



# The BIG REAP THEORY

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Or...

*“How to help communities identify economic development priorities based on sound data rather than intuition, fads or guesses.”*

CRRF, October, 2016



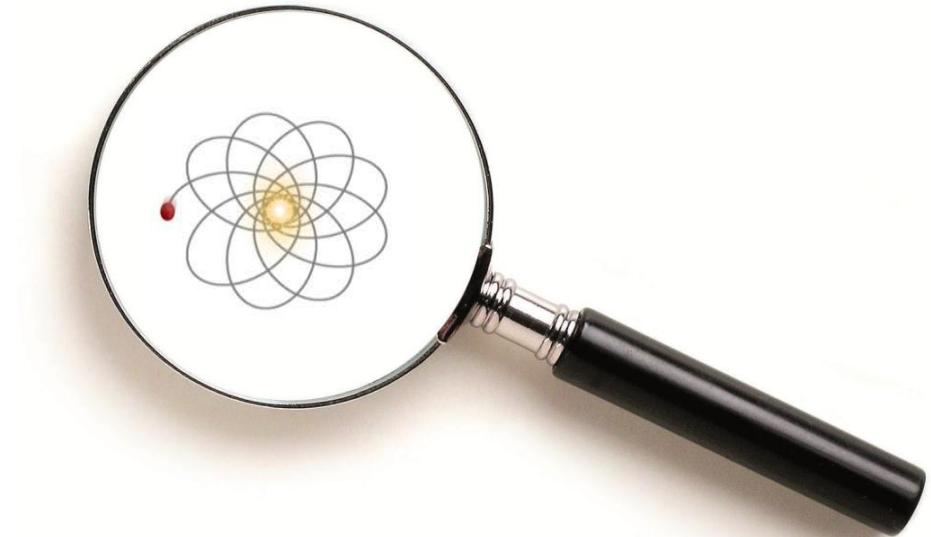
# The Theory....

If regions have:

- good data,
- leadership, and a
- process to identify and act on strategic economic development targets....

Then....

- they can have a positive impact their economy.

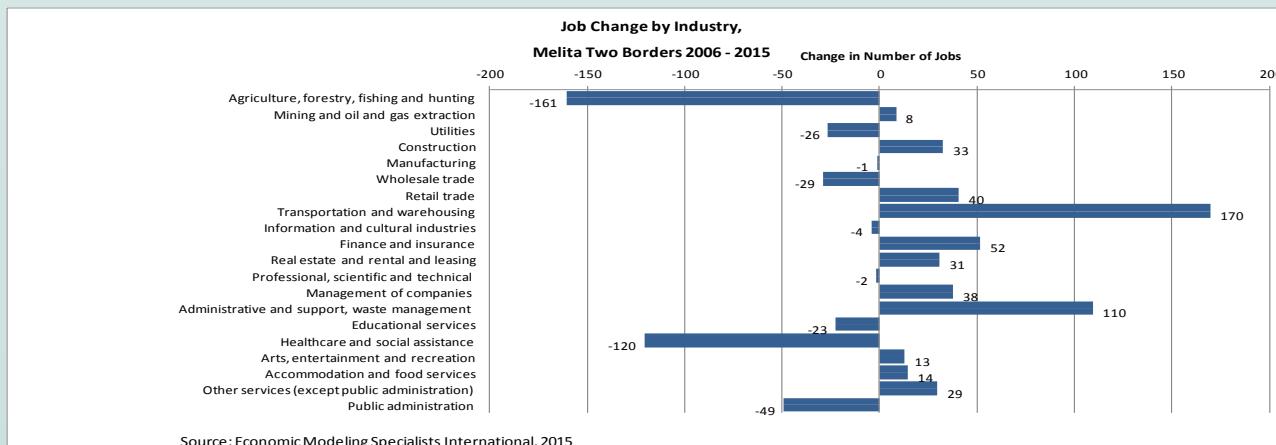
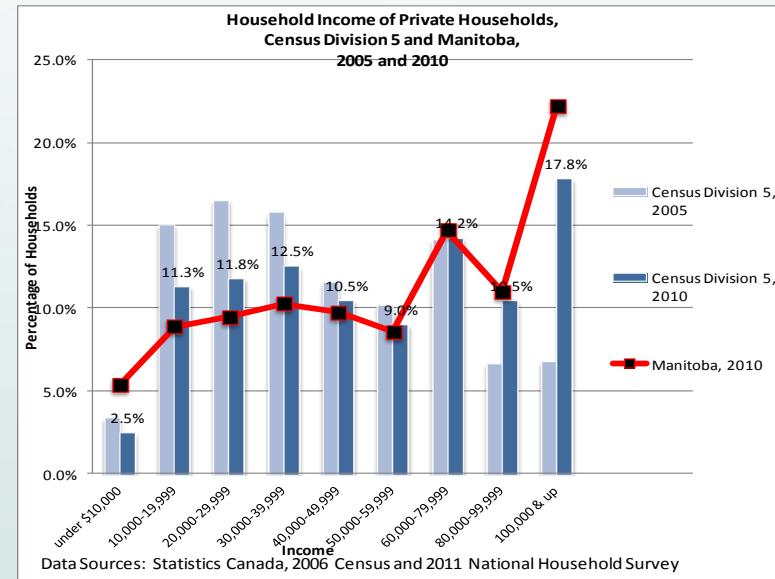
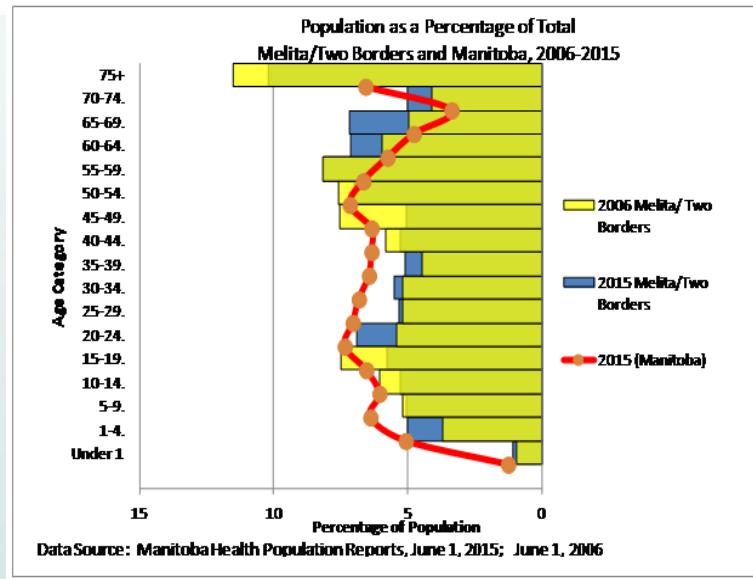


# Data and Process



- Self selected regions submit an EOI
- GET staff prepare report using demographic and economic indicators.
- GET staff present findings and facilitate discussions with leaders to:
  - “truth the data”
  - Identify unique competitive economic advantages and potential business gaps
  - Decide “what are you going to do about it?” *(this is where leadership comes in to play!)*
- “Asset based” development principles

# What's in a REAP?





- **Manitoba Health**
  - Population Reports, (reported every June, by Census Subdivision)
  - Total population, population change, population distribution
- **Statistics Canada**
  - **Census and National Household Survey**
    - Household income, educational attainment
  - **Building Permits** (purchased by Manitoba Housing)
    - Commercial and Industrial by CSD



## Economic Modeling Specialists International

- Number of jobs by industry
  - (20 Industry sectors for current year)
- Changes in number of Jobs
  - (ex. 2006 to 2015)
- Number of businesses
  - (by industry and by employment size)
- Location quotient analysis
  - comparative strength

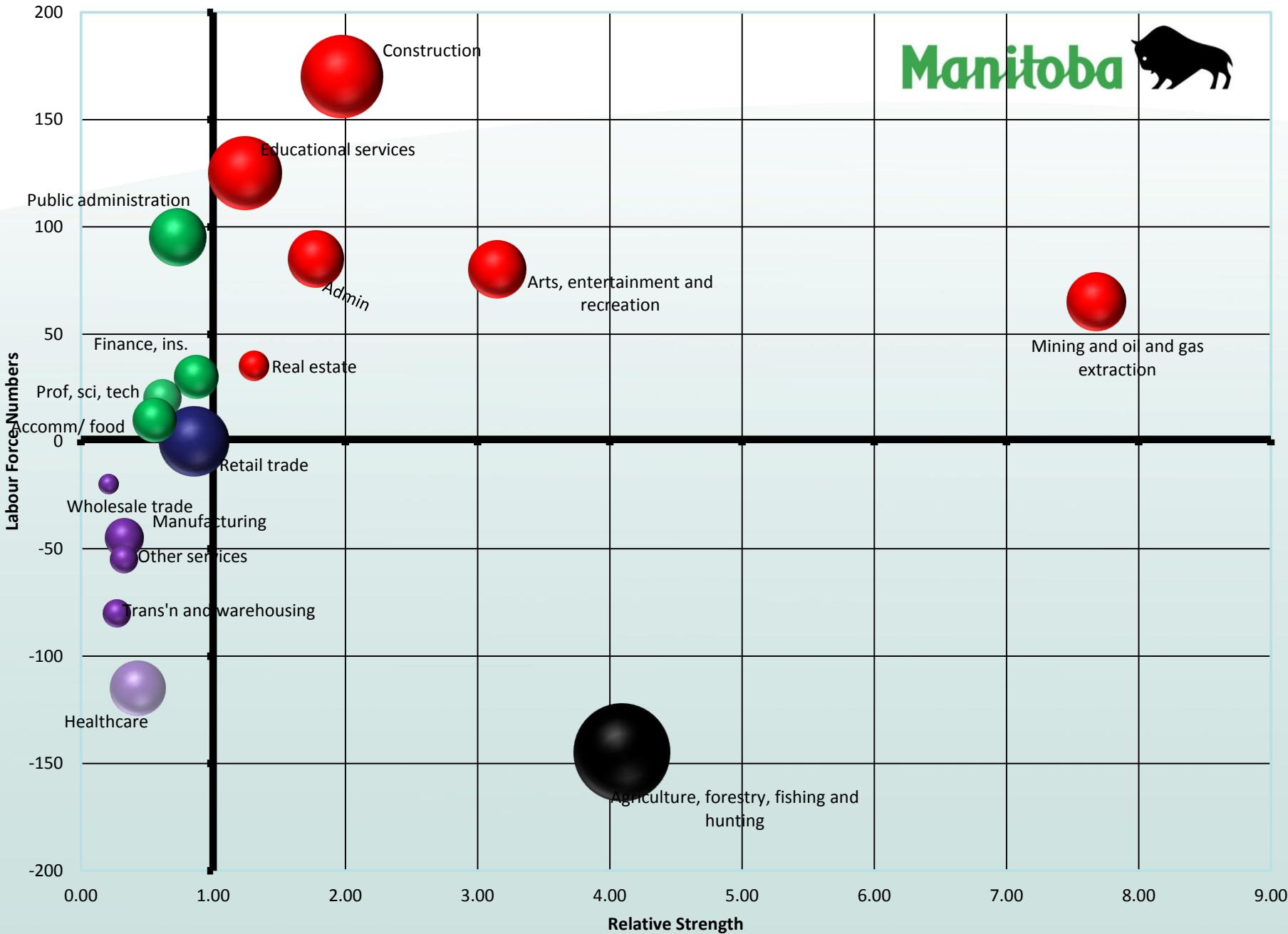


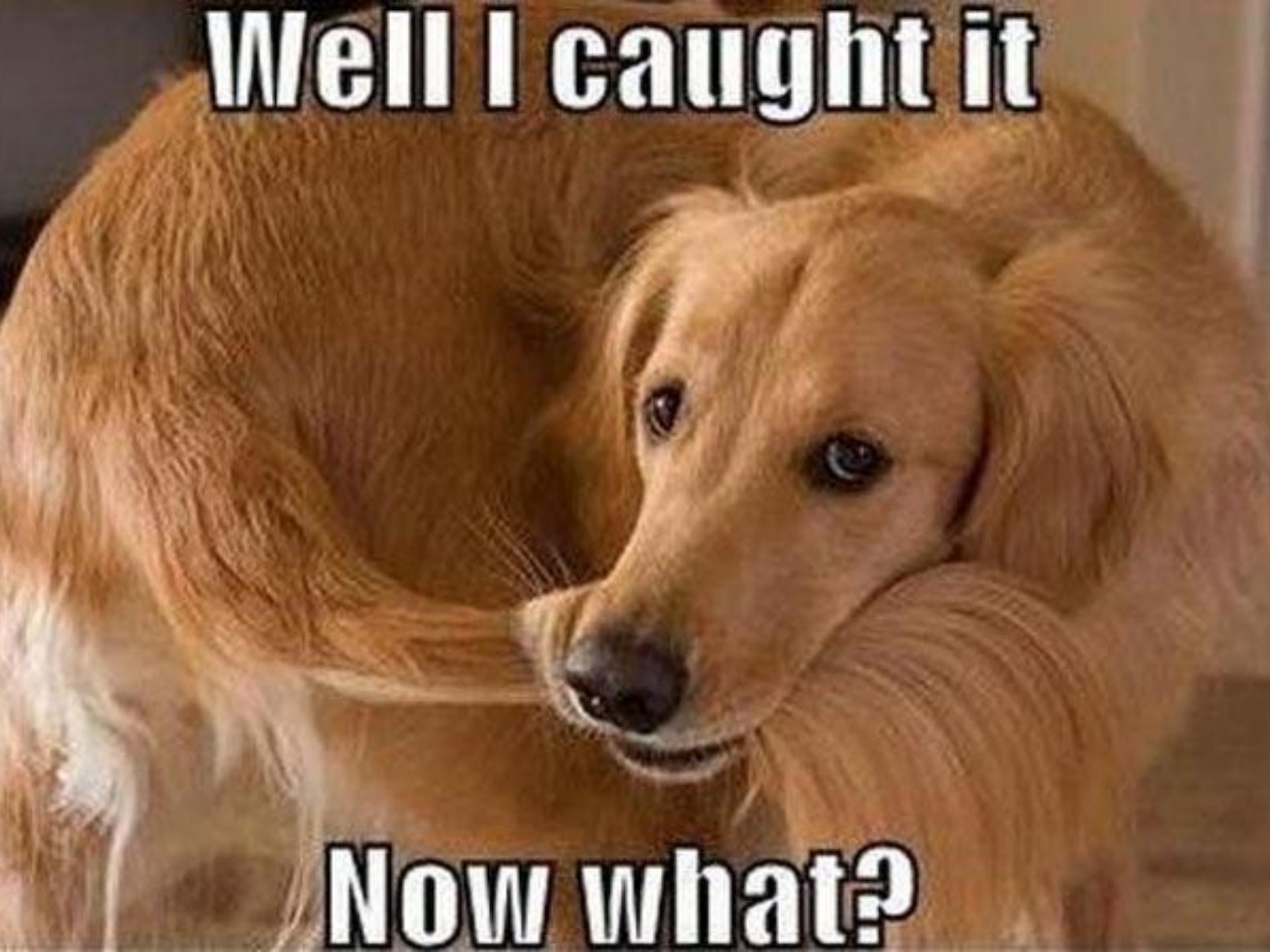
# Example Report Findings

- Long term population decline of 638 people
  - (-15.8%) from 1991 to 2015 (MB population grew by 10.7%)
- Town is growing, Rural Municipalities are shrinking.
- Aging population, below average 20-39 year olds.
- Increasing youth population (the boomers grandchildren?)
- Labour Sector Strengths (highest employment and relative strength)
  - Construction, Recreation, Mining/Oil and Gas, Education,



# Manitoba





**Well I caught it**

**Now what?**

# What are you going to do?

- Population attraction strategy?
- Seniors assisted living facility?
- More recreation opportunities to attract young families and support young people that are here?
- Provide support for entrepreneurs?



# How can you build on *your* *Star* sectors?



# Construction?



- review value chain gaps
  - Construction incubator
  - connect with CME
  - identify new opportunities to become part of value chain.

# **Oil and Gas?**



- Provide support to explore opportunities for self employment for workers in this sector

# Tourism and Recreation?



- market the lifestyle
- Joint meetings with tourism operators to identify new tourism packages

# Results



- Neepawa and area
- Beausejour, Brokenhead
- Lac du Bonnet, Lac du Bonnet
- Arborg and area
- Capital Region
- Dauphin, Dauphin, St. Rose du Lac
- Riverdale
- Oak Lake, Sifton, Sioux Valley
- The Pas, Kelsey, OCN



- Started “what’s the big idea”
- Ag Leadership Event
- Promotion of region
- Local Investment Groups

*“The data helped us to create a current Community Profile, supported strategic planning with Council, supported funding applications, provided focus by understanding our strong sectors.”*



*“You got through a lot of material and we still had time for meaningful discussion. The whole report will be a huge help as we go into our Sustainable Community Development Plan.”*

*“It also helped me to confirm to our stakeholders that we were correct in our assessment of our region”.*



# **BEAUSEJOUR BROKENHEAD**

*Our home, your home.*

*“The data helped to promote the strengths of our area needed to attract investors.”*

*The REAP report and discussions “pointed to a strong need for a Vocational School...as a result, we are working on the Eastman Vocational Training Centre with 11 Eastman municipalities on board.”*



*“Helped us to show our council our strengths, where we could improve and that we need a plan for growth, business attraction, retention of people, jobs, etc.”*

*“Since the REAP.... Working on a community plan...tourism plan...more young people moving into the community and more functional CDC.”*



## Data and analysis helped communities to:



- choose strategies that most effectively address the opportunities
- find their strategic advantage; work with their neighbours; and ACT on opportunities

*Stakeholders in a region talking together about common issues.*

*There is always more than one way to go after the opportunity!*

# When Does the Theory Fall Apart?



When communities do  
Economic Development

“old school”:

- Find a business to move to only YOUR community
- Offer incentives
- Compete with your neighbour



# What hasn't worked?

- East Escarpment
- Melita
- Boissevain, Deloraine
- Prairie Lakes

# What's next for REAP?



- Review of data and sources
- Move from industry analysis to cluster analysis.
- Commitment for communities to “do something”
- We are proposing:
  - Provide basic level of service to all
  - More details for regions committed to working together
  - Even more intense data and analysis for projects.



# **the BIG REAP THEORY**

