

# Municipality of South Bruce

## Economic Development Strategy Update



September 2021





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## Executive Summary

The Municipality of South Bruce retained MDB Insight to develop a Local Economic Development Study and Strategy, providing comprehensive analysis, including recommendations on how best to provide ongoing support to the Municipality's business community and attract new investment.

The Economic Development Strategy update has been prepared as a baseline document assuming normal community growth, not including the ongoing NWMO (Nuclear Waste Management Organization) Project.

The project included a situational analysis and document review, as well as the preparation of an updated economic profile. At the outset of the consultation, members of Council were asked to provide feedback, resulting in them prioritizing the creation of a development environment that supports investment and economic growth.

Business owners and community stakeholders were engaged through one-on-one telephone interviews, on-line community workshop discussions, and a survey of businesses and residents. The goals of the existing Corporate Strategy of the Municipality of South Bruce was also reviewed.

An analysis of strengths, opportunities, aspirations, risks, and results (SOARR) was prepared, identifying detailed considerations for the preparation of potential strategic directions for the Local Economic Development Strategy Update.

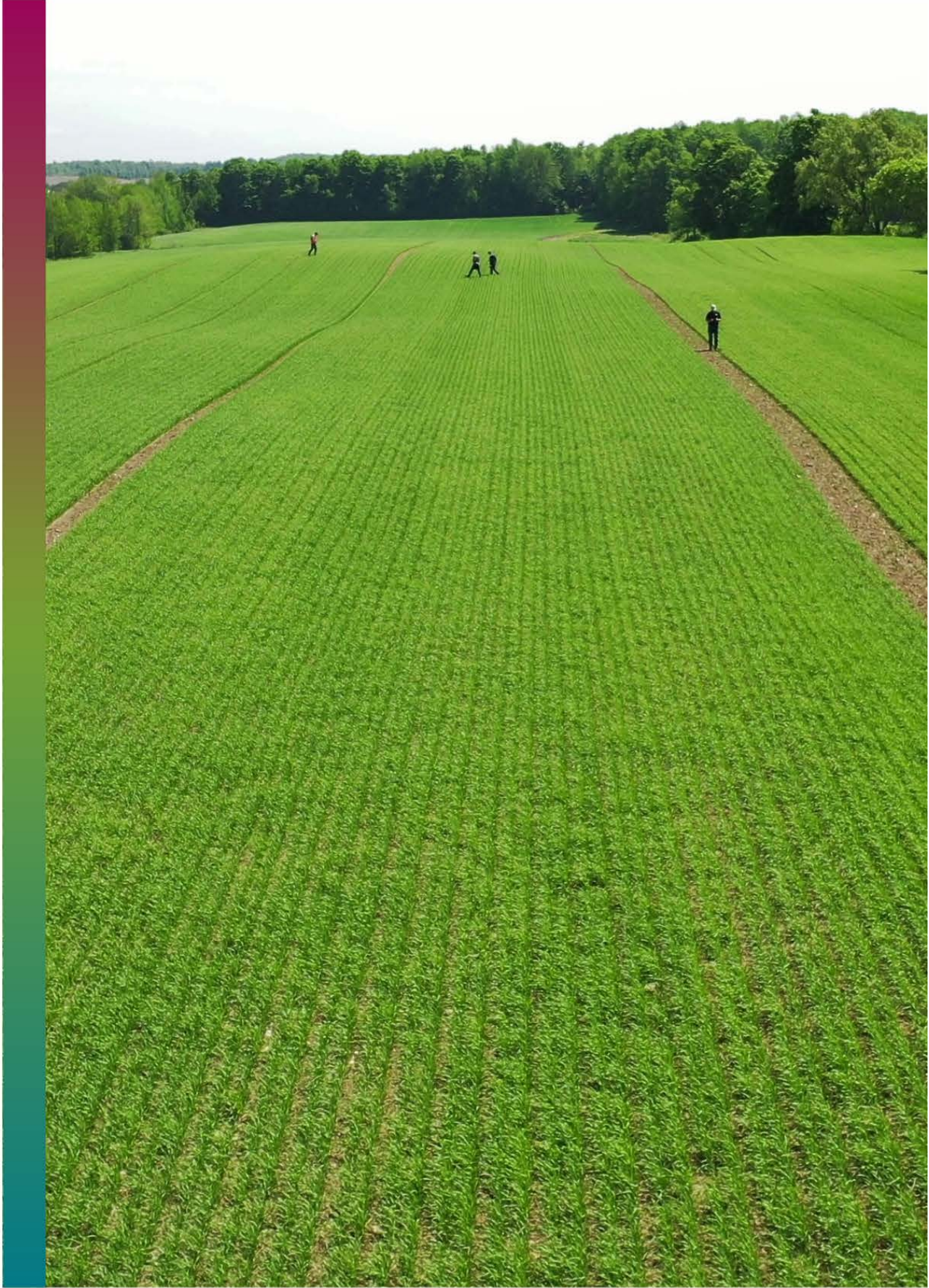
The consultations led to the development of three Strategic Objectives, nine Priorities, and 23 Actions.

- Strategic Objective 1: Foundations & Follow-Through
  - Activate human resources to implement the strategy.
  - Increase flexibility and relevance of policies and tactics.
  - Escalate collaboration.
  - Accelerate infrastructure investments.
- Strategic Objective 2: Agri-Business Reboot
  - Lead the way in agricultural innovation.
  - Enable investments in value-added, agri-tech, and culinary.
- Strategic Objective 3: Village Revival
  - Ensure villages are shovel-ready for development.
  - Double-down on support for village revitalization.
  - Embrace diversity in business and culture.

A summary of implementation, including potential partners and a five-year timeline, is included in this report. A detailed technical report was also prepared.



# Setting the Stage





## Situational Analysis

The process to create the South Bruce Economic Development Strategy included an analysis of the economy, review of background documents, and consultation with individuals and stakeholder groups.

### Economic Profile

South Bruce represented 8% of Bruce County's population, with 5,862 residents in 2020. From 2016 to 2020, the municipality saw its population grow by 4%, an increase of 223 people. By 2030, South Bruce's population is projected to grow to 6,030 people, increasing 168 people from 2020.

Visible minorities make up only 1.2% of South Bruce residents, compared to 2.9% for Bruce County and 29.5% for the Province of Ontario.

South Bruce's population between the ages of 25 and 44 years was at 24%, compared to provincial rates of 27%. About 19% of the population were 65 years and over compared to the County, which shows a higher proportion of senior population (26%). 30% of South Bruce's population had a high school degree, while 22% had college, CEGEP or non-university diplomas. Only 12% of the population have a university certificate, diploma or degree at a bachelor level or above, compared to 28% in the province.

South Bruce showed a median household income of \$90,077 in 2020, approximately \$18,170 lower than the province at \$108,247. Median household incomes have increased by 7% (\$4,384) from 2016 to 2020. This growth was lower than the growth experienced across Bruce County and at the provincial level.

South Bruce showed a median dwelling value of \$349,240 in 2020, approximately \$119,069 lower than the province at \$468,309. Median dwelling values in South Bruce saw an increase of \$108,874 (45%) from 2015 to 2020. While the dwelling values are increasing, South Bruce is still affordable when compared to Bruce County.

South Bruce's labour force is concentrated in agriculture, manufacturing, construction, health care and social assistance. The labour force has been grown by 7% from 2016 to 2020 (net increase of 234 people). South Bruce is a net exporter of workers, with most residents commuting to Brockton, Hanover and Kincardine to work.

Smaller operators dominate South Bruce's business base. As of December 2020, there are 495 businesses in South Bruce, 79% of which had no employees. 12% had 1-4 employees, 5% had 5-9 employees, and 2% had 10-19 employees. Agriculture accounted for the highest proportion of business establishments by industry and employed 523 workers, just a few less than manufacturing, with 531 workers.

- Animal production<sup>1</sup> is the largest industry subsector, with 132 businesses representing 25% of total businesses for South Bruce. This subsector also has a very high concentration of businesses relative to the province, with a Location Quotient<sup>2</sup> of 22.18.

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<sup>1</sup> Aquaculture is also in the subsector definition, but it is either extremely small or non-existent in South Bruce.

<sup>2</sup> A Location Quotient (LQ) is a calculation which determines a community's economic drivers.



- Crop production, real estate and specialty trade contractors are also important subsectors, accounting for between 7-18% of the municipality's total businesses. Crop production and real estate also have high LQs of 12.23 and 1.30, respectively.
- Repair and maintenance and support activities for agriculture and forestry with 18 and 14 businesses, respectively, can be seen as competitive. They have a high LQ of 2.09 and 12.23, respectively, meaning the community has a comparatively higher concentration of businesses when compared to the province.
- Although they account for less than 2% of total business, Food and beverage stores; utilities; machinery, equipment and supplies merchant wholesalers; and miscellaneous merchant wholesalers have high concentrations of businesses.

**Figure 1: Changes in South Bruce Labour Force (Jobs), 2016-2020**



Source: 2020 Manifold Data Mining Inc. & Statistics Canada, 2016 Census



## Document Review

More than ten background documents were reviewed to provide background for the writing of the Economic Development Strategy. Key considerations that emerged:

- There is a desire for continued focus on developing the agriculture and agri-business sector and cleantech and the nuclear supply chain.
- Support for existing small and medium-sized enterprises is an ongoing priority via business retention and expansion efforts.
- Future growth is possible with the development of employment lands and the attraction of new investment.
- Workforce development must be nurtured in collaboration with Bruce County, using continuous data collection and the attraction, retention and skills building of the labour pool.
- Community development is critical, especially to improve the availability and diversity of housing, increase broadband connectivity, explore transportation solutions, and revitalize Main Streets.
- South Bruce must enhance the community's capacity to respond and continue to cooperate with many other organizations, governments, and agencies to address community priorities.

Figure 2: Key Findings from Document Review





## Business and Community Engagement

Feedback from the community and business owners provides shape to an Economic Development Strategy. The engagement process (Figure 3) in South Bruce included 11 interviews of key informants, two workshops with 20 participants, 75 responses to a survey of businesses and residents, three Council and staff sessions, a staff survey, and numerous discussions with South Bruce staff.

We heard that South Bruce boasts a healthy sense of community stability and pride, backed by a supportive environment bolstered by local government, service clubs, volunteer groups, and dedicated, philanthropic citizens.

We learned that people would like to see efforts to diversify the economy and helping businesses remain resilient over the long term.

We discovered concerns about the lack of serviced industrial land, as well as a shortage of housing. We uncovered worries about infrastructure, internet connectivity, and the lack of recreational and cultural amenities.

We heard requests for more supports for business through grants, economic development programming and other services. And we learned there is no capacity for existing municipal staff to expand services.

Through the survey, businesses in South Bruce indicated reasonable rates of satisfaction for most municipal services. 61% said they would recommend South Bruce to another business looking to expand or relocate.

We witnessed a high degree of interest in agriculture-related development opportunities and optimism about prospects to capitalize on the clean energy sector. People believe there is excellent growth potential in South Bruce. We also heard a degree of division around the types of opportunities that may unfold.

**Figure 3: Public Engagement for Economic Development Strategy**



**11** Interviews of key informants



**20** Attendees at 2 industry workshops



**75** Responses to Business & Resident Survey



**3** Council and Staff Sessions, plus Staff Survey



**10+** Background documents reviewed



Numerous discussions with South Bruce's staff

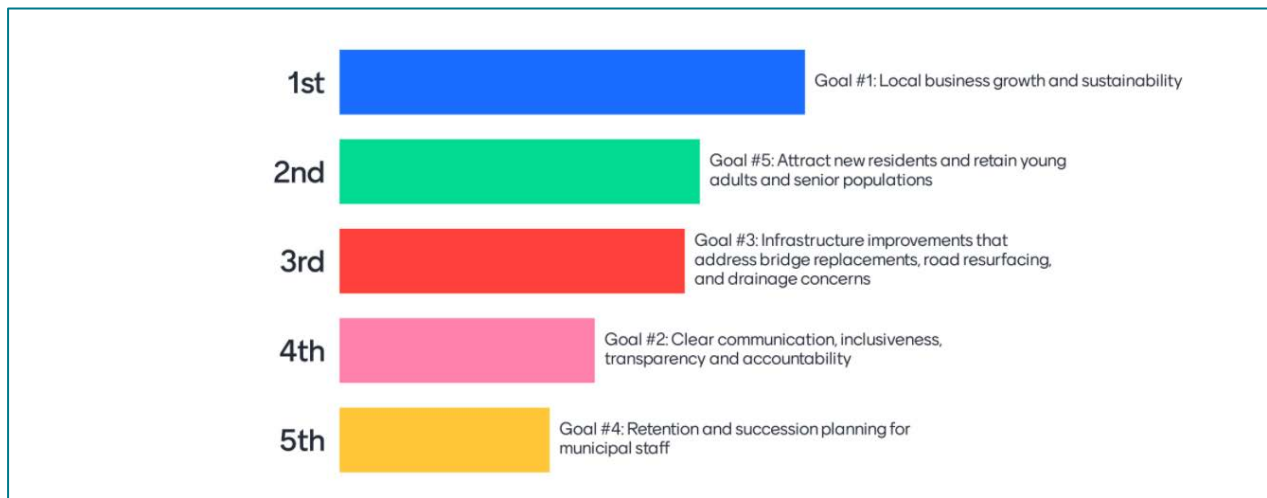




## Council's Strategic Corporate Goals

Concurrent to creating the South Bruce Economic Development Strategy was an update of the municipality's Corporate Strategy. Council members, senior management and municipal staff reviewed a series of goals. Those related to economic development ranked the highest when Council Members scored their relevance (Figure 4): "Local business growth and sustainability" and "Attract new residents and retain young adults and senior populations."

**Figure 4: Results of Strategic Goals rating 'highly relevant' (1) to 'least relevant' (5). Council Members.**



In addition to the above, members of Council also prioritized creating a development environment that supports investment and economic growth.

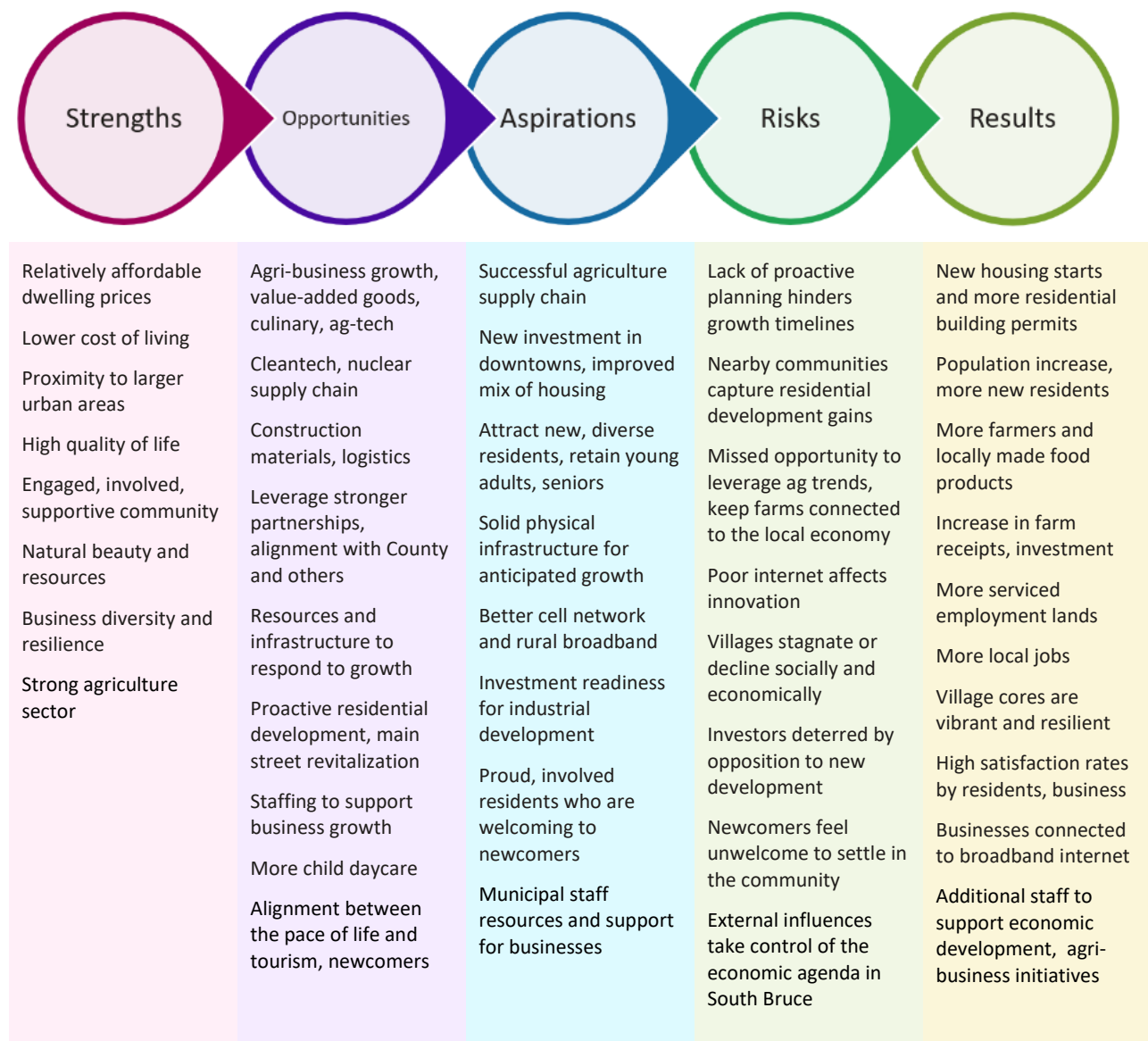


## SOARR Analysis

To shape the Strategic Priorities of the Economic Development Strategy, an analysis of strengths, opportunities, aspirations, risks, and results was prepared based on the document review, economic analysis, and business and community engagement.

Strengths and aspirations help build an asset-based community development model. By leveraging known opportunities and understanding likely risks, desired results or outcomes can be mapped out under a series of objectives and action steps later in the process.

Figure 5: SOARR Analysis for South Bruce





# Strategic Objectives and Action Plan





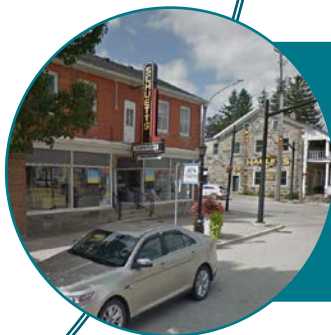
## Foundations & Follow-Through

- Activate human resources to implement the strategy.
- Increase flexibility and relevance of policies and tactics.
- Escalate collaboration.
- Accelerate infrastructure investments.



## Agri-Business Reboot

- Lead the way in agricultural innovation.
- Enable investments in value-added, agri-tech, and culinary.



## Village Revival

- Ensure villages are shovel-ready for development.
- Double-down on support for village revitalization.
- Embrace diversity in business and culture.



## Strategic Objective 1: Foundations and Follow-Through

### Overview

No community sets out to create a strategy then ignore it, but without resources, willpower, and performance measurement, that scenario becomes a reality for many. Investment readiness requires a welcoming land-use policy regimen and a substantial inventory of available, serviced properties. More importantly, communities must be nimble when welcoming and tracking potential investors and strong in collaboration and networking. Business intelligence must be well developed, as does marketing and communications to target audiences. Most of all, being ready and able to respond to opportunities in professional, prompt ways separates thriving communities from also-rans.



### Rationale

South Bruce is fortunate to have a Council and administration that consider opportunities with foresight and thoroughness. However, essential capital and operational resources must be put in place to implement a go-forward plan. Developing servicing capacity and hard infrastructure is essential for a strong foundation. Partnerships with others must be nurtured and leveraged on an unending basis or be left to wither. Bureaucratic hurdles unintentionally grow like weeds, so regular review and updating of policies, protocols, and tactics must be top-of-mind. Municipal staff must be hired to focus on economic development initiatives and not be distracted by overloaded work plans, mandates, or ad-hoc whims of Council or the public.

### Priorities

- a. Activate human resources and collaboration.
- b. Increase flexibility and relevance of policies and tactics.
- c. Accelerate infrastructure investments.



## Priority 1A: Escalate human resources and collaboration.

Action Plan		
<b>Action 1:</b> Provide additional resources to share good news about South Bruce, cultivate collaborative attitudes, and reduce bureaucracy.		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce (lead)</li> <li>▪ Bruce County</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Burlington's Employee Culture Team</a></li> </ul>	Immediate
<b>Action 2:</b> Advance Strategic Objective #2 ("Agri-Business Reboot") by adding human resources to help increase the success of existing businesses and grow investment in agri-business.		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (co-leads)</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">OFA Job Descriptions</a></li> <li>▪ <a href="#">Kawartha Ag/EDO Officer</a></li> <li>▪ <a href="#">Botetourt County, Virginia</a></li> </ul>	2022
<b>Action 3:</b> Enable Strategic Objective #3 ("Village Revival") by adding human resources to help grow residential and business development and to inspire community collaboration.		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (co-leads)</li> </ul>	<ul style="list-style-type: none"> <li>▪ City of Paradise hires, part of <a href="#">2015 Strategy</a></li> <li>▪ North Glengarry hires, part of <a href="#">2020 Strategy</a></li> </ul>	2022
<b>Action 4:</b> Collaborate with other governments and agencies across Bruce County and adjacent Counties to pursue regional investment opportunities and tackle common challenges.		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (co-leads)</li> <li>▪ Neighbouring communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Parkland County, City of Spruce Grove and Town of Stony Plain</a></li> </ul>	Immediate



## Priority 1B: Increase flexibility of policies and tactics.

Action Plan		
<b>Action 5:</b> Consult with farmers, homebuilders, and small businesses to identify and reduce municipal bureaucratic burdens.		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (co-leads)</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Halifax reducing Red Tape and Joint Advisory Panel with Business Sector</a></li> </ul>	2022
<b>Action 6:</b> Update the Official Plan and Zoning By-Law to enable on-farm agricultural diversification and incentivize a diverse mix of housing development in villages.		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (co-leads)</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Halton Rural and Agricultural System Official Plan Review</a></li> <li>▪ <a href="#">Lincoln Official Plan</a></li> <li>▪ <a href="#">Mount Pearl: Consider It Done</a></li> <li>▪ <a href="#">Peel Region Edge Planning Report</a></li> </ul>	2023
<b>Action 7:</b> Adapt CIP incentives to assist farmers and businesses to add value, diversify the economy, create jobs, grow entrepreneurship, and encourage infilling in villages.		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (co-leads)</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Whitewater Region Ag Value-Added Grant Program</a></li> <li>▪ <a href="#">North Middlesex CIP</a></li> <li>▪ <a href="#">Saugeen Shores CIP</a></li> </ul>	2023
<b>Action 8:</b> Modernize marketing and communications tactics and tools to promote relocation, investment, and tourism in South Bruce.		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (co-leads)</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">El Dorado, Kansas, Virtual Site Visit</a></li> <li>▪ <a href="#">Moving to Quesnel</a></li> <li>▪ <a href="#">Powell River Resident Attraction Campaign</a></li> </ul>	2024



## Priority 1C: Accelerate infrastructure investments.

Action Plan		
<p><b>Action 9:</b> Prepare an employment lands inventory, and land needs analysis to explore the spectrum of potential parcels for residential, commercial, and industrial growth.</p>		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>South Bruce, Bruce County (co-leads)</li> </ul>	<p><a href="#">Employment Land Needs Assessment</a>, Halton Hills</p> <p><a href="#">Employment Lands Discussion Paper</a>, Tecumseh ON</p>	2023
<p><b>Action 10:</b> Review servicing capacities of municipal infrastructure and prepare a strategy for residential expansions in South Bruce villages.</p>		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>South Bruce, Bruce County (co-leads)</li> </ul>	<p><a href="#">Land Inventory and Capacity Analysis</a>, Nanaimo BC</p>	2023





## Strategic Objective 2: Agri-Business Reboot

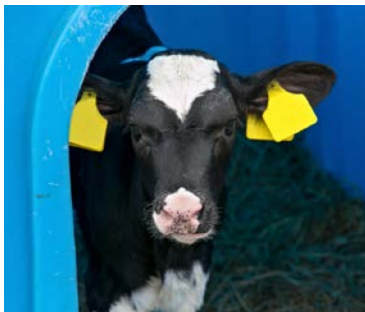
### Overview

Agriculture is a traditional industry undergoing powerful transformations not unique to South Bruce and is deeply affected by global market forces, changing farm operation models, climate change, and shifting consumer tastes.

The agriculture industry is an integral part of the Canadian economy. In 2015, the sector employed 280,315 people and accounted for 2.2% of Canada's total imports and 4.6% of total exports. Canada remains one of the world-leading exporters of agriculture products as total farm sales reached \$69.4 billion in 2015. The Canadian agricultural sector is evolving; growth in the sector is driven primarily by competition and aided by technology. The use of technology and equipment has allowed farms to be more efficient, with increased precision and automation.

In South Bruce in 2016, there were 399 farms, accounting for 21% of all farms in Bruce County. The number of farms in South Bruce decreased by 4% between 2011 and 2016. This reflects the broader provincial and national trend, as farm numbers decreased across Canada and Ontario by 6% and 5%, respectively. The total farm capital market value in South Bruce was \$1.051 billion in 2016, up from \$578.2 million in 2011, representing an 81% increase in value over five years (compared to a 54% increase for Ontario).

The number of farms in South Bruce with farm sizes of under 10 acres (+6 farms), 240 to 399 acres (+7), 1,129 to 1,599 acres (+2), and 2,240 to 2,879 acres (+1) grew in number between 2011 and 2016. All other farm sizes decreased in number. The average age of farm operators in South Bruce increased to 53.8 years in 2016, compared to 51.8 in 2011, younger than the provincial average farm operator age of 55.3 years in 2016.



Technology has taken hold of farm operations in South Bruce: 61% of farms use computers and laptops for management, 37% use smartphones and tablets, 27% use GPS technology, 17% of farms use auto-steering, 13% use GIS soil mapping, and 10% use automated environmental controls for animal housing, and automated animal feeding.

Most farms in South Bruce are classified as cattle ranching (38% of total farms in 2016) and oilseed and grain farming (33%). South Bruce has a more significant proportion of its farms in cattle ranching than Bruce County and the province. South Bruce's strength in agriculture can aid in the development of value-added agri-businesses and respond to food insecurity challenges. Opportunities exist to support food security, reduce food waste, and promote local agricultural products through continued online and



in-store buy local marketing campaigns. All levels of government are often faulted for ignoring or misunderstanding agriculture. Coupled with fractured advocacy and messaging, farmers struggle to be heard or helped. Emerging technologies wield increasing influence, with hundreds of ag-related start-up companies active across Canada and the U.S.<sup>3</sup> Without cohesion and clarity, farms and agri-businesses at a local level may continue to be frustrated with policies and decisions that run counter to their aspirations.

## Rationale

Between 2016 and 2020, the Municipality of South Bruce saw impressive positive changes in its labour force related to agriculture and agribusiness. During those four years, 23 new jobs were added to the agriculture sector, and 31 new jobs to manufacturing, of which food processing related to local dairy production is an essential component. However, even with the best intentions, municipalities struggle with maximizing the potential agribusiness offers. Within that vacuum of attention, the agriculture steering wheel can be commandeered by forces that are not fully connected to the stakeholders.



Through interviews and workshops, it was discovered that some agriculture stakeholders believe the sector is already on "auto-steer", overly controlled by global markets and financial institutions. Other feedback we received expressed a passionate desire to see the South Bruce farm way of life understood, respected, and reintegrated into the rest of the economy and the community. The Municipality of South Bruce may benefit from taking active steps to support advances in value-added processing in agriculture, including food and beverage manufacturing, meatpacking, cheese production, agri-tech, wholesale trade, transportation, and warehousing. There is an excellent foundation for building future success since South Bruce is home to a major food processing plant owned by Gay Lea Foods Co-operative Ltd. and the Ontario Dairy Goat Cooperative, North America's leading broker of goat's milk. Assisting these locally present agriculture subsectors and stakeholders is where local government can have the most influence. Executed properly, trust may be earned among the farming community and the agri-business sector, who will then welcome collaborations.

## Priorities

- Lead the way in agricultural innovation.
- Enable investments in value-added, agri-tech, and culinary.

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<sup>3</sup> StartUs Insights Platform, Agriculture.



## Priority 2A: Lead the way in agricultural innovation.

Action Plan		
<p><b>Action 11:</b> Become the champion for value-added agriculture, diversified agribusiness enterprises, alternative crops, and farm innovation in Bruce County.</p>		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (co-leads)</li> <li>▪ Bruce County Federation of Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Sault Ste Marie Rural Agri-Innovation Network</a></li> <li>▪ <a href="#">Ontario Agri-Food Innovation Alliance</a></li> </ul>	2023
<p><b>Action 12:</b> Develop agri-business alliances across Bruce County, Huron County, Wellington County, Grey County, and Perth County, and with agricultural organizations.</p>		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (Co-leads)</li> <li>▪ Bruce County Federation of Agriculture</li> <li>▪ Neighbouring communities</li> <li>▪ Agricultural organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Northern Ontario Agri-Food Strategy</a></li> <li>▪ <a href="#">Halton Region Rural Agricultural Strategy</a></li> <li>▪ <a href="#">Ontario Food Cluster</a></li> </ul>	2023
<p><b>Action 13:</b> Create an agri-business innovation hub, leveraging educational institutions and business start-ups in adjacent urban centres along with the on-the-ground know-how of farmers and agri-business owners.</p>		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (Co-leads)</li> <li>▪ Bruce County Federation of Agriculture</li> <li>▪ Farm and agri-business organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Northumberland County Ontario Agri-Food Venture Centre</a></li> <li>▪ <a href="#">Prescott Russell Innovative Food Hub</a></li> <li>▪ <a href="#">Kawartha Food Hub Feasibility Study</a></li> <li>▪ <a href="#">Cornell Agriculture and Food Technology Park</a></li> </ul>	2024



**Priority 2B: Enable investments in value-added, agri-tech, and culinary.**

Action Plan		
<p><b>Action 14:</b> Activate Farm Enterprise Zones (agriculture and agri-food nodes clustered with small settlements) and On-Farm Diversified Uses for South Bruce, and ensure farming areas have access to high-speed broadband activity and reliable cell networks.</p>		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (co-leads)</li> <li>▪ Bruce County Federation of Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Opportunity Zones</a>, Ontario 360</li> <li>▪ <a href="#">On-Farm Diversified Uses</a>, Brant County</li> </ul>	2024
<p><b>Action 15:</b> Collaborate with farmers, agribusinesses, entrepreneurs and agency partners to develop incentives and initiatives to increase agriculture-related growth.</p>		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (Co-leads)</li> <li>▪ Bruce County Federation of Agriculture</li> <li>▪ Farm and agri-business organizations</li> <li>▪ Ontario Federation of Agriculture</li> <li>▪ Ontario Ministry of Agriculture Food and Rural Affairs</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">AgPrize</a>, Huron County</li> <li>▪ <a href="#">Kawartha Lakes Agricultural Action Plan</a></li> <li>▪ <a href="#">York Region Food &amp; beverage Accelerator</a></li> </ul>	2022



## Strategic Objective 3: Village Revival

### Overview

The villages of Teeswater, Mildmay, and Formosa are the centres of culture, business and community in South Bruce. They offer citizens, visitors and potential investors a reading of the area's vitality and health. They reflect the values and pride of residents and set the tone for tolerance of new ideas, inclusiveness, change, and progress. Revival of communities is an ongoing effort, not a one-and-done scenario. Plus, many rural communities are seeing the benefits of idea-friendly volunteer involvement to inspire tangible community revitalization.



### Rationale

Bruce Power and its suppliers offer great potential for success in revitalizing and growing the villages of South Bruce. Other nearby towns are experiencing growth and benefits by responding to the energy supply chain and its workforce. With other cleantech opportunities on the immediate horizon, South Bruce must prepare itself now or risk watching moving vans drive through to some other proactive community.

The existence of internet fibre in Mildmay and Teeswater is a tremendous asset, and service is to be extended in Formosa, but rural internet and cell networks need to be improved. If improvements are made, the revival of all the villages can increase the potential to attract South Bruce's share of the inevitable residential, commercial and industrial development on its way to Bruce County.

If shovel-ready residential land is in place, South Bruce will attract new residents, especially those who prefer the rural lifestyle but cannot afford the skyrocketing housing prices of lakefront communities. The villages also need to prepare for an influx of new cultures and diverse walks of life, and ensuring workforce supports such as transportation and daycare are available.

By taking a lead role in reinventing the villages, South Bruce can build out the economic and social capacity of Teeswater, Mildmay, and Formosa to accept new residents, businesses, and amenities.



## Priorities

- Ensure villages are shovel-ready for development.
- Double-down on support for village revitalization.
- Embrace diversity in business and culture.

### Priority 3A: Ensure villages are shovel-ready for development.

Action Plan		
<b>Action 16:</b> Prepare an inventory of community and business assets and gaps, and identify specific areas of residential, commercial, and industrial growth potential in each village.		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (co-leads)</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Kootenay Lake</a></li> <li>▪ <a href="#">Rural Designations – Villages</a></li> <li>▪ <a href="#">Derry Green Corporate Business Park</a></li> </ul>	2022 - 2023
<b>Action 17:</b> Implement the "Healthy and Vibrant Communities" Goal in the Corporate Strategic Plan to enhance infrastructure to meet future resident and business needs.		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (co-leads)</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Simcoe County Land Budget</a></li> <li>▪ <a href="#">Riverview Municipal Development Plan</a></li> </ul>	2024



### Priority 3B: Double-down on support for village revitalization.

Action Plan		
<p><b>Action 18:</b> Enhance business incentives and policies to attract the cleantech supply chain, homebuilders, small businesses, entrepreneurs, and investors to South Bruce villages.</p>		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (co-leads)</li> <li>▪ Businesses</li> <li>▪ Business associations</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Lucan Biddulph Industrial Stimulus Program</a></li> <li>▪ <a href="#">Southgate Startup Space Leasehold Grant</a></li> <li>▪ <a href="#">Sarnia Additional Residential Units Grant</a></li> </ul>	2023
<p><b>Action 19:</b> Provide grants to community groups and citizens to revitalize spaces, reenergize community pride and unity, attract and retain youth and families, and rejuvenate quality of life and vitality in South Bruce villages.</p>		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (co-leads)</li> <li>▪ Community organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Rebound Royal Oak Program</a></li> <li>▪ <a href="#">Geneva Neighborhood Resource Center</a></li> <li>▪ <a href="#">Campbell River Social Grant Program</a></li> </ul>	2023
<p><b>Action 20:</b> Encourage farmers and village business owners to collaborate and develop matching on-farm and culinary experiences showcasing local food and drink products.</p>		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County (co-leads)</li> <li>▪ Bruce County Federation of Agriculture</li> <li>▪ Mildmay Chamber of Commerce</li> <li>▪ Teeswater Agricultural Society</li> </ul>	Member Destinations, <a href="#">Culinary Tourism Alliance</a> <a href="#">Ontario "Eat Local" Groups</a> , Sustain Ontario <a href="#">Durham Farm Fresh</a> <a href="#">Eat Drink Norfolk</a>	2023



### Priority 3C: Embrace diversity in business and culture.

Action Plan		
<p><b>Action 21:</b> Celebrate and promote tolerant, inclusive and diverse businesses, farms, community groups, and citizens in South Bruce.</p>		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County, Grey Bruce Local Immigration Partnership (co-leads)</li> <li>▪ Community organizations, faith-based organizations</li> <li>▪ Businesses</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#"><u>Simcoe County Newcomer Recognition Awards</u></a></li> <li>▪ <a href="#"><u>Kingston Newcomers' Welcome Gift</u></a></li> <li>▪ <a href="#"><u>City of 100 Hellos</u></a></li> </ul>	2022
<p><b>Action 22:</b> Collaborate with immigration/newcomer agencies and stakeholders to develop and implement a resident, workforce, and entrepreneur attraction plan for South Bruce villages.</p>		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County, Grey Bruce Local Immigration Partnership (co-leads)</li> <li>▪ Newcomer Centre of Peel</li> <li>▪ Businesses, Educational institutions, Community organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#"><u>Grey Bruce Local Immigration Partnership</u></a></li> <li>▪ <a href="#"><u>York Region Newcomer Services</u></a></li> <li>▪ <a href="#"><u>Summerside Immigration Service</u></a></li> </ul>	2023
<p><b>Action 23:</b> Coordinate grants for South Bruce community groups aimed at activities and events that tangibly improve newcomers' feeling of welcoming and belonging.</p>		
Lead / Partners:	Examples:	Timeline:
<ul style="list-style-type: none"> <li>▪ South Bruce, Bruce County, Grey Bruce Local Immigration Partnership (co-leads)</li> <li>▪ Community groups, faith-based organizations</li> <li>▪ Businesses</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#"><u>Festival and Events Ontario - Multicultural Community Capacity Grant Program</u></a></li> <li>▪ <a href="#"><u>Silk Road Festival</u></a></li> <li>▪ <a href="#"><u>DiverseCity Multicultural Festival</u></a></li> <li>▪ <a href="#"><u>Surrey Newcomer Youth Hub for Co-operative Enterprise</u></a></li> </ul>	2023





# Potential Outcomes of Intentional Actions





### **Strategic Objective 1: Foundations and Follow-Through**

- Collaborate with entrepreneurs and community organizations.
- Enhance innovation and inspiration.
- Improve the success of existing businesses.
- Increase acreage of potential parcels for diverse residential, commercial, and industrial growth.
- Promote relocation, investment, and tourism in South Bruce.
- Protect productive agricultural lands.
- Reduce bureaucratic and geographic silos.
- Reduce municipal bureaucratic hurdles affecting business.

### **Strategic Objective 2: Agri-Business Reboot**

- Develop initiatives to improve business success and grow job and small business opportunities.
- Initiate policy change, share resources, and improve networking and learning opportunities.
- Enable on-farm agricultural diversification, on-farm experiences, alternative crops and enterprises.
- Grow culinary and local food and drink experiences and products.
- Enhance value-added processing of agriculture products.
- Better internet and cell networks in rural areas.

### **Strategic Objective 3: Village Revival**

- Accelerate residential, commercial, and industrial development.
- Attract cleantech and nuclear supply chain businesses and jobs to villages.
- Grow revenues and cooperation among village businesses and farms across South Bruce.
- Grow tourism industry and support for local products, services, and experiences.
- Improve affordability and mix of dwellings.
- Raise awareness of the benefits of living in and visiting South Bruce.
- Rejuvenate quality of life and public spaces.
- Increased daycare spaces to support working parents.



# Implementation Summary





## Implementation Partners

The Municipality of South Bruce must continue its strong relationship with several partners to ensure that the Economic Development Strategy Update is implemented. Financial and human resources may be leveraged through these collaborations to achieve the outcomes desired.

- Bruce County's Planning and Development Department has a critical role in land-use planning policy matters, development application processing, community development, investment attraction, and financial resources for business incentives. Through the Spruce the Bruce and Business to Bruce programs, the collaborative efforts involving Bruce County and its Member Municipalities have produced many tangible deliverables. The implementation of the Economic Development Strategy Update for the Municipality of South Bruce will depend significantly on the will of Bruce County to assist with all Strategic Priorities, co-lead many of them, and provide financial and human resources where appropriate.
- The Nuclear Waste Management Organization (NWMO) announced in 2020 that the Municipality of South Bruce is one of two communities continuing in the site selection process for the design and implementation of a federal government plan for the safe, long-term management of used nuclear fuel. The project will only move forward in any area with interested communities and First Nation, Métis and surrounding communities working together to implement it. The NWMO has a critical role in the ongoing process related to the potential installation of a Deep Geological Repository in South Bruce. The organization has financial resources available to assist the municipality.
- Other organizations in the Municipality of South Bruce, across Bruce County and regionally, can provide resources and advice on implementing the Economic Development Strategy Update. Wherever possible, these entities, agencies, businesses, and stakeholders should be brought to the discussion table to help make the Strategic Priorities a reality.

## Timeline

Figure 6 outlines the timelines associated with the aggressive implementation of the Economic Development Strategy Update for South Bruce.

This timeline assumes that the Municipality of South Bruce puts the crucial human resources in place to enable the Strategic Priorities. The hiring of a full-time Economic Development Officer and a full-time Agribusiness Development Officer would send a message to community stakeholders and implementation partners that the Municipality of South Bruce is committed to playing a lead role in economic development.

Community economic development is a labour-intensive process that requires the ongoing building of rapport and trust among stakeholder organizations, other levels of government, businesses, and individuals. If the human resources are not put in place by the Municipality of South Bruce, these timelines would be extended considerably, and in many cases, will not be achieved. It is unlikely that any action items under the Agribusiness Reboot or the Village Revival will be tangibly completed without additional staff resources.



Figure 6: Timeline Summary

Priority	Action	2021	2022	2023	2024
<b>Strategic Objective 1: Foundations and Follow-Through</b>					
1A: Activate human resources	Provide resources to promote South Bruce, nurture collaboration				
	Advance Strategic Objective #2 ("Agri-Business Reboot")				
	Enable Strategic Objective #3 ("Village Revival")				
	Collaborate with other governments and agencies				
1B: Increase flexibility and relevance of policies and tactics	Consult, identify and reduce burdens				
	Update Official Plan and Zoning By-Law				
	Adapt Community Improvement Plan incentives				
	Modernize marketing and communications				
1C: Accelerate infrastructure investments	Prepare employment lands inventory				
	Review servicing capacity				
<b>Strategic Objective 2: Agri-Business Reboot</b>					
2A: Lead the way in agricultural innovation	Become the champion for value-added agriculture				
	Develop alliances with neighbouring communities				
	Create an agri-business innovation hub				
2B: Enable investments in value-added agriculture	Activate farm enterprise zones and on-farm uses				
	Collaborate with farmers				
<b>Strategic Objective 3: Village Revival</b>					
3A: Ensure villages are shovel-ready	Prepare asset inventory and areas of potential				
	Enhance infrastructure to meet future needs				
3B: Double-down on support for village revitalization	Enhance business incentives				
	Provide grants to community groups				
	Match value-added food with village businesses				
3C: Embrace diversity in business & culture	Celebrate inclusive businesses and groups				
	Implement resident/entrepreneur attraction plan				
	Coordinate grants aimed at welcoming newcomers				

