



Municipality of South Bruce

Corporate Strategic Plan 2021 – 2025

September 2021



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Mayor's Message

I am pleased that the Municipality of South Bruce is putting forward another Corporate Strategic Plan to continue the good work and progress that took place and is underway as a result of the 2014-2019 Plan.

Both then and now, the community has come together with new ideas, honest input, and a forward-thinking vision of our beautiful Municipality. The Corporate Strategic Plan for 2021-2025 outlined here presents us with great opportunities and concrete actions to undertake in the next few years.

In particular, this Plan identifies areas of importance to focus on, such as attracting and retaining new residents, boosting support for our local businesses to make sure they are sustainable, and ongoing improvement to our vast infrastructure and assets.

As well, this Plan acknowledges other important topics being addressed in many municipalities across Ontario and Canada, such as accessibility standards, emergency management, meaningful Reconciliation and relationships with Indigenous communities, and recovering from the impacts of the COVID-19 Pandemic.

More unique to our community is our ongoing participation in the site selection process for the Nuclear Waste Management Organization's (NWMO) Project to store Canada's used nuclear fuel. The Economic Development Strategy Update assumes normal community growth and does not directly consider the ongoing NWMO Project. The 2021-2025 Corporate Strategic Plan does consider the ongoing NWMO Project. We recognize that it is a major consideration for our community in the next couple of years and will be impactful whether or not South Bruce is the chosen site.

I am confident that together we can build off our achievements thus far and continue to fulfil our mission, "to provide appropriate and efficient services and programs to residents and businesses of the Municipality that will enhance the quality of life and provide a safe, inclusive and desirable environment to work and raise families."

Alongside Council, staff, and each and every one of our residents and ratepayers, I look forward to working together to continue to improve how we operate, offer services, and advance common interests for the betterment of all the communities that make up our Municipality.

In closing, I would like to acknowledge everyone who participated and contributed – your input is valuable and captured in our Strategic Plan. Thank you for all that you do to make South Bruce a great place to live, work and enjoy.

Sincerely,

Robert Buckle, Mayor of the Municipality of South Bruce



Land Acknowledgement

In the spirit of Reconciliation, we recognize the traditional territory of the Saugeen First Nation and the Chippewa of Nawash First Nation on which we are gathered.

The Municipality of South Bruce shares a commitment to stewardship of the land and natural environment in this traditional territory that we stand on.

Land recognition is a way to honour the first inhabitants of this land, the Indigenous people of today and the aspirations they have for future generations.



Acronyms

Acronyms	Description
AMP	Asset Management Plan
AODA	Accessibility for Ontarians with Disabilities Act
BMP	Best Management Practices
CEMC	Community Emergency Management Coordinator
CLC	Community Liaison Committee
CRM	Customer Relationship Management
EOC	Emergency Operations Centre
GBLIP	Grey Bruce Local Immigration Partnership
GHG	Greenhouse Gas
MIC	Municipal Innovation Council
NWMO	Nuclear Waste Management Organization
OECD	Organisation for Economic Co-operation and Development
SWIFT	Southwestern Integrated Fibre Technology



Executive Summary



Municipality of South Bruce

Corporate Strategic Plan 2021-2025



What is it?

The 2021-2025 Municipality of South Bruce Corporate Strategic Plan is a roadmap for the community. It defines a shared vision and desired state for the diverse and unique communities that collectively form the municipality and the steps it will need to take to get there.

Why was it developed?

As a roadmap for Council and management, the document informs on-the-ground activities and the human, financial and physical resources needed to implement the plan efficiently and effectively. Rather than simply reacting to change, it provides direction and necessary actions to examine issues and concerns to create a sustainable community while providing economic growth opportunities and protecting natural assets and social and cultural connections.

How was it developed?

The Corporate Strategic Plan was developed through a comprehensive consultation process. Municipal Council, senior management and staff, residents, business owners/managers and community organizations provided a clear picture of the current state of the municipality, reflecting on its structure and function and current strengths and weaknesses.

Municipality of South Bruce

Corporate Strategic Plan 2021-2025



Vision

In South Bruce, people care about one another and enjoy seeing each other succeed. It's common for us to volunteer in local groups and support locally-owned and operated businesses. We're proud to call this community home and won't hesitate to tell others about our piece of paradise.

Corporate Mission

To provide appropriate and efficient services and programs to residents and businesses of the municipality that will enhance quality of life and provide a safe, inclusive and desirable environment to work and raise families.

Corporate Values



Excellent Customer Service



Reliability and Stewardship



Empathy, Respect and Transparency



Sustainability



Informed Decision-Making



Inclusive, Healthy and Safe Living



Progressive Municipality

Municipality of South Bruce

Corporate Strategic Plan 2021-2025



The 2021-2025 Municipality of South Bruce Corporate Strategic Plan establishes five goals for the Municipality. These include two foundational goals and three strategic goals. These goals are highly interrelated, and if implemented effectively, the objectives and actions will ensure a strong and sustainable Corporate function.

Foundational Goals

Strategic Goals

	Open Government	Operational Efficiency	Progressive and Growing Economy	Healthy and Vibrant Communities	Environmental Stewardship
Objectives	<ol style="list-style-type: none"> 1. Enhance internal and external communications for continuous learning and effective distribution of relevant information. 2. Continue to foster partnerships and advocate for local priorities. 	<ol style="list-style-type: none"> 1. Invest in processes and tools for efficient and effective service delivery. 2. Promote a corporate culture that empowers and supports municipal staff. 3. Ensure longer-term fiscal sustainability of the municipality. 	<ol style="list-style-type: none"> 1. Foster a favourable business environment that supports existing businesses, creates local employment opportunities and attracts new business investment. 	<ol style="list-style-type: none"> 1. Celebrate and promote the municipality's strengths to attract investors and residents. 2. Maintain and enhance infrastructure to meet existing and future resident and business needs. 	<ol style="list-style-type: none"> 1. Promote and incorporate environmentally sustainable practices throughout the community.
Outcomes	The Municipality will operate in an open, inclusive and transparent manner to ensure that all residents and stakeholders have easy access to information and effectively participate in the democratic process.	The Municipality demonstrates superior service delivery and responsible financial management to ensure a balanced social, cultural, economic, and environmental approach.	South Bruce is a progressive and growing community and offers a favourable environment that supports a strong business ecosystem, investment and economic growth.	South Bruce is a community that invests in its people and supports physical and mental well-being by encouraging positive lifestyles, preserving natural beauty, and helping people pursue their passions.	South Bruce is a healthy, vibrant, and sustainable community with empowered citizens, conserved natural resources, energy-efficient and sustainable.



Introduction





The Municipality of South Bruce approved its first Corporate Strategic Plan in 2014. The document served as a roadmap for Council and management, informing on-the-ground activities and the human, financial and physical resources needed to implement the plan efficiently and effectively. It presented the desired future vision for South Bruce and a strategic approach to advance actions to address key priority areas.

Since then, significant changes are underway in the community, driven by local, regional and provincial trends. This includes the advent and rapid adoption of new technologies and place-based development. Corporate structures are also changing, focusing on being more customer-centric and investing in processes, technology and tools that provide efficient service delivery. There is also an increasing focus on understanding the current economic realities of Indigenous communities and supports needed to secure and safeguard their traditional values, lands and rights. Protecting lives and livelihoods remain at the forefront, particularly given the impact of COVID-19. Coordinated efforts are underway in almost all municipalities across Canada as they continue to respond to the immediate needs of their residents, community groups and business owners.

This *2021-2025 Corporate Strategic Plan* is being prepared at a critical point in South Bruce's existence. The municipality is at the cusp of change, with growth predicted into the future. The community is embracing opportunity by building on its strengths as "Ontario's Cooperative Community" and the "Gateway to the Bruce". Moreover, as part of the community's continued participation in the Nuclear Waste Management Organization (NWMO) site selection process, the Municipality will continually assess NWMO's Project, including potential contribution to community wellbeing and the community's willingness to host the Project.

In creating and implementing this Corporate Strategic Plan, the Municipality has made a conscious effort to invest in its assets. In essence, the Corporate Strategic Plan is a plan for the community. It defines a shared vision and desired state for the diverse and unique communities that collectively form the municipality. Residents are co-creators and investors in the Municipality's development. Equally important, the Corporate Strategic Plan provides Council and staff with a framework for decision making. Rather than simply reacting to change, it enables them to objectively examine issues and concerns to create a sustainable community while providing business, employment and economic growth opportunities and protecting its natural assets and social and cultural connections.

Key Objectives

The 2021-2025 Corporate Strategic Plan considers the ongoing NWMO (Nuclear Waste Management Organization) Project. The key objectives of the Plan are to:

- Provide a long-term vision, medium-term objectives and action plans
- Articulate relevant performance metrics and identify alignment within municipal departments and partners that support the plans' successful implementation.



Strategic Planning Process

The process to develop the 2021-2025 Corporate Strategic Plan followed four interconnected steps, as illustrated below.



Following the project launch in March 2021, the strategy planning process started with a review of relevant documents, including the previous Corporate Strategy, budget documents and Asset Management Plan. Community consultations were a core aspect of the project. Interviews and group workshops were conducted with local and county-level municipal leaders, local business owners and civic champions. A survey of Municipal staff and residents provided critical input.

Beyond this final report, market analysis and community engagement results were captured in two technical reports: *Appendix I – Research & Analysis Report* and *Appendix II – Consultation Insights*. Those are provided under separate cover.

Public Engagement for Corporate Strategic Plan





South Bruce Today





The Community

The municipality of South Bruce has a unique character and spirit, shaped by the individual communities that make it, including the villages of Teeswater, Formosa and Mildmay and the former townships of Carrick and Culross. Created in 1999 as part of a county-wide municipal restructuring, the community is a blend of urban cores, agricultural lands, aggregate resources, and villages. This blend ensures access to essential products and services while ensuring the importance of retaining small-town character, local cultural heritage and agricultural roots.

Located on the southern border of Bruce County, South Bruce is connected to Ontario's most populous regions through well-maintained highways, including Highway 9, which runs through Mildmay. As the "Gateway to the Bruce," South Bruce provides one of a few well-worn paths to the beautiful beaches of Lake Huron's eastern shores and cottage country further north.

South Bruce's location offers the opportunity for future growth, and the population is anticipated to increase to 7,400 residents by 2046¹. That said, population growth is expected to be greater in Bruce County's urban centres as places like Kincardine and Saugeen Shores have anticipated growth and invested in advanced planning and infrastructure.

South Bruce is "Ontario's Cooperative Community" with leading local cooperative businesses like Gay Lea and Ontario Dairy Goat Cooperative. Farming and agriculture continue to be the economic mainstays for the community. In addition, South Bruce's economy is led by sectors including construction, manufacturing, real estate, retail trade and professional services. Furthermore, recent investments by Bruce Power and Kinectrics, including the latter's 40,000 square foot facilities, are a testament to the community's focus on environmental stewardship and local investment growth.

South Bruce's future employment growth will be primarily driven by work-at-home opportunities, particularly through diversified on-farm uses and knowledge-based occupations. Industrial employment within utilities, small/medium-scale manufacturing, construction, trades and transportation are also expected to grow.

Capitalizing on these opportunities will require the Municipality to address certain challenges. This includes lack of investment-ready growth areas, an aging population, ensuring community unity through the site selection process for the NWMO Project, difficulties related to attracting and retaining younger workers and young families, and a lack of support for seniors will affect the ability for residents to age in place.

Having a clear understanding of these opportunities and challenges is essential when developing the strategic plan, as these have longer-term implications for the municipality, and therefore require strategic goals and objectives to address them.

¹ Projections as part of the upcoming update to the Plan the Bruce: Good Growth project.



The Municipality's Facilities and Services

The Municipality of South Bruce provides a wide range of facilities, programs and services that play an important role in the day-to-day lives of South Bruce residents. These community assets contribute to making the municipality a more attractive and healthier place to live, work and play.

The Municipality owns facilities in Formosa, Mildmay and Teeswater. Recreation and outdoor activities are a priority for residents, as evidenced by the well-cared-for recreation centres and parks. Significant municipally-owned facilities include the Formosa Recreation Centre, the Mildmay-Carrick Recreation Complex, Formosa Community Centre and Teeswater-Culross Community Centre. The Municipality also offers two outdoor, heated pools within the community, namely, the Teeswater-Culross swimming pool and Mildmay-Carrick Swimming Pool. The municipality is also home to ball diamonds in Formosa, Mildmay and Teeswater. Recreational parks, including the Formosa Lions Park, Mildmay Rotary Park, Mildmay Optimist Arena Park, Mildmay Lions Wilderness Park and Teeswater Kinsmen Park, offer expansive greenspaces, playgrounds and picnic areas for the whole community.

In addition to the above, the community is also home to the Teeswater Town Hall. The Teeswater Town Hall has been the community focus of the village for more than a 130 years. This historic building offers modern updates and finishes and operates as a performance and event venue. Pre-pandemic on offer were recreational activities for seniors to enjoy, including the cards and crokinole.

The Municipality also has two fire stations within the community, namely, the Mildmay Carrick Station and the Teeswater Culross Station, providing a variety of fire rescue services and promoting fire safety. In addition to hospitals in the region, the Mildmay Community Medical Clinic, housed in an office space leased from the Municipality and operated by the Brockton and Area Family Health Team, provides critical health services to residents. The Municipality is also exploring options for retaining a medical facility in Teeswater. Currently, the Teeswater Medical Centre Development Steering Committee is collecting feedback from the community to understand the professional services that are most important to include in this facility.

Library services in the community is provided by Bruce County. The County operates libraries in Mildmay and Teeswater, providing residents with library materials, information and related programs and services.

These municipality-owned, County/municipality-maintained, and non-municipally owned facilities are community assets and speak to key strengths of the community and highlight the volunteer civic partnerships that have benefited the community for so many years.

To provide clarity on the current state of municipal services in South Bruce and where gaps may exist, the service levels of each asset were analyzed and compared to the insights obtained through community consultations. These observations are provided in *Appendix I – Research & Analysis Report*.

In response to provincial regulation that called for a comprehensive asset management plan, South Bruce's Asset Management Plan (AMP) was adopted by Council in 2015. It provides a 10-year financial plan and strategy for the municipality's assets. It notes that more than 30% of assets, with a valuation of \$60 million, are in poor to very poor condition, while 47% are in good to very good condition.



The Community's Voice

As detailed earlier, a comprehensive consultation process was undertaken to develop this Corporate Strategic Plan. The perspectives of Council, municipal staff, residents, business owners/managers and community organizations provide a clear picture of the current state of the municipality. The insights detailed here reflect the structure and function and the current strengths and weaknesses of the municipality. A summary is detailed below, and a complete list of consultation insights is provided in *Appendix II – Consultation Insights*.

The Community is engaged, involved and supportive

- 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.
- Residents choose to live in South Bruce as it is a unified, safe and welcoming community. The community's affordability, laid-back and easy-going lifestyle and access to nature were also cited as the most appealing reasons for residents choosing to live in South Bruce.
- Volunteerism is high and local organizations have an interest in supporting the community.

Council and Staff are invested

- Stakeholders feel Mayor and Council are supportive and open to listening to the community's needs. They are also focused on growth, understand priorities (e.g. culture and infrastructure) and what needs to happen in the community.
- Considering the internal resourcing and corporate environment, working relationships within the Municipality are strong. Council support is high and Municipal leadership and staff are invested in the community.
- Stakeholders expressed a desire to see Council take bold actions and become a growth leader in the region.

Gaps in servicing capacity

- The Municipality needs to ensure corporate resources are aligned with the needs of the growing community. Gaps relate to the lack of serviced industrial land, housing shortage, infrastructure including broadband connectivity, and recreational and cultural amenities.
- Priorities for South Bruce residents include road and bridge maintenance and improvement, improved broadband, access to doctors and medical care, public transit, a broad range of housing options including senior-friendly accommodations and enhanced recreational, active transport and outdoor (parks/trails) facilities and programming.

Need to focus a long-term economic vision for the community

- There is an opportunity for the mayor and council members to develop a more unified vision of the community and leverage growth trends that strategically align with that vision.
- Opportunities exist to create a favourable environment investment and address infrastructure gaps such as water and sanitary sewer, transit, housing and broadband. There is an expressed desire to



streamline development processes and reduce red tape. Business needs include more supports through grants, economic development programming and other services.

- Opportunity to focus on the needs of the people the community wants to attract. With limited housing options for the aging demographic, aging in place will also be increasingly difficult for rural residents. Similarly, attracting immigrants and young professionals, and families requires good rental options, sufficient water and wastewater servicing, and diverse cultural and recreational amenities.

A good base of partnerships in place with the opportunity for growth

- Municipal Staff are invested and have taken a collaborative approach in working with partners, including local businesses, Bruce County, local organizations, support services and community groups.
- Opportunities to grow partnerships with Bruce County and other levels of government to ensure local priorities are addressed.

Opportunity to commit and learn about NWMO Project and address divisions in the community

- The current division in the community related to the NWMO Project will need to be addressed in the long term whether the Project is approved or not. Community concern, fear and lack of information dissemination need to be addressed.
- Council is dedicated to being open and learning about the NWMO Project and verifying any challenges. By doing this, they have made learning about the Project a priority.
- Broader communication is needed within the community as it relates to the NWMO Project. There are strong opinions on either side of the decision, and the public is concerned that this can fracture the community over the long term. This has implications on civic pride, volunteerism and investment.

Staffing capacity to improve service delivery performance

- Opportunities exist to improve staff capacity (e.g. economic development and finance departments) and staff support to perform duties.
- A lack of internal communication between departments and awareness of what was going on within other departments is a major barrier to performing current roles effectively. This also affects the ability of staff to liaise or refer residents and businesses effectively.

Opportunity to invest in technology-based tools

- The municipality has already invested in tools to support staff and municipal operations, including MESH (Asset and Work Management) program, online payments and building permits and live-streamed Council meetings.

Funding and advocacy is needed

- Gaps in funding may affect the Municipality's ability to provide services efficiently. Funding shortfalls also have to be balanced with fiscal realities and property tax policy.

Designing the Strategic Direction





The 2014-2019 Corporate Strategic Plan

The 2014-2019 Corporate Strategic Plan outlined a shared vision for the municipality to define the success of South Bruce and the diverse and unique ward areas that collectively form the municipality. Equally important, the Plan provided Council and staff with a framework or roadmap for decision making.

The goals and objectives contained in the plan build on the mission, vision and principles established throughout the strategic planning process and reflect the community engagement and input. The goals of the plan were:

- Create a strong corporate climate that supports local business growth and sustainability
- Create and promote a culture that practices clear communication, inclusiveness, transparency and accountability
- Secure the fiscal capacity necessary to develop and maintain infrastructure improvements that address bridge replacements, road resurfacing, and drainage concerns
- Create a strong corporate environment that supports retention and succession planning for municipal staff
- Support existing and new opportunities to attract new residents and retain young adults and senior populations

Trends in Municipal Governance

While we address day-to-day corporate operations, it can be challenging to keep an eye on future opportunities that will inform how we conduct business. It can be beneficial to scan the local government landscape and assess the initiatives and policies that other municipalities are adopting and determine if those are scaled and appropriate for our context. Below are some current trends in Canadian local governments that are worthy of consideration for South Bruce.

Inclusivity and Equity

The Accessibility for Ontarians with Disabilities Act (AODA) was established in 2005 to develop, implement, and enforce accessibility standards for people with disabilities within both the private and public sectors. There are currently five standards within the Act that address Information and Communications, Employment, Transportation, Design of Public Space, and Customer Service. Health Care and Education are two new AODA standards that are being developed. The AODA speaks to the municipalities responsibility to identify, prevent and remove barriers for people with disabilities. The compliance deadline for the public sector to adhere to the Act was January 2, 2021. The South Bruce Multi-Year Accessibility Plan 2019-2024, developed in accordance with the AODA, assists the Municipality in identifying, preventing and removing barriers to accessibility in each of the Municipality's by-laws, policies, practices and services. Provisions are in place to request accessible document through the Municipality's website. The Integrated Accessibility Standards Policy and Customer Service Accessibility Policy are also in place for staff to provide customer services.



Emergency Management

The Emergency Management and Civil Protection Act of Ontario details the requirements for local governments to have an emergency management program. Recognizing that emergencies can take varied forms (flooding, high wind events etc.), each municipality strives to have senior administration and other key staff members trained in emergency management. If the emergency exceeds the capacity of local government, then Council can establish an Emergency Operations Centre (EOC) and access Provincial support programs. The Municipality has a Community Emergency Management Coordinator (CEMC) to provide centralized direction and coordination of emergency response and recovery operations.

Indigenous Relations

Many municipalities across Canada have sought to improve their relationships with indigenous peoples, whether through a formal arrangement with local First Nations or with residents that identify as Indigenous. Section 43 of the Truth and Reconciliation Commission of Canada: Calls to Action (2015) addresses the role of government to establish the foundations for a positive working relationship whereby:

43. We call upon the federal, provincial, territorial, and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation.

Many Canadian local governments have taken this action and sought means by which to engage with First Nations to participate in decision-making in land use, economic and social development initiatives. Additionally, some local governments will acknowledge that their local government is located on the traditional territory at government functions such as Council meetings. It is becoming customary for local governments to invite First Nation representatives to important municipal events and ceremonies.

Governments as Economic Stewards Post-COVID-19

There has been a significant amount of discussion of what government's role should be as the economy begins to recover from COVID-19. Many local governments quickly responded to the private sector requests for assistance to meet COVID-19 requirements by modifying how public facilities operated through relaxing zoning bylaws (e.g. permitting outdoor dining spaces). The pandemic has brought to light discussions of the government's role as economic stewards and reviewing core business services, such as exploring local government interest in broadband connectivity as a government-owned/operated utility function.

Customer Centricity and Digitalization

Local governments have begun to respond to resident, business and other community stakeholders' concerns that they are not adequately engaging with them as customers. The shift in how governments share information, streamline procedures and meaningfully engage with their customers has taken several different forms. Many larger municipalities in Canada have created Open Data programs and policies that share data to make government more accessible and transparent.

The digitalization of government was front and centre during the COVID-19 pandemic as governments were forced to utilize new technologies to continue to perform their duties. From live streaming of Council meetings to the creation of online permit applications, governments across Canada became far



more agile in their policymaking and approach to customer service delivery.

Some governments have created new positions of Chief Customer or Experience Officer, and in smaller communities, the role of the Chief Administrative Officer has become more focused on customer engagement.

The shift towards a customer-centric approach for local governments has resulted in greater inclusivity and equity for those that government serves. South Bruce has been innovative in this space. For example, the South Bruce Switchboard allows their customers to complete online forms and submit them to South Bruce staff. South Bruce is also using online feedback for reporting a concern and for information relating to construction and road closures.

Sustainability and Environmental Stewardship

In many ways, when local governments consider environmental impacts, it is with a lens on emergency preparedness. Examining a municipality's carbon footprint (often in parallel to asset management programs) speaks to the government's commitment to environmental best practices and operational cost reductions. Seeking to offset Greenhouse Gas Emissions, for example, will inform future procurement considerations and land-use decisions. The Federation of Canadian Municipalities – Green Municipal Fund has successfully financed numerous local government initiatives across the country.

Identifying Goals for the Municipality

Council members, senior management and municipal staff identify that the goals of the 2014-2019 Corporate Strategic Plan are still relevant and reflective of current community conditions. Creating a solid corporate climate that supports local business growth and sustainability was identified as '*highly relevant*', followed by supporting existing and new opportunities to attract new residents, retain young adults and senior populations, and secure the fiscal capacity necessary to develop and maintain infrastructure.

The Strategic Goals rating 'highly relevant' (1) to 'least relevant' (5). Council Members.





In addition to the above, other priorities identified for the Municipality over the next five years include creating a favourable development environment that supports investment and economic growth. Favourable planning processes that reduce red tape and keep costs reasonable were identified as key considerations. Business attraction and retention and industrial land acquisition and development in the municipality's communities, including Teeswater and Mildmay were also identified.

Residential growth, including attracting new residents and young families, retaining youth and providing services and facilities for senior populations, remains a continued priority for the Municipality. Given the residential growth projected in the region, opportunities exist to increase the variety of housing, densify and infill vacant properties in Teeswater and Mildmay, and create aging-in-place options for seniors.

The municipality's physical infrastructure has seen improvements over the years; examples include road improvements, Town Hall repurposing as a community centre, improved fire services, and renovations to Mildmay Arena. The SWIFT initiatives and planned building of a new medical centre are steps in the right direction for the community. Stakeholders identify that South Bruce's service levels are high compared to municipalities of the same size and thus can meet current and future needs. There needs to be continued Council commitment, and long-term planning is needed to ensure sustainable infrastructure. For example, any industrial and residential investment efforts should consider the current water and wastewater servicing limitations. Similarly, waste management and fire services will require more equipment (e.g. trucks) to continue service delivery at current levels. This need is projected to increase as residential growth continues.

Considering the internal resourcing and corporate environment, Council support is high and Municipal leadership and staff are invested in the community. Furthermore, working relationships within the Municipality are strong. In addition to strengthening internal communication and Council transparency, opportunities exist to improve staff capacity and staff support to perform duties through training and succession planning. Stakeholders identified the need to enhance the Economic Development function of the Municipality. This was also identified as a priority in the 2014-2019 Corporate Strategic Plan. A similar need was identified within the Finance department as staff would be retiring within the next five years.

The Municipality has already invested in tools to support staff and municipal operations, including MESH (Asset and Work Management) program, a work order and asset management software designed to help governments evolve their operations. A budgeting system to support new staff is also being investigated. Online payments on the Municipal website through eCommerce software, online building permit software through Cloudpermit and South Bruce Switchboard have been introduced to support residents and businesses. Council meetings are streamed live through Zoom and are open to the public to help with decision-making transparency and clear communications. Digital infrastructure improvements, including online staff training and customer relationship management (CRM) tools, are new opportunities and services that can strengthen the Municipality's corporate position.

Main Street revival is another area of focus. However, Council members and staff highlight the need for a clear definition of the revitalization and the return on investment for South Bruce. Efforts should focus on filling empty storefronts, focusing events and programming on main streets, and shop local initiatives.

The NWMO Project site selection decision, anticipated by 2023, is likely the most significant decision the community will make since it was amalgamated in 1999. As part of the community's continued participation in the NWMO's site selection process, the Municipality will continually assess the Project's



potential contribution to community wellbeing and the community's willingness to host the Project. The municipality's 2021 Resource Budget from NWMO is \$2.2 million. Other contributions include \$30K annually for Education and Skills training, \$30K annually for Community Well Being and \$4M over 2020 to 2022 period for near-term investment in the community. These funding contributions have significant impacts on community growth, particularly as the community desires to expand the residential and non-residential tax bases. The Municipality and public are aware that will require advanced planning and investment in services and facilities. Thus, ongoing efforts to analyze the economic, social, environmental and fiscal impact of the NWMO Project on South Bruce are priorities. Partnerships and collaborators were identified as central to development, including those with the County of Bruce, local businesses and community groups.

Fiscally responsible decisions were forefront at the discussions to ensure that the Municipality continues to be financially stable, and that land acquisition funds, and infrastructure improvements and upgrades have minimal impact. A long-term fiscal vision is needed to sustain and improve existing infrastructure, facilities and services. Enhancing the corporate function in terms of staff, equipment and tools, and services will also have a parallel impact on funding and financing.



2021-2025 Corporate Strategic Plan





Overview

Building on the insights and goals identified by Council, Municipal staff, business leaders, residents and community members, the 2021-2025 Municipality of South Bruce Corporate Strategic Plan was developed. The Plan is an update to the 2014-2019 Corporate Strategic Plan and is a vision of where a municipality wants to be in the future and the steps it will need to take to get there. The Strategic Planning Framework for the 2021-2025 Municipality of South Bruce Corporate Strategic Plan is described below.

- The **Vision** represents the future desired state of South Bruce. It comprises aspirations and identifies the community's long-term future state and what the community chooses to be.
- The **Corporate Mission** builds on the vision and captures why the Municipality of South Bruce exists and guides the actions of the Municipality.
- **Corporate Values** lay the foundation and direction by which the municipality will conduct its affairs and are grounded in key principles that reflect the community's needs, values, aspirations, and goals at large.

A core purpose of the strategic planning process is to identify the goals that Council and Municipal Staff will focus on during Council's term. This helps focus energy and resources and ensures that Council, staff and partners are working toward a shared purpose to achieve established outcomes and results. It also enables the organization to assess and adjust direction in response to a changing environment. Effective strategic planning articulates where an organization is going, and the actions needed to make progress and know if it is successful.

- Goals focus energy and resources to achieve the core mission statement and vision
- Objectives anchor and qualify all ensuing actions
- Actions are key to achieve desired results over a specific time

The Vision for the Municipality of South Bruce

As part of the Corporate Strategy update, Municipal Council, senior management and staff, local businesses and community organizations were asked to provide their vision for South Bruce to 2031. The following input was used to craft the current vision for the municipality.

The 2031 Vision for South Bruce is a vibrant, welcoming and multicultural community that residents are proud to call home. While preserving the small-town closeness and community, South Bruce provides accessible and affordable amenities for residents and businesses. Residential growth is realized, and the community is vibrant with new subdivisions and commercial and industrial development.

Farming and agriculture will continue to be supported with new investments that drive opportunities in agribusiness and agri-tourism. South Bruce will drive local and regional impact, allow for business attraction, retention, and growth, focusing on agriculture, manufacturing, construction, transportation, and nuclear. Residents have good jobs, youth are supported, and volunteers and community organizations are recognized. South Bruce supports retirement living, recreational facilities and year-round experiences.



The Corporate Mission of the Municipality of South Bruce

The mission statement was developed through the strategic planning session for the 2014-2019 Corporate Strategic Plan and remains relevant for the 2021-2025 planning period.

The Corporate Mission of the Municipality of South Bruce follows:

To provide appropriate and efficient services and programs to residents and businesses of the municipality that will enhance quality of life and provide a safe, inclusive and desirable environment to work and raise families.

Corporate Values

The Corporate Values for the Municipality of South Bruce Corporate Strategic Plan lays the foundation and direction by which the Municipality will conduct its affairs and is grounded in beliefs that reflect the community's aspirations.

Excellent Customer Service

- We deliver professional, consistent, and excellent customer service through our every interaction. Ongoing communications are established with the community to understand better how best to serve their needs and ensure they have had a quality experience.

Empathy, Respect and Transparency

- As an organization, we demonstrate transparency, both internally and externally. An empathetic approach is taken, based on respect for our neighbours and a greater appreciation of community expectations.

Informed Decision-Making

- We engage in well-informed decision-making and seek to utilize all the necessary background facts and relevant information to make the best decisions for our residents.

Progressive Municipality

- The Municipality is positioned well for the future to encourage growth through innovative approaches. Leadership will embrace the future with integrity and not default to the status quo.

Reliability and Stewardship

- Council and staff will ensure the public are treated fairly and conduct the Municipality's business in an open, trustworthy, and reliable manner that illustrates return on investment. "We do what we say we are going to, and people can rely on us for our promises."



Sustainability

- The decisions we make are made on behalf of both present and future generations. We think about and balance our current needs with financial and environmental considerations towards the future.

Inclusive, Healthy and Safe Living

- We are an accessible community inclusive of all people. Decisions will be made to balance growth and foster smaller town living where families can be comfortable and safe.

Goals for the Municipality

As identified in the section above, several priorities emerged through the consultation and research process. The priorities were analyzed and determined to be both foundational and strategic. Foundational goals ensure that the Municipality is progressive, financially sound, and operates in an open, trustworthy, and reliable manner. These foundational goals will ensure that the Municipality can effectively capitalize on opportunities and address challenges. Achieving foundational goals will also ensure that the Municipality can address the community's priorities.

The 2021-2025 Municipality of South Bruce Corporate Strategic Plan establishes five goals for the Municipality. These include two foundational goals and three strategic goals.

Foundational Goals

- Open Government
- Operational Efficiency

Strategic Goals

- Progressive and Growing Economy
- Healthy and Vibrant Communities
- Environmental Stewardship

The goals, objectives and actions form the Corporate Strategic Action Plan and are detailed below.

Action Plan

The goals for South Bruce's Corporate Strategic Action Plan update are highly interrelated, and if implemented effectively, the objectives and actions will ensure a strong and sustainable Corporate function. The timing for the associated actions that serve to implement the strategy is categorized as either short term (S = 1-2 years), medium-term (M = 3-4 years) and long term (L = 5 years or longer). The framework for the Corporate Strategic is illustrated below. The acronyms used in the action plan are described in Page 2.





Foundational Goal #1: Open Government

Open government makes government more accessible to everyone, following the principles of transparency, accountability and participation. The Organisation for Economic Co-operation and Development (OECD) defines open government as "a culture of governance based on innovative and sustainable public policies and practices inspired by the principles of transparency, accountability, and participation that fosters democracy and inclusive growth."

Rationale

In being transparent, inclusive and participatory, the Municipality can ensure that citizens are aware of its actions, budgets and performance. Citizens are co-creators involved in formulating, implementing and following public policies for better public management. Furthermore, in promoting open government principles, the Municipality will continue to be receptive to citizen needs and adapt to become a more open and effective institution.

The Municipality of South Bruce is committed to being open through initiatives such as Committees of Council and Freedom of Information Requests. Council meetings are live-streamed, and agendas and minutes are posted on the municipal website. Annual budget and financial statements are also published to ensure financial transparency. Opportunities exist for the Municipality to build on these existing initiatives, enhance internal and external communications, foster partnerships and advocate for local priorities.

Outcome

The Municipality of South Bruce will operate in an open, inclusive and transparent manner to ensure that all residents and stakeholders have easy access to information and effectively participate in the democratic process.

Alignment with the 2014-2019 Corporate Strategic Plan

- Create and promote a culture that practices clear communication, inclusiveness, transparency and accountability.
- Create a strong corporate climate that supports local business growth and sustainability.

Objectives

- Enhance internal and external communications for continuous learning and effective distribution of relevant information.
- Continue to foster partnerships and advocate for local priorities.



#	Objectives and Actions	Lead/Partner	Timing		
			S	M	L
F1	Enhance internal and external communications for continuous learning and effective distribution of relevant information				
F1.1	Review the Communication Strategy to assess the effectiveness of the current methods used to engage and report to residents, businesses, and community organizations.	South Bruce			
F1.2	Develop an Annual Corporate Report that informs citizens on the corporate goals and Municipality's progress, highlighting the status of priority actions and success stories.	South Bruce			
F1.3	Conduct representative annual citizen satisfaction surveys to be continually aware of citizen needs.	South Bruce			
F1.4	Engage with and provide opportunities for youth in the community, including establishing a Youth/Young Professionals Sub-Committee.	South Bruce/NWMO			
F1.5	Conduct corporate-wide communication and public relations training for Council and staff to improve awareness of municipal operations across all departments and the strategic plan.	South Bruce			
F2	Continue to foster partnerships and advocate for local priorities				
F2.1	Continue to advocate the County, Province and Federal governments for funding, policy change and infrastructure improvements to support local business and community priorities.	South Bruce			
F2.2	Actively participate in the Municipal Innovation Council to uncover best practices, service opportunities and knowledge exchange.	South Bruce/MIC			
F2.3	Continuously engage with local community groups and volunteer organizations to ensure support and operate facilities and deliver programs and services.	South Bruce			
F2.4	Continue to maintain open lines of communications with NWMO to learn and understand the impact of the NWMO Project on the community.	South Bruce/NWMO			
F2.5	Advance the Municipality's learning and participation to continue creating a meaningful pathway for reconciliation and indigenous inclusion ² .	South Bruce/ Bruce County; CLC, NWMO			

² In partnership with the CLC, further Indigenous Knowledge through cultural awareness training.



Foundational Goal #2: Operational Efficiency

Operational efficiency ensures good governance by demonstrating superior service delivery and responsible financial management. With the right combination of people, processes and technology, a Municipality can reduce barriers while optimizing performance to provide the maximum value to residents, businesses and other customers. Operational efficiency results in the Municipality being more productive, efficient and sustainable for the citizens.

Rationale

Demonstrating operational efficiency will ensure that the Municipality continuously learns of operational transformation opportunities, threats and challenges. This will enable business models to identify costs and continuous improvement opportunities and manage resource constraints by understanding capacity and utilization. It will ensure that the Municipality attains a holistic and interconnected network and as a driver of innovation and implements technologies to transform and enhance the reach and impact of its action.

In keeping with its commitment to ensuring financial transparency, the Municipality has published annual budget and financial statements. In addition, the Municipality has invested in tools to support staff and municipal operations, including MESH (Asset and Work Management) program, a work order and asset management software designed to help governments evolve their operations. To support residents and businesses, online payments and building permits software have been implemented.

Outcome

The Municipality of South Bruce demonstrates superior service delivery and responsible financial management to ensure a balanced social, cultural, economic, and environmental approach.

Alignment with the 2014-2019 Corporate Strategic Plan

- Create a strong corporate environment that supports retention and succession planning for municipal staff.
- Secure the fiscal capacity necessary to develop and maintain infrastructure improvements that address bridge replacements, road resurfacing, and drainage concerns.

Objectives

- Invest in processes and tools for efficient and effective service delivery.
- Promote a corporate culture that empowers and supports municipal staff.
- Ensure longer-term fiscal sustainability of the municipality.



#	Objectives and Actions	Lead/Partner	Timing		
			S	M	L
F3	Invest in processes and innovative tools for efficient and effective service delivery				
F3.1	Task senior management across all departments to develop Departmental Report Cards to track progress, ensure that business plans are aligned and reflect strategic plan priorities.	South Bruce			
F3.2	Undertake a corporate service delivery review to ensure effective service delivery and improve efficiencies.	South Bruce			
F3.3	Investigate the feasibility of online technology tools and/or market intelligence platforms to ensure service delivery effectiveness.	South Bruce			
F3.4	Continue to advance accessibility practices such as reviewing and updating the Accessibility Plan every year and ensure that documents and applications are AODA compliant and available on the municipal website ³ .	South Bruce			
F3.5	Investigate the applicability of hiring a grant writer to access programs and complete funding applications.	South Bruce			
F4	Promote a corporate culture that empowers and supports municipal staff				
F4.1	Explore opportunities to improve staff's capacity through professional development support to take on more management and leadership roles.	South Bruce			
F4.2	Develop and implement a comprehensive Succession and Retention Strategy for staff.	South Bruce			
F4.3	Ensure an open and collaborative work environment that recognizes staff achievements and ensures they feel supported in their roles.	South Bruce			
F4.4	Incorporate and promote inclusivity in the workplace and broader community through training programs, networking and workshops.	South Bruce/ Bruce County			
F5	Ensure the longer-term fiscal sustainability of the municipality				
F5.1	Ensure that the necessary human and capital resources are allocated in the annual budget to ensure effective service delivery.	South Bruce			
F5.2	Effectively integrate the recommendations of the AMP with financial planning and long-term budgeting to address infrastructure needs.	South Bruce			
F5.3	Engage with senior levels of government to identify partnerships that will result in financial support and funding opportunities for local infrastructure projects.	South Bruce/Bruce County			
F5.4	Investigate the applicability of the NWMO Project funding to finance new projects and services.	South Bruce/NWMO			

³ Publish the Strategy on Municipal website to ensure that citizens are awareness of strategies in place.



Strategic Goal #1: Progressive and Growing Economy

A focus on creating a progressive and growing economy ensures that the priorities of local businesses and related stakeholders are addressed. It enables a development environment that encourages investment, economic growth and innovation. It also ensures that the economy is supported by a talented and robust labour force available for year-round, stable employment.

Rationale

Supporting new and existing businesses is important to the overall growth of the community. While the Municipality, in partnership with Bruce County, has developed targeted initiatives to support local businesses, research for this strategy points to business owners/managers having limited knowledge of the type of available services and how to access those services. Furthermore, they identify difficulties in attracting and retaining workers. The Municipality lacks sufficient shovel-ready employment lands to allow for growth and investment. As per *Plan the Bruce: Good Growth* interim report, the municipality only has 6 net hectares of employment land, 2% of Bruce County's inventory.

Work-at-home opportunities will significantly drive south Bruce's future employment growth. This includes diversified on-farm uses and service sector employment, including knowledge-based occupations. Information and communications technology will be a critical enabler to drive this growth. Industrial employment within utilities, small/medium-scale manufacturing, construction, trade and transportation are also expected to grow.

Given these opportunities, the Municipality should develop a clear understanding of where and when growth will occur and be sustainable and competitive. The strategic objectives and action plan of the South Bruce Economic Development Strategy provide critical direction for the municipality to ensure it continues to be a progressive and growing economy. This includes a focus on building the foundation, agricultural innovation and village revitalization.

Outcomes

South Bruce is a progressive and growing community and offers a favourable environment that supports a strong business ecosystem, investment and economic growth.

Alignment with the 2014-2019 Corporate Strategic Plan

- Create a strong corporate climate that supports local business growth and sustainability.

Objectives

- Foster a favourable business environment that supports existing businesses, creates local employment opportunities and attracts new business investment.



#	Objectives and Actions	Lead/Partner	Timing		
			S	M	L
S1	Foster a favourable business environment that supports existing businesses and attracts new investment				
S1.1	Conduct representative annual business satisfaction surveys to be continually aware of business needs.	South Bruce			
S1.2	Commission an internal review of the planning and approvals process to ensure favourable development process.	South Bruce			
S1.3	Continue to engage with Bruce County to ensure South Bruce's priorities are represented in the County's Official Plan update and associated projects.	South Bruce/ Bruce County			
S1.4	Investigate the applicability of a business coordinator position as part of Bruce County's business visitation efforts in coordination with a municipal resource.	South Bruce/ Bruce County			
S1.5	Regularly engage with local partners in workforce development to ensure a stable supply of skilled and semi-skilled workers ⁴ .	South Bruce/ Bruce County			
S1.6	Continue support for the village revitalization through grants to community groups and citizens.	South Bruce/ Bruce County			
S1.7	Support the preparation of shovel-ready employment/industrial lands to ensure long-term competitiveness.	South Bruce/Bruce County			

⁴ Adapt the Bruce County Workforce Development & Attraction Strategy.



Strategic Goal #2: Healthy and Vibrant Communities

Healthy and vibrant communities allow residents to have an excellent quality of life. They include the amenities, recreational and cultural opportunities that contribute to economic, social and mental well-being. Addressing infrastructure challenges ensures that communities can retain residents and attract a diverse array of new residents and ensure long-term vitality.

Rationale

Despite its many strengths, South Bruce faces challenges, including infrastructure gaps, namely, transit, housing, broadband and insufficient care/retirement options for an aging demographic. Gaps in main street revitalization was also identified as a challenge. The 2016 South Bruce Asset Management Plan (AMP) identified that more than 30% of assets, with a valuation of \$60 million, are in poor to very poor condition, while 47% are in good to very good condition. This could affect the ability of the community to meet the needs of current residents and attract people to live and work in South Bruce permanently.

People are increasingly seeking opportunities to connect with nature and experience arts and culture in new and exciting ways. The Municipality and its partners should make purposeful place-based investments that create a vibrant, inclusive, prosperous and unique community.

Investing in infrastructure requires an in-depth understanding of the current fiscal conditions and long-term planning budgeting. Furthermore, creating healthy and vibrant communities is based on the principle that residents determine their preferred vision for the future and are co-creators in the decisions that impact their well-being. Thus, the foundational goals of Open Government and Operational Efficiency are important to achieve this goal. In addition, this goal is connected to the strategic goal of Progressive and Growing Economy.

Outcomes

South Bruce is a community that invests in its people and supports physical and mental well-being by encouraging positive lifestyles, preserving natural beauty, and helping people pursue their passions.

Alignment with the 2014-2019 Corporate Strategic Plan

- Secure the fiscal capacity necessary to develop and maintain infrastructure improvements that address bridge replacements, road resurfacing, and drainage concerns.
- Support existing and new opportunities to attract new residents and retain our young adults and senior populations.

Objectives

- Celebrate and promote the municipality's strengths to attract investors and residents.
- Maintain and enhance infrastructure to meet existing and future resident and business needs.



#	Objectives and Actions	Lead/Partner	Timing		
			S	M	L
S2	Celebrate and promote the municipality's strengths to attract investors and residents				
S2.1	Develop consistent, clear messaging and positive reinforcement of community strengths and assets as attractors for residents, investors, businesses, and tourism.	South Bruce			
S2.2	Collaborate with immigration/newcomer agencies and stakeholders to strengthen resident attraction in South Bruce ⁵ .	South Bruce/GBLIP			
S2.3	Develop a Parks, Recreation & Culture Master Plan to guide Council, staff and community stakeholders on leisure service delivery in South Bruce.	South Bruce/NWMO			
S2.4	Negotiate opportunities for partnership and collaboration with local and area developers interested in residential development.	South Bruce/Developers			
S3	Maintain and enhance infrastructure to meet existing and future resident and business needs.				
S3.1	Position a multi-disciplinary Steering Committee of staff, Council, residents, businesses and stakeholders to inform the establishment of an assisted living/long-term care facility for seniors.	South Bruce/Bruce County; developers			
S3.2	Building on the Bruce County Long Term Housing Strategy, work with Bruce County to investigate the applicability of and meeting housing objectives to attract and retain residents.	Bruce County/South Bruce			
S3.3	Investigate the applicability of enhancing water and wastewater servicing to meet industrial needs.	South Bruce/ Bruce County			
S3.4	Continue to advocate for broadband and reliable cell networks across the municipality including the rural hamlets and villages. (e.g. SWIFT ⁶).	South Bruce/Bruce County			
S3.5	Update the 2016 AMP and use it develop infrastructure plans and to secure funding to meet infrastructure goals. (e.g. Investing in Canada Plan ⁷).	South Bruce			
S3.6	Advocate for the provision of reliable public-transit to connect the rural areas with the urban cores ⁸ .	Bruce County/South Bruce			
S3.7	Foster creativity through an arts/culture community hub that may include performing arts space, a makerspace for artisans, environmental education programming, and enhanced library services. A feasibility study should consider existing facilities ⁹ .	South Bruce/CLC			

⁵ Develop experiences and packages to showcase South Bruce to newcomers, potential residents and support businesses recruiting talent to the community.

⁶ SWIFT Broadband, swiftruralbroadband.ca

⁷ Investing in Canada Plan, infrastructure.gc.ca/plan/about-invest-afpropos-eng.html

⁸ Track progress of the Bruce County Master Transportation Plan Study.

⁹ See www.artsbuildontario.ca/building/creative-hubs/ for further rationale/examples.



Strategic Goal #3: Environmental Stewardship

Environmental stewardship refers to the responsible use and protection of the natural environment through conservation and sustainable practices.

Rationale

South Bruce is a unique and diverse municipality. It offers significant community strengths, including rolling hills, scenic roadways, trails and parks, rich agricultural lands, hamlets and main streets and cultural, heritage and recreational amenities. The Municipality faces both urban and rural growth pressures. Growth is projected for its urban centres as families search for affordable housing located in proximity to local amenities and employment markets. An important consideration for the municipality is managing this growth and conserving its natural resources and agricultural land. Thus, implementing sound stewardship programs is a priority for the community. Given the proximity of Bruce Power and clean energy-based investments and initiatives such as Kinetricks and the Municipal Innovation Council (MIC), the municipality is well-positioned to build energy efficiency and sustainability principles.

Outcomes

South Bruce is a healthy, vibrant, and sustainable community with empowered citizens, conserved natural resources, energy-efficient and sustainable.

Alignment with the 2014-2019 Corporate Strategic Plan

N/a

Objectives

- Promote and incorporate environmentally sustainable practices throughout the community.



#	Objectives and Actions	Lead/Partner	Timing		
			S	M	L
S4	Promote and incorporate environmentally sustainable practices throughout the community				
S4.1	Establish an environmental committee to pursue stewardship goals and care for their land (e.g. Stewardship Grey Bruce).	South Bruce/local groups			
S4.2	Investigate and promote Best Management Practices (BMPs) on agricultural operations that will enhance farm production and protect natural resources.	South Bruce			
S4.3	Implement community programs that encourage residents to care for their land and natural habitats (e.g. Good Neighbours Program).	South Bruce/local groups			
S4.4	Develop and implement an environmental plan consistent with the Ontario government's goals for environmental conservation, waste diversion/reduction and protecting our air, land and water.	South Bruce			
S4.5	Determine the Municipality's carbon footprint and establish goals for GHG reduction through daily practices and within major strategies such as the updated AMP.	South Bruce/ Green Municipal Fund			
S4.6	Investigate energy efficiency upgrades across municipal buildings and infrastructure to reduce environmental impact and uncover cost savings over the long term.	South Bruce			
S4.7	Expand greenspace by creating new parks or engaging trusts to secure environmentally sensitive habitats.	South Bruce/local groups			

