

BUSINESS TO BRUCE

# Walkerton Business Recruitment Strategy & Support



Welcome to  
the NEW Flow  
of Business in  
Bruce County.

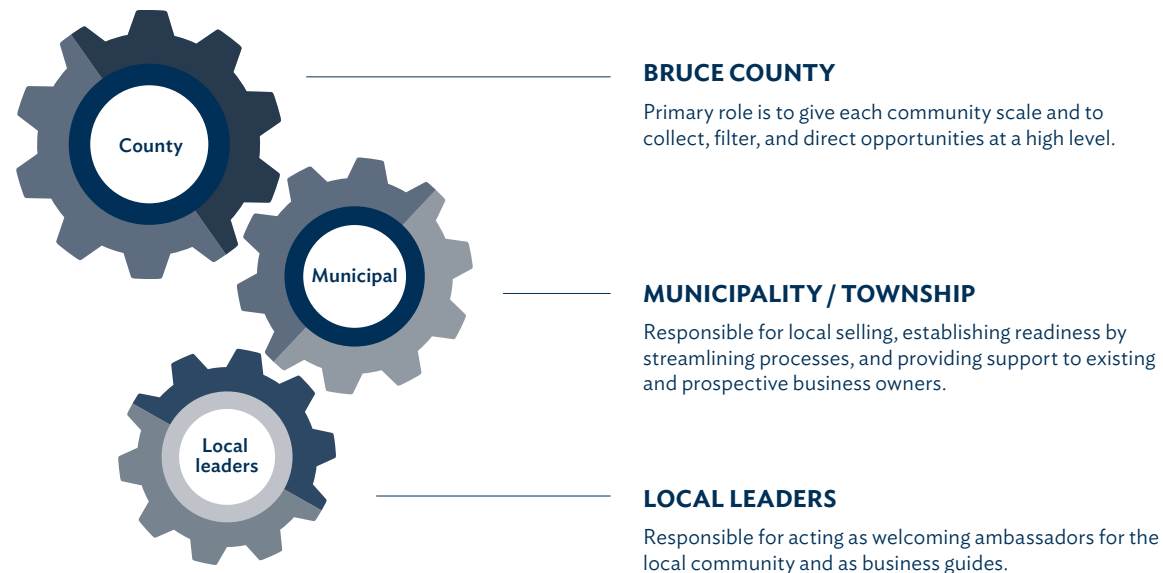


# CONTENTS

<b>BUSINESS TO BRUCE COUNTY</b>	4
The County's Role	4
<b>BUSINESS TO WALKERTON</b>	5
Situation Analysis Summary	5
Audiences	7
Walkerton BtoB Strategy	8
Positioning Narratives	9
Walkerton BtoB Narrative	10
Walkerton Theme	10
<b>ACTION PLANS &amp; WHO DOES WHAT</b>	11
Roles & Responsibilities	12
The Walkerton Business Owner Network	13
Action Plans	14
<b>TOOLS</b>	17
Pitch Kit	18
Pull-Up Banner	19
Posters	20
Print Advertising	21
Video Shorts	22
Event Support	25
Implementation Plan	26

## 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 WALKERTON

Walkerton is home to its fair share of inventive business leaders and is reflective of an even stronger base of businesses throughout Brockton. The community has solid assets in clean water technology and other engineering expertise, successful retailers and the tourism brand is strong. Building small clusters around these strengths by celebrating our assets and our successes will appeal to like-minded entrepreneurs who understand that how business is conducted and how businesses function are changing. Walkerton is where we're inspiring the new flow of business for a new generation.

### Situation Analysis Summary

Before creating the BtoB strategy for Walkerton, 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>• Planning strategy for water cluster</li><li>• Technologies Incubator Feasibility Assessment</li><li>• Spruce the Bruce toolkit</li><li>• Building a Better Brockton</li><li>• Municipal Services Review Final Report</li><li>• Clean Water Centre website</li><li>• Wood Alliance website</li><li>• East Ridge Business Park website</li></ul>	<ul style="list-style-type: none"><li>• The evolution of work (place and process)</li><li>• Tech clustering</li><li>• Green tech</li><li>• Agri-tourism</li><li>• Accelerated aging population</li><li>• Makers vs. takers</li></ul>	<ul style="list-style-type: none"><li>• Downtown is successful (niche retailers are thriving)</li><li>• Strong community volunteerism</li><li>• Strong secondary employment (government)</li><li>• Agricultural centre</li><li>• Lack of youth attractiveness</li><li>• Bridesmaid status (lack of first choice positioning)</li><li>• Lack of business culture harmony</li><li>• Limited housing choices</li></ul>



---

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

- (1) The Walkerton area has a lot to celebrate. Session participants agreed that more focus on the positive could reverse the perception of always being second when competing with other communities. The brand negativity from years ago was also an issue but addressing it head on in the tourism brand has been strategically sound.
- (2) Communication is a big challenge for the community (both in terms of the Municipality communicating with stakeholders and the business community communicating with each other).

## Audiences

In the case of Walkerton, and Brockton, our audience glass should always be viewed from the half-full perspective. We can boast examples of success in almost every sector and potentially in more. By targeting people who are in some way acquainted with the community and its lovely streetscape and skill sets that fit the market (like makers and artisans), we avoid communications waste and misfires. Remind people of all the good news in Walkerton and let them see themselves making a difference here. This is especially true for a younger generation.

WHO	DETAILS	WHEN
<b>Bruce Alumni</b>  <b>Friends &amp; Family</b>	<ul style="list-style-type: none"> <li>• age 25-35</li> <li>• young (singles or couples) with or without children</li> <li>• moved away for an education</li> <li>• college or trades training</li> <li>• familiarity with the area (originally from the area or have visited)</li> <li>• rural upbringing (Walkerton/Brockton or otherwise)</li> <li>• reached through personal networks and social media</li> <li>• seeking middle class life and opportunity</li> <li>• working in SWO (may not own a business yet)</li> <li>• located in Windsor to London corridor, Kitchener/Waterloo and Guelph</li> </ul>	Focus on summer and holidays when they might be visiting
<b>Youth /Makers</b>	<ul style="list-style-type: none"> <li>• 25-45 year olds</li> <li>• local or looking to relocate to more rural location (likely from Alumni/Friends &amp; Family)</li> <li>• craft/hobby businesses looking to expand to full-time</li> <li>• online storefront with opportunity for retail distribution</li> </ul>	All year for local audience
<b>Local Tourists</b>	<ul style="list-style-type: none"> <li>• water activities: fishing, paddling, rivers, surrounding wetlands and conservation areas</li> <li>• Memory Makers (Gen X parents)</li> <li>• Nature Lovers (couples with children who love the outdoors)</li> <li>• visit from late spring – fall</li> </ul>	June – September

## Walkerton BtoB Strategy

In the context of economic development, creating and deploying a strategy should result in advantage and preference for Walkerton (and the greater Brockton area). The strategy should present a reason for a special type of prospect to choose Walkerton. To that end, meaningful differentiation is critical to success; meaningful to the target audience and different when compared to all competitive options.

Walkerton's tourism brand is strong; what's required is a business brand that aligns with and leverages tourism and focuses on the potential of green tech, makers and other related industries. We need to position to attract younger families to the area and when they arrive, we have to consistently make it easy for them to start or grow their businesses.

In order to accomplish this, Walkerton's strategy has four key elements:

- 1) Focus on attracting a younger population to the area by promoting young, local people (and innovators) who value-add to their specific sectors.
- 2) Use creative and communications design elements and messaging content to leverage Walkerton awareness as a bridge to start building awareness of the greater Brockton area and destination brand. Leading with Walkerton as the most effective and cost-efficient point of entry for communications.
- 3) Audit and document municipal services to close gaps and streamline process; work with private sector partners to achieve this.
- 4) Identify 'maker' ambassadors in the area (not the usual suspects, but a new breed in the key areas of the economy; retail, engineering, green tech, wood alliance, agriculture etc.).



---

## 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.

Positioning your product or entity for preference is what gives you an advantage over your competitors. It has to be unique. It needs to be relevant to those you want to attract. And it has to motivate action (inquiry, trial or purchase). Without unique positioning, we're all the same and when we're all the same, the lowest cost wins. That is not the path to successful, sustainable economic development.

What makes Walkerton different doesn't ignore the past – it actually turns the past into a brighter future by focusing on what's next in the changing landscape of how business works.

## Walkerton BtoB Narrative

The future of creating businesses and building local economies will be far different than it was ten years ago. The flow between ideas and markets has changed. Where innovation happens has changed. How we make things and collaborate or partner remotely has changed. How we find and service customers has changed.

The business community of Walkerton Ontario will ease and inspire this new flow to commercial success by promoting and celebrating the people here who make it happen. From our Clean Water Centre to our downtown retailers and Saugeen River tourism operators, we have stories to tell and a culture to create around those stories. Choosing Walkerton puts you in the centre of this opportunity (not as our legacy but as our future).

## Walkerton Theme

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



wordmark

*Inspiring the Flow of Business*

theme

# Action Plans, and Who Does What?

Strategies are a waste of paper without relevant action plans and the right people doing the right things to execute those action plans. What follows are Walkerton's BtoB action plans and roles/responsibilities guidelines.

## 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
- 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

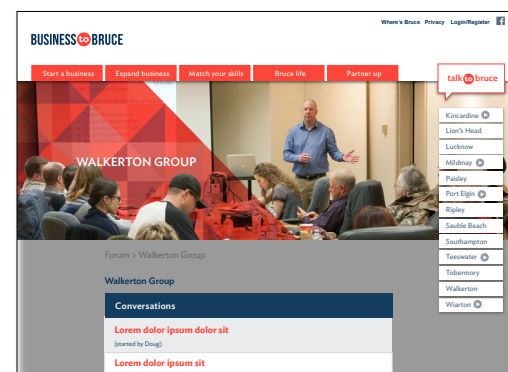
## The Walkerton Area Business Owner Network

The best way to welcome prospective business owners to Walkerton and area 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.** Walkerton's network admin is Brockton's economic development staff's role. An email alert will be sent to this individual every time a post is made in Walkerton'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, when appropriate (ie. planning or process question), the economic development staff can respond directly.

**BUSINESS OWNERS.** Current Walkerton and area 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 Walkerton'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

## ACTION PLANS

### 1. Barriers to Business

Short Term (ST): 2-3 months | Medium Term (MT): 6-12 months | Long Term (LT): 1 year +

A few barriers (or perceived barriers) to new business development and business expansion were identified in Business to Bruce stakeholder sessions. The documentation of these barriers needs to be formalized and action plans need to be developed to mitigate each obstacle. While this will have the obvious effect of making the Municipality easy to deal with when starting or expanding a business, it will also demonstrate a willingness to cooperate with current business owners which will help to bolster the positive local business culture.

ACTIONS	TIMELINE
Identify and document barriers for new businesses and existing business expansion (consult municipal staff, county staff and business owners).	ST
Prioritize the list based on perceived barriers (those solved by improved communication) and barriers that will require process changes or additional resource support (financial or human).	ST
Develop barrier-specific action plans for how to remedy the barriers to business.	ST
Execute action plans (focus on and promote the quick wins first).	MT

**Outcome:** Not all documented barriers must be eliminated. Reducing barriers and streamlining processes where possible however, will create a more positive relationship with the Municipality and over time, cooperation with the Municipality will be viewed as an asset to the business community as opposed to an unavoidable necessity. It's important that this process be an ongoing one with challenges being regularly reviewed.



## 2. Next Generation Brockton Business Awards

An important part of Walkerton's BtoB strategy is to embrace, celebrate and promote the new generation of business leaders in the community. An awards event focused on young entrepreneurs (under 40) serves the dual purpose of a networking opportunity for the business community to get together and a proof point that supports the overall BtoB positioning.

ACTIONS	TIMELINE
Determine guidelines for awards including who can apply, what sectors need to be represented (see event support section in toolkit), how they win, if they win something, who decides on the winners.	ST
Determine budget and identify potential sponsors and partners if required.	ST
Plan the event (date and time, location, ticket price, food and beverages, format, speakers etc.).	ST
Plan a communications strategy for the event. How are you going to get people to apply? Attend? Talk about it?	ST
Post-event, promote the winners in local media and online.	MT
Include winners and applicants in local leaders network and use their stories for future promotion.	LT

**Outcome:** Young business owners in the community will be provided opportunity to meet and interact in a social setting while being given something to talk about with their networks. Having young people in the community talk positively about the region in terms of economic opportunity is the kind of buzz you want to be generating. Additionally, the municipality will be positioned as supportive to the new ways of doing business and young, progressive business owners.

### 3. Young Business Owner Engagement

Getting to know and engaging with your young business owners is crucial if you want to build a positive business culture around them.

ACTIONS	TIMELINE
Inventory business owner under 40 in identified segments (see strategy).	ST
Create a list of what young business owners are looking for in terms of support. Do they have challenges that are different from older business owners? Can the municipality change the way they deliver some services to be better aligned? Consider a survey specific to the group identified in action one.	ST
Facilitate networking opportunities (casual meetups) throughout the year (can be tied to the Next Generation Brockton Business Awards).	MT, Ongoing
Consider a mentoring program that connects more experienced business owners with next generation business owners (which also leads to possible succession planning opportunities).	LT

**Outcome:** An active network is formed that connects young business owners in the community to each other and their extended networks. And we know that when business owner get together, exciting things happen. This will help position Walkerton in the market as young, welcoming and progressive (and may result in new ideas from current business owners).

# Tools for creating and reinforcing Walkerton as attractive to emerging entrepreneurs of all ages.

The tools identified and offered as samples in this section of the toolkit are designed to help Walkerton economic developers and local business leaders position and build awareness of Walkerton as a place where young, progressive business owners thrive. They can be used for promotion, during events and as outreach to the priority audiences. All tools are aligned with the action plans following these pages.

## TOOLS: PITCH KIT (FOLDER & INSERTS)

The pitch kit is a positioning tool that introduces key themes and facts about Walkerton and the greater Brockton area during events, face-to-face meetings and for mailing as required. Blank mastheads can be used to create content that is customized to the activity (specialized information about a business sector like green energy or water-based tourism for example).



Folder Cover



Inserts

## TOOLS: PULL-UP BANNER

For use at events, trade shows and in-person meetings and events. This is a positioning tool that reinforces the economic development focus of the community.



*Pull-Up Banner*

## TOOLS: POSTERS

Giving local merchants and other businesses promotional tools that support the campaign while tourist and visitor season is in full swing focuses the community on business messaging and attraction.



Poster



## TOOLS: PRINT ADVERTISING

Print ads in local and tourist media are a good way to reach both local audiences and tourists. Print ad creative will bolster local business culture while positioning the community as progressive and exciting to outsiders.



**Walkerton**  
Where Growth Inspires  
Inspiring the Flow of Business

**If 71% of the earth is covered by water...**

Mauris scelerisque velit eu bibendum gravida. Curabitur nulla sapien, lobortis sed congue non, vulputate vel felis. Donec eleifend augue id venenatis ullamcorper. Aliquam vehicula nisl in odio vulputate, vitae consectetur purus tincidunt. Sed accumsan enim vitae elit viverra, ultricies efficitur purus porttitor. In elementum, nisi non auctor laoreet, felis leo lacinia mi, a imperdiet arcu lorem at sapien. Nullam commodo dolor velit, nec tempus lorem facilisis a. Duis in rutrum est. In molestie, velit eget vehicula luctus, velit ipsum luctus dui, ut tristique turpis libero quis lorem. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer ornare nec diam at.

**Discover the new flow of business ideas and opportunities in Walkerton Ontario!**

 **BUSINESS to BRUCE**.com/walkerton

Print Ad

## TOOLS: VIDEO

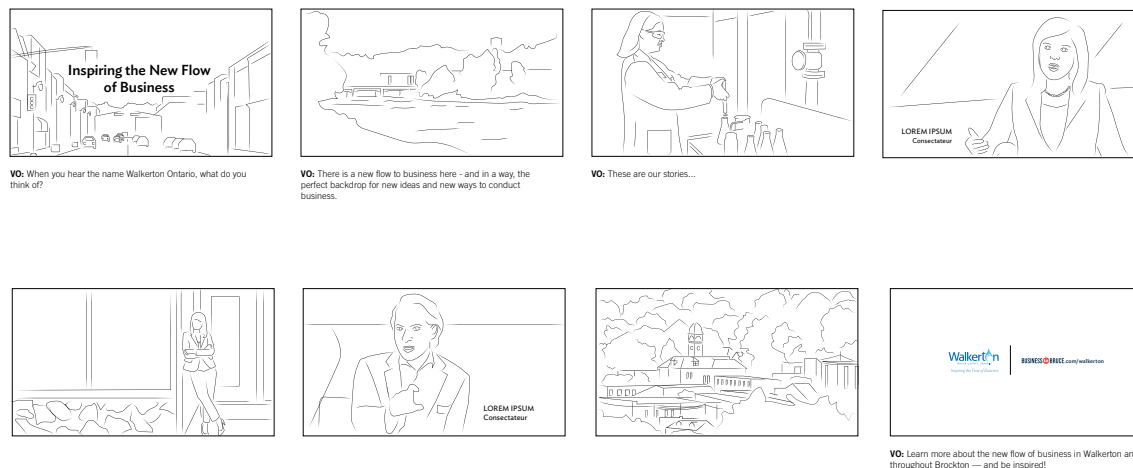
A short video that features some of our great business owners captures the essence and amazing potential of running a business in Walkerton. The video is posted on [businesstobruce.com/walkerton](https://businesstobruce.com/walkerton) and the entire community should be encouraged to promote the new video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



Video

## TOOLS: VIDEO SHORTS

Creating a series of short videos for use in social media and for the business-owner networks of local entrepreneurs gives us assets in the preferred communications medium for all business communications. Video is how people share and learn.



Video Storyboard

ELEMENT	DIRECTION / CONTENT	
VISUAL DIRECTION:	<ul style="list-style-type: none"> <li>Think of the video style as a trailer for the business story that's going on in Walkerton</li> <li>Format should be similar to the Business to Bruce video on the website but shorter and focused on one person only</li> <li>Maximum length: 60 seconds</li> </ul>	
	Introduce the entrepreneur	10 seconds
	How long in town	5 seconds
	What's unique about the business	25 seconds
	Why in Walkerton	20 seconds
GRAPHICS:	Titles:	Inspiring the New Flow of Business
	Nameplates:	Business Owner name and business name, location, website
	Close:	Walkerton BtoB theme, name, website
DESCRIBED VIDEO:	For AODA compliance	

---

## TOOLS: VIDEO SHORTS

### SAMPLE INTERVIEW QUESTIONS:

- 1) What made you want to start your own business?
  - 2) Why Walkerton?
  - 3) What makes your business unique or special?
  - 4) How is it going – what does success look like?
  - 5) How has running a business changed (your opinion)?
  - 6) Why is Walkerton well-suited to you/your business?
  - 7) What is it like living here?
- 

### WHERE TO SHARE:

- BIA website
- LinkedIn & Facebook
- Local business web pages and business owner social media sharing

Note: If video is not possible, create short written stories (150 words max) for posting in all the same places. Photography will be required. Same questions and style as the video.

## TOOLS: EVENT SUPPORT

Use events to promote the new flow of business in Walkerton.

Creating opportunities for local business leaders and their networks of friends and colleagues to gather and celebrate business achievement in Walkerton supports the strategy of promoting young, innovative business leaders in the area.



Discover the new flow of Brockton Business

### Next Generation Brockton Business Awards

Want to know what business around here in the future looks like? Meet our best young entrepreneurs at the first annual celebration of next generation business ownership in Walkerton and throughout Brockton. Success in key forward-looking sectors will be honoured — agriculture, retail, tech/environmental, maker/cultural artisans and the Open Class.

---

**Keynote: The Business Revival of Rural Canada**  
**Place:** Town Hall  
**Date:** Wednesday, September 13, 2017  
**Time:** Town Hall

---

**Speaker:**



**Lorem Ipsum**  
 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Duis eu lorem porta, pulvinar nulla at, cursus ex. Vivamus quis posuere.

---

Ut sit amet lobortis lacus. Donec et lectus eleifend dui sodales lacinia sit amet vestibulum augue. Nullam dignissim tortor vitae felis pellentesque consectetur a eu felis. Etiam sollicitudin nunc at mauris pulvinar luctus.

---

**RSVP:**  
 email and phone contacts

---



BUSINESS BROCKTON.ca

### Next Generation Brockton Business Awards

- Annual cocktail-style event
- Celebrates business owners under age 40
- Categories of Awards: Ag, Retail, Maker, Tech/Environment, Open
- Promoted through local media and local business owner networks



Look to local media, private businesses and the Chamber of Commerce for event partners and sponsorship.



When planning the awards, look to similar events held throughout the country for inspiration. Examples include London's 20 Under 40 and Greater Vernon's Top 20 Under 40.

E-vite

## Implementing The Tools

[illegible]