that the branding of Sauble Beach could undergo a refresh • The messaging to businesses, residents and visitors is needed • Wiarton needs more trade employments • New tools can be developed for an active communication channels between the municipality and local businesses 	<p>Threats</p> <ul style="list-style-type: none"> • Wage gap among the tourism, agriculture and energy industries

⁹ The Government of Canada Universal Broadband Fund is assisting with broadband being expanded up the Bruce Peninsula. The Southwestern Integrated Fibre Technology (SWIFT) expansion project is helping to address this issue, but it may not happen in the short-term to all areas.

<p>Topics</p> <p>Expand Shoulder and Off-season Tourism Development</p>	<p>Strengths</p> <ul style="list-style-type: none"> • The Town and County is known as a place to visit • Hard-water fishing is attracting more visitors to the region • Some local motels are refreshing their brand to attract urban residents and international visitors 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited winter activities being advertised ¹⁰ • Limited parking space in Sauble Beach • Advertising off-season tourism opportunities requires commitment from business owners • Limited local accommodation capacity 	<p>Opportunities</p> <ul style="list-style-type: none"> • Educating visitors to plan ahead • Encouraging two-day visit with a night's stay in the Town • Cross country ski trails • Increasing population base • Some local business owners express the demand of establishing a BIA • Opportunities to advertise outdoor activities (i.e., outdoor hiking, ventures, outdoor sport education & training) • ATV represents a great opportunity as it can be utilized in multiple seasons compared to snowmobiles • Agri-tourism, culinary-tourism and astrometry-tourism could be an emerging opportunity 	<p>Threats</p> <ul style="list-style-type: none"> • Snowmobile tourism in Winter could be an issue due to inconsistency of seasonal snowfalls • Potential impact of tourism development on the natural environment
<p>Topics</p> <p>Waterfront Development and Place Making</p>	<p>Strengths</p> <ul style="list-style-type: none"> • The Chamber of Commerce in Sauble Beach is planning monthly events • Wiarton's waterfront is beautiful, but people who drive by might not be aware of it (waterfront view blocked by buildings and trees, limited signages available) 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lacking in permanent camping sites • Generation gap – most young people leave the area when they finish school and come back later in life • Limited waterfront commercial space 	<p>Opportunities</p> <ul style="list-style-type: none"> • Need to establish new, innovative recreational activities that can attract more visitors to the waterfront¹¹ • The Community Centre has the potential to be a great place to attract families • Exploration of dockage agreements to facilitate private sector rentals and program in municipal waterfront properties could be explored. 	<p>Threats</p> <ul style="list-style-type: none"> • The Town of South Bruce Peninsula does not have control over parks planning or program delivery in the Provincial Park or conservation area, however, it recognizes the contribution of these agencies.

¹⁰ Bruce County is working on content and photography to support expanding visitation beyond the peak season.

¹¹ South Bruce Peninsula has and will continue its support of the Tourism Innovation Lab program with allocated funding for 2022. In 2020, Seahawk Watersports was as South Bruce Peninsula-based winner for its transparent kayaks and is situated at Bluewater Park in Wiarton with a full rental offering.

<p>Topics</p> <p>Attracting a Hotel Developer</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Excellent tourism traffic throughout the peak of the summer season. • A hotel development in Wiarton is part of a larger mixed-use project with residential and retail development. • Potential to be the only branded, full-service hotel in the region. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Very low tourism traffic and activity during the off-season. 	<p>Opportunities</p> <ul style="list-style-type: none"> • Town attempting to expand the shoulder season to maintain larger groups of tourism traffic over a longer period throughout the year. • Opportunity to attract and host various multi-day sports leagues and tournaments. • Prime 7+ acre waterfront site in prime tourist destination for hotel development¹². 	<p>Threats</p> <ul style="list-style-type: none"> • The Town competes with neighbouring urban municipalities which has a larger selection of hotel operators.
<p>Topics</p> <p>Attracting Year-round Food and Beverage Businesses</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Existing local restaurants are focusing more on social media marketing to connect with their customers. • Very strong customer base during peak of summer season and which is expanding into the shoulder seasons on either side. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Too few retail businesses in downtown Wiarton. • Some local restaurants are not open consistently. • Difficulty in fulfilling workforce requirements with limited available workforce. 	<p>Opportunities</p> <ul style="list-style-type: none"> • More year-round restaurants will assist in helping to attract permanent residents, which in turn will help established restaurants. 	<p>Threats</p> <ul style="list-style-type: none"> • Not sufficient levels of permanent residents to support business case for year-round restaurants.

¹² Data contained within the Hotel Feasibility Study is still relevant should a private investor not favour the current privately-owned identified site but choose another location locally.

Topics	Strengths	Weaknesses	Opportunities	Threats
<p>Multi-Residential Development</p>	<ul style="list-style-type: none"> • Warton has great infrastructure that is senior-friendly. • Ample suitable land available for residential development. 	<ul style="list-style-type: none"> • Developers struggle in fulfilling workforce requirements. 	<ul style="list-style-type: none"> • The community would appreciate more affordable housing options • Building requirements should factor in the changing demographics in the South Bruce Peninsula in the past decades¹³ 	<ul style="list-style-type: none"> • Limited number and types of available jobs may deter individuals and families from considering relocation to SBP and in turn may stall developer interest.¹⁴

¹³ South Bruce Peninsula updated their regulations to remove the minimum square footage for homes to allow developers to come up with creative solutions for tiny home developments.

¹⁴ Bruce County acknowledges that the key to successful attraction is understanding the target audience.

6. Summary of Consultations

A comprehensive engagement program was developed to capture the opinions, visions and overall feedback from local area residents, business leaders and the youth to help guide the development of the Economic Development Strategy and its supporting recommendations and action items found within the Action Plan. The engagements took the form of virtual focus groups, virtual one-on-one meetings/interviews and two (2) online surveys – one of which was geared towards the general public and a second was tailored to local youth. A total of 164 individuals participated and provided input to support the engagement process.

A series of questions to facilitate discussion during the focus group discussions and one-on-one meetings were developed internally and presented and confirmed in consultation with South Bruce Peninsula's Manager of Economic Development and Communications. A subsequent set of questions utilized in each the general public and youth consultation online surveys were also prepared and presented for approval and integration.

Three (3) focus group discussions and 18 one-on-one meetings were organized and structured in a manner which encouraged participants to provide examples, best practices, recommendations and strategies that focused on:

- COVID-19 business recovery
- Business attraction
- Business retention and expansion
- Tourism development and expansion into the shoulder and off-season
- Waterfront development
- Residential development
- Economic development brand and tagline

The general public online survey also focused on the above-mentioned themes, but also included questions which focused on South Bruce Peninsula's main attributes, lifestyle, infrastructure, perceived and desired economic brand, products and serviced sourced locally versus elsewhere, business investment attraction recommendations, and other comments to support the development of the overall Strategy. A total of 112 individuals participated in the general public online survey. Many of the prevailing themes are summarized below and a detailed breakdown of all survey questions and answers can be found within Appendix 2 – General Public Online Survey Results. The youth consultation survey focused primarily on lifestyle priorities; level of entrepreneurship; reasons for and against residing in South Bruce Peninsula over the next five (5) years; products and serviced sourced locally versus elsewhere; and missing utilities and infrastructure, entertainment, recreational and cultural amenities, shopping and/or health services. A total of 22 youth participated in this anonymous online survey. Due to the lower participation levels, it proved difficult to identify prevailing trends that could be considered representative of this cohort between 15 and 20 years of age. A detailed breakdown of the youth consultation online survey can be found within Appendix 3 - Youth Consultation Survey Results.

Among the main findings from these engagement activities:

COVID-19 Business Recovery

Increased marketing and promotion are required by the Town to better inform area residents and tourists that local business are and remain “open for business” as the town emerges from the COVID-19 pandemic.

Businesses are seeking access to a larger talent pool from which to attract employees and that the Town must focus on increasing its’ resident population as one solution to addressing the labour shortage which exists locally. This is intensified by the lack of housing options needed to increase the local population.

As a predominately seasonal community, businesses are looking to the local government to expand the local tourism industry into the shoulder season while also finding ways to develop off-season tourism activity. The results from an investment in time and resources into expanding the local tourism industry will lead to increased spending into the local community while also enhancing the lifestyle experience sought out by permanent residents and those considering relocation to the area.

Businesses need to ensure that infrastructure is in place to not only meet their current and future growth needs (including broadband and municipal water and sewer), but also to support their customer base (from the perspective of road infrastructure to accessible parking, proper signage and increased overnight accommodations) to meet the needs of local residents and to extend the duration of tourist visits in the Town.

Business Retention and Expansion

Many of the recommendations that were presented in support of COVID-19 business recovery were also suggested in support of business retention and expansion. From an operational standpoint, businesses are looking for the status quo. They cannot afford additional costs to operate their businesses and, in many cases, are looking for solutions that will lead to a reduction in operational and regulatory costs and fees – many of which are often tied to permits, fees, taxes and levies.

To encourage business growth and expansion, businesses would still like to see various grants and incentives continue to be made available from regional, provincial and federal levels of government.

Business would like the opportunity to be more involved in municipal and county-wide planning and would like to know that their voices are being heard. While many businesses leaders may not always have the additional time to participate on a committee, attend a workshop or a public forum, they would like to feel that their contribution to the local community is valued.

Tourism Development and Expansion into the Shoulder and Off-season

Businesses understand that the weather remains one of the most uncontrollable factors which continues to influence the level of local tourism to the area. While many businesses benefit financially from the influx of tourists, businesses recognize that the overall tourism experience remains critical from a repeat business and overall brand and reputation perspective.

During the height of the tourism season (summer break), the Town must be able to adequately respond to the influx of tourists to the area. Tourists are seeking accessible and available parking, a variety of limited eating to full-service dining establishments, frequent garbage can collection in public areas, publicly accessible and maintained public washrooms, more options for overnight accommodations, more walkable experiences and free public Wi-Fi. The Town must invest in increased tourist education on proper planning and on the variety of activities which can be experienced as a way to further diversify the tourist experience and reduce the overflow on some of the areas most sought after encounters. When considering strategies for extending local tourism into the shoulder and off-season, continuing to offer, service and maintain all of these amenities is paramount.

To also expand the tourism industry into the shoulder and off-season, businesses depend upon customers to justify the investment in maintaining operational hours. While many businesses invest in their own marketing and promotion, they also depend on local government to market, promote and convey the available tourism opportunities and experiences.

While feedback indicates additional support is needed from local government, businesses are also being challenged to innovate, diversity and expand their own product and/or service offering.

Waterfront Development

While South Bruce Peninsula is synonymous with Lake Huron and the Georgian Bay, there remain mixed feelings about preserving these waterfront areas and supporting commercial development. Feedback indicated that there are some missed opportunities at the Warton Marina which should be considered and that the Town should invest in additional marketing and promotion to attract a tour operator to expand and create waterfront experiences for local residents and tourists. At the same time, others felt that the priority should be focused on the protection of the environment and to work towards managed growth for commercial development at/near waterfront areas.

Residential Development

Respondents felt that continued investment (by the Town) into increasing residential development will be key for long-term economic sustainability. While many respondents believed that increased housing options will lead to attracting new individuals and families to the area (resulting in an increase in the available local labour supply), others felt that the majority of vacant jobs that local businesses are currently trying to fill are predominantly seasonal or lower paying jobs, and that these job prospects alone are not enough to be the primary economic driver for supporting migration to the town.

An important consideration for supporting local residential development is ensuring that a variety of housing types are incorporated into any new subdivision development. This is particularly important for local youth who want to start their careers and establish their roots locally. In addition to offering a variety of housing types, a mix of affordable rental and starter home options should also be considered.

There is also the belief that increased residential development (in general terms) will still lead to increased migration to South Bruce Peninsula due in part to the prevailing trend of families and professionals who are selling their metropolitan homestead and relocating to smaller communities which are able to offer a more desired lifestyle, work-life balance, and recreational/leisure experience.

Increased migration to South Bruce Peninsula will not only help local businesses benefit financially from a larger customer base, but these same businesses may also be more inclined to expand their daily hours of operation and/or remain open for longer periods throughout the year – which serves to help extend business activity into the shoulder and off-season. Increased residential development also leads to increased municipal tax revenue for the Town.

Economic Development Brand and Tagline

While the goal of the economic development brand and tagline is to be used as a tool to entice and attract business investment and support talent attraction to South Bruce Peninsula, participants had the opportunity to express what they liked most about living in South Bruce Peninsula, what they felt South Bruce Peninsula was best known for, and what they would like to see South Bruce Peninsula known as/for in the future.

The prevailing attributes which participants felt best represented South Bruce Peninsula centred around the areas' natural beauty (including the local beaches, trails, forest and greenspaces); the small town atmosphere (by emphasizing the areas' small town shops, small town charm and feel, the people, and the Town's overall peace and tranquility); and being not too far, but far enough from the larger urban centres.

Many of the dominant attributes expressed by local residents about living in South Bruce Peninsula were also perceived to be some of the most well-known features that defined the Town from a tourism perspective. Additional insight pointed to the Town's proximity to many other natural assets and experiences throughout Bruce County, annual festivals, low-impact tourism, being an affordable family getaway and an ideal location for day-trippers.

Looking into the future, respondents would like to see South Bruce Peninsula known as a four-season tourism destination supported by a good mix of nature and activity-based attractions; to be known as a great place to live, work, play and shop; to be a safe, welcoming and clean community for both tourists and residents alike; and for Wiarton to become more of a destination/hub than a gateway to the final destination.

Other Feedback

Other comments collected focused on the importance of accessible broadband (by both residents and commercial businesses); more evening entertainment options including greater variety in bars, pubs, cafés and full-service restaurants; more year-round retail shopping and grocery options; increased EMS service to Sauble Beach; greater access to a mix of medical professionals and healthcare services; more indoor recreational facilities, more arts and theatre options; more retail and less service-based businesses situated in Warton’s downtown core; the development of a Community Hub; and more affordable housing options.

When participants were asked to comment on products and/or services they were sourcing elsewhere, the prevailing business activities included: clothing and footwear, big box (department) stores, fuel, restaurants and fine-dining, grocery and pharmacy, household goods, and automotive parts, supplies and repairs.

7. Economic Development Strategy and Action Plan

Building upon the Baseline Economic Analysis, the Situational Analysis, the Full Spectrum Analysis and augmented by the results of an extensive business and community engagement process, the following strategic priorities have been identified to guide the economic development efforts of the Town of South Bruce Peninsula over the next five (5) years and beyond.

7.1 Mission Statement: Through responsible leadership, provide sustainable services that are efficient and effective.

The backbone in the development of a strategic and resilient Economic Development Strategy for the Town of South Bruce Peninsula is to ensure that it aligns with the Town’s Corporate Strategic Plan and driving Mission Statement which states that the Town, “through responsible leadership, will provide sustainable services that are efficient and effective.”

The Town’s Corporate and Strategic Plan is built upon a series of guiding principles that are focused on:

- Honesty and Integrity
- Respectful and Healthy Workplace
- Fiscal Responsibility; Service Excellence
- Open and Transparent
- Safe, Compassionate and Fair

The strategic priorities which form the basis for the Town’s Economic Development Strategy are aligned with the strategic goals and priority objectives to the Town’s Corporate Strategic Plan which focus on:

- Transparent and Accountable Governance
- Sustainable Infrastructure

- Collaboration and Partnerships
- Healthy, Vibrant and Safe Communities
- Stable Economy

To assist the Town in executing and realizing its Economic Development Strategy, the Town’s mission is achieved through four (4) strategic priorities that have been identified in the Plan. These goals are illustrated in Figure 6 and include:

- Support Local Businesses
- Stimulate Residential Growth
- Increase Tourism Development
- Increase Commercial Development

Figure 6 - Economic Development Strategic Priorities



These strategic priorities will support the overall mission of “through responsible leadership, provide sustainable services that are efficient and effective.”

7.2 Strategic Priority #1 – Support Local Businesses

Supporting local businesses is vital to maintaining the vibrant downtown areas throughout South Bruce Peninsula. It also has the added benefit of supporting the Town’s strong seasonal tourism industry and also contributing to the year-round lifestyle of full-time residents in the area. This strategic priority is based upon two (2) key objectives of:

1. Increase Small Business Supports
2. Accelerate Covid-19 Business Recovery

Each of these key objectives carry a series of actions necessary to be fulfilled.

7.2.1 Increase Small Business Supports

To support the objective necessary to Increase Small Business Supports, the following actions have been identified:

- **Continue business visits** which can be coordinated and executed in partnership with Bruce County Economic Development.
- **Encourage businesses to apply for funding** to support business development, façade improvements, hiring and retraining or other programs which may be offered at the regional, provincial or federal level.
- **Educate small and medium-sized enterprises (SMEs)** by advising them on the various programs and/or courses that focus on the financial, social media, ecommerce, advertising, human resource and other aspects of running a business.

7.2.2 Accelerate Covid-19 Business Recovery

To support the objective necessary to Accelerate COVID-19 Business Recovery, the following actions have been identified:

- **Develop, launch and coordinate a marketing campaign which promotes the reopening of businesses and highlights key products and/or services.** South Bruce Peninsula should:
 - Develop one campaign which focuses on targeting local residents where a second campaign can target a larger audience base which may include southwestern Ontario and/or other target areas within the province and beyond. This action can be completed by leveraging the Town's various social media channels and/or electronic newsletters; and
 - Verify how Bruce County Economic Development, RTO7 and other tourism agencies could support this activity.
- **Create a talent attraction campaign** in partnership with Bruce County Economic Development as presented in the Bruce County Workforce Development & Attraction 2021-2025 Strategy.

7.2.3 Return on Investment

Table 8 summarizes the Return on Investment tied to the Strategic Priority of Supporting Local Businesses. The prevailing share of the Return on Investment is realized in the areas of Benefits to Businesses and Labour Force Benefits, with some spillover benefits tied to the municipality and the local economy.

Table 8 - Return on Investment for "Supporting Local Businesses"

Strategic Priority	Objectives	Actions (Tasks)	Benefits to Businesses			Labour Force Benefits				Municipal Benefits					Benefits to Local Economy						Tourism Benefits				
			Business Retention	Business Growth and Expansion	Increased # of Food / Beverage Businesses	Local Job Creation	Increased Local Labour Pool	Local Youth Retention	Creation of a Diversified Labour Pool	New Business Registrations	New Municipal Tax Revenues	Increased Building Permit Revenues	Increased Property Assessment	New Business Investment Attraction	New Commercial Construction	Increased Local Spending	Increased Local Procurement	Increased Economic Diversification	Increased Parking Capacity	Environmental Sustainability	Reduced Vehicle Congestion	Increased Annual Tourism Visits	Increased Tourism Visits During Shoulder / Off-Season	Increased Tourist Satisfaction	Increased Traffic into Wlanton
Support Local Businesses	Increase Small Business Supports	Continue business visits	x	x		x																			
		Encourage businesses to apply for funding	x	x		x																			
		Educate small and medium-sized enterprises (SMEs) by advising them on the various programs and/or courses	x	x		x																			
	Accelerate COVID-19 Business Recovery	Develop, launch and coordinate a marketing campaign which promotes the reopening of businesses and highlights key products and/or services	x	x		x																			
		Create a talent attraction campaign					x		x																

7.3 Strategic Priority #2 – Stimulate Residential Growth

Prioritizing residential growth throughout South Bruce Peninsula is a necessary step in meeting the strategic priorities of the Town's Economic Development Strategy as it creates a foundational customer base for local businesses to ensure their seasonal and year-round sustainability. A strong residential base also increases the available local labour force, which supports the human resource needs of local businesses, while also strengthen the attractiveness to prospective businesses which are evaluating relocation or expansion locations and dependent on having access to a local labour force. Increased residential growth also increases the local tax revenue base to ensure the Town has the funds necessary to deliver its municipal programs and services. This strategic priority is based upon two (2) key objectives of:

1. Attract Permanent Residents and Self-Employed Professionals
2. Increase and Diversify Housing Options

7.3.1 Attract Permanent Residents and Self-Employed Professionals

To support the objective necessary to Stimulate Residential Growth, the following actions have been identified:

- **Develop, launch and coordinate a marketing campaign to attract permanent residents** to South Bruce Peninsula through the promotion of new subdivisions, a focus on lifestyle, and work from home opportunities. South Bruce Peninsula should:
 - Leverage the Bruce County initiated 2020 Workforce Development and Attraction Strategy within its focus on the attraction of future residents. The County's "Live here" campaign focuses in on specific markets and promotes the area as a regional destination;
 - Develop and launch specific messaging that profiles the Town during the peak tourist season (as the County is more focus on regional marketing and leaves this level of specific marketing/messaging to the lower-tier municipalities;
 - Establish a list of opportunities which correlate with the criteria that individuals and families use to inform their decision-making on where to relocate.
- **Continue to support resident services** and act as a resource/liaison in supporting resident relocation to South Bruce Peninsula.

7.3.2 Increase and Diversify Housing Options

To support the objective necessary to Increase and Diversify Housing Options, the following actions have been identified:

- **Ensure that regulation and infrastructure are in place to support various housing development options** by working in partnership with Town and Bruce County Planning Departments. South Bruce Peninsula should follow the official plan update process located within the “Plan the Bruce – Homes Discussion Paper”¹⁵
- **Convey the importance of constructing varying housing options to residential developers** (such as subdivision, multi-residential units, affordable housing, retirement communities, etc.).
- **Attract one/multiple residential developers** to accelerate residential development¹⁶.

¹⁵ <https://www.planthebruce.ca/11865/widgets/77036/documents/64296>

¹⁶ Currently, the proposed development of Warton Meadows may see upwards of 150 residential dwelling units, subject to Municipal Servicing capacity at the time of development. Additionally, Vista View Estates, which has been proposed for development by Barry’s Construction is expected to see 45 townhouses.

7.3.3 Return on Investment

Table 9 summarizes the Return on Investment tied to the Strategic Priority of Stimulating Residential Growth. The prevailing share of the Return on Investment is realized in the areas of Benefits to Labour Force and the Municipality, with some spillover benefits tied to the local economy and local businesses.

Table 9 - Return on Investment for "Stimulating Residential Growth"

Strategic Priority	Objectives	Actions (Tasks)	Benefits to Businesses			Labour Force Benefits			Municipal Benefits					Benefits to Local Economy						Tourism Benefits					
			Business Retention	Business Growth and Expansion	Increased # of Food / Beverage Businesses	Local Job Creation	Increased Local Labour Pool	Local Youth Retention	Creation of a Diversified Labour Pool	New Business Registrations	New Municipal Tax Revenues	Increased Building Permit Revenues	Increased Property Assessment	New Business Investment Attraction	New Commercial Construction	Increased Local Spending	Increased Local Procurement	Increased Economic Diversification	Increased Parking Capacity	Environmental Sustainability	Reduced Vehicle Congestion	Increased Annual Tourism Visits	Increased Tourism Visits During Shoulder / Off-Season	Increased Tourist Satisfaction	Increased Transient Traffic into Wlarton
Stimulate Residential Growth	Attract Permanent Residents	Develop, launch and coordinate a marketing campaign to attract permanent residents					x		x	x						x									
		Continue to support resident services	x				x		x		x			x	x		x								
	Increase and Diversify Housing Options	Ensure that regulation and infrastructure are in place to support various housing development options					x		x		x	x	x												
		Attract one/multiple residential developers to accelerate residential development.																							
		Convey the importance of constructing varying housing options to residential developers					x				x	x	x				x								

7.4 Strategic Priority #3 – Increase Tourism Development

As an area most notably known for its tourism assets and experiences, South Bruce Peninsula should continue to increase its local tourism development. This is a necessary step in further diversifying the number of experiences during the height of the summer seasonal stretch, but also to increase the number and type of tourism experiences during the shoulder and off-season. This strategic priority is based upon five (5) key objectives of:

1. Support the Influx of Tourism to the Area
2. Increase Number of Tourist Amenities
3. Increase Shoulder and Off-Season Tourism
4. Expand the Tourism Experience Through Enhanced Placemaking
5. Increase the Number of Year-Round Food and Beverage Businesses

7.4.1 Support the Influx of Tourism to the Area

To support the objective necessary to Support the Influx of Tourism to the Area, the following actions have been identified:

- **Increase communication of tourism options to the general public** to develop and post various tourism options and experiences on municipal/regional websites, through various social media channels, e-newsletters or by other appropriate means. South Bruce Peninsula should:
 - Develop and provide Bruce County with supportive messaging, imagery and content to be included within the Explore the Bruce website, related social media channels, and the County's broader marketing and communications plan;
 - Develop its own email database and track people's areas of interest (such as tourism, housing development and relocation, food and beverage, etc.) so that tailored email campaigns can be sent in future; and
 - Verify how RTO7 and other regional tourism partners could support this activity.
- **Support tourism promotion with 50% of net revenues derived from the Municipal Accommodation Tax (MAT)** which comes into effect January 1, 2022. In South Bruce Peninsula, Council has agreed to divert 50% of the revenues generated by the Municipal Accommodation Tax to an eligible tourism entity responsible for promoting local tourism and to cover costs associated with the development of tourism products . The objective of these funds is to support public realm infrastructure to benefit the visitor economy and to further build capacity within the municipality. Examples of such eligible activities may include:
 - Wayfinding that guides people through the local community and can work to enhance their understanding and experience of that space;
 - Development and promotion of local scavenger hunts;
 - The creation of digital content to be pushed out on various social media channels;
 - Media purchasing;
 - Development of customized social media campaigns;
 - Search engine optimization;

- Increase the number plants in key areas to help beautify a specific area;
- Develop a labour market strategy in partnership with the labour market board; and
- Work with seasonal tourism operators in the development of a seasonal housing strategy.
- **Encourage utilization of the 'Explore the Bruce' online events calendar** to ensure that all events and other community/tourism planned activities are housed and accessed from a centralized location.
- **Explore opportunities to partner with tour operators to develop shuttle service to multiple destinations with a “Park & Visit” theme** as a way to reduce vehicle congestion and limited parking at/near population tourism destinations.
- **Attract a day tripper transit/tour operator** on weekends to Sauble Beach, Wiarton, Tobermory and/or other tourism destinations in the broader region.

7.4.2 Increase Number of Tourist Amenities

To support the objective necessary to Increase Number of Tourist Amenities, the following actions have been identified:

- **Pursue marketing and promotion efforts to attract 1-2 boutique and/or chain hotels** as a way to keep tourists in South Bruce Peninsula as long as possible. Additional overnight accommodations will also help attract multi-day sports tournaments.
- **Ensure tourism satisfaction** inclusive of sanitary facilities, cleaning crews, EV charging stations, wayfinding signage, etc. by collecting feedback from tourists on their experience(s) in South Bruce Peninsula and relaying pertinent information to the appropriate municipal departments for attention.

7.4.3 Increase Shoulder and Off-Season Tourism

To support the objective necessary to Increase Shoulder and Off-Season Tourism, the following actions have been identified:

- **Develop a strategy to keep local businesses open and attract tourists during the shoulder/off-season periods.** The objective is to educate and entice tourists about the many other experiences which are offered during the should/off-season and the benefits of a more intimate experience by not competing with all the other tourists in the area for the same activity and public parking. South Bruce Peninsula should:
 - Revisit the Business to Bruce strategy for Sauble Beach and ensure its relevancy in a post-COVID era for public consumption and application;
 - Follow the Bruce County prepared Sauble Beach Toolkit ¹⁷ with its focus on organization and collaboration, economic development, marketing and promotion, and physical design; and
 - Verify how RTO7 and other regional tourism partners could support this activity.

¹⁷ https://brucecounty.on.ca/sites/default/files/sauble_beach_community_toolkit.pdf

- **Attract and/or support growth/diversification of existing businesses to help further develop shoulder/off-season tourism destinations** by exploring opportunities with business owners during the Town's Annual Business Visits and beyond.
- **Increase efforts to attract festival and event operators to South Bruce Peninsula**, including experiences for seniors by promoting the existing assets, infrastructure and amenities to festival and event operators. South Bruce Peninsula to also verify how Bruce County Economic Development, RTO7 and other regional tourism partners could support this activity.
- **Continue to explore opportunities for Sports Tourism¹⁸ at the Community Hub** by developing a marketing and outreach campaign to attract various single-day sports tournaments and/or events to the Hub while also continuing to promote other well-established events including the Multisport Race, Shore to Shore Road Race and others. While Bruce County currently does not currently market sports tourism, they do promote events across the County with promotion specific to what each Municipality has the capacity to offer. South Bruce Peninsula should also verify with RTO7 and other regional tourism partners how they could support this activity.

7.4.4 Expand the Tourism Experience Through Enhanced Placemaking

To support the objective necessary to Expand the Tourism Experience Through Enhanced Placemaking, the following actions have been identified¹⁹:

- **Develop a multi-language app to help tourists navigate the town and points of interest.** South Bruce Peninsula should:
 - Benchmark other tourism apps used by municipalities throughout Ontario including features, ease of use, level of gamification incorporated, ability to incorporate local branding, pricing, etc.;
 - Explore opportunities to develop such an app in partnership with a local post-secondary institution;
 - Understand opportunities to convert website into an app or some kind of hybrid model; and
 - Verify how Bruce County Economic Development, other lower-tier municipalities, RTO7 and other regional tourism partners could support this activity.
- **Attract a tour operator to expand waterfront activities including at the Warton Marina.** South Bruce Peninsula to verify how Bruce County Economic Development, RTO7 and other regional tourism partners could support this activity and to identify and address any local sensitivities in the form of a public engagement process.

¹⁸ Sports tourism is a type of tourism activity which refers to the travel experience of the tourist who either observes as a spectator or actively participates in a sporting event generally involving commercial and non-commercial activities of a competitive nature.

¹⁹ Enhanced placemaking can also benefit and support resident attraction and retention.

7.4.5 Increase the Number of Year-Round Food and Beverage Businesses

To support the objective necessary to Increase the Number of Year-Round Food and Beverage Businesses, the following actions have been identified:

- **Grow the number of permanent residents** by developing and launching a marketing campaign to attract permanent residents to South Bruce Peninsula (as presented in section 7.3)²⁰.
- **Attract a brand name chain restaurant** as an additional way to meet the dining expectations and experiences of local residents and tourists who frequent the area²¹.

7.4.6 Return on Investment

Table 10 summarizes the Return on Investment tied to the Strategic Priority of Increasing Tourism Development. The prevailing share of the Return on Investment is realized in the areas of Local Tourism and the local economy, with some spillover benefits tied to local businesses, labour force and the municipality.

²⁰ Bruce County Economic Development is already involved in resident attraction, however, individuals (and families) ultimately select the specific location within the County most relevant to them based on local messaging.

²¹ Bruce County supports these efforts by establishing the regional brand and delivering the story through its marketing and communications plan.

Table 10 - Return on Investment for "Increasing Tourism Development"

Strategic Priority	Objectives	Actions (Tasks)	Benefits to Businesses			Labour Force Benefits				Municipal Benefits					Benefits to Local Economy					Tourism Benefits						
			Business Retention	Business Growth and Expansion	Increased # of Food/Beverage Businesses	Local Job Creation	Increased Local Labour Pool	Local Youth Retention	Creation of a Diversified Labour Pool	New Business Registrations	New Municipal Tax Revenues	Increased Building Permit Revenues	Increased Property Assessment	New Business Investment Attraction	New Commercial Construction	Increased Local Spending	Increased Local Procurement	Increased Economic Diversification	Increased Parking Capacity	Environmental Sustainability	Reduced Vehicle Congestion	Increased Annual Tourism Visits	Increased Tourism Visits During Shoulder/Off-Season	Increased Tourist Satisfaction	Increased Traffic into Warton	
Increase Tourism Development	Support the Influx of Tourism to the Area	Increase communication of tourism options to the general public																			x	x	x	x		
		Develop a Tourism Ambassador Program																								
		Support tourism promotion with 50% of net revenues derived from the Municipal Accommodation Tax													x								x	x	x	
		Encourage utilization of the 'Explore the Bruce' online events calendar	x			x																	x	x	x	x
		Explore opportunities to partner with airport/tour operators to develop shuttle service to multiple destinations with a "Park & Visit" theme				x				x					x											x
		Attract a day tripper transit/tour operator	x			x												x	x	x			x	x	x	
	Increase Number of Tourist Amenities	Pursue marketing and promotion efforts to attract 1-2 boutique and/or chain hotels													x								x	x	x	
		Ensure tourism satisfaction													x								x	x	x	
	Increase Shoulder and Off-Season Tourism	Develop a strategy to keep local businesses open and attract tourists during the shoulder/off-season periods													x								x	x	x	
		Attract and/or support growth/diversification of existing businesses to help further develop shoulder/off-season tourism destinations	x	x		x									x								x	x	x	
		Increase efforts to attract festival and event operators to South Bruce Peninsula													x								x	x	x	
		Continue to explore opportunities for Sports Tourism at the Community Hub	x	x		x									x		x						x	x	x	x
	Expand the Tourism Experience Through Enhanced Placemaking	Develop a multi-language app to help tourists navigate the town and points of interest	x	x											x								x	x	x	
		Attract a tour operator to expand waterfront activities including at the Warton Marina	x	x											x								x	x	x	
	Increase the Number of Year-Round Food and Beverage Businesses	Grow the number of permanent residents					x			x	x				x											
		Attract a brand name chain restaurant			x	x										x										

7.5 Strategic Priority #4 – Increase Commercial Development

To support the year-round residents of South Bruce Peninsula and the many tourists who frequent the area, a focus on increasing the number and type of commercial development activity is an essential step which contributes to attracting more year-round residents, will lead to further local job creation, will increase local tax revenues and will become a catalyst for reinvigorating downtown the downtown areas of Wiarton and Sauble Beach. This Strategic Priority forms the basis for Increasing Commercial Development and is based upon the three (3) key objectives of:

1. Increase Entrepreneurship and Self-Employed Based Businesses
2. Grow the Retail Mix Throughout South Bruce Peninsula
3. Tie Infrastructure Development to Future Business Growth Requirements

7.5.1 Increase Entrepreneurship and Self-Employed Based Businesses

To support the objective necessary to Increase Entrepreneurship and Self-Employed Based Businesses, the following actions have been identified:

- **Ensure regulatory measures are in place to allow self-employed individuals to work from their place of residence.** Not only is this in response to the recent work adjustments and preferences by many employed individuals as a result of the COVID-19 pandemic, but this type of amendment to local regulations would allow the Town to target individuals and entrepreneurs who are looking for increased flexibility in a work-from-home setting.
- **Develop and implement a marketing campaign which targets specific entrepreneurs needed in South Bruce Peninsula.** South Bruce Peninsula should:
 - Leverage Bruce County's online "matching-making tool" which connects prospective entrepreneurs with a community that fits their business needs and their lifestyle;
 - Develop a familiarization tour which attracts business owners, entrepreneurs and self-employed individuals for an introduction of South Bruce Peninsula spread over two-days which includes local tours, dining experiences, business introductions, a presentation of housing options, lifestyle overview and more.
- **Promote the Bruce County 'Summer Company Program'** which provides training, mentorship, and grant funding for youth/young professions to run their own company. Also verify how Bruce County Economic Development could support this activity.

7.5.2 Grow the Retail Mix Throughout South Bruce Peninsula

To support the objective necessary to Grow the Retail Mix Throughout South Bruce Peninsula, the following actions have been identified:

- **Expand the outreach and resources needed by South Bruce Peninsula to support business investment attraction** by leveraging Bruce County's approved Marketing and Communications Plan and Business to Bruce program. Also verify how Bruce County Economic Development could support this activity.
- **Increase efforts on attracting year-round business retailers, service providers and/or experience operators to South Bruce Peninsula** with a specific focus on food and beverage businesses. Also verify how Bruce County Economic Development could support this activity.
- **Ensure regulatory measures are in place to allow for retail use.** This will increase the attractiveness of South Bruce Peninsula for local and/or prospective business investors seeking to identify a strategic location to establish a bricks and mortar location.
- **Pursue Investment Attraction** to identify missing products and/or services not currently offered in South Bruce Peninsula.

7.5.3 Tie Infrastructure Development to Future Business Growth Requirements

To support the objective necessary to Tie Infrastructure Development to Future Business Growth Requirements, the following actions have been identified:

- **Continue to work with the Southwestern Integrated Fibre Technology (SWIFT) regional broadband expansion project**, initiated by the Western Ontario Wardens' Caucus and delivered in partnership with member municipalities and the government of Ontario and Canada to expedite broadband development into and throughout the priority areas of South Bruce Peninsula.
- **Following completion of the South Bruce Peninsula Water Capacity Study, continue to evaluate servicing requirements to meet future growth needs.**

7.5.4 Return on Investment

Table 11 summarizes the Return on Investment tied to the Strategic Priority of Increasing Commercial Development. The prevailing share of the Return on Investment is realized in the areas of Benefits to the municipality, local economy, local labour force and local businesses, with some spillover benefits tied to the local tourism industry.

Table 11 - Return on Investment for "Increase Commercial Development"

Strategic Priority	Objectives	Actions (Tasks)	Benefits to Businesses			Labour Force Benefits				Municipal Benefits					Benefits to Local Economy						Tourism Benefits						
			Business Retention	Business Growth and Expansion	Increased # of Food / Beverage Businesses	Local Job Creation	Increased Local Labour Pool	Local Youth Retention	Creation of a Diversified Labour Pool	New Business Registrations	New Municipal Tax Revenues	Increased Building Permit Revenues	Increased Property Assessment	New Business Investment Attraction	New Commercial Construction	Increased Local Spending	Increased Local Procurement	Increased Economic Diversification	Increased Parking Capacity	Environmental Sustainability	Reduced Vehicle Congestion	Increased Annual Tourism Visits	Increased Tourism Visits During Shoulder / Off-Season	Increased Tourist Satisfaction	Increased Traffic Into Wlanton		
Increase Commercial Development	Increase Entrepreneurship and Self-Employed Based Businesses	Ensure regulatory measures are in place to allow self-employed individuals to work from their place of residence	x	x		x	x	x	x	x				x		x		x	x								
		Develop and implement a marketing campaign which targets specific entrepreneurs needed in South Bruce Peninsula		x		x	x		x	x				x		x											
		Promote the Bruce County 'Summer Company Program'				x		x	x	x					x		x		x								
	Grow the Retail Mix Throughout South Bruce Peninsula	Expand the outreach and resources needed by South Bruce Peninsula to support business investment attraction		x	x	x			x		x	x	x	x	x	x	x										
		Increase efforts on attracting year-round business retailers, service providers and/or experience operators to South Bruce Peninsula		x	x	x			x		x	x	x	x	x	x	x					x	x	x	x		
		Ensure regulatory measures are in place to allow for retail use	x	x		x			x		x	x	x	x	x	x	x										
		Pursue Investment Attraction to identify missing products and/or services not currently offered in South Bruce Peninsula.	x	x		x			x		x	x	x	x	x	x	x										
	Tie Infrastructure Development to Future Business Growth Requirements	Continue to work with the Southwestern Integrated Fibre Technology (SWIFT) regional broadband expansion project	x	x					x																		
		Following completion of the Water Capacity Study, continue to evaluate servicing requirements to meet future growth needs	x	x		x					x	x	x	x	x	x											

8. Action Plan Timeline

To support the Economic Development Strategy and the implementation of its action plan, each Strategic Priority is provided with its own individual timeline. Furthermore, the proposed Project Lead and Participating Partners have also been identified.

8.1.1 Support Local Businesses

Table 12 summarizes the Action Plan Timeline tied to the Strategic Priority of Supporting Local Businesses. In some instances, the proposed activities are a continuation of existing economic development practices, such as in the case with annual business visits, encouraging businesses to apply for various government/funding programs, and participating in the Bruce County Economic Development Regional Working Group. Conversely, the actions tied to Accelerating COVID-19 Business Recovery are more short-term in nature and are expected to conclude at the end of its second year.

Table 12 - Action Plan Timeline to "Supporting Local Businesses"

Objectives	Actions (Tasks)	Priority	2022				2023				2024				2025				2026				Project Lead	Participating Partners
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Increase Small Business Supports	Continue business visits	Medium																					SBP Economic Development	BC Economic Development
	Encourage businesses to apply for funding	Medium																					SBP Economic Development	BC Economic Development
	Educate small and medium-sized enterprises (SMEs) by advising them on the various programs and/or courses	Medium																					SBP Economic Development	BC Economic Development SB Chamber of Commerce W&D Chamber of Commerce
Accelerate COVID-19 Business Recovery	Develop, launch and coordinate a marketing campaign which promotes the reopening of businesses and highlights key products	High																					BC Economic Development	SBP Economic Development

Objectives	Actions (Tasks)	Priority	2022				2023				2024				2025				2026				Project Lead	Participating Partners
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	and/or services																							
	Create a talent attraction campaign	High																					BC Economic Development	SBP Economic Development Four County Labour Market Planning Board Local Businesses

8.1.2 Stimulate Residential Growth

Table 13 summarizes the Action Plan Timeline tied to the Strategic Priority of Stimulating Residential Growth. In some instances, the proposed activities are a continuation of existing economic development practices, such as in the case of continuing to support resident services and act as a resource/liason in supporting resident relocation to South Bruce Peninsula, and conveying the importance of constructing varying housing options to residential developers.

The development, launch and coordination of a marketing campaign to attract permanent residents and ensuring that regulation and infrastructure are in place to support various housing development options are identified as a short-term priority that will support long-term residential growth.

Table 13 - Action Plan Timeline to "Stimulating Residential Growth"

Objectives	Actions (Tasks)	Priority	2022				2023				2024				2025				2026				Project Lead	Participating Partners
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Attract Permanent Residents	Develop, launch and coordinate a marketing campaign to attract permanent residents	Medium																					SBP Economic Development	BC Economic Development
	Continue to support resident services	Medium																					SBP Economic Development	BC Economic Development
Increase and Diversify Housing Options	Ensure that regulation and infrastructure are in place to support various housing development options	High																					SBP Economic Development	BC Economic Development
	Attract one/multiple residential developers to accelerate residential development.	High																					SBP Economic Development	BC Economic Development
	Convey the importance of constructing varying housing options to residential developers	Medium																					SBP Economic Development	BC Economic Development

8.1.3 Increase Tourism Development

Table 14 summarizes the Action Plan Timeline tied to the Strategic Priority of Increasing Local Tourism. In some instances, the proposed activities are a continuation of existing economic development practices, such as in the case of continuing to focus on increased communication of tourism options to the general public, encouraging utilization of the 'Explore the Bruce' online events calendar, ensuring tourism satisfaction and continuing to explore opportunities for Sports Tourism at the Community Hub.

Some more targeted activities which have a multi-year action plan will require increased efforts to attract festival and event operators to South Bruce Peninsula, grow the number of permanent residents and attract a brand name chain restaurant.

There are also a series of actions which have a shorter window for completion including, developing a strategy to keep local businesses open and attract tourists during the shoulder/off-season periods, developing a multi-language app to help tourists navigate the town and points of interest, attract a tour operator to expand waterfront activities including at the Wiaraton Marina, explore opportunities to partner with airport/tour operators to develop shuttle service to multiple destinations with a "Park & Visit" theme, and attract a day tripper transit/tour operator.

Table 14 - Action Plan Timeline to "Increasing Local Tourism"

Objectives	Actions (Tasks)	Priority	2022				2023				2024				2025				2026				Project Lead	Participating Partners
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Support the Influx of Tourism to the Area	Increase communication of tourism options to the general public	Medium																					BC Economic Development	SBP Economic Development RTO7 Regional Tourism Partners
	Develop a Tourism Ambassador Program	High																					SBP Economic Development	BC Economic Development
	Support tourism promotion with 50% of net revenues derived from the Municipal Accommodation Tax	High																					SBP Economic Development	Regional Tourism Partners
	Encourage utilization of the 'Explore the Bruce' online events calendar	Medium																					BC Economic Development	SBP Economic Development RTO7 Regional Tourism Partners
	Explore opportunities to partner with airport/tour operators to develop shuttle service to multiple destinations with a "Park & Visit" theme	Low																					BC Economic Development	SBP Economic Development Northern Bruce Peninsula RTO7
	Attract a day tripper transit/tour operator	Low																					SBP Economic Development	BC Economic Development Northern Bruce Peninsula Regional Tourism Partners

Objectives	Actions (Tasks)	Priority	2022				2023				2024				2025				2026				Project Lead	Participating Partners
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Increase Number of Tourist Amenities	Pursue marketing and promotion efforts to attract 1-2 boutique and/or chain hotels	High																					SBP Economic Development	BC Economic Development
	Ensure tourism satisfaction	Medium																					SBP Economic Development	BC Economic Development
Increase Shoulder and Off-Season Tourism	Develop a strategy to keep local businesses open and attract tourists during the shoulder/off-season periods	Medium																					BC Economic Development	SBP Economic Development RTO7 Regional Tourism Partners
	Attract and/or support growth/diversification of existing businesses to help further develop shoulder/off-season tourism destinations	Medium																					SBP Economic Development	BC Economic Development
	Increase efforts to attract festival and event operators to South Bruce Peninsula	Medium																					SBP Economic Development	BC Economic Development
	Continue to explore opportunities for Sports Tourism at the Community Hub	Medium																					SBP Economic Development	BC Economic Development
Expand the Tourism Experience Through Enhanced Placemaking	Develop a multi-language app to help tourists navigate the town and points of interest	Medium																					BC Economic Development	SBP Economic Development RTO7 Regional Tourism Partners

Objectives	Actions (Tasks)	Priority	2022				2023				2024				2025				2026				Project Lead	Participating Partners
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	Attract a tour operator to expand waterfront activities including at the Wiaraton Marina	Low																					SBP Economic Development	SBP Economic Development RTO7 Regional Tourism Partners Wiaraton Marina
Increase the Number of Year-Round Food and Beverage Businesses	Grow the number of permanent residents	Medium																					SBP Economic Development	BC Economic Development
	Attract a brand name chain restaurant	Low																					SBP Economic Development	BC Economic Development

8.1.4 Increase Commercial Development

Table 15 summarizes the Action Plan Timeline tied to the Strategic Priority of Increasing Commercial Development. In some instances, the proposed activities are a continuation of existing economic development practices, such as continuing to promote the Bruce County 'Summer Company Program'.

Some more targeted activities which have a multi-year action plan will require increased efforts to develop and implement a marketing campaign which targets specific entrepreneurs needed in South Bruce Peninsula, and increased efforts on attracting year-round business retailers, service providers and/or experience operators to South Bruce Peninsula.

There are also a series of actions which have a shorter window for completion including, ensuring regulatory measures are in place to allow self-employed individuals to work from their place of residence, expanding the outreach and resources needed by South Bruce Peninsula to support business investment attraction, further grow the retail mix throughout South Bruce Peninsula by ensuring regulatory measures are in place to allow for retail use, continuing to work with the Southwestern Integrated Fibre Technology (SWIFT) regional broadband expansion project, and following completion of the Water Capacity Study, continue to evaluate servicing requirements to meet future growth needs.

Table 15 - Action Plan Timeline to "Increasing Commercial Development"

Objectives	Actions (Tasks)	Priority	2022				2023				2024				2025				2026				Project Lead	Participating Partners
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Increase Entrepreneurship and Self-Employed Based Businesses	Ensure regulatory measures are in place to allow self-employed individuals to work from their place of residence	High																					SBP Economic Development	BC Economic Development
	Develop and implement a marketing campaign which targets specific entrepreneurs needed in South Bruce Peninsula	Medium																					BC Economic Development	SBP Economic Development
	Promote the Bruce County 'Summer Company Program'	Low																					BC Economic Development	SBP Economic Development
Grow the Retail Mix Throughout South Bruce Peninsula	Expand the outreach and resources needed by South Bruce Peninsula to support business investment attraction	Medium																					BC Economic Development	SBP Economic Development

Objectives	Actions (Tasks)	Priority	2022				2023				2024				2025				2026				Project Lead	Participating Partners
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	Increase efforts on attracting year-round business retailers, service providers and/or experience operators to South Bruce Peninsula	Medium																					SBP Economic Development	BC Economic Development
	Ensure regulatory measures are in place to allow for retail use	High																					SBP Economic Development	BC Economic Development
	Pursue Investment Attraction to identify missing products and/or services not currently offered in South Bruce Peninsula.	High																					SBP Economic Development	BC Economic Development
Tie Infrastructure Development to Future Business Growth Requirements	Continue to work with the Southwestern Integrated Fibre Technology (SWIFT) regional broadband expansion project	Medium																					BC Economic Development	SBP Economic Development

Objectives	Actions (Tasks)	Priority	2022				2023				2024				2025				2026				Project Lead	Participating Partners
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	Following completion of the Water Capacity Study, continue to evaluate servicing requirements to meet future growth needs	Medium																					SBP Economic Development	BC Economic Development

9. Five-Year Action Plan Budget

While a number of the proposed activities will fall within the day-to-day duties of the South Bruce Peninsula Economic Development Department without any additional financial implications, some of the proposed activities will require a budget allocation. The Five-Year Action Plan Budget isolates the anticipated funding requirements associated with each Strategic Priority and further broken down by individual actions (or activities).

9.1 Support Local Businesses

To support the budgetary needs of Supporting Local Businesses, a \$15,000 budget is required and is split evenly between Years 1 and 2 of the Action Plan. These funds will support the promotion of the reopening of South Bruce Peninsula-based businesses, increase marketing and promotion of South Bruce Peninsula-based businesses, and assist in the creation of a talent attraction campaign

Table 16 - Action Plan Budget to "Support Local Businesses"

Objectives	Actions (Tasks)	Priority	Project Budget	2022				2023				2024				2025				2026			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Increase Small Business Supports	Continue business visits	Medium	\$0																				
	Encourage businesses to apply for funding	Medium	\$0																				
	Educate small and medium-sized enterprises (SMEs) by advising them on the various programs and/or courses	Medium	\$0																				
Accelerate COVID-19 Business Recovery	Develop, launch and coordinate a marketing campaign which promotes the reopening of businesses and highlights key products and/or services	High	\$10,000	\$5,000				\$5,000															
	Create a talent attraction campaign	High	\$5,000	\$2,500				\$2,500															
			\$15,000	\$7,500				\$7,500				\$0				\$0				\$0			

9.2 Stimulate Residential Growth

To support the budgetary needs of Stimulate Residential Growth, a \$10,000 budget is required to assist in the development, launch and coordination of a comprehensive marketing campaign to attract permanent residents. This activity is expected to be carried out over the first four (4) years of the Action Plan and is designed to augment the marketing and promotion of the Warton Meadows and Vista View Estates residential developments. An additional \$4,000 has been allocated over the first two (2) years of the Action Plan to support the further attraction of one (1) or multiple residential developers.

Table 17 - Action Plan Budget to "Stimulate Residential Growth"

Objectives	Actions (Tasks)	Priority	Project Budget	2022				2023				2024				2025				2026			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Attract Permanent Residents	Develop, launch and coordinate a marketing campaign to attract permanent residents	Medium	\$10,000	\$2,500				\$2,500				\$2,500				\$2,500							
	Continue to support resident services	Medium	\$0																				
Increase and Diversify Housing Options	Ensure that regulation and infrastructure are in place to support various housing development options	High	\$0																				
	Attract one/multiple residential developers to accelerate residential development.	High	\$5,000	\$2,000				\$2,000															
	Convey the importance of constructing varying housing options to residential developers	Medium	\$0																				
			\$14,000	\$4,500				\$4,500				\$2,500				\$2,500				\$0			

9.3 Increase Tourism Development

To support the budgetary needs of Increasing Tourism Development, a five-year, \$50,000 budget is required and is split up to support an array of activities over the entire life of the Action Plan. A total of \$11,000 will be required in Year 1 to support the development of a Tourism Ambassador Program, attract a day tripper transit/tour operator, increase efforts to attract festival and event operators to South Bruce Peninsula and attract a tour operator to expand waterfront activities including at the Warton Marina.

In Year 2 of the Action Plan, \$24,000 will be required to continue efforts on many of the actions which commenced in Year 1, but of particular note is budgeting \$10,000 for the development of a multi-language app to help tourists navigate the town and points of interest, \$2,500 to pursue marketing and promotion efforts to attract 1-2 boutique and/or chain hotels, and \$2,500 to develop a strategy to keep local businesses open and attract tourists during the shoulder/off-season periods.

Years 3, 4 and 5 of the Action Plan each budget \$5,000 per year to conclude efforts associated with trailing activities which commenced in Years 1 and 2. It is recommended that all of the proposed actions be presented to the third-party entity responsible for overseeing the management of the funds generated by the Municipal Accommodations Tax as they are designed to build capacity, support the promotion of local tourism and contribute to the development of tourism products.

Table 18 - Action Plan Budget to "Increase Tourism Development"

Objectives	Actions (Tasks)	Priority	Project Budget	2022				2023				2024				2025				2026			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Support the Influx of Tourism to the Area	Increase communication of tourism options to the general public	Medium	\$0																				
	Develop a Tourism Ambassador Program	High	\$25,000			\$5,000				\$5,000				\$5,000				\$5,000				\$5,000	
	Support tourism promotion with 50% of net revenues derived from the Municipal Accommodation Tax	High	\$0																				
	Encourage utilization of the 'Explore the Bruce' online events calendar	Medium	\$0																				
	Explore opportunities to partner with airport/tour operators to develop shuttle service to multiple destinations with a "Park & Visit" theme	Low	\$0																				

Objectives	Actions (Tasks)	Priority	Project Budget	2022				2023				2024				2025				2026			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Attract a day tripper transit/tour operator	Low	\$4,000			\$2,000		\$2,000															
Increase Number of Tourist Amenities	Pursue marketing and promotion efforts to attract 1-2 boutique and/or chain hotels	High	\$2,500					\$2,500															
	Ensure tourism satisfaction	Medium	\$0																				
Increase Shoulder and Off-Season Tourism	Develop a strategy to keep local businesses open and attract tourists during the shoulder/off-season periods	Medium	\$2,500					\$2,500															
	Attract and/or support growth/diversification of existing businesses to help further develop shoulder/off-season tourism destinations	Medium	\$0																				
	Increase efforts to attract festival and event operators to South Bruce Peninsula	Medium	\$4,000		\$2,000				\$2,000														
	Continue to explore opportunities for Sports Tourism at the Community Hub	Medium	\$0																				
Expand the Tourism Experience Through Enhanced Placemaking	Develop a multi-language app to help tourists navigate the town and points of interest	Medium	\$10,000					\$10,000															
	Attract a tour operator to expand waterfront activities including at the Wiarion Marina	Low	\$2,000	\$2,000																			
Increase the Number of Year-Round Food and Beverage Businesses	Grow the number of permanent residents	Medium	\$0																				
	Attract a brand name chain restaurant	Low	\$0																				
			\$50,000	\$11,000				\$24,000				\$5,000				\$5,000				\$5,000			

9.4 Increase Commercial Development

To support the budgetary needs of Increasing Commercial Development, a \$23,000 budget is required and is split up to support an array of activities over the entire five-year Action Plan. In Year 1, \$2,000 is budgeted to assist in the development and implementation of a marketing campaign which targets specific entrepreneurs needed in South Bruce Peninsula. This is preceded by an additional \$2,000 per year for the duration of the five-year Action Plan. In Year 2, \$5,000 is budgeted to help expand the outreach and resources needed by South Bruce Peninsula to support business investment attraction. In Year 2, \$3,000 is budgeted to increase efforts on attracting year-round business retailers, service providers and/or experience operators to South Bruce Peninsula. This activity will see an additional \$3,000 invested in Year 3 and \$2,000 in Year 4.

Table 19 - Action Plan Budget to "Increase Commercial Development"

Objectives	Actions (Tasks)	Priority	Project Budget	2022				2023				2024				2025				2026			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Support the Influx of Tourism to the Area	Increase communication of tourism options to the general public	Medium	\$0																				
	Develop a Tourism Ambassador Program	High				\$5,000				\$5,000				\$5,000				\$5,000				\$5,000	
	Support tourism promotion with 50% of net revenues derived from the Municipal Accommodation Tax	High	\$0																				
	Encourage utilization of the 'Explore the Bruce' online events calendar	Medium	\$0																				
	Explore opportunities to partner with airport/tour operators to develop shuttle service to multiple destinations with a "Park & Visit" theme	Low	\$0																				
	Attract a day tripper transit/tour operator	Low	\$4,000			\$2,000				\$2,000													
Increase Number of Tourist Amenities	Pursue marketing and promotion efforts to attract 1-2 boutique and/or chain hotels	High	\$2,500							\$2,500													
	Ensure tourism satisfaction	Medium	\$0																				

Objectives	Actions (Tasks)	Priority	Project Budget	2022				2023				2024				2025				2026			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Increase Shoulder and Off-Season Tourism	Develop a strategy to keep local businesses open and attract tourists during the shoulder/off-season periods	Medium	\$2,500					\$2,500															
	Ensure regulatory measures are in place to allow self-employed individuals to work from their place of residence	High	\$0																				
Increase Entrepreneurship and Self-Employed Based Businesses	Develop and implement a marketing campaign which targets specific entrepreneurs needed in South Bruce Peninsula	Medium	\$10,000	\$2,000				\$2,000				\$2,000				\$2,000				\$2,000			
	Promote the Bruce County 'Summer Company Program'	Low	\$0																				
Grow the Retail Mix Throughout South Bruce Peninsula	Expand the outreach and resources needed by South Bruce Peninsula to support business investment attraction	Medium	\$5,000					\$5,000															
	Increase efforts on attracting year-round business retailers, service providers and/or experience operators to South Bruce Peninsula	Medium	\$8,000					\$3,000				\$3,000				\$2,000							
	Ensure regulatory measures are in place to allow for retail use	High	\$0																				
	Pursue Investment Attraction to identify missing products and/or services not currently offered in South Bruce Peninsula.	High	\$0																				
Tie Infrastructure Development to Future Business Growth Requirements	Continue to work with the Southwestern Integrated Fibre Technology (SWIFT) regional broadband expansion project	Medium	\$0																				
	Following completion of the Water Capacity Study, continue to evaluate servicing requirements to meet future growth needs	Medium	\$0																				
			\$23,000	\$2,000				\$10,000				\$5,000				\$4,000				\$2,000			

9.5 Five-Year Action Plan Budget Summarized

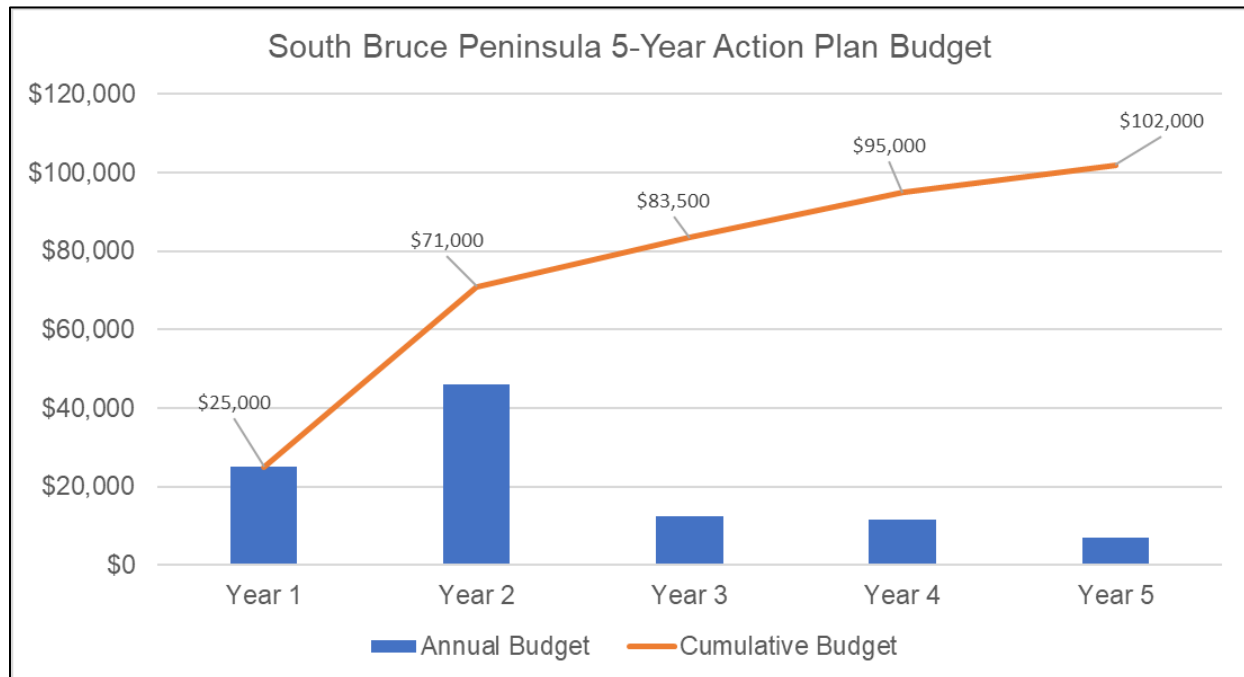
In summary, the recommended five-year budget for implementing the South Bruce Peninsula Economic Development Strategy and its supporting Action Plan is \$102,000. Table 20 summarizes the investment on an annual basis (broken down by Strategic Priority) and also presents the cumulative investment value over the five-year period.

Table 20 - Annual and Cumulative Budget Breakdown (table format)

Budget Allocation	Year 1	Year 2	Year 3	Year 4	Year 5	Total	% of Total 5-Year Budget
Strategic Priority #1: Support Local Businesses	\$7,500	\$7,500	\$0	\$0	\$0	\$15,000	15%
Strategic Priority #2: Stimulate Residential Growth	\$4,500	\$4,500	\$2,500	\$2,500	\$0	\$14,000	14%
Strategic Priority #3: Increase Tourism Development	\$11,000	\$24,000	\$5,000	\$5,000	\$5,000	\$50,000	49%
Strategic Priority #4: Increase Commercial Development	\$2,000	\$10,000	\$5,000	\$4,000	\$2,000	\$23,000	23%
Annual Budget	\$25,000	\$46,000	\$12,500	\$11,500	\$7,000	\$102,000	100%
Cumulative Budget	\$25,000	\$71,000	\$83,500	\$95,000	\$102,000		

Chart 12 presents the annual and cumulative budgets contained in Table 20 in chart format.

Chart 12 - Annual and Cumulative Budget Breakdown (chart format)



APPENDICES

Appendix 1 - Complete Business Count Data Table for South Bruce Peninsula by 2-digit NAICS Industries

NAICS Industry	Total	Number of Business Without Employees	Number of Business With Employees	1-4 Employees	5-9 Employees	10-19 Employees	20-49 Employees	50-99 Employees	100-199 Employees	200-499 Employees	500 + Employees
53 - Real estate and rental and leasing	78	69	9	8	0	0	1	0	0	0	0
23 - Construction	71	44	27	19	4	2	2	0	0	0	0
11 - Agriculture, forestry, fishing and hunting	62	54	8	7	1	0	0	0	0	0	0
72 - Accommodation and food services	43	17	26	7	10	4	5	0	0	0	0
44-45 - Retail trade	40	14	26	10	6	7	1	1	1	0	0
81 - Other services (except public administration)	30	18	12	8	2	1	1	0	0	0	0
54 - Professional, scientific and technical services	25	14	11	10	1	0	0	0	0	0	0
52 - Finance and insurance	16	11	5	2	2	1	0	0	0	0	0
56 - Administrative and support, waste management and remediation services	11	8	3	1	1	1	0	0	0	0	0
48-49 - Transportation and warehousing	10	5	5	3	1	1	0	0	0	0	0
62 - Health care and social assistance	7	4	3	1	0	1	1	0	0	0	0
71 - Arts, entertainment and recreation	7	4	3	0	1	0	2	0	0	0	0
31-33 - Manufacturing	6	3	3	1	1	1	0	0	0	0	0
41 - Wholesale trade	4	2	2	1	0	1	0	0	0	0	0
22 - Utilities	4	4	0	0	0	0	0	0	0	0	0
55 - Management of companies and enterprises	2	2	0	0	0	0	0	0	0	0	0
61 - Educational services	2	2	0	0	0	0	0	0	0	0	0
51 - Information and cultural industries	1	1	0	0	0	0	0	0	0	0	0
21 - Mining, quarrying, and oil and gas	0	0	0	0	0	0	0	0	0	0	0
91 - Public administration	0	0	0	0	0	0	0	0	0	0	0
Total, Classified Businesses	419	276	143	78	30	20	13	1	1	0	0

Appendix 2 – General Public Online Survey Results

Refer to the supplemental document for the results from the General Public Online Survey.

Appendix 3 - Youth Consultation Survey Results

Refer to the supplemental document for the results from the Youth Consultation Online Survey.