



Community Development Program Review

Spruce the Bruce



Agenda

- Review Summary
 - Economic Development Realities
 - Approaches to Community Improvement
 - Community Development Programs
- Opportunities and Challenges
- Reflections and Recommendations



Source: flowerpotislandcruises.ca



Review Summary



SPRUCE the BRUCE

- Spruce the Bruce provided member municipalities with resources to:
 - Develop strategies & implementation plans
 - Revitalize their individual downtowns
 - Maintain / grow healthy commercial areas
- Review included discussion about potential enhancements to ensure long-term effectiveness

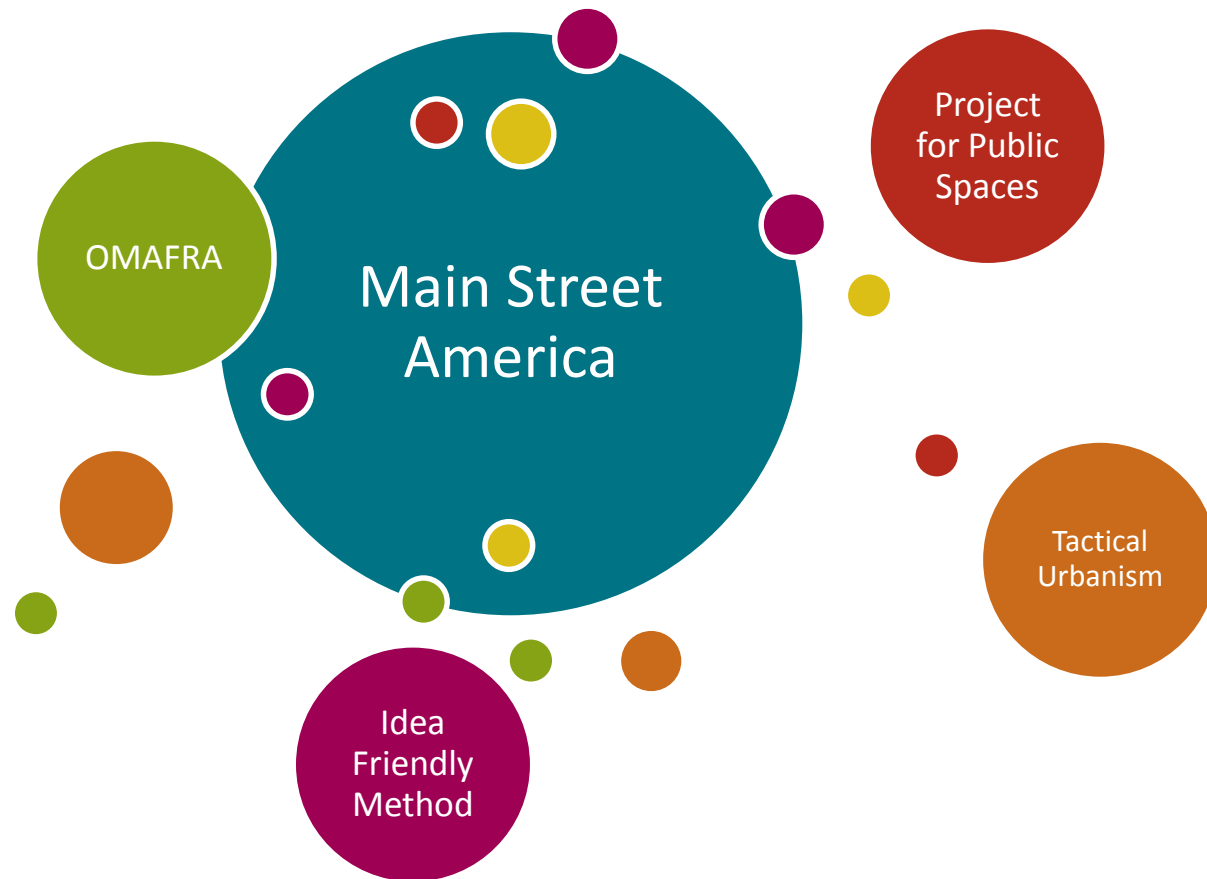


Economic Development Realities

- Readiness to attract new business and investment
 - Employment landscape: newcomers, remote workers, visible minorities
 - Inventory of land and buildings for commercial/industrial
 - Availability, diversity and attainability of housing
- Forward-facing towns and villages
 - Regional collaboration
 - Expanding seasons and nodes of tourism
 - Building trust to retain business, gather intelligence
- Future-proofing and resiliency
 - Adapting to technology, remote work, over tourism, small business challenges, online shopping



Approaches to Community Improvement



Quantitative & Qualitative Indicators

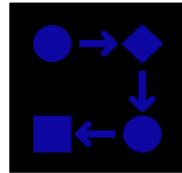
- Retail Development
- Housing
- Partnerships
- Traffic
- Heritage Preservation
- Diversity
- Multifunctionality
- Design
- Promotion
- Finance
- Employment



Community Development Programs



**Detailed review of
Spruce the Bruce**



**Detailed review of
Community
Improvement Plans
(CIPs)**



**Interviews with Member
Municipalities**



**Review of Best Practices
in Comparable
Communities**

Central Manitoulin

Haldimand County

Halton Hills

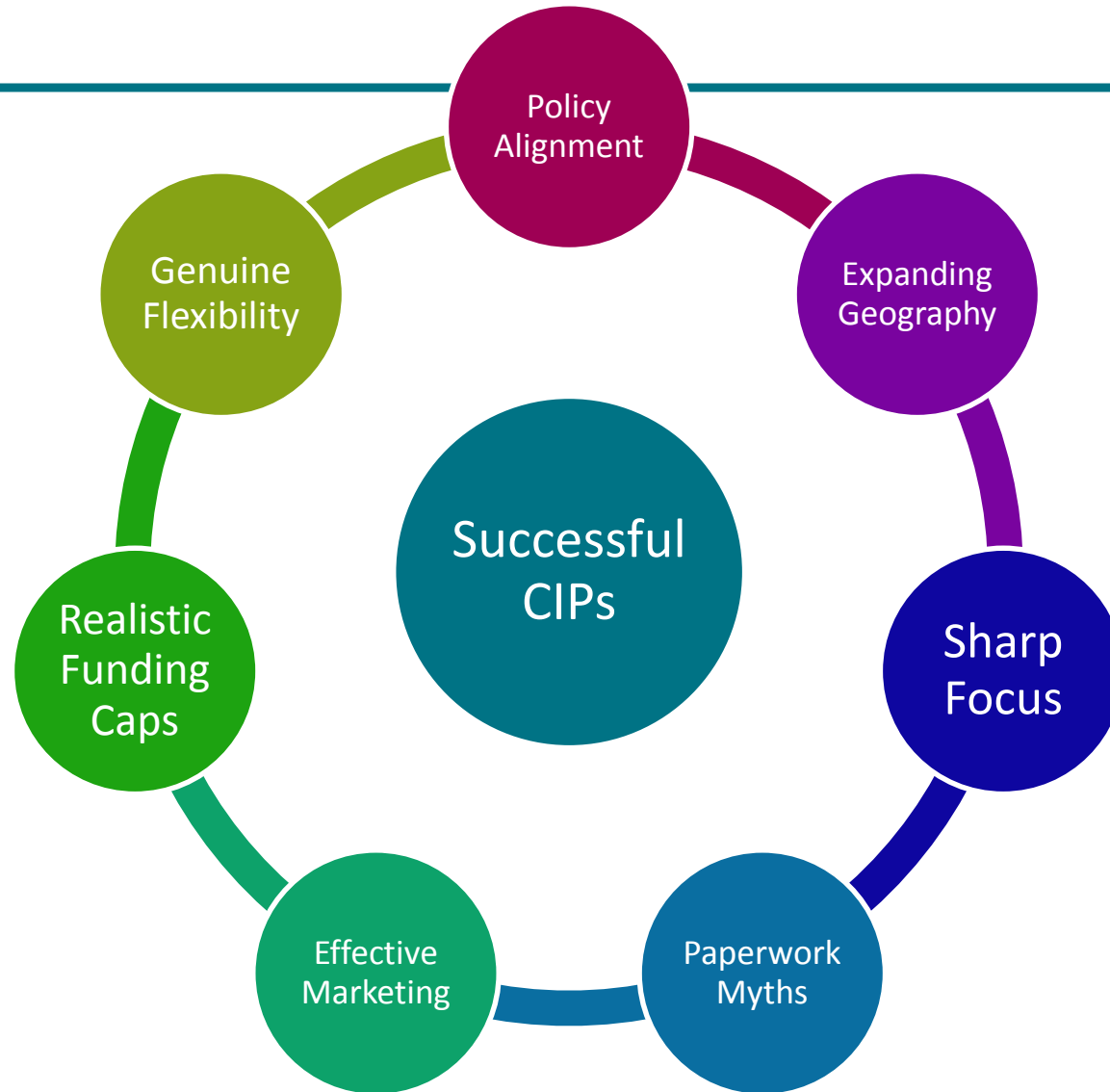
City of Kawartha Lakes

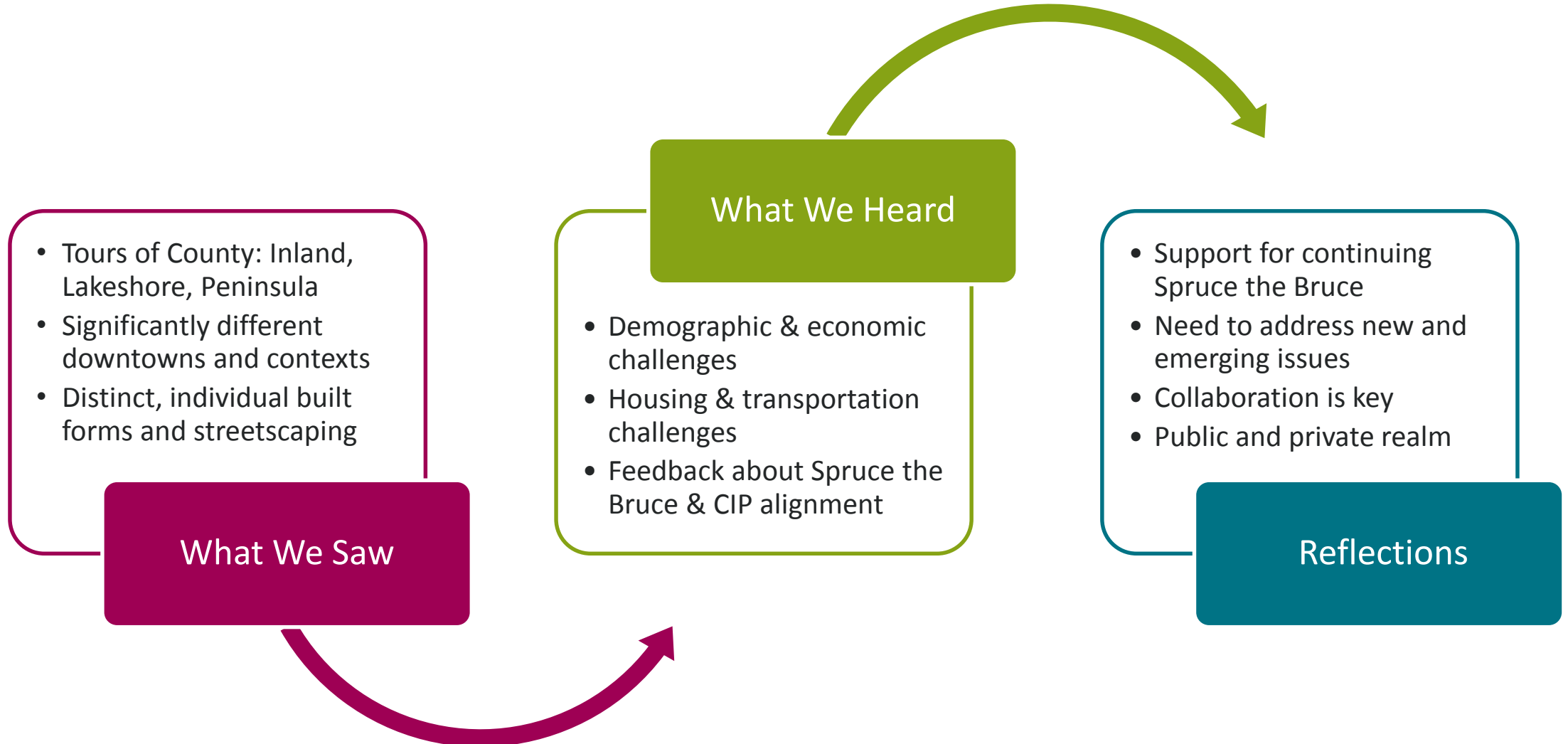
Norfolk County

Wellington County



Best Practices







1. Gather Intelligence

- Activate a robust County-wide business outreach program
 - Collaborate with municipalities
 - Outreach is personalized, targeted
 - Collect relevant info about proposed construction in advance of approvals
 - Facilitate expansions and plans
- Set specific goals
 - Top employers, high-growth influencers within key local industries
 - Record, report levels of business satisfaction.





2. Modernize Policy

- Vision and policy frameworks in Official Plans
- OPs, Zoning By-laws, other policies should facilitate innovative investment opportunities
- Expand geographic scope of CIPs
- Update CIP objectives, incentives, policies, procedures
- Permit additional uses “as-of-right”



Example of expanded geographic scope: Marina Slip CIP, Bobcaygeon, Kawartha Lakes.



3. Expand Financial Incentives

- Expand Spruce the Bruce to create an “Industry Stream”
- Assist with funding development of rebranding initiatives for municipalities and communities
- Develop criteria for priority projects and uses that benefit from waived or reduced fees, charges, or taxes to incentivize preferred development in target areas



Example of industry stream: Charlotteville Brewery, Norfolk County.



4. Double-down on Collaboration

- Establish Joint Incentive Process Task Team to streamline CIPs and Spruce the Bruce into a clear joint initiative
- Continue to fund Spruce the Bruce, through existing “Community Stream”
- Prioritize public realm improvements (streetscapes, parks, facilities)
- Continue to seek partnerships with local organizations to share enhanced maintenance of public realm

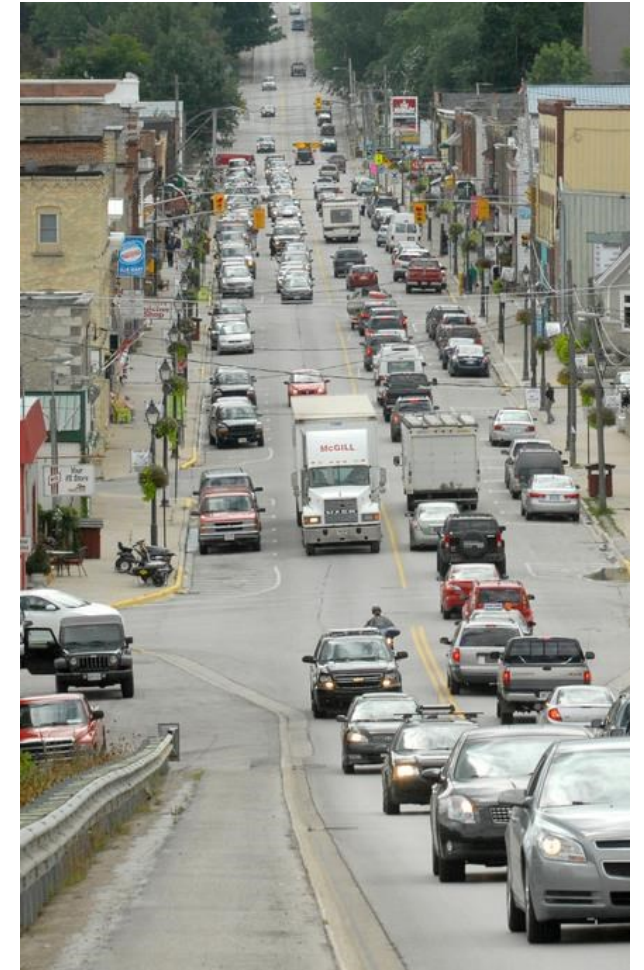


Source: Owen Sound Sun-Times.



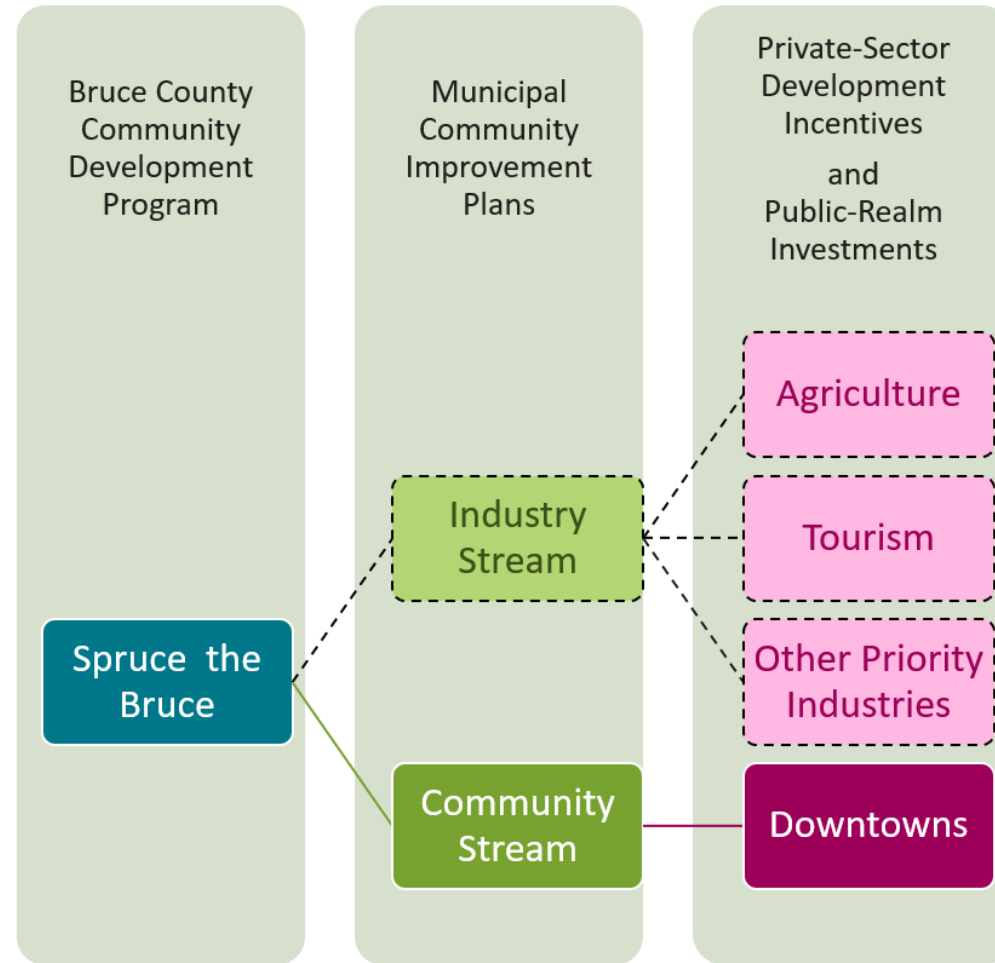
4. Double-down on Collaboration (continued)

- Expand Spruce the Bruce for smaller communities
 - Designate share of budget for businesses located in communities that have not completed organizational capacity assessment
- Develop work plan for all communities to complete organizational capacity assessment phase
- Consider any municipality's wish to revisit branding and slogans to ensure local resonance
- Develop and implement a clear, results-oriented Investment Attraction Strategy for Bruce County





Recommendations





5. Fix Bottlenecks

- Run regular tabletop exercises to identify bottlenecks with all agencies and depts
- Revise policies and standards, remove or modify wording causing unreasonable cost barriers, wasted time, or inconvenience impeding developer's plans
- Provide clear, simple, low-cost mechanisms for accessing exceptions to obstacles for redevelopment or reuse opportunities, where policies and standards may not be removed or modified





Gather Intelligence and Modernize Policy

Expand Financial Incentives

Double-down on Collaboration

Fix Bottlenecks

Communicate and Measure

THANK YOU!

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