

BUSINESS TO BRUCE

# Kincardine Business Recruitment Strategy & Support



Welcome to Naturally  
Enterprising Kincardine.

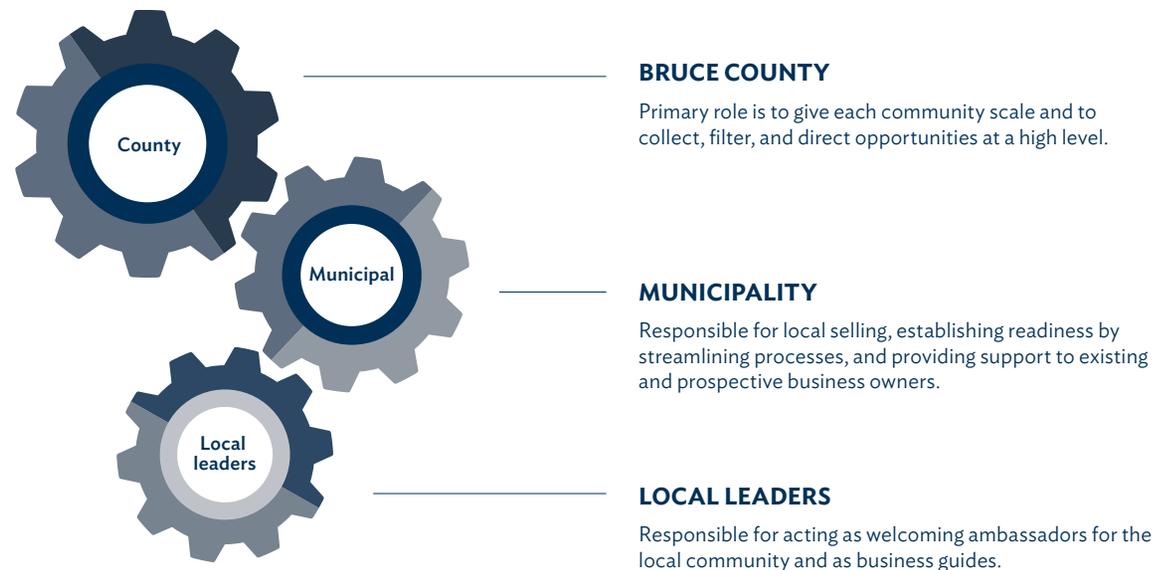


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## BUSINESS TO BRUCE COUNTY

In 2014, Bruce County developed a county-wide community investment program, called Business to Bruce (BtoB), that was founded on the principle of collaboration and focused on recruiting/nurturing entrepreneurs. Three levels of participation were identified (county, municipal/township, and local leadership) each with their own role to play.



## BUSINESS TO KINCARDINE

Attracting the right people to Kincardine and engaging them in the possibilities of setting up or expanding a business here is the purpose of Business to Kincardine. We're focused on who they are – not what they do. Jobs follow people in 'modern' economic development. Our job is to welcome and support entrepreneurially-minded individuals and families who are attracted by our tourism appeal but who also see our more expansive local business culture as the perfect fit for their future.

### Situation Analysis Summary

Before creating the BtoB strategy for Kincardine, an audit of the current situation was conducted and a business community insight session was held.

REVIEWED	CONSIDERED	HEARD
<ul style="list-style-type: none"> <li>• Downtown business inventory and closures</li> <li>• Downtown Provitalization Process and Plan (2008-2010)</li> <li>• Community-based strategic plan</li> <li>• Spruce the Bruce toolkit</li> <li>• Spruce the Bruce report card</li> <li>• Municipal websites</li> <li>• Blues Festival Impact Report</li> <li>• Summer Events Analysis (2013)</li> <li>• Scottish Festival Impact Report (2009)</li> <li>• Advertising and brochure samples</li> <li>• Summary of downtown research (2008-2010)</li> <li>• RTO7 Workforce and Consumer Insights Reports</li> <li>• RTO7 Surfing Destination Feasibility Study</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism as a residential/business recruitment strategy</li> <li>• Existing clusters/opportunities (tourism, sports, marine, energy, agriculture)</li> <li>• Local food</li> <li>• Rural economic development trends</li> <li>• The Maker movement</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to connect to local agriculture</li> <li>• Tourism traffic is largely people with roots in area or a family/friend connection</li> <li>• Under-employment for spouses of Bruce Power employees is an opportunity for entrepreneurship</li> <li>• There is an 'us' and 'them' mentality between those who work at Bruce Power and those who do not</li> <li>• There are limited offerings for young people</li> <li>• Both new and existing business owners express challenges in working with the municipality</li> </ul>

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Based on the current situation and opportunities audit, and using insight gained from business owner stakeholder sessions, it was concluded that:

- (1) Kincardine is a very busy tourist destination for two months of the year but after the summer season is over, there is very little economic activity to sustain local businesses.
- (2) The municipality is home to several economic clusters that provide opportunity for expansion. While most are nascent, they represent growth opportunity for Kincardine.
- (3) The Bruce Power facility has a positive economic impact on Kincardine but also creates challenges such as labour shortages and high housing costs. The question is: could the advantage of Bruce Power be better utilized to attract business to the community?
- (4) Despite attracting thousands of tourists each year, there is very little evidence that Kincardine actively recruits future business owners from this pool to come to its municipality and start a company or move an existing business.

## Audiences

The business attraction and recruitment strategy is designed to appeal to a specific mindset. It's about 'who' instead of 'what' – about attracting entrepreneurially-minded people instead of specific industries. So while there are business categories in this area that will fill important gaps (co-ops, entertainment, locally-based food processing and agri-business, energy/engineering), it's a new breed of person we're looking for – those who choose our lifestyle, who have a vision and who are willing to take risks.

WHO	DETAILS	WHEN
<b>Current Business Owners</b>	<ul style="list-style-type: none"> <li>• best bet for expanding business and opening new ones</li> </ul>	Engage regularly
<b>Friends &amp; Family</b>	<ul style="list-style-type: none"> <li>• connected to town</li> <li>• age 25 - 55</li> <li>• reached through personal networks and social media</li> <li>• may not own a business yet</li> </ul>	Reach out in and around the holiday season and the summer
<b>Bruce Alumni</b>	<ul style="list-style-type: none"> <li>• age 25-35</li> <li>• young (singles or couples) with out without children</li> <li>• moved away for an education</li> <li>• familiarity with the region</li> <li>• looking for lifestyle options</li> </ul>	Reach out in and around the holiday season and the summer
<b>Seasonal Property Owners</b>	<ul style="list-style-type: none"> <li>• part-time residents are halfway to living there</li> <li>• many are nearing retirement age</li> <li>• Boomers with equity looking to fulfill a dream (seniorpreneurs)</li> </ul>	Seasonal property owners follow local and tourist media (focused on activities and cultural happenings). Reach out in summer
<b>Local Tourists With Business Potential</b>	<ul style="list-style-type: none"> <li>• Kincardine festivals and events attract thousands of tourists every year (this is when they see us at our best)</li> <li>• familiar with the area and could be open to more permanent relationship</li> <li>• attracted to the energy of the area</li> </ul>	Reach out in summer and around major events
<b>Bruce Power Families</b>	<ul style="list-style-type: none"> <li>• Bruce Power attracts great families with strong household income</li> <li>• Limited opportunity for spousal employment can be turned into opportunity for entrepreneurship</li> </ul>	Summer media will reach those group but look for ways to engage with them directly all year round (example: idea toss events)

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## **Kincardine BtoB Strategy**

Strategy is about gaining enough advantage at the right moments to achieve your goals. For Kincardine specifically, our advantage is a blend of energy, Lake Huron and our Scottish heritage destination brand. There is positive momentum in Kincardine – you can feel it – and we have an exciting year-round market for goods and services thanks to our energy-based economy.

Our ‘moment’ locally is when thousands of tourists and visitors arrive in town for festivals and events. That is our high-traffic window of inspiration and attraction at the local level.

Strategically, we want everyone who comes in contact with Kincardine between May and October to see this community as an outstanding choice for commerce and realizing business dreams. Positioning the naturally enterprising culture of Kincardine as a perfect fit for entrepreneurs is the first part of the local objectives.

The second part is being receptive when someone inquires about starting or expanding their business in Kincardine. We inspire with advertising, but it’s with personal engagement and helpfulness that we truly attract new business people to town. Introducing would-be business owners to local business owners is our best opportunity to close the deal.

In summary, the strategy is simple: Use the enclosed tools during the tourist and seasonal property owner season to get people thinking about Kincardine as more than a place to hear the pipes play; help your local business network engage visitors in the possibilities. Inspire, attract, and support. That’s the plan.

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## **Positioning Narratives**

Human beings transfer information in the form of stories. In the context of marketing, these stories are called brand or positioning narratives. The narrative sets direction, establishes context and becomes the lens through which the strategy comes to life.

### **Kincardine BtoB Narrative**

Visit Kincardine in the summer and you'll experience a delightful expression of Scottish culture in our tourism events and welcoming smiles. But look beyond tourism to also experience a business culture that focuses on the future while borrowing from that inventiveness and innovative thinking of the past.

Like our Scottish forefathers, we are naturally enterprising here. We embrace a blend of new idea generation and diligence to grow new opportunities in retail, advanced manufacturing, boating and recreation, construction and all the potential of our world-class energy sector. What's equally appealing is our capacity for supporting new entrepreneurs and their families – this is a business community as well as a caring family community.

From the country that brought you the raincoat and the bicycle among other things invented by Scots, welcome to the community in the county that embraces entrepreneurialism as we create futures along the shores and beaches of Lake Huron. Welcome to naturally enterprising Kincardine in Bruce County.

## Kincardine Themes

Themes (slogans, taglines, positioning statements) summarize what makes a community unique and ‘of interest’ to the target audience in as few words as possible. Kincardine’s ‘theme’ is the summary of the positioning narrative and should be used as a key message in all BtoB communications.



wordmark

NATURALLY ENTERPRISING!

theme

## ROLES AND RESPONSIBILITIES

### MUNICIPALITY

- Apply localized marketing tools to promote local business culture
  - keep the conversation positive
  - encourage entrepreneurial culture
  - focus efforts on high-traffic season
- Support local leader network
  - monitor online network and facilitate connections with locals
  - facilitate/organize quarterly meet ups with existing owners (blend of social and entrepreneurial; identify possible ways to work together to create economic opportunities that are aligned with the basecamp vision). Invite prospects if appropriate.
- Identify and mitigate current obstacles to new or expanding businesses
  - engage local business leaders where their insight is needed
  - focus first on the quick/easy wins
  - flexibility is more important than being ready for every scenario
- Continue to work with and encourage participation in Spruce the Bruce grant program
- Identify and nurture existing business expansion opportunities
  - get to know your current business owners and help connect them with each other (either through quarterly events or one on one as needed)
- Help elected officials champion the local Business to Bruce program, positioning and messaging

### LOCAL LEADERS (BUSINESS OWNERS):

- Annual commitment of approximately 15-20 hours
- Participate in online network that welcomes prospective business owners
  - Respond to questions
- Act as ambassadors for new business prospects
  - Meet/guide new prospects when they come to town
  - Mentorship for newly established business owners
- Engage extended networks in business recruitment

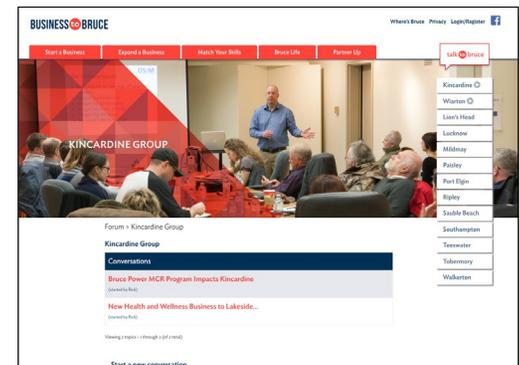
## The Kincardine Business Owner Network

The best way to welcome prospective business owners to Kincardine is to connect them as quickly as possible to other business owners in town. We're making this easy and digital by forming a loose association of local entrepreneurs online. This approach is easy to learn and manage, and it will be located on the Business to Bruce website. Key to the success of the network is timely and relevant response.

**NETWORK ADMIN.** Kincardine's network admin is the Kincardine economic development staff's role. An email alert will be sent to this individual every time a post is made in Kincardine's network. Their job will then be to alert an appropriate business owner in the network so that the ensuing response and conversation is directly between an existing business owner and a prospect.

**BUSINESS OWNERS.** Current Kincardine business owners representing various sectors should be recruited to be on standby for network participation when needed. Time commitment is 15-20 hours annually and the main role of the business owners will be to answer questions and serve as welcoming ambassadors to new prospects. Current business owners are free to post questions or discussion topics at any time

**PROSPECTS.** Prospects directed to Kincardine's network on the Business to Bruce website can ask questions in the forum at any time. Questions may be answered by the Municipality or current business owners in the network (whichever is most appropriate).



Website

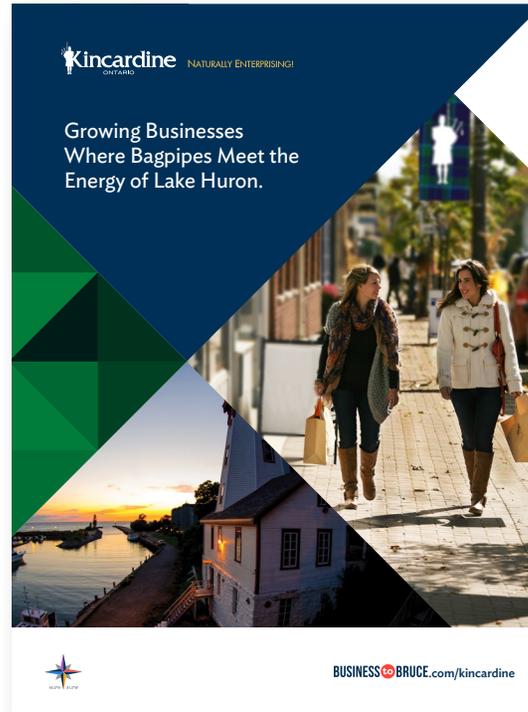
# Inspiring People to Think Differently in Kincardine.

As visitors to our community pass through and even stop in town, are they thinking about business or what it might be like to live here? Probably not – so let's inspire them to think differently. The following tools are designed to get people thinking about being in business in and around Kincardine – to inspire them with our work ethic, ingenuity and a Scottish smile.

By using these promotional tools during visitor and tourist season, we get the most bang for our budget, and because the creative is consistent with tourist events, we leverage two budgets instead of one. The shelf life of these tools is at least three years – and as high as five or six. You may also want to adapt some of the advertising art and use it as poster art for local businesses to display. All forms of promotion at the right time with a consistent message support the objectives.

# TOOLS: PITCH KIT (FOLDER & INSERTS)

The pitch kit is a positioning tool that introduces key themes and facts about Kincardine during events, face-to-face meetings and for mailing as required. Blank mastheads can be used to create content that is specific to the activity (specialized information about a business sector like engineering or hospitality for example).



Folder cover



Insert

## TOOLS: VIDEO

A short video that features some of our great business owners captures the essence and amazing potential of running a business in Kincardine. The video is posted on [businesstobruce.com/kincardine](https://businesstobruce.com/kincardine) and the entire community should be encouraged to promote the new video through their personal social media networks. A 15-second video is also available for online advertising.



Video

## TOOLS: PRINT ADVERTISING

Print ads in local and tourist media are a good way to reach local audiences and tourists/seasonal property owners. Look for placements where people are looking for “things to do” along the shores of Lake Huron.



**Kincardine**  
ONTARIO  
NATURALLY ENTERPRISING!

**Kincardine is so friendly,  
we even work in harmony.**

Kincardine is a very friendly community. It's in our DNA. So what better place to explore new and exciting business ideas than right here. Agri-business, energy, tech, local food processing – there's no limit to the business opportunity in Kincardine; whether you're just starting or expanding. We're the business community of Kincardine and we're here to inspire and support you, because we're naturally enterprising too.

**Let's toss around your business ideas.**

 **BUSINESS to BRUCE.com/kincardine**

Print Ad



**Kincardine**  
ONTARIO  
NATURALLY ENTERPRISING!

**Open a bakery.  
See more than bread rise.**

Kincardine needs a Scottish bakery. Actually, that's just the icing on the haggis; Kincardine's business network is looking to inspire and support entrepreneurially-minded people whatever your vision. Energy, water sports equipment, co-ops, engineering of all kinds – all under the glow of beautiful sunrises, even better Lake Huron sunsets, remarkable lifestyle choices and a local economy that's on the rise. We're the business community of Kincardine, and we're naturally enterprising too.

**From local farms and food processing to main street store fronts,  
bring your business ideas to naturally enterprising Kincardine.**

 **BUSINESS to BRUCE.com/kincardine**

Print Ad

## TOOLS: ONLINE ADVERTISING

Visitors remain connected to their smartphones and tablets while on vacation - it's how they check the weather, find activities and find their way around. Digital ads featuring "Naturally Enterprising" messaging have been designed to be in the right places when visitors are looking for Kincardine information.



Banner Ad



Big Box Ad

## TOOLS: BILLBOARDS

Billboards are a great way to reach tourists in summer months as they visit Kincardine. Look for placements on the way in and out of downtown or on HWY 21. Messaging on the billboards invites tourists to think about how they could make their favourite summer destination a year-round lifestyle.



Billboard

## TOOLS: E-VITE

Inviting local business owners to participate in a half-day (lunch through to dinner) exploration of the current local business climate and opportunities for new business start-ups or expansion is the purpose. We call it The Kincardine Idea Toss.

Invite a business development facilitator to run the meeting. Invite all local business owners to attend. Start the meeting with an overview of the economic environment (a snapshot) but spend most of the time in smaller groups discussing business opportunities; what could work in town, what should work in town and what ideas might inspire others to relocate here.

The real win here is that The Idea Toss may inspire existing business owners to collaborate on new ventures. It also celebrates the local business culture and keeps it fresh.

**Kincardine**  
ONTARIO NATURALLY ENTERPRISING!

You're Invited To the First Annual  
**KINCARDINE IDEA TOSS!**

Good things happen when business owners get together. Sparks fly, ideas come to light and the conversations usually have very tangible outcomes. So we're inviting business owner - operators in Kincardine to the first and what we hope will become an ANNUAL Idea Toss.

We'll share lunch and take in an overview of the local economy and local economic development. Then we'll break into groups to toss around new business ideas, identify what Kincardine could use more of and determine ways to make it happen. Who knows - you might even want to put a new idea to work yourself or with some new partners you meet that day over dinner.

THE KINCARDINE  
**IDEA TOSS**

DATE:  
TIME:  
PLACE:  
LUNCH BY:  
DINNER BY:  
FACILITATOR:

[RSVP to register and for more details here.](#)

 [BUSINESStoBRUCE.com/kincardine](http://BUSINESStoBRUCE.com/kincardine)

E-vite

## TOOLS: SAMPLE MEDIA PLAN

The sample media schedule and budget is tailored to the communications tactics selected by Kincardine's committee. It is a sample plan and budget only; the costs are not negotiated, meaning there could be savings available.

MEDIA	UNIT SIZE	# OF PLACEMENTS	ESTIMATED COST	MAY	JUNE	JULY	AUG	TOTAL PLACEMENTS	TOTAL ESTIMATED MEDIA COST
<b>PRINT</b>									
Kincardine News	1/2 page, 4 colour	2 per month	\$935		x2	x2	x2	6	\$5,610
Kincardine News Visitor Guide	Full page, 4 colour	1 Annually	\$1,200					1	\$1,200
<b>ONLINE</b>									
The Weather Network (Kincardine Page)	250x300, 728x90 (Mobile and Desktop)	60,000 impressions / month	\$22 CPM					240,000 impressions	\$5,500
YouTube	Video	75,000 impressions / month	\$3 CPM					300,000 impressions	\$900
Facebook	Various	-	-					-	\$900
<b>OUTDOOR</b>									
Billboards	10' x 20'	2 boards, 16 weeks	\$700 /location / posting period					8	\$5,600
Billboard Production			\$125					10	\$1,250
								Total:	\$20,960

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## TOOLS: SAMPLE MEDIA PLAN

Here are some tips to consider:

**TIP****Layering:**

Be sure you run several media at once. Media viewing habits have changed and the days of a single medium campaign are long gone.

**TIP****Radio in Kincardine:**

While radio was not selected as an option by the committee, the 'print' advertising has been written to about the right length to be adapted for a 30-second radio commercial.

**TIP****Audience:**

Remember that this is a business recruitment campaign and not a tourism campaign. Run your ads where you think visitors who fit the audience profiles identified on page 7 of this Toolkit might be looking for information.

**TIP****Timing:**

Be sure to book billboard locations early (3+ months in advance) as availability is limited and summer is the most popular season for this media.