

NO. 2020 -

**BEING A BY-LAW TO ADOPT AN ECONOMIC DEVELOPMENT
STRATEGY**

WHEREAS Sections 8 (1) and 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provide that the powers of a municipality under this or any other Act shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues and has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 224 of the Municipal Act 2001, S.O. 2001, c. 25, as amended, provides that the role of Council is to represent the public and to consider the well-being and interests of the municipality, to develop and evaluate the policies and programs of the municipality and to determine which services the municipality provides;

AND WHEREAS the Council of The Corporation of the Municipality of Kincardine deems it expedient to adopt an economic development strategy;

NOW THEREFORE the Council of The Corporation of the Municipality of Kincardine **ENACTS** as follows:

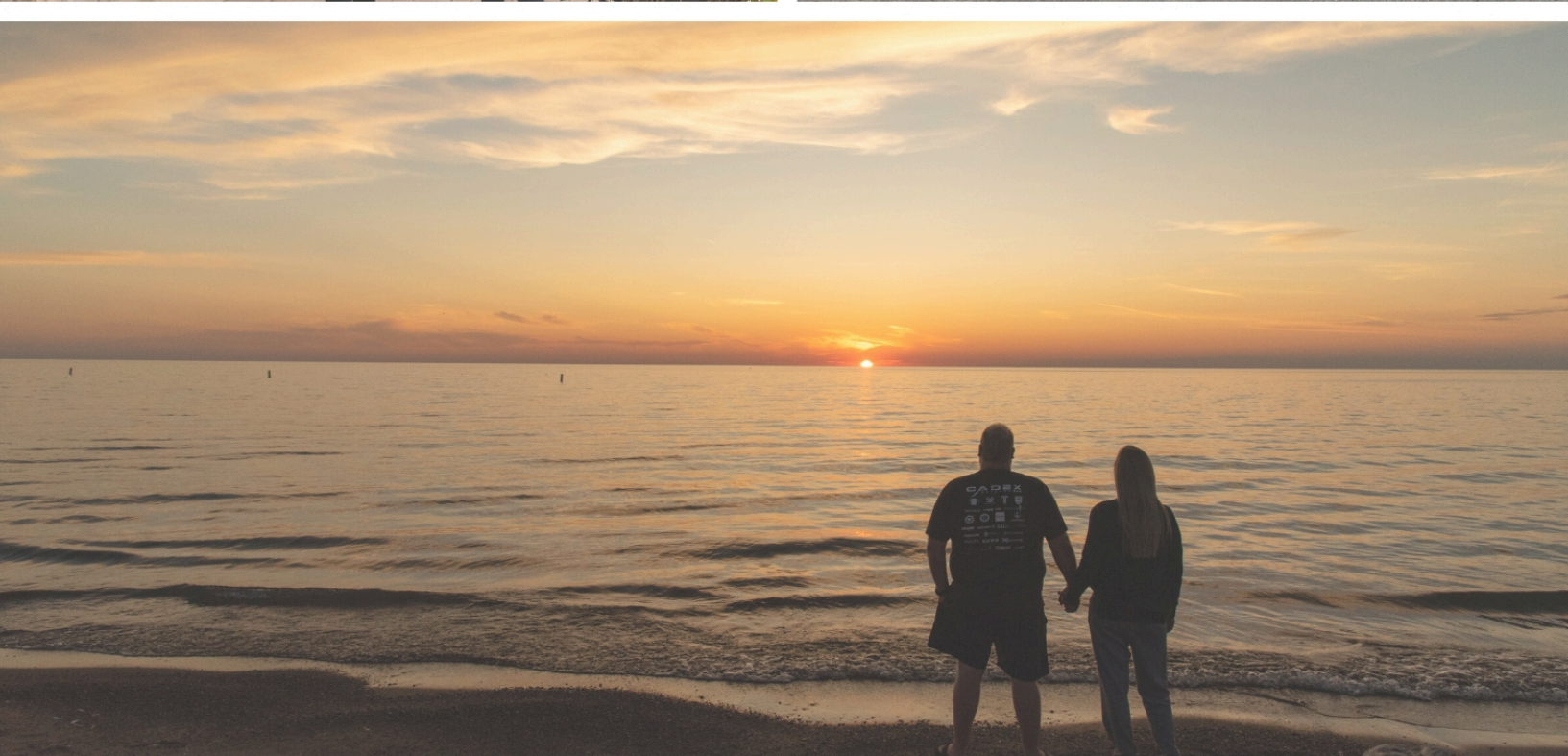
1. That the Economic Development Strategy of The Municipality of Kincardine - 2020-2025, attached hereto as Schedule 'A', and forming part of this by-law, be adopted.
4. This by-law shall come into full force and effect upon its final passing.
5. This by-law may be cited as the "Economic Development Strategy 2020-2025 By-law".

READ a FIRST and SECOND TIME this 2nd day of March, 2020.

READ a THIRD TIME and FINALLY PASSED this 2nd day of March, 2020.

Mayor

Clerk



ECONOMIC DEVELOPMENT STRATEGY

MUNICIPALITY OF KINCARDINE

2020-2025





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Cover Images: Municipality of Kincardine





1. Executive Summary

The Economic Development Strategy for the Municipality of Kincardine was developed over a six-month period from August 2019 through to early 2020. The Strategy is the result of extensive consultation with the community, business owners and operators, education and industry representatives, staff and Council. Stakeholders from across the municipality and the broader region were engaged from the outset of the process to ensure that the Economic Development Strategy was informed by the community. Consultation was designed and executed to capture a diverse range of voices from across the various communities that make up the municipality.

The Economic Development Strategy is grounded in an understanding of the current economic circumstances in Kincardine, emerging trends and sectors and the tremendous opportunity that the municipality has as the host to Bruce Power and the affiliated supply chain. As the municipality's largest employer and a source of tremendous employment and prosperity throughout the region, Bruce Power has served as a pillar of the local economy. Ongoing operations and investments have made Bruce Power a relatively stable component of Kincardine. The Major Component Replacement project will continue to provide a stable source of jobs and investment in the community for years to come. Kincardine's challenge is to both leverage Bruce Power's tremendous economic impact while ensuring the community is growing in a sustainable and diverse way.

Kincardine's strategic objectives demonstrate the recognition that Kincardine is poised for growth and ideally positioned to capitalize on the opportunities ahead of it.

- Solidify the Community's Presence in the Sector and Become the Leading Nuclear Sciences Community in Canada.
- Improve Investment Readiness
- Increase Tourism Marketing and Product Development
- Support Business Expansion and Retention with Focus on Small Business
- Develop Housing and Supports for Residents, Population Growth and Community Development
- Support Agriculture, Agri-Business and Value-Added with a Focus on Local Food Production

The objectives are grounded in Kincardine's traditional strengths and look to leverage the emerging opportunities. The strategic objectives were identified using both a sectoral approach, that is looking at business sectors of strength and leveraging those where the Municipality can exercise the most impact. The nuclear sector is, without question, the largest single source of employment and the opportunity that Bruce Power presents for supply chain growth, spin-off employment and the growth of the trades and innovation beyond the sector feature prominently in the Economic Development Strategy. However, Kincardine has many other business sectors that are strong and opportunity beyond nuclear. The Strategy focuses on these other industries, their strengths and the opportunities they provide. Agriculture and agri-business, tourism, and general small business growth were identified as key areas where the municipality can influence and impact change in a way that contributes to overall job growth.

Employment growth is a key consideration for the Municipality of Kincardine but quality of life, quality of place and protecting what makes Kincardine unique and desirable as a place to visit and live were also strong factors that influenced the Economic Development Strategy. Increasing housing costs, loss of retail in Kincardine's downtowns and potential overreliance on Bruce Power were viewed as potential threats to sustainable development. Across the board, stakeholders reaffirmed their desire for the



Strategy to be aspirational but also to remain grounded in the natural assets and community feeling that have drawn visitors, entrepreneurs and families to Kincardine.

The Economic Development Strategy strikes a balance between pursuing a prosperous future for Kincardine's future generations while respecting and cherishing its history, through arts, culture and respect for the diverse communities that make up the municipality including the strong rural/agricultural component. The Strategy lays out an ambitious plan for Kincardine's staff, Council and partners but it is grounded in the knowledge that the community has been involved all along the way and is ready and willing to be active partners in building a prosperous future.



3. Introduction

Located along the shores of Lake Huron at the base of the Bruce Peninsula, the Municipality of Kincardine has some of the best views and sunsets in all of Ontario. If you speak to a resident in any of the former townships and villages that make up the amalgamated municipality, they will likely tell you about the exceptional feeling of community, the strength of volunteerism and the sense of pride within Kincardine that runs deep. They will also likely tell about the pipe band that serenades downtown during Saturdays in the summer or the annual Scottish Festival. Kincardine is steeped in heritage and this sense of community.

If you were to speak to a resident about what drives the economy in Kincardine, they would almost certainly speak to Bruce Power and the Bruce Nuclear Generating Station. With projects starting in the 1960's, the Bruce Nuclear Generating Station is the world's largest fully operational nuclear generating station and employs over 4000 direct jobs. The initial investment in the plant, refurbishment projects over its life, and the recently launched \$13 billion Major Component Refurbishment (MCR) will ensure that the plant and the nuclear sector remain a key component of Kincardine's economy until at least 2064.

With short term investments that drew in a mostly transient workforce, the size and scope of the MCR project is a once in a generation opportunity for the Municipality of Kincardine. There is time to look at the current economy and chart a longer-term course for the future prosperity of the community. The community's past and immediate future is very much tied to the nuclear sector. The industry has also created an opportunity for Kincardine to look and plan beyond the MCR and even the nuclear sector itself. Looking in new ways at the talent, the skills and the resources that the sector brings to bear on the municipality, can help to uncover innovations and opportunities that benefit the entire community. Emerging technologies, infrastructure investments, entrepreneurs and most importantly the people and human capital that the nuclear sector can help to draw in can help Kincardine become a leader in developing a sustainable and prosperous future within the province.

With the right resources, vision and plan in place, the Municipality of Kincardine can ensure that the current economic growth is leveraged for future generations. The businesses and especially talent that the nuclear sector brings today can become the innovators and entrepreneurs of tomorrow. Just as the energy generated at the Bruce Power Generating Station powers all aspects of our everyday lives, so too can the energy from the nuclear sector investments power an economy that is focused on innovation, people and creating jobs across all of Kincardine's sectors.

Through the development of the Economic Development Strategy, the Municipality of Kincardine has demonstrated a commitment to ensuring that investments in the nuclear sector are complemented by sustainable economic growth that provides for a high quality of life, diverse employment opportunities, and prosperity for all communities within the municipality. The Economic Development Strategy is complemented by the Municipality of Kincardine's Corporate Strategy which provides an overarching vision for the municipal corporation, staff, and Council and guiding principles which inform everything the Municipality does. Looking at the two strategies in tandem will help residents and the broader community know who Kincardine is as an organization and the course for future prosperity it is charting.



Purpose of the Strategy

The Economic Development Strategy functions as a road map for the Municipality of Kincardine and its partners in the community to bring about its vision for the future. The strategy is based on the fact that economic development must be action-oriented and have specific strategic objectives, goals, and actions can be identified and evaluated over time. The strategy also functions as a direct extension of the input and feedback received through an extensive consultation process with business and community leaders.

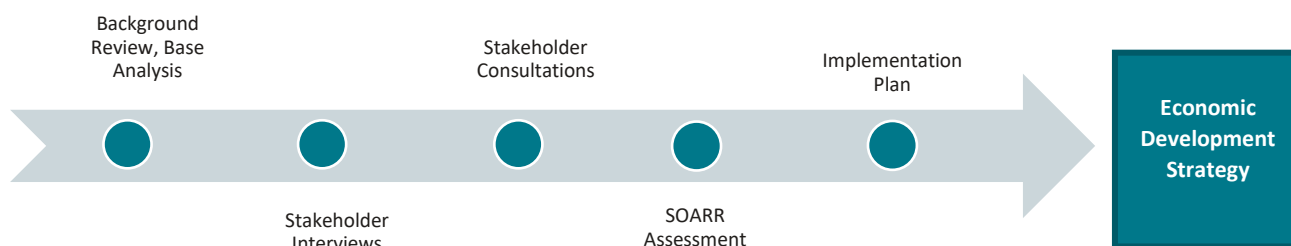
Methodology

The process for undertaking the Economic Development Strategy has been as follows:

- **Background Review and Base Analysis:** A background review was conducted of existing documents to understand the current planning and policy context. This was followed by a detailed economic base analysis that studied the local demographic, workforce and industry context.
- **Stakeholder Consultations:** A series of workshops with businesses and community members was held in addition to a workshop with the Economic Development Committee. An online survey was also conducted to gather input from members of the public.
- **SOARR Assessment:** A strengths, opportunities, aspirations, risks and results (SOARR) assessment was conducted to categorize findings from the background research and engagement phases into an analytical framework to help inform strategic planning.
- **Implementation Plan:** Taking the SOARR assessment results, this stage identified the strategic objectives and accompanying goals, actions, partnerships, timing, and performance measures to guide the implementation of the Economic Development Strategy.

These components are also demonstrated in the visual graphic below.

Figure 1: Key Methodological Components of the Economic Development Strategy



Source: MDB Insight, 2019.



About Kincardine

"We enjoy and embrace an enterprising legacy here. And that makes Kincardine the right launch pad for startups and business expansion"

-Municipality of Kincardine



Population (2016)

11,389

+1.9% from 2011



46.5

median age of people
in Kincardine



\$86,363

Median household
income (2015)

**16% higher than
Ontario**



17%

of household recorded
incomes over \$100,000

*www.ragbos.ca
Source: Statistics Canada, 2016 Census



\$404,914

Median value of
dwellings in 2019*



81.2%

single-detached house

Employment by Industry



Utilities (1,400)



Retail trade (605)



Health care & social
assistance (605)

Highest Concentration of Labour



Utilities



Agriculture,
forestry, fishing
& hunting



3.1 Business and Community Consultation

Consultation with residents, Businesses, Staff, Council, and Committees of Council were critical to identifying the key issues impacting economic development in the Municipality of Kincardine and informing the SOARR Assessment. The consultation process included confidential interviews with key stakeholders with a broad knowledge and understanding of economic development issues. In addition to the interviews, five community workshops helped to inform what was heard and several detailed follow-up interviews with key stakeholders explored specific opportunity areas. A summary of the engagement process can be found below with full results also available within the appendix.

Advanced Reconnaissance Interviews

To gain community input and secure support for the Economic Development Strategy, one on one interviews were held during September and October with committee members, staff, business owners, community partners and other key stakeholders. The interviews were conducted to reveal areas of strength, challenges and other relevant information about the economic development activities and business climate in the Municipality of Kincardine. Results from the interviews can be found in the appendix while the key questions and emergent responses are provided below.

What do you see as the community's top strengths?

- Community mindedness of small businesses
- Active volunteer groups and community who want to be partners in action
- Natural beauty and natural assets
- Strong median income
- Strong nuclear sector providing employment opportunities

What do you see as the community's greatest challenges?

- Affordability, specifically rising housing costs and cost of living
- Transportation both to the community, within the community and between communities
- Wage/income disparity between nuclear sector and retail and service sector
- Retaining retail spaces within the community and especially downtown
- Perception that the Municipality of Kincardine has been less proactive developing serviced lands
- Tourism is highly dependent on weather and there are not four-season activities
- Need for updated planning/zoning policies to accommodate growth and new types of development
- Danger of volunteer fatigue and potential frustration with organizing events



Are there unrecognized opportunities or emerging opportunities that could be leveraged?

- Focus on complementary businesses within the nuclear supply chain
- Alternative energy sources that can leverage nuclear sector (i.e. hydrogen)
- Opportunity to develop and provide more hospitality services to capitalize on the influx of professionals with different tastes and demands
- Leverage the diversity that Kincardine has that is unique among small, rural municipalities
- Opportunity for Kincardine to become a leading community for attracting newcomers
- Provide opportunities for new/start-up business acceleration
- Leverage the high level of service that developers, investors and residents receive when compared to big cities (i.e. you get a real person on the phone)

What types of physical infrastructure are essential to future prosperity?

- Natural gas brought out to communities outside of downtown and the urban core
- Recreation facilities will require investment to keep up with demands as well as adjust to changing recreation demands and needs to support the expected population influx
- Transportation infrastructure is required to enable access between and within communities to supply necessary workforce
- Broadband access is a need for businesses and residents and all sectors of the economy including small businesses looking to enter the online marketplace and agriculture and farming practices

What role should quality of life / quality of place play in our future planning for economic development?

- Maintain small-town feel and ensure developments respect the character of the community
- Develop the waterfront to unlock tourism potential
- Ensure that the municipality remains welcoming to all, regardless of income bracket not just those with high incomes
- Promote sustainable development that benefits all residents

How well do you think the Municipality is situated on the workforce front?

- Current challenges in service sector with retailers and restaurants unable to get and keep workers
- Not enough local programming for technical trades – risk losing youth to urban centres when they have to leave for training



Community Workshops

Five in-community workshops were conducted in October 2019. These included two sessions with the business community, and one session with each of the front-line staff of the Municipality, Committees of Council, Council and Senior Management. A total of 86 participants were involved over the two days.

The in-community sessions provided an opportunity for participants to hear highlights from the economic analysis as well as some of the initial themes that emerged from the interviews. Participants were asked to engage in discussions about their vision of economic development success, what steps need to be taken to achieve the vision, what existing strengths could be better leveraged, and potential challenges the community will face. A summary of the information obtained in response to key discussion questions through the in-community sessions are included below.

What does a successful Kincardine look like?

- A growing population with young families, professionals and retirees all contributing
- Strong education options from primary through post-secondary
- Modernized health care facility
- More diversity of housing options, for multiple levels of income, variety of family statuses, seniors
- A vibrant arts, culture and heritage community
- A leader in developing recreation
- Established business and industrial parks outside of downtown so that restaurants and shops can bring vitality downtown
- More diversity in the business environment.
- Maintained heritage buildings and zones.
- Sustainably developed
- More environmentally conscious community and leader in green economy
- Continues to be inclusive and embraces diversity

What economic opportunities exist as a result of the nuclear investments?

- Leveraging the talent that the nuclear sector is bringing to the municipality
- Entertainment and hospitality services to meet the needs of those the sector investments will bring in
- Personal services from childcare to elder care, complementary health care
- Opportunities to develop local training for both the nuclear sector and other skilled trades



- Partnerships of skills, training and industry to train youth and help retain them
- Develop serviced lands to accommodate incoming businesses

What economic challenges does the community face?

- Differing values of those coming (environmental, education, recreation) will influence the community
- Infrastructure investments required to capitalize on growth will require large initial expenditures
- The lack of retail in the community means that a lot of the wealth generated is spent outside of Kincardine
- Retail, especially small independent retailers are continuously under threat from online shopping

What must the municipality do to best manage growth?

- Target industrial development to maintain healthy residential, commercial and industrial assessment ratio
- Promote the unique offerings of Kincardine's communities
- Promote the values of the community including connection to nature to the growing population
- Encourage activities that promote and encourage the main streets as hubs of activity





4. Prioritizing Economic Opportunities

4.1 SOARR and Competitive Uniqueness

A SOARR Assessment provides a framework through which what was heard, what was learned, and what members of the community want to achieve with the Economic Development Strategy. The SOARR assessment outlines competitive conditions that affect the economic development potential of Kincardine. It is similar to a traditional SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats), but focusses feedback received in a more positive, forward-thinking way. The complete SOARR Assessment can be found in the appendix. A summary of each component of the SOARR is outlined below.

Figure 2: SOARR Methodology



Source: MDB Insight, 2019.



STRENGTHS

What can we build on?

- What are we doing well?
- What key achievements are we most proud of?
- What positive aspects have individuals and enterprises commented on?

- **Quality of Life/Quality of Place** - The community was highlighted as having an exceptional quality of life and quality of place factors. Those that were commonly referenced were the safety residents feel, high median incomes, access to healthcare with a local hospital, and education. Quality of place factors that were referenced included the natural assets such as the lakefront and natural environment, as well as the built environment with heritage buildings and recreation assets.
- **Downtown** - Downtown Kincardine has many unique features that make it a great place for residents and visitors. The large number of historical buildings add to its cultural heritage and a fine mix of shops provide a variety of amenities for residents and visitors. Queen Street is unique among many rural downtowns with its close proximity to the lake and walkability. Queen Street also provides an opportunity for the municipality to direct development, as it is not a county or provincially governed road, as is the case with many main streets in rural Ontario.
- **Strong Regional Networks** - Bruce County has an active economic development and tourism profile and offers a number of programs to local municipalities including marketing and promotion, business support and community development projects through their Business to Bruce, Explore the Bruce, and Spruce the Bruce programs. The Four County Labour Market Planning Board is also an active partner in workforce development in the area.
- **Tourism** - Tourism is a major contributor to the local economy and brings a large number of visitors to Kincardine, particularly during the summer months. Bruce County estimated the impact of tourism to be \$299.1 million to the local economy and contribute 2,333 jobs across the County.
- **Nuclear Sector** - The impact of the nuclear sector on Kincardine cannot be understated. A high concentration of nuclear companies and suppliers who support Bruce Power and Ontario Power Generation (OPG) contribute to a huge portion of local employment, spending and the overall economy of the municipality. The MCR project also represents one of the first opportunities for a long-term project instead of some of the smaller refurbishment projects that have ramped up and then down over a few years. The MCR and other potential nuclear projects are providing Kincardine with predictability and strength of the sector over a 20-year horizon.
- **Agriculture/Agri-Business** - The agriculture sector is an area of strength for the municipality. Strong employment and business numbers contribute to the overall economy. Agricultural products are generally in the commodities but there are increasing desires to do more small scale and niche product development. The sector also provides a great deal of stock for alternative energy production and includes the growing cannabis industry, including the large 7Acres development.



OPPORTUNITIES

What are our best possible future opportunities?

- What changes in demand do we expect to see in the future?
- What external forces or trends may positively affect development?
- What are the key areas of untapped potential?
- What weaknesses or threats can be converted into SMART improvements?

- **Innovation through Nuclear Sector and Beyond** – The nuclear sector provides the catalyst and resources to fund innovation. The Nuclear Innovation Institute and Municipal Innovation Council are two of the offshoots that can enable innovation and collaborative problem solving that can be applicable to the Municipality, the nuclear sector and stretch out into other sectors.
- **Diversity of the Community** – The Municipality of Kincardine has exceptional diversity for a municipality of its size. Kincardine Pride was one of the first celebrations of its type among rural Ontario municipalities. The variety of cultures and cultural establishments in Kincardine is an asset that is appreciated by the community but not well known outside of the municipality. Promotion of the diverse population, strong LGBTQ community, and inclusivity to all can be leveraged as a strong attraction factor to potential residents and businesses looking for a positive and supportive environment and looking to attract a workforce that shares these corporate values.
- **Lakefront Development** – Kincardine has extensive frontage along Lake Huron that is a natural attraction feature for visitors. Unlike some lakefront communities, Kincardine has not been overdeveloped and commercialized as has been the case in some other municipalities. There is untapped potential to increase the attractiveness and tourism potential of the lakefront while still maintaining the natural beauty and landscape that residents and visitors appreciate.
- **Tourism Product Development** - While tourism is a major economic driver and a strength, there is always room for improvement. Product development and identifying ways to leverage tourism spending or extend local stays in neighbouring municipalities to include time in Kincardine could help increase the share of overall economic impact of the sector that Kincardine receives. Bruce County is already leading the data collection and there may be an opportunity to leverage local results.
- **Arts, Culture and Heritage** - The municipality has a strong art, cultural, and heritage sector. The sector is supported by a dedicated Committee of Council that works to advance and protect the interests of the sector within the municipality. The Municipality has an Arts, Culture, and Heritage Plan which identifies the priorities for advancing the sector and the further implementation of the plan can help define Kincardine as an arts and culture hub within Bruce County.
- **Business Retention and Diversification** – Nuclear suppliers and contractors who have set up operations in Kincardine to service Bruce Power are invested in the municipality. Assisting with market development and networking beyond the nuclear sector can provide a jumping-off point to other industries and markets.
- **Build on the Strong Lifestyle and Quality of Life** – The high quality of life, sense of community and natural attractiveness of the location make Kincardine attractive to new residents. Kincardine has successfully created and marketed their Scottish heritage through the 'Pants Optional' campaign which gained national attention. The weekly pipe band parade down main street and the annual



Scottish Festival add to the strength of the brand is cherished by the community. Leveraging the unique features of the community can help to attract potential residents who are looking for something beyond a suburban bedroom community.



ASPIRATIONS

What do we care deeply about achieving?

- What are we deeply passionate about?
- As a region, what difference do we hope to make (e.g. to residents, for institutions, to businesses)?
- What does our preferred future look like?

- **Professional Services** - The attraction of professional services that both service the nuclear sector but are also targeted at the general population and tied to population growth, such as legal services, accountant services, dentist offices, and other health services (e.g. physiotherapy, optometrists, chiropractors, mental health practitioners, physical, and occupational and speech pathologists).
- **Housing for All** - More housing and population growth is desirable. There is a great deal of concern that housing costs will continue to be prohibitive to workers in the service and retail sectors that generally earn lower wages than the energy sector. The Municipality should consider how it can influence both the development of housing and encourage the development of housing that meets the needs of all income levels.
- **Economic Diversification** - While the nuclear sector and investments in Bruce Power have brought tremendous wealth and created jobs in the community, there is a desire to ensure that the growth and economic prosperity of the municipality is not solely reliant on the industry and is also prepared for any downsizing due to other emerging technologies, economic implications or changing societal attitudes towards nuclear power generation.
- **Youth Retention/Attraction** - Stakeholders expressed a strong desire to ensure there were compelling reasons to keep youth and young talent in the community. Developing skilled training pathways, trades education and post-secondary options would educate and train workers locally with the hopes of keeping them. Recreation and entertainment amenities are also strong retention factors that Kincardine can help develop to retain and attract youth and young families.
- **Environmental Sustainability** - Stakeholders expressed a strong desire to ensure the development that occurs in Kincardine is sustainable and protects natural features of the municipality. Development of the waterfront and infrastructure must not be undertaken at the expense of the future enjoyment of Kincardine's natural assets and environment.



RISKS

How will we recognize and mitigate or eliminate potential risks?

- What challenges do we need to be aware of?
- What policy shifts could impact our aspirations?
- What contingencies should we have in place to address threats or unexpected consequences?

- **Ageing Population and Youth Outmigration** - The current trajectory illustrates that the population is ageing, and that youth tend to leave the community to pursue opportunities elsewhere.
- **Housing** - Housing affordability is a major concern with many residents and workers in lower-wage positions unable to live or stay in the municipality due to a lack of attainable housing on the market. The labour market shortage is difficult to address as there are few appropriate places to house potential workers who would come to fill labour market gaps.
- **Boom-Bust Cycle** - The boom and bust nature of the previous investments in the nuclear sector have historically caused fluctuations in the local economy. Although the current MCR project has a much longer time horizon, it is a finite investment that will eventually come to an end.
- **Perception of Lack of Products and Services** - Stakeholders expressed concern about the lack of available products and services in the area and referenced neighbouring communities that offered more selection and big-box options. There is a perception that people must leave Kincardine to have their retail and service needs met and there is a danger that this perception becomes reality as people stop considering local options and default to outside commercial centres.
- **Community Building** - In order to attract residents, attention must be paid to the amenities and sense of community that attract young people and families to want to reside and build their lives in our communities. With the number of high wage positions available in the nuclear sector, there is the potential for a large portion of the workforce to become transient (Monday to Friday) and leave during their time off to a place where their partners and families are settled. Kincardine can be their place to settle down.
- **General Community Perception** - There is a perception that the Municipality is lagging behind, slow to develop and some negativity that has the potential to be self-fulfilling if not addressed.



RESULTS

How will we know we are succeeding?

- What are the key goals we would like to accomplish in order to achieve these results?
- What meaningful measures will indicate that we are on track toward achieving our goals?
- What resources are needed to implement our most vital projects and initiatives?

- **Serviced Commercial/Industrial Land** - The Municipality has already made progress on servicing having completed a master plan for the 52 ha of land available for development which permits highway commercial, large format retail and light industrial land uses at Highway 21 and Highway 9. The municipality has also made progress on the Ontario Peninsula Farms land having conducted an area-specific development charges background study in 2018 and the subsequent servicing of the property.
- **Increased Tourism Spending** - Increased tourism spending is achieved through the development of more tourism assets and extending the tourism season beyond the summer months. Bruce County has undertaken an annual economic impact measuring process and opportunities to drill down to the municipal level data could provide valuable local measures.
- **More Housing Units** - The need for attainable housing units that are affordable to middle- and lower-income levels was a widespread goal of the stakeholder groups. Bruce County is developing some affordable units in the community and there are potential tools that the Municipality can employ to encourage private sector investments to increase the number of units developed and other medium-density housing.
- **Population Growth** - A notable increase in the population including more working-age families and young people living in Kincardine and not simply commuting in from neighbouring communities.
- **Sustainable Agriculture** - Agriculture continues to be supported and encouraged as a critical sector through policies and infrastructure (i.e. natural gas) that enables growth.



Competitive Advantages and Disadvantages

The results of the SOARR analysis provide a list of the Municipality of Kincardine's strengths, opportunities, aspirations, risks and results.

Looking at competitive advantages and disadvantages is helpful in differentiating the Municipality of Kincardine from its regional counterparts. The municipality's competitive advantages form the basis of the unique value proposition the community offers to new businesses and potential investors, while competitive disadvantages are the factors that need to be addressed to minimize the effects of barriers, particularly when attracting specific types of investment.

The following table highlights the municipality's competitive advantages and disadvantages as they relate to the key and emerging sectors.

Figure 3: Kincardine's Competitive Advantages and Disadvantages

Competitive Advantages	Competitive Disadvantages
<ul style="list-style-type: none"> ▪ Nuclear sector (utilities) has extremely strong presence and brings in 'new' money ▪ Strong core tourism season with accommodations, extensive lakefront/beaches, and communities with character ▪ Community support for bold action ▪ Strong agriculture sector with emerging cannabis developments ▪ Lower housing costs relative to major urban centres ▪ Strong volunteer network and community engagement in events ▪ High degree of cultural diversity of the community compared to other small rural communities ▪ Thriving arts, culture, and heritage sectors within the community 	<ul style="list-style-type: none"> ▪ Lack of available serviced land for development to meet the current needs ▪ Limited post-secondary or skilled training available within the community outside of the nuclear sector ▪ Lack of public transportation ▪ Lack of business diversity ▪ High proportion of in-commuting workforce that resides outside the municipality ▪ Lack of abattoir capacity in the local area ▪ Lack of diversity in the types of housing that is available



4.2 Municipality of Kincardine's Economic Drivers

A sound Economic Development Strategy builds upon the unique assets and resources of a community, communicating those characteristics to potential investment and development partners in a way that demonstrates an inherent value proposition that is unique. Communities are using their local advantages to spur innovation, investment and job creation, while retaining the cultural and environmental assets of their communities.

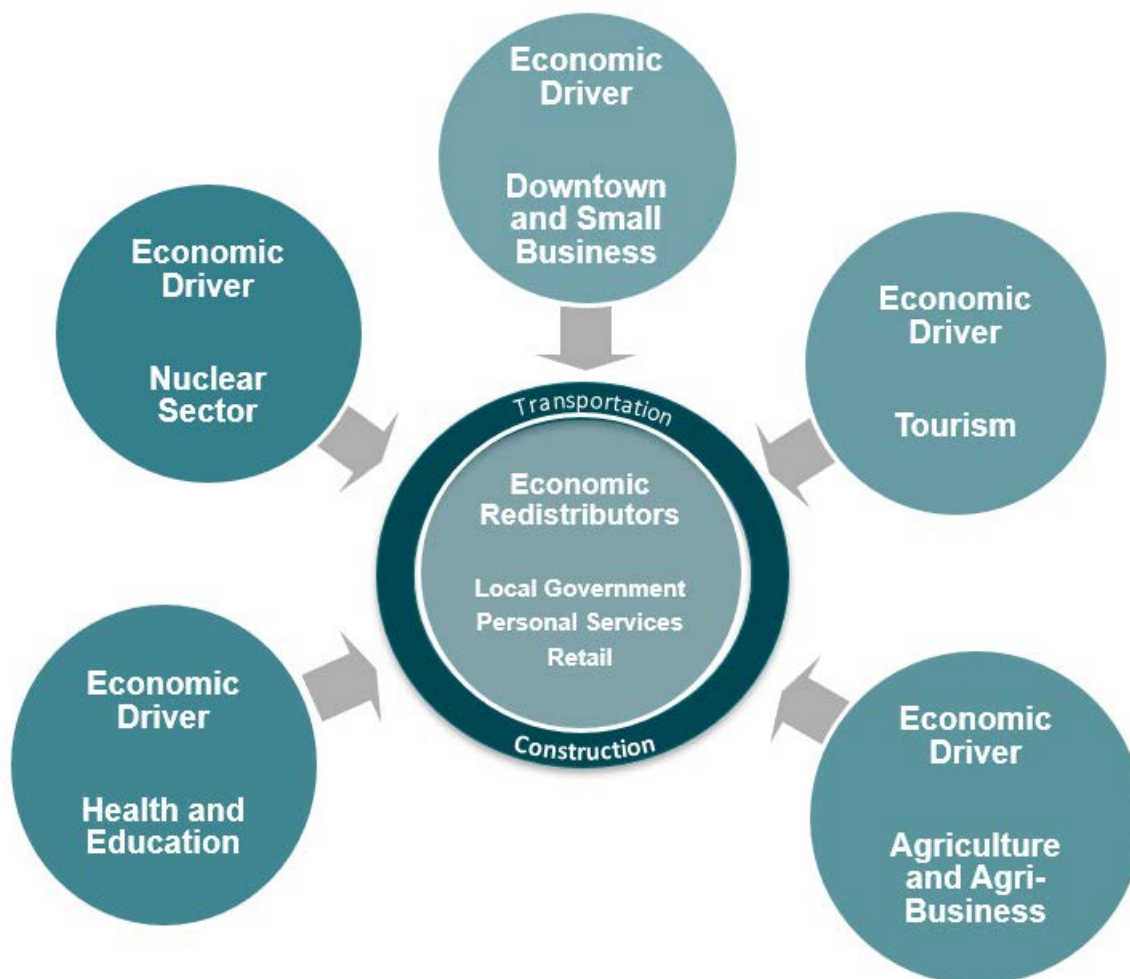
While combining these trends in local economic development, the selection of economic development opportunities is rooted in the philosophy that initiatives must ultimately increase the total wealth within a community. There are two main ways to do this:

1. Export Development – any initiative that brings new money into the community:
 - Starting/attracting a business that sells products/services outside the community
 - Attracting visitors who then buy local products/services
 - Encouraging existing business to sell their product/service outside the community.
2. Import Substitution – any initiative that keeps money in the community:
 - Encourage people and businesses to buy their goods/services locally rather than importing them from another community
 - Starting or attracting new businesses that recognize the leakage and provide a product/service to stop it

Figure 4 outlines the relationship of Kincardine's sectors to the overall prosperity of the municipality.



Figure 4: Current Economic Drivers and Redistributors for the Municipality of Kincardine





4.3 Prioritizing Economic Development Activities

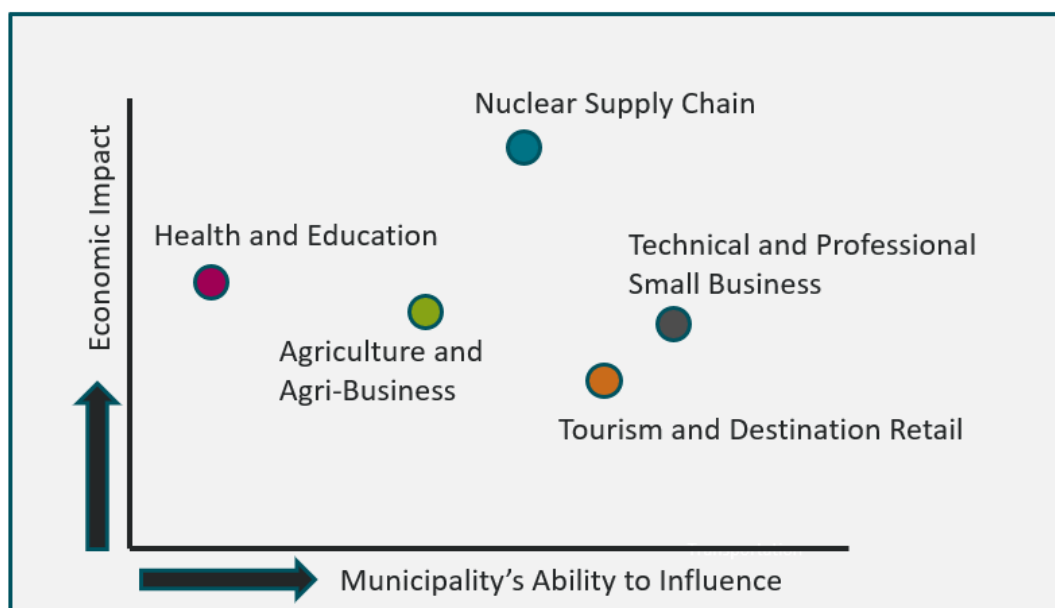
Economic development is a broad discipline and each community has its own interpretation of what constitutes economic development for them. As a result, there are different ways for Council and staff to engage in economic development activities and implementation within their own community based upon their own resources. Municipalities often have several organizations that operate with an economic development mandate both directly and indirectly. The Municipality of Kincardine has undertaken the Economic Development Strategy because there is a desire to focus on those actions that are most likely to be successful. In developing the strategy, it is important to consider what is possible given available resources, what will have the most impact and what community partners are available to support the implementation of the strategy. The following sections outline how the economic drivers and key sectors outlined through the research and consultation process are competitively situated and how the aspirations of the community translate into objectives within the action plan.

The Importance of Economic Impact and Influence

These economic drivers can be prioritized by examining two important criteria:

- The economic impact on Kincardine
- The ability for the Municipality of Kincardine to influence economic change

Figure 5: Long-term “Economic Impact of” and “Municipal Ability to Influence” Investment and Job Creation Opportunities





Kincardine should consider prioritizing the business sectors that appear in the upper right part of the graph, as these sectors can provide a strong impact on the local economy and the municipality has an ability to influence.

The recommendation is to use these sectors in further analysis and action planning:

- Highest Priorities – Attracting and retaining **technical and professional small business, tourism and destination retail, and nuclear supply chain** industries offers strong economic impact for the municipality along with a relatively high ability for the municipality to influence the sector.
- Medium Priority – **Agriculture and agri-business** sector offers a reasonable economic impact and reasonable ability to influence. The smaller the scale of agri-business, the more likely the ability of the municipality to influence and should be of greater focus. While still important, large scale agriculture is commodity-driven and largely dependent on external factors beyond the control of the municipality.
- Medium Priority – **Health and education** offers a relatively high economic impact on the economy; however, it is difficult for the municipality to significantly influence the sector. Working on advocacy in the short-term to influence longer-term decisions at the provincial level is important.

These sectors will form the basis for the highest priority sectors to focus on in the action plans and are complemented by the larger economic development aspirations of the community.

Acknowledging Shared Opportunities

Kincardine is a community made up of very different groups of people; families who have lived in the area for generations, newcomers from urban centres, returning youth, seasonal residents, local business enterprises, transient workers servicing Bruce Power, community groups, retirees, and young families. Each has needs and priorities that they seek to fulfill within the municipality or the surrounding service area. Sometimes those interests can appear to be at odds when it comes to economic development strategies; however, there is a strong interconnection between the needs and wants of residents, independent entrepreneurs, transient workers, and visitors.

Looking at these groups and their needs as well as the point where their needs converge provides an opportunity to leverage the factors that can have the most impact in serving the community as a whole and offer a unique competitive advantage. When one examines the needs of independent business owners more closely, it becomes obvious that they are similar to those of visitors, transient workers, and existing residents. The term Lone Eagles is used below and refers to self-employed professional who have taken advantage of connectivity to conduct their business in more rural areas.

This concept becomes a focus for the use of limited resources. By concentrating effort where all four needs overlap, Kincardine can maximize its investments and positively affect the lives of multiple stakeholders. The figure below highlights a few of the many priorities of four key populations that interact with the Municipality of Kincardine. The common ground showcases the many areas of overlap these groups have. The most common areas these groups coalesce around are:



- Recreation
- Broadband
- Restaurants and entertainment
- Retail
- Natural environment
- Transportation infrastructure

The strategy below keeps these considerations in mind as well as the sector-based impact and ability to influence so that Kincardine can work effectively.

Figure 6: Convergence of Needs for Lone Eagles, Visitors, Existing Residents, and Transient Workers





Traits of Prioritized Sectors

The table on the following two pages provides a summary of the qualities of the sectors that are driving the Municipality of Kincardine's economy and are preferred areas of focus to spend time and resources. The table looks at the sectors in relation to their contribution to the local economy, complement to existing local base and their impact to demonstrate their relevance and importance for future consideration.

The table applies a competitive advantage/disadvantage lens to each sector to help demonstrate how the sector performs in regard to local and provincial comparators and larger industry trends that impact the future growth and development of the sectors. Finally, the table addressed the ability of the Municipality of Kincardine to effectively capitalize on the sector based on the available policy tools, levers and resources that can be utilized. A desired future situation provides a vision for the state of the sector if the municipality is effective in implementing the Economic Development Strategy.



Figure 7: Traits of Highlighted Economic Drivers

	Technical and Professional Small Business	Nuclear Sector and Supply Chain	Tourism (Destination Development)	Health and Education Sector	Agriculture and Agri- Business
Estimated long-term sector growth	Strong	Very Strong	Very Strong	Moderate	Moderate
Complement to existing local base	Strong	Very Strong	Very Strong	Strong	Very Strong
Potential to significantly impact local economy	Strong	Very Strong	Moderate	Moderate	Strong
Alignment with Council's goals and other plans	Strong – aligns with diversification of the economy and community vibrancy	Strong – aligns with diversification of the economy, sustainability	Strong – aligns with diversification of the economy and enhances social vibrancy	Very strong –expressed desire to obtain improvements to local post-secondary and hospital	Strong – aligns with diversification of the economy, growth in rural areas
Current state of the sector	93% of businesses have less than 10 employees. Small businesses are dominant in the agriculture sector and downtown. Downtown retailers are currently under pressure from an influx of office/commercial. Businesses are challenged by workforce recruitment and retention due to wage pressures from nuclear sector and housing affordability for lower-wage workers.	Utilities sector has incredible strength in terms of concentration of employment and number of businesses. The sector and investments from the Major Component Refurbishment project will continue to drive overall economic growth and lead other sectors.	A significant number of jobs in the local economy are due to tourism but sector has untapped potential. Tourism strategies by Bruce County and Saugeen Shores can be looked to as both complementary and competition.	There is a limited local presence of post-secondary training in the community. The high school is ageing and in need of repair/replacement. The South Bruce Grey Health Centre is also in need of updating to meet current and future needs.	Sector demonstrates strength in employment and business count data. Local food and niche products are fast-growing segments.



	Technical and Professional Small Business	Nuclear Sector and Supply Chain	Tourism (Destination Development)	Health and Education Sector	Agriculture and Agri-Business
Capitalize on these competitive advantages	<ul style="list-style-type: none"> ▪ “Double” internet service ▪ Engaged small business community ▪ Location of downtown in proximity to beach ▪ Large percent of businesses are small ▪ Large historical homes close to downtown provide opportunity for commercial and office uses ▪ Diverse population requires a variety of services outside traditional retail ▪ Opportunity to leverage in-commuting workforce with disposable income 	<ul style="list-style-type: none"> ▪ Sector has stability with long-term investment in Bruce Power ▪ MCR investment is bringing ‘new’ dollars into the community and provides opportunities to spin off into other sectors ▪ “Double” internet service ▪ Significant presence of trades and other highly skilled talent ▪ Serviced available land in the Bruce Nuclear Park including newly acquired natural gas 	<ul style="list-style-type: none"> ▪ Lakefront community ▪ Unique community assets especially as they pertain to heritage and culture ▪ Leader in LGBTQ among small rural communities ▪ Strong slate of related community events that already attract visitors ▪ Kincardine Theatre Guild 	<ul style="list-style-type: none"> ▪ Healthcare has an increasing employment concentration trend ▪ These sectors generally pay more competitive wages than retail and other service-based sectors ▪ “Double” internet service 	<ul style="list-style-type: none"> ▪ Stable farming industry in the region with high concentration of businesses ▪ Home to a number of significant investments including cannabis industry ▪ “Double” internet service
Beware of these competitive disadvantages	<ul style="list-style-type: none"> ▪ Lack of availability of small offices, commercial or co-working spaces ▪ In-commuting workforce has retail options in their place of residence ▪ Transportation challenges to service sector workforce 	<ul style="list-style-type: none"> ▪ Shovel-ready land that is available in neighbouring municipalities ▪ Natural gas access is concentrated in urban areas ▪ Distance from main supply chain hubs, Toronto International Airport, and transportation challenges in winter 	<ul style="list-style-type: none"> ▪ Tourism strategy recently commissioned in Saugeen Shores ▪ Recreation facilities lack some amenities ▪ Strong tourism development in other Lake Huron communities incl. Collingwood ▪ Low employment concentrations in arts, entertainment and recreation 	<ul style="list-style-type: none"> ▪ Educational services have a low employment concentration ▪ Education access and healthcare are two of the strongest attraction factors for potential residents ▪ The more frequently residents have to visit other communities for specialized care, the more likely they are to relocate permanently ▪ Youth travelling to urban communities for education and training are at risk of not returning. 	<ul style="list-style-type: none"> ▪ Lack of recognition of the sector due to public awareness of nuclear ▪ Lack of local food promotion in the restaurants. ▪ Neighbouring communities have used agriculture and agribusiness as their unique selling proposition. ▪ Lack of access to abattoir and processing



	Technical and Professional Small Business	Nuclear Sector and Supply Chain	Tourism (Destination Development)	Health and Education Sector	Agriculture and Agri-Business
Municipality's current ability to capitalize on the sector	Kincardine has an opportunity to address land-use through the Official Plan to create opportunities for small office space. Land development in business parks can also create space for small business as nuclear sectors moves out of the downtown. There is nothing to say that the Municipality should not move on this opportunity now. Addressing workforce challenges (transportation, living wage) and freeing up space will be essential to growing the sector.	Land development is key to creating space for nuclear suppliers and other supply chain businesses to set up. The establishment of business and industrial parks will both provide space for the sector but also potentially create symbiotic relationships with other industries.	The community continues to recognize this sector's importance. There are significant assets for the community to be successful but a strong reliance on volunteers who could be suffering from fatigue. There is potential for a municipal accommodation fee to further enhance the sector's marketing efforts.	Education and healthcare are primarily the responsibility of the provincial government. The Municipality can perform an advocacy role and potentially provide assistance with sites for future development.	Population growth can be leveraged to expand local supply chains and local consumption. Local food movements are increasingly popular, and more mobilization is required in order to be consistently successful.
Desired future situation	Kincardine is home to a variety of small, innovative, and independent professionals with dedicated office space available for sale or lease.	Nuclear suppliers and supply chain businesses have access to office space for sale or lease within Kincardine's municipal business parks	Tourism is a four-season driver of economic impact with collaboration between business and community groups.	The municipality's advocacy and focus in the sector has yielded a successful local investment.	There are policies and tools in place for small scale, organic, and other niche farms and local value-added opportunities where appropriately located.



5. Economic Development Objectives and Actions

The following section provides a series of action plans which directly support the economic development priorities described above. These actions plans should be interpreted in the following context.

Beneath each strategic objective is a preamble that establishes the core ideas that are actioned in its respective framework. In the framework are a series of goals, each supported by a series of actions that present step-by-step details about reaching the goal. The timing of the goal is established to show the level of priority for each goal. To add further clarity, each goal is supported by a rationale, linking the item back to the SOARR assessment, the role of the municipality in terms of what departments or actors should be involved, and key performance measures.

In the actions tables to follow, the level of priority for each goal has been based on several criteria including:

- The level of immediate return based on the Municipality of Kincardine's economic development objectives
- The potential to contribute to the long-term economic vitality and sustainability of Kincardine
- The resources required (i.e. the capacity to implement given the current state)
- Logical sequence of actions

The priority level assigned to each action item also corresponds to a specific timeframe. The time frame for each priority level may be operationalized as:

- Short – immediate to one year
- Medium – one to two years
- Long – three to four years
- Continuous – ongoing throughout the life span of the Strategy

The figure below outlines how the strategic objective aligns with the various aspirations put forward by the community and is followed by the detailed action plan.



Figure 8: Strategic Objectives and Aspirations

Strategic Objectives	Aspirations				
	Diversified local economy	Development is experienced in all communities	Vibrant downtown and opportunities to shop local	Diverse and inclusive community that is accessible to all	Sustainable development
Objective 1: Leverage Investments in Nuclear Sector	✓	✓			✓
Objective 2: Improve Investment Readiness		✓	✓		✓
Objective 3: Increase Tourism Marketing and Product Development	✓		✓	✓	✓
Objective 4: Support business expansion and retention with focus on small business	✓	✓	✓		✓
Objective 5: Develop Housing and Supports for Residents and Population Growth		✓		✓	✓
Objective 6: Support Agriculture, Agri-Business and Value-Added with a focus on small scale production	✓	✓	✓		✓



Objective 1: Solidify the Community's Presence in the Sector and capitalize on the current and future nuclear opportunities to ensure long-term economic sustainability.

Rationale:

The MCR project at Bruce Power will bring investment, skilled workers and international attention to the Municipality of Kincardine. Ontario Power Generation has maintained a strong presence in the community and the Nuclear Innovation Institute in the County will contribute to the overall growth of knowledge and innovation in the sector.

Investments in the nuclear sector represent new money entering the local economy. By capitalizing on the investment in terms of increased local spending, supply chain opportunities and complementary sectors, the municipality can increase the impact of the investments beyond immediate nuclear contractors and suppliers. Small modular reactors and development in the hydrogen sector can benefit from the larger nuclear projects and technological innovations but also pose a potential threat if they are not given consideration.

Municipal Role: Community Development Officer

Key Partners: Nuclear Innovation Institute, Municipal Innovation Council, Bruce Power, Bruce County, Ontario Power Generation

Performance Measures: Total number of nuclear companies attracted or expanded, job numbers, total investment; Total number of regional/provincial/national nuclear industry events held

Goal	Actions	Timing
1.1 Retain nuclear supply chain businesses beyond the lifespan of the MCR	<ul style="list-style-type: none"> Regularly conduct a Business Retention and Expansion Program among the nuclear sector and supply chain businesses to understand the nature of their business and potential partnerships with a target of 20 meetings per year. Connect nuclear suppliers with non-nuclear businesses where there are complementary services or objectives. 	<ul style="list-style-type: none"> Short and Continuous Short and Continuous
1.2 Promote Kincardine as a leading jurisdiction in the nuclear sector	<ul style="list-style-type: none"> Actively pursue hosting provincial, national and international congresses, seminar of industry experts and nuclear associations (AGMs, annual conferences). Sponsor and partner with industry events and competitions in the sector. (i.e. trades, NPX, Girls who Code, WiN). 	<ul style="list-style-type: none"> Short and Continuous Short and Continuous



Goal	Actions	Timing
1.3 Capitalize on skilled workers entering the community	<ul style="list-style-type: none"> Partner with the Nuclear Innovation Institute and Bruce County Staff, to hold networking and innovation opportunities for skilled workers. Host an annual nuclear supplier forum. Work with Bruce Power and suppliers to understand and quantify the ancillary service needs of their employees (e.g. childcare, elder care, temporary accommodation). Conduct a market study to identify the potential for charter or regular flight service out of Kincardine Airport to service executive and worker travel into the community. 	<ul style="list-style-type: none"> Short Short Medium to Long
1.4 Develop mutually beneficial partnerships with industry	<ul style="list-style-type: none"> Engage and support any Bruce County efforts to develop a corporate sponsorship policy and promotional package targeted at nuclear suppliers wanting to support recreation and amenities for their workforce. 	<ul style="list-style-type: none"> Medium
1.5 Technology and innovation generated within the sector is shared locally	<ul style="list-style-type: none"> Work with the Nuclear Innovation Institute to raise their profile and share information about their applied research capacity among the broader business community by hosting information sessions. Offer municipal facilities for use by the Nuclear Innovation Institute for training and education programs. 	<ul style="list-style-type: none"> Medium
1.6 Establish Kincardine as a testing ground for new alternative energy projects	<ul style="list-style-type: none"> Investigate developing an innovation fund to help businesses and entrepreneurs fund business case, prototyping and validation of energy projects with a goal of commercialization. Create a promotional campaign highlighting business that have started in the nuclear sector and have successfully expanded into other lines of business and with global footprints. 	<ul style="list-style-type: none"> Long Long



Objective 2: Improve Investment Readiness

Rationale:

Developers and companies are actively looking for locations in Kincardine to establish operations.

Developers are looking for shovel ready land to accommodate investments from nuclear suppliers and other industries. Competition from neighbouring communities for this investment could lead to a potential loss of tax revenue to support community services and hamper future investments in infrastructure. Investment attraction is centred on increasing new business investment through developing and communicating business-friendly policies and a corporate culture that demonstrates that Kincardine is “open for business”. This includes ensuring the organizational structure and corporate resources are available and processes are streamlined so as to make the process of land development easy for investors.

Municipal Role: Building and Planning Department, Community Development Officer. Communications staff.

Key Partners: Developers, local business, Landowners,

Performance Measures: Total number targeted companies attracted, job numbers, total investment; Absorption rate of employment lands and by type (industrial, commercial-retail, commercial-office);

Goal	Actions	Timing
2.1 Plan for current and future development needs	<ul style="list-style-type: none"> Undertake a land development strategy that identifies and prioritizes the long-term servicing objectives of the municipality. Promote the municipally serviced industrial park and office/commercial business park outside of downtown cores. Promote and encourage mixed-use zoning policies to encourage the development of additional residential units. Consider creating a planning and development specialist position focused on development assistance through the organizational review. Conduct a competitive analysis of development costs with target communities seen as investment competitors. 	<ul style="list-style-type: none"> Immediate to short Short Short Short Short
2.2 Develop and maintain investment-ready data resources	<ul style="list-style-type: none"> Maintain a detailed source of community data including skills inventory, a community profile and labour market statistics. Develop an inventory of local skilled training programming available through Fanshawe College, trade unions and private institutions and connect potential investors with local contacts. Maintain an inventory of vacant lands with development potential. 	<ul style="list-style-type: none"> Medium Medium Short



Goal	Actions	Timing
2.3 Communicate development progress internally and externally	<ul style="list-style-type: none"> ▪ Municipality can do more to highlight the current state of developments. With approximately 1,100 units in various stages of development, communication of this using a map, signage, etc. can help counter a negative narrative and inspire the population. ▪ The timelines for development proposals and processes can be extensive. Convene an internal staff working group that meets regularly to provide updates on the status of large development proposals, applications and milestones. ▪ Provide public updates via website, social media and newsletter as developments hit major milestones. ▪ Consider the creation of a communications position through the organizational review process to support economic development, administration and tourism-related communications. ▪ Promotional campaign highlighting the diversity of the community and featuring profiles of diverse business owner/operators. 	<ul style="list-style-type: none"> ▪ Immediate ▪ Short ▪ Short ▪ Short ▪ Medium
2.4 Ensure a business-first service delivery standard	<ul style="list-style-type: none"> ▪ Create an organization-wide CRM database to track investment inquiries and developer interactions across departments to ensure there is shared information. ▪ Develop a lead handling protocol to ensure all investment leads are channeled to the same person regardless of which department they originate from and a development resource guide that can be shared. ▪ All future promotional materials and tools must be available online and readily available either as the user is browsing alone or on the phone with the development officer. ▪ Prepare a land-use planning, zoning and building overview communication so that all staff have a general understanding of the process. ▪ Develop a priority path or express review process for applications that meet a minimum investment threshold. 	<ul style="list-style-type: none"> ▪ Medium ▪ Medium ▪ Medium ▪ Short ▪ Medium
2.5 Workforce Attraction and Retention	<ul style="list-style-type: none"> ▪ Use the Four County Labour Market planning board and Bruce County data and information to develop a workforce attraction strategy to understand current and anticipated workforce need. ▪ Promote local training and skills development programs to retain youth. ▪ Develop a newcomer package to help new workers and their families to Kincardine to successfully integrate into the community. 	<ul style="list-style-type: none"> ▪ Short ▪ Medium ▪ Short



Objective 3: Increase Tourism Marketing and Product Development

Rationale:

Kincardine has tremendous tourism potential and community assets that can be further leveraged and developed.

Tourism is a source of new money into the local economy. There is strong competition in this sector from local communities along Lake Huron and in Southwestern Ontario. A strong reputation and tourism brand create momentum that drives further investment. The marketing collateral and development of assets will also pay dividends for residents by providing more activities and supporting a higher quality of life, which is good for the other objectives in the action plan. The capacity of the municipality and Bruce County to accommodate additional during peak season is limited so additional tourism assets and off-season attractions are a key aspect of creating growth in the short term while additional accommodations and attractions are developed over the longer term.

Municipal Role: Tourism Coordinator, Community Development Officer

Key Partners: Bruce County, RTO 7, BIA, The Kincardine and District Chamber of Commerce, Arts Culture and Heritage Committee

Performance Measures: Total number of existing and new assets, festivals, activities and attendance rates in Kincardine; Implementation of Municipal Accommodation Tax and total revenue generated to support tourism (if implemented), travel/trade market; Number of attracted conferences and conventions; Number of companies assisted through asset development efforts

Goal	Actions	Timing
3.1 Understand the current tourism landscape	<ul style="list-style-type: none"> Promotion of the quality of life and quality of place attributes through an asset inventory, photos and storytelling. 	<ul style="list-style-type: none"> Medium
3.2 Recognize the broad range of tourism assets	<ul style="list-style-type: none"> Leverage the work done by the Arts, Culture and Heritage Committee by developing an interactive asset map showcasing the unique buildings and features within the community. Sponsor an annual tourism business award to recognize innovators and service delivery leaders in the sector at the Community Achievement Awards. 	<ul style="list-style-type: none"> Short Short
3.3 Target downtown and waterfront development	<ul style="list-style-type: none"> Complete a Waterfront Feasibility and Development Plan that looks at a long-term vision for the area, identifies best uses and provides guidance to future development. Increase pedestrian infrastructure (benches, etc.), including bicycle infrastructure that encourages street traffic, draws people to the downtown cores of Kincardine's communities and waterfront and extends their stay. 	<ul style="list-style-type: none"> Medium Medium



Goal	Actions	Timing
3.4 Leverage the existing traffic to the area	<ul style="list-style-type: none">▪ Encourage business to stay open longer during the shoulder seasons through a joint-marketing program that encourages after-hours activities.▪ Target the attraction of sport tourism events, especially shoulder season events.	<ul style="list-style-type: none">▪ Medium▪ Medium
3.5 Increase dedicated tourism resources	<ul style="list-style-type: none">▪ Undertake a tourism development and marketing strategy.▪ Investigate a municipal accommodation tax as an option to develop a dedicated budget for marketing and promotion.	<ul style="list-style-type: none">▪ Short▪ Long



Objective 4: Support Business Expansion and Retention with Focus on Small Business

Rationale:

The opportunities associated with the nuclear sector should also be complemented with small businesses and other key sectors to support a diversified economy.

Small businesses are a key component of the economy. While there are many national and international firms that have moved into the community to service Bruce Power, small businesses including technical and professional service firms can be adaptable and shift to address economic changes or new opportunities outside of the nuclear sector. Focusing on business expansion and retention efforts can help identify programming and services that support opportunities in innovative agri-business, independent businesses including the downtown and will help diversify the economy.

Municipal Role: Community Development Officer, Building and Planning Department, Planning and Development Specialist

Key Partners: Bruce County, Four County Labour Board, Bruce Community Futures, Farm Credit Canada, OMAFRA, BIA, Kincardine Community Fund, Kincardine and District Chamber of Commerce

Performance Measures: Number of companies assisted through support efforts, jobs created and investment in Kincardine; Increased business participation and uptake of business support services

Goal	Actions	Timing
4.1 Develop business retention and expansion fundamentals	<ul style="list-style-type: none">■ Initiate an annual BR&E corporate calling program and rotate through the key sectors on a four-year basis including energy/nuclear, agriculture, tourism and small business & professional/technical services.■ Utilize recently launched Kincardinetalks.ca to conduct quick feedback opportunities for businesses.■ Work with local partners on networking and career fair events and forums.	<ul style="list-style-type: none">■ Short■ Immediate■ Immediate
4.2 Build business awareness and access to education and financial resources	<ul style="list-style-type: none">■ Increase company awareness of business resources, funding and training, labour market information and workshops offered by community partners including Bruce County, Four County Labour Board and Bruce Community Futures.	<ul style="list-style-type: none">■ Short



Goal	Actions	Timing
4.3 Showcase the municipality as a business-friendly jurisdiction	<ul style="list-style-type: none"> ▪ Brand a “Business First” Service. Be the first in the region to have services as a competitive differentiator with a high priority developer Concierge Service. Investigate a “One Window Access” approach for high priority developmental services via a concierge service. A concierge service acts as a steward for developers and businesses looking to expand by guiding the business through the development process and helping to anticipate and meet the needs of specific processes. The concierge assists with: <ul style="list-style-type: none"> a. Reviewing municipal documents to ensure that plans, policies and processes promote an investment friendliness environment. a. Providing flow charts, user guides and best practice tips to assist developers in understanding the development process and expectations for the Municipality and the developer. b. Coordinating pre-consultation meetings designed to allow people with business development ideas an opportunity to pitch them and get feedback from all key decision-makers in the development process in advance of beginning the formal application process. c. Ensuring that all forms and applications are available from a single source and that guidance and instruction can be provided about meeting any required deliverables. d. Following-up with businesses after the approval process via aftercare programming designed to identify emergent challenges and ways to improve the development process for future users. 	<ul style="list-style-type: none"> ▪ Short to Medium
4.4 Assist businesses with transitions and sale or transfer to ensure continuity	<ul style="list-style-type: none"> ▪ Maintain an inventory of businesses identified with plans to sell or retire in the short to medium term. ▪ Promote and partner on succession planning workshops and services to independent businesses. ▪ Work with local real estate community to assist with business continuity. 	<ul style="list-style-type: none"> ▪ Short ▪ Short ▪ Short
4.5 Develop business champions	<ul style="list-style-type: none"> ▪ Partner with the County, Chamber, BIA and Community Futures to expand the mentorship and appreciation programs for successful businesses. 	<ul style="list-style-type: none"> ▪ Medium



Goal	Actions	Timing
4.6 Encourage business incubation and B2B collaboration	<ul style="list-style-type: none"> Investigate the feasibility of office space or a co-working space for professionals and small businesses to encourage networking among home-based businesses to leverage shared resources and attract Lone Eagles. 	Long
4.7 Re-Imagination of the Downtown as a multi-use area	<ul style="list-style-type: none"> Downtown street-level retail should be maintained where possible and form partnerships with downtown offices to encourage mutually beneficial relationships (i.e. parking, exclusive sales). Review pedestrian infrastructure to encourage foot traffic and keep visitors downtown longer. Review parking requirements within downtown cores and investigate opportunities to provide EV charging stations. 	<ul style="list-style-type: none"> Medium Medium Medium



Objective 5: Develop Housing and Supports for Residents, Population Growth and Community Development

Rationale:

Kincardine has been identified as a great place to live with a diverse community. There are currently major challenges for lower-income workers and those working in the service sector to find housing in the community. The inability to find accommodation within Kincardine could continue to force segments of workers to reside outside of the municipality and build community there.

Affordable housing in Kincardine is a key enabler of economic development and supports the community in achieving its goals. Current residents may be unable to downsize and remain in the community and employers are reporting unfilled jobs because of the cost and unavailability of appropriate housing. This objective supports business development and is contingent on having an available workforce who need a range of living accommodations. Investments in healthcare and education will support the growth of the population and provide stable and well-paying jobs outside of the nuclear sector.

Municipal Role: Planning and Building Department, Community Development Officer, CAO, Web Content Management Coordinator

Key Partners: Bruce County, OMAFRA, Real Estate Association of Grey Bruce Owen Sound, developers, Kincardine Pride, service clubs, Kincardine and District Chamber of Commerce

Performance Measures: Total number of meetings with developers and information sessions; Commitment of major employers to support housing initiatives; Number of residential development applications, number of units developed; companies with employees buying/renting new housing

Goal	Actions	Timing
5.1 Understand the communities housing and transportation needs	<ul style="list-style-type: none">Conduct an annual resident survey to identify gaps in municipal services.Convene a roundtable of local realtors to identify current gaps in local housing supply.Engage with Bruce Power on whether employee shuttle bus service can be leveraged for greater community benefit.	<ul style="list-style-type: none">ShortShortMedium
5.2 Ensure policies and planning reflect the need for alternative housing options than single-family detached	<ul style="list-style-type: none">Long-term strategy that includes comprehensive consultation with developers, employers, and existing residents.Investigate implementation of mixed-use zoning to enable residential units above retail and commercial.	<ul style="list-style-type: none">MediumShort



Goal	Actions	Timing
5.3 Enhanced advocacy role for the municipality	<ul style="list-style-type: none"> Advocate for investments in healthcare and the local hospital and leverage the existing contributions to the hospital study. Advocate for investments in post-secondary education from the provincial government. 	<ul style="list-style-type: none"> Long
5.4 Promote Kincardine as a great place to live, work and celebrate diversity	<ul style="list-style-type: none"> Promote the diversity of people who call the municipality home through testimonials and resident profiles that are available on the municipal website and for companies looking to attract workers or realtors working with clients. Promote the Community's Qualities to Lone Eagle Solopreneurs and Remote Workers, and Active Retirees including the double internet capabilities. Kincardine can be a relocation and expansion destination of choice amongst businesses in the region, primarily Toronto-based creative professionals, technology-based small business operators and lifestyle-first entrepreneurs and retirees escaping the city. Continue the Kincardine After Dark campaigns on an annual basis. Highlighting the evening opportunities within the community. 	<ul style="list-style-type: none"> Short Medium Short
5.5 Enhance local training to support population growth and workforce needs	<ul style="list-style-type: none"> Pursue partnership with post-secondary to offer training locally by offering municipally-owned community centres for programming by Fanshawe College, the Nuclear Innovation Institute or other training providers. 	<ul style="list-style-type: none"> Long



Objective 6: Support Agriculture, Agri-Business and Value-Added with a Focus on Local Food Production

Rationale:

Agriculture continues to be an area of strength and key contributor to the local economy.

The sector tends to fly below the radar and its impact is often underappreciated as built infrastructure and new companies to the area attract public attention. There are also opportunities to build on existing strength and recent investments in broader agri-business operations including in the cannabis sector.

Municipal Role: Building and Planning Department, Community Development Officer

Key Partners: Ontario Federation of Agriculture, Bruce County Federation of Agriculture, OMAFRA, Bruce County, National Farmers Union, Christian Farmers Union, Farm Credit Canada, Industry Associations.

Performance Measures: Number of agriculture/agri-business workshops held and number of attendees; Number of agri-businesses interviewed; Successful transfer of ownership of agricultural operations

Goal	Actions	Timing
6.1 Encourage value-added and small scale, niche agriculture product development	<ul style="list-style-type: none"> Partner and support business workshops and programming specifically targeting the agricultural sector including agriculture specific funding programs, entrepreneurship, alternative crops, agri-tourism and value-added processing. Promote value-added agriculture development opportunities through the use of a rural CIP. Look into the possibility of supporting an abattoir. 	<ul style="list-style-type: none"> Short
6.2 Develop Ag-Friendly Policies	<ul style="list-style-type: none"> Ensure policies exist that protect small-scale farm parcels for various types of farming including organic, market gardening niche farming developments. Advocate for flexible planning policies that allow a diversity of on-farm uses including farm stays. Implement the Provincial Guidelines for On-farm Diversified Uses to create business opportunities for the farming community. 	<ul style="list-style-type: none"> Immediate Long Immediate



Goal	Actions	Timing
6.3 Include Agriculture within Business Retention and Expansion programs	<ul style="list-style-type: none"> As part of the ongoing Business Retention and Expansion program, include agriculture and agri-business as one of the rotating sectors for the annual program. Partner with OMAFRA, Farm Credit Canada, the Federation of Agriculture and other partners to offer succession planning workshops for agriculture businesses which are acutely impacted by succession planning due to the average age of farm owners and capital costs to purchase farms. 	<ul style="list-style-type: none"> Short Medium
6.4 Leverage new agriculture sectors and technology	<ul style="list-style-type: none"> Target the investment of cannabis growing and extraction/processing facilities, to complement existing cannabis operations within the municipality. Target investments in precision agriculture and agri-technology and showcase early adopters. 	<ul style="list-style-type: none"> Medium to long
6.5 Support Local Food Research and Promotions	<ul style="list-style-type: none"> Capitalize on increasing demand for fresh, local and organic foods by promoting growers and producers within Kincardine. 	<ul style="list-style-type: none"> Short



6. Appendix



6.1 Economic Base Analysis

The following analysis is designed to examine the socio-economic characteristics of Kincardine's economy and identify areas of competitive strength and weakness.

- Statistics Canada, Canadian Census 2011 and 2016
- Statistics Canada, National Household Survey (NHS), 2011
- Statistics Canada, Canadian Business Counts, December 2017

In addition to studying the Municipality of Kincardine, comparators used in the economic base analysis include the following:

- Bruce County
- Province of Ontario

Demographic Portrait

Since 2006, Kincardine's population has grown marginally, from 11,173 in 2006 to 11,389 in 2016. There was virtually no change from 2006 to 2011 and only a 1.9% growth rate from 2011 to the most recent Census in 2016. Bruce County has experienced a 3.1% growth rate over the same period. Kincardine's population growth rate from 2011 to 2016 was less half of the population growth rate for the Province of Ontario as a whole. The relative flat population growth trend for Kincardine has persisted despite the relative economic prosperity that the municipality has experienced over the period in question.

Figure 9: Population Change 2006 to 2016

Year	Kincardine	Bruce County	Ontario
2006 Census	11,173	65,349	12,160,282
2011 NHS	11,174	66,102	12,851,821
2016 Census	11,389	68,147	13,448,494
2011 to 2016 Population Growth rate	1.9%	3.1%	4.6%

Source: Statistics Canada; 2006 Census Profile, 2011 Census Profile, 2016 Census Profile.

The median age in Kincardine was significantly higher (6.5 years) than that of the Province of Ontario in 2011 and virtually the same as the median age of Bruce County. From 2011 to 2016, Kincardine's median age was slightly lower (-0.4 years) while Bruce County (+1.5 years) and the Province (+0.9 years) median age increased.



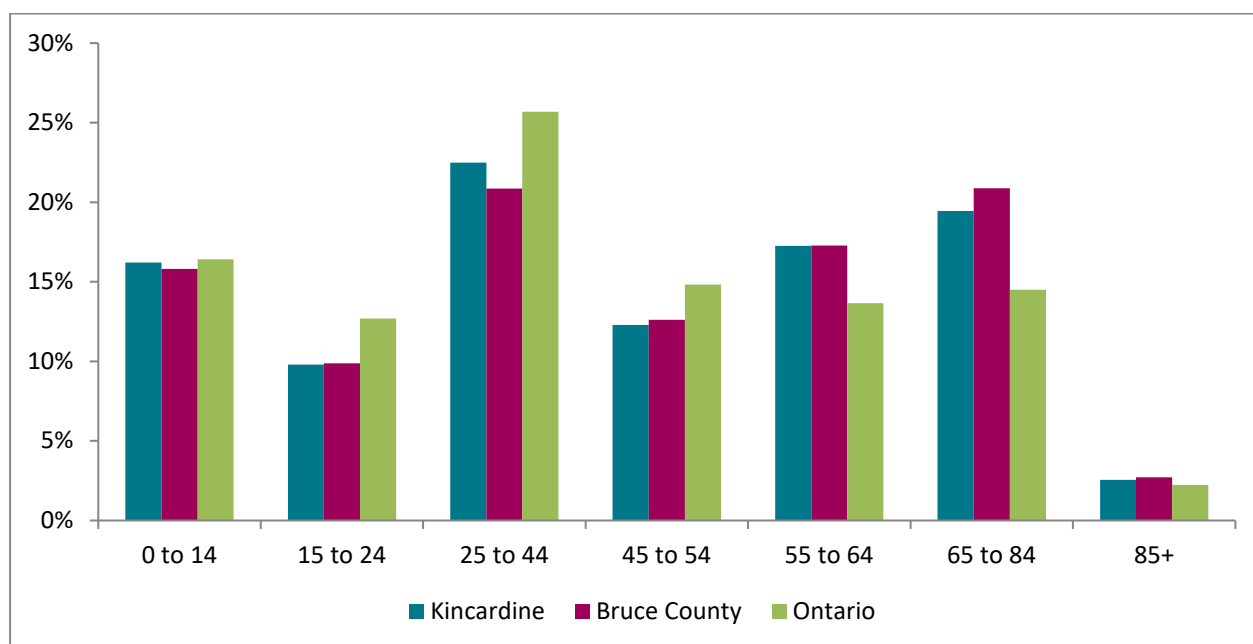
Figure 10: Median Age, 2011 and 2016

Year	Kincardine	Bruce County	Ontario
Median age population 2011	46.9	47.0	40.4
Median age population 2016	46.5	48.5	41.3

Source: Statistics Canada; 2011 Census Profile, 2016 Census Profile.

Figure 11 shows the distribution of Kincardine by age-groups for the 2016 Census. Kincardine and Bruce County contained a similar age distribution among the various age groups with a visible higher proportion of core working-age population (25 to 44 years) in Kincardine than Bruce County and a slightly higher proportion of retirement-aged population in Bruce County than Kincardine. Both Bruce County and Kincardine had larger proportions of their population in the oldest age categories (55 years+) than the Province.

Figure 11: Age Characteristics, Percentage of Overall Population – Detailed Categories



Source: Statistics Canada; 2016 Census Profile.

Dwelling Characteristics

The vast majority of housing in Kincardine is single detached (81.2%) followed by Apartment in a building that has fewer than five storeys (7.1%) and row houses (6.9%). Dwelling types across Bruce County were relatively similar to Kincardine. However, when compared to Ontario, there is a dramatic difference in the dwelling types with much higher prevalence of higher density housing. In particular, whereas Ontario has 17.2% of dwellings in apartment buildings with five or more storey, Kincardine had no dwellings of this type.



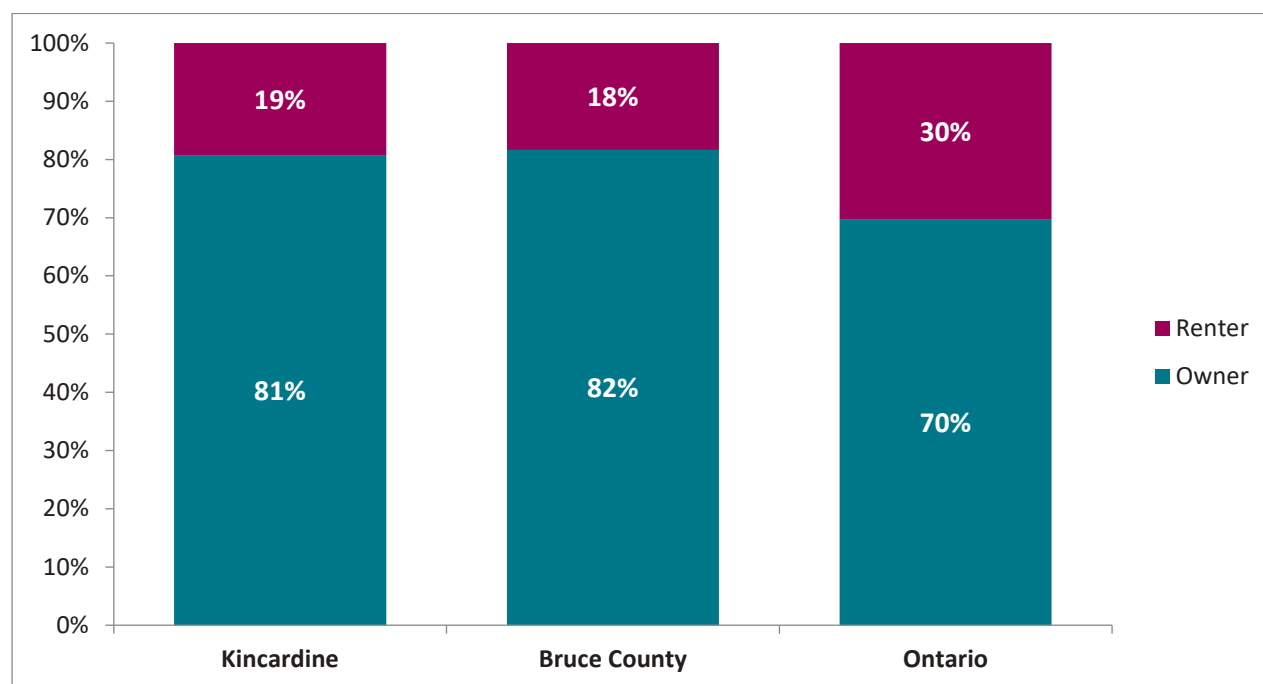
Figure 12: Occupied Dwellings by Type, Percentage of Overall Population

Type of dwellings	Kincardine	Bruce County	Ontario
Single-detached house	81.2%	83.7%	54.3%
Apartment in a building that has five or more storeys	0.0%	0.0%	17.2%
Semi-detached house	2.9%	2.2%	5.6%
Row house	6.9%	4.1%	8.9%
Apartment or flat in a duplex	1.0%	1.1%	3.4%
Apartment in a building that has fewer than five storeys	7.1%	7.5%	10.1%
Another single-attached house	0.7%	0.5%	0.2%
Movable dwelling	0.1%	0.8%	0.3%

Source: Statistics Canada; 2016 Census Profile.

Kincardine had a much higher proportion of owners than renters in terms of private dwellings with 81% owners and 19% renters. Ontario had a much lower proportion of owners at 70% with 30% renters. This larger tendency towards ownership than renting is consistent with the types of dwellings available being primarily single detached with very low percentages of apartments. This largely owner dwelling could be indicative of a shortage of rental housing supply.

Figure 13: Dwelling Owners Compared to Renters, 2016.



Source: Statistics Canada; 2016 Census Profile.



The median value of dwellings in Kincardine has increased by approximately 12% between 2011 and 2016 compared to a 10% increase in Bruce County. When looking at the Province where median values increased by 33% over the same period, Kincardine's values have experienced slow growth in comparison. When looking at cost for rented dwellings, Kincardine experienced a 21% increase over the period compared to 17% in Ontario. The sharp increase in rental costs combined with a low apartment proportion may be indicative of current and potential tightness of the rental market in the future.

Figure 14: Average Dwelling and Shelter Costs for Rented Dwellings

Characteristics	Kincardine	Bruce County	Ontario
Median value of dwellings (\$) - 2011	\$ 250,689	\$ 249,918	\$ 300,862
Median value of dwellings (\$) - 2016	\$ 279,628	\$ 274,563	\$ 400,496
Median monthly shelter costs for rented dwellings (\$) -2011	\$ 768	\$ 701	\$ 892
Median monthly shelter costs for rented dwellings (\$) -2016	\$ 928	\$ 836	\$ 1,045

Source: Statistics Canada; 2011 National Household Survey Profile, 2016 Census Profile.

One of the limitations of Statistic Canada's Census data is the lag time between conducting the Census and reporting on results. As the housing market is prone to rapid changes, data from the Realtors™ Association of Grey Bruce Owen Sound and the Canadian Real Estate Association (CREA) were used to complement Statistics Canada and provide a more current picture of the housing market. According to Realtors™ Association of Grey Bruce Owen Sound, the average price of homes sold in September 2019 was \$404,914 which was an increase of 12.6% from September 2018¹. The year-to-date average price was \$389,411, up 8.8% for the same nine-month period in 2018. Increased home prices were also compounded by availability of homes with 3.5 months of inventory at the end of September 2019, a decrease from the 4.2 months recorded at the end of September 2018. As part of their October 2019 report, CREA reported an annual average home price of \$397,000 at the national level when excluding Vancouver and Toronto.² The average home prices reported by RAGBOS and CREA do not directly apply to the Municipality of Kincardine specifically but do help paint the picture of a housing market that has become increasingly unaffordable for many lower-income earners over the past 3-4 years.

¹ [http://www.ragbos.ca/public_docs/documents/RAGBOS%20Stats%20Release%20September%202019%20\(4pg\).pdf](http://www.ragbos.ca/public_docs/documents/RAGBOS%20Stats%20Release%20September%202019%20(4pg).pdf)

² <https://creastats.crea.ca/en-US/>



Income

Looking at income, median individual income has grown by about 14% in Kincardine as reported in the last two Census periods with a provincial growth of 10%. The median individual income remained higher in Kincardine compared to the Province and the gap increased from just over \$4000 to almost \$6000.

Figure 15: Median Total Individual Income

Characteristics	Kincardine	Bruce County	Ontario
Median total income in 2010 among recipients (\$)	\$ 34,708	\$ 30,726	\$ 30,526
Median total income in 2015 among recipients (\$)	\$ 39,424	\$ 33,887	\$ 33,539
% change	14%	10%	10%

Source: Statistics Canada; 2011 National Household Survey Profile, 2016 Census Profile.

Shifting to the subject of median household income, Kincardine has a significantly higher median household income when compared to Bruce County and the Province of Ontario. The difference in household income between Kincardine and Ontario was approximately \$12,000 in both of the last Census periods.

Figure 16: Median Household Income

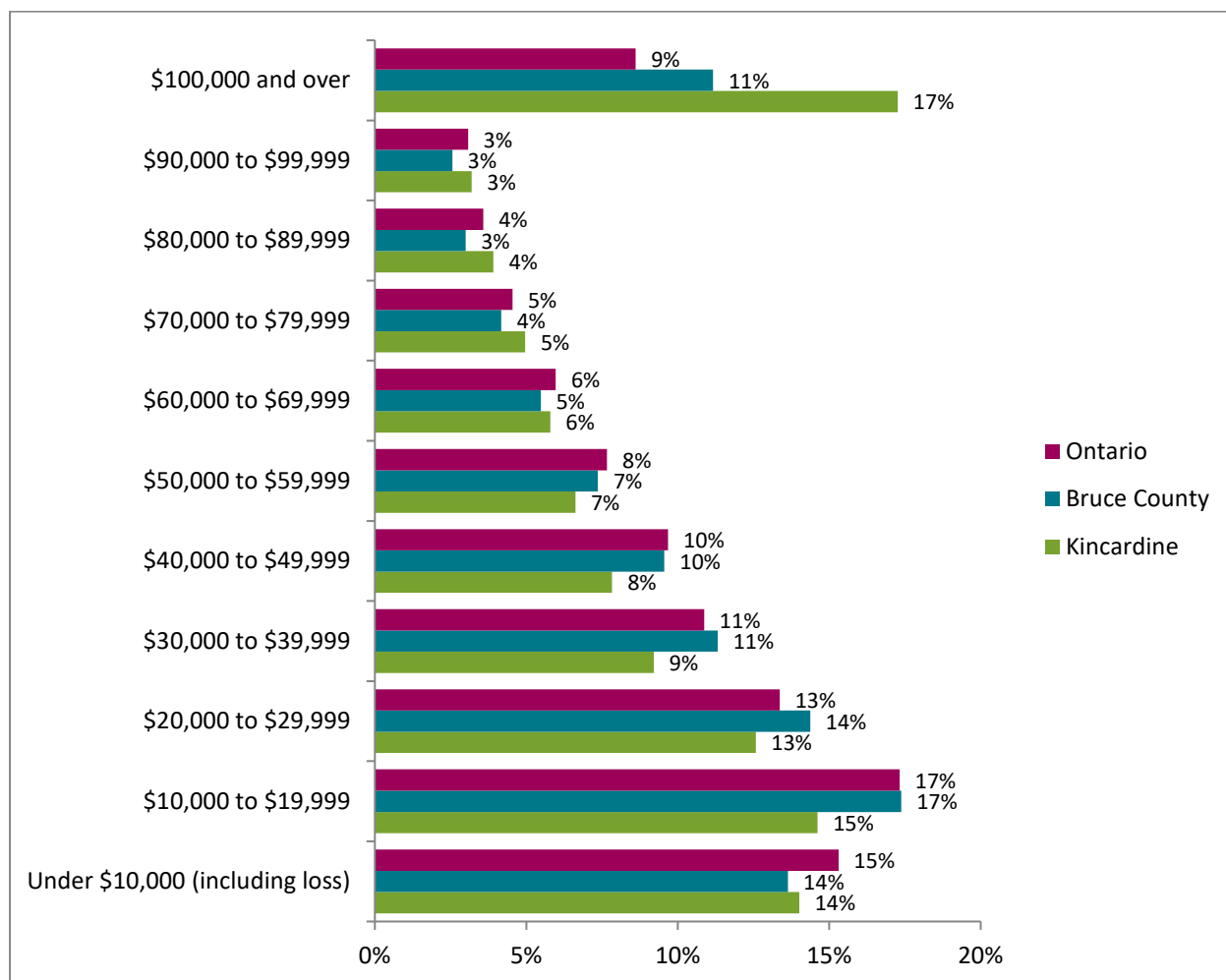
Characteristics	Kincardine	Bruce County	Ontario
Median total income of households in 2010 (\$)	\$ 78,284	\$ 66,321	\$ 66,358
Median total income of households in 2015 (\$)	\$ 86,363	\$ 71,193	\$ 74,287
% change	10%	7%	12%

Source: Statistics Canada; 2011 National Household Survey Profile, 2016 Census Profile.



In terms of distribution, the figure below shows that there is a notable cluster of households in the \$100,000 and over income range. Across the income groups of \$49,000 and under, Kincardine has a slightly lower proportion of household income than the Ontario. The income distribution indicates a high proportion of high earning households with some lagging behind among the lower income bands.

Figure 17: Household Income Distribution, Percentage of Overall Population



Source: Statistics Canada; 2016 Census Profile.



Education

Education attainment is important as it is often indicative of labour force capacity. The figure below summarizes skilled labour proportions for comparator areas, which is composed of those people that have completed an apprenticeship, college or university degree, diploma or certificate. Skilled labour decreased slightly from 2011 to 2016 in Kincardine from 70% to 67%. Skilled labour across the province remained unchanged over the same period and despite the decrease, Kincardine still has a slightly higher proportion of skilled labour than Ontario.

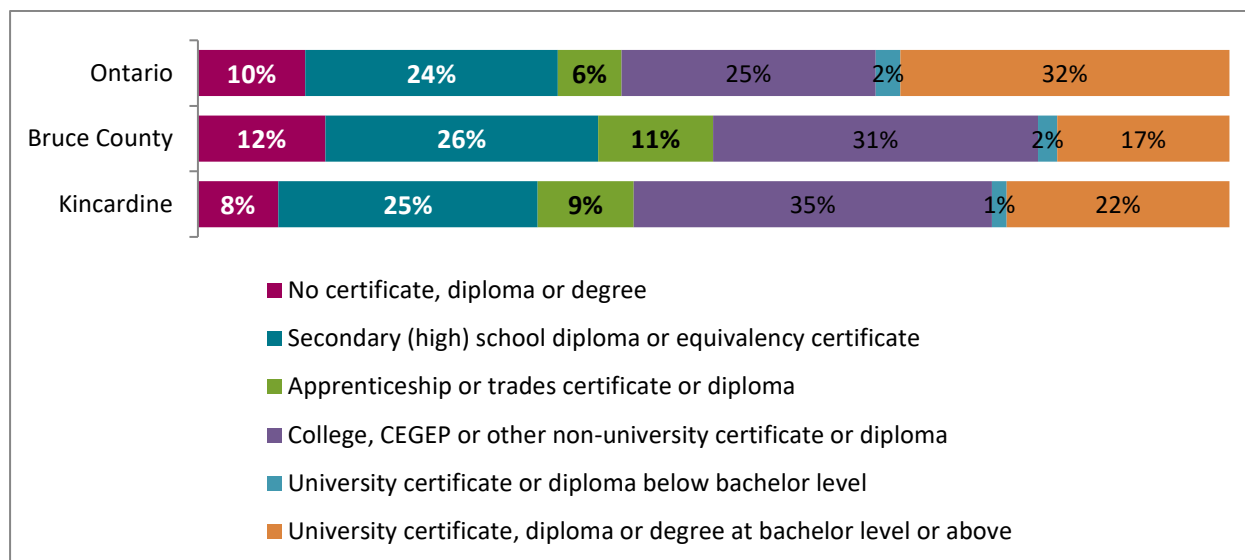
Figure 18: Proportion of Population (Ages 15 and Over) with Post-Secondary or Apprenticeship Education

Year	Kincardine	Bruce County	Ontario
Skilled Labour 2011	70%	61%	65%
Skilled Labour 2016	67%	61%	65%

Source: Statistics Canada; 2016 Census Profile.

Kincardine had a much higher proportion of the primary working-age population in the 24 to 64 age group with college, CEGEP or other non-university certificate or diploma than the province with 35% compared to 25%. Kincardine's apprenticeship or trades certificate or diploma cohort was also higher than the province at 9% compared to 6%. The large proportion of the population with college and technical education is indicative of the types of programming offered with no university presence in the community and may be a factor inhibiting youth and talent retention as those looking for that level of education must leave the community.

Figure 19: Highest Level of Education Attainment (Ages 24 to 64), % of the Population – Detailed Categories



Source: Statistics Canada; 2016 Census Profile.



People's major field of study in Kincardine are architecture, engineering, and related technologies, which is notably higher than the province at 19% compared to 11% in the province. Business, management and public administration was the second most prevalent field of study at 9% but was lower than the province at 12%. Kincardine's field of study was fairly similar across the board with Bruce County. The high percentage of people studying architecture, engineering, and related technologies may have some correlation to the opportunities available within the nuclear sector and the high concentration of employment in the utilities sector.

Figure 20: Major Field of Study (Ages 25 to 64), Percentage of the Population

Major field of study	Kincardine	Bruce County	Ontario
No postsecondary certificate, diploma or degree	41%	46%	45%
Education	4%	4%	3%
Visual and performing arts, and communications technologies	2%	1%	2%
Humanities	3%	2%	3%
Social and behavioural sciences and law	6%	4%	7%
Business, management and public administration	9%	8%	12%
Physical and life sciences and technologies	2%	2%	2%
Mathematics, computer and information sciences	1%	1%	3%
Architecture, engineering, and related technologies	19%	16%	11%
Agriculture, natural resources and conservation	2%	2%	1%
Health and related fields	9%	9%	8%
Personal, protective and transportation services	4%	4%	3%
Other	0%	0%	0%

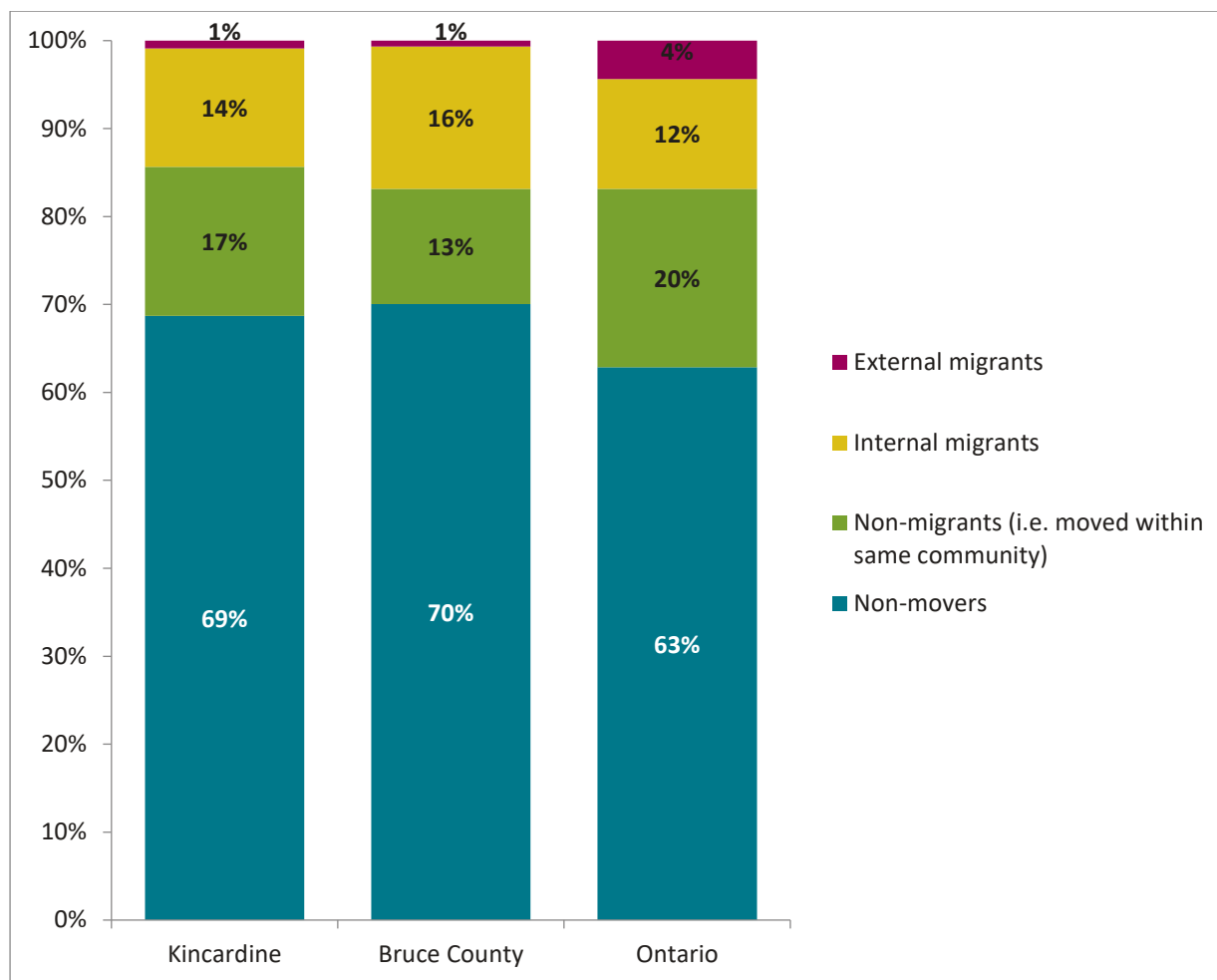
Source: Statistics Canada; 2016 Census Profile



Mobility

The movement of people within a community or to the community from somewhere else constitutes mobility. Statistics Canada tracks this in two ways, by asking if a household has moved within the past year and asking if a household has moved within the past five years. As of 2016, the majority of people in Kincardine, Bruce County and Ontario had either stayed where they were five years earlier or moved somewhere in the same community. For Kincardine, this group constitutes a combined 86%, which is similar to Bruce County at 83% and the province at 83% as well. When looking at external migrants, Kincardine had less than 1% whereas the provincial percentage was 4%.

Figure 21: Mobility Characteristics 5 years ago, 2016



Source: Statistics Canada; 2016 Census Profile



Labour Force

According to Statistics Canada, employed persons are those having a job or business, whereas the unemployed are without work, are available for work, and are actively seeking work. Together the unemployed and the employed constitute the labour force³.

Between 2011 and 2016 Kincardine's labour force declined by 210 people, from 5,900 to 5,690. This decline translates to a decrease of 4%. Bruce County saw a much smaller decline at just 1%. While both Kincardine and Bruce County saw declines, the province as a whole saw an increase of 4% in the labour forces.

Figure 22: Labour Force Size

Labour Force Size	Kincardine	Bruce County	Ontario
In the labour force 2011	5,900	33,990	6,864,990
In the labour force 2016	5,690	33,635	7,141,675
Net (+/-)	-210	-355	276,685
% Change	-4%	-1%	4%

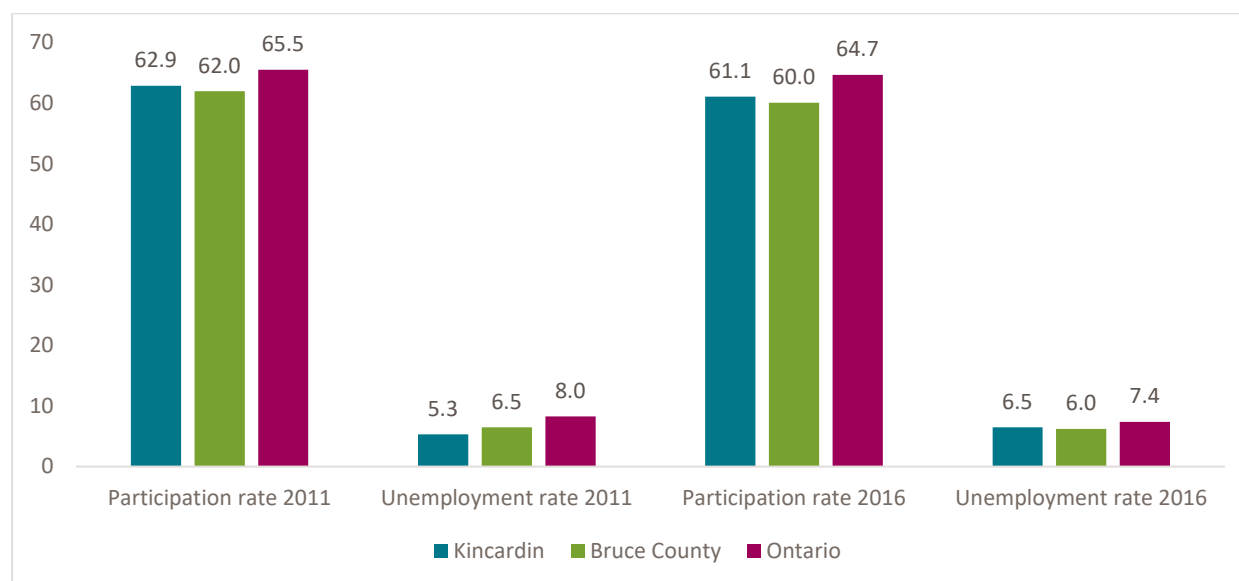
Source: Statistics Canada; 2016 Census Profile.

Unemployment rates grew by 1.2% between 2011 and 2016, while the participation rate declined by 1.8% in Kincardine. Over the same period, the provincial unemployment rate decline by 0.6% and the participation rate declined by 0.8%. Kincardine's unemployment rate remained lower than the province over the period and may be an indicator of some tightness in the labour market. The declining participation rate in Kincardine may be partly attributed to the ageing demographic profile. Combined with the lower participation rate and increased unemployment rate, there may be some indication that candidates are not ideally suited for the available jobs or that wages may not be at a level to support employment, especially in-service sectors.

³ Statistics Canada, date modified 2008-12-01: www150.statcan.gc.ca/n1/pub/81-004-x/def/4153361-eng.htm



Figure 23: Labour Force Status, Percentage of Population



Source: Statistics Canada; 2016 Census Profile.

Turning to the class of worker, 86% of the labour force in Kincardine are employees which is very similar to the provincial percentage of 86%. Bruce County had a slightly higher percentage of self-employed persons at 16% than Kincardine and 13% and the province at 12%. The higher proportion of agricultural employment in Bruce County may be one explanation for this higher percentage as agriculture tends to be associated with large numbers of self-employed individuals.

Figure 24: Class of Worker Ratio

Labour force status	Kincardine	Bruce County	Ontario
Class of worker - not applicable	1%	1%	2%
Employee	86%	83%	86%
Self-employed	13%	16%	12%

Source: Statistics Canada; 2016 Census Profile.



Employment by Industry

Most notably in the figure below, declines in employment are evident utilities (-220 people), retail trade (-115 people) and accommodation and food services (-90 people). Retail trade and accommodation and food services tend to be population-based industries, meaning that they tend to grow or decrease in relation to population. There is also an appreciation that employment in the utilities sector tends to generate high wages and may also be a driver of spending in retail and accommodation and food service. There was some notable increase in healthcare and social assistance (+115 people), construction (+90 people) and manufacturing (+75 people).

Figure 25: Employed Labour Force by Industry (Number of People)

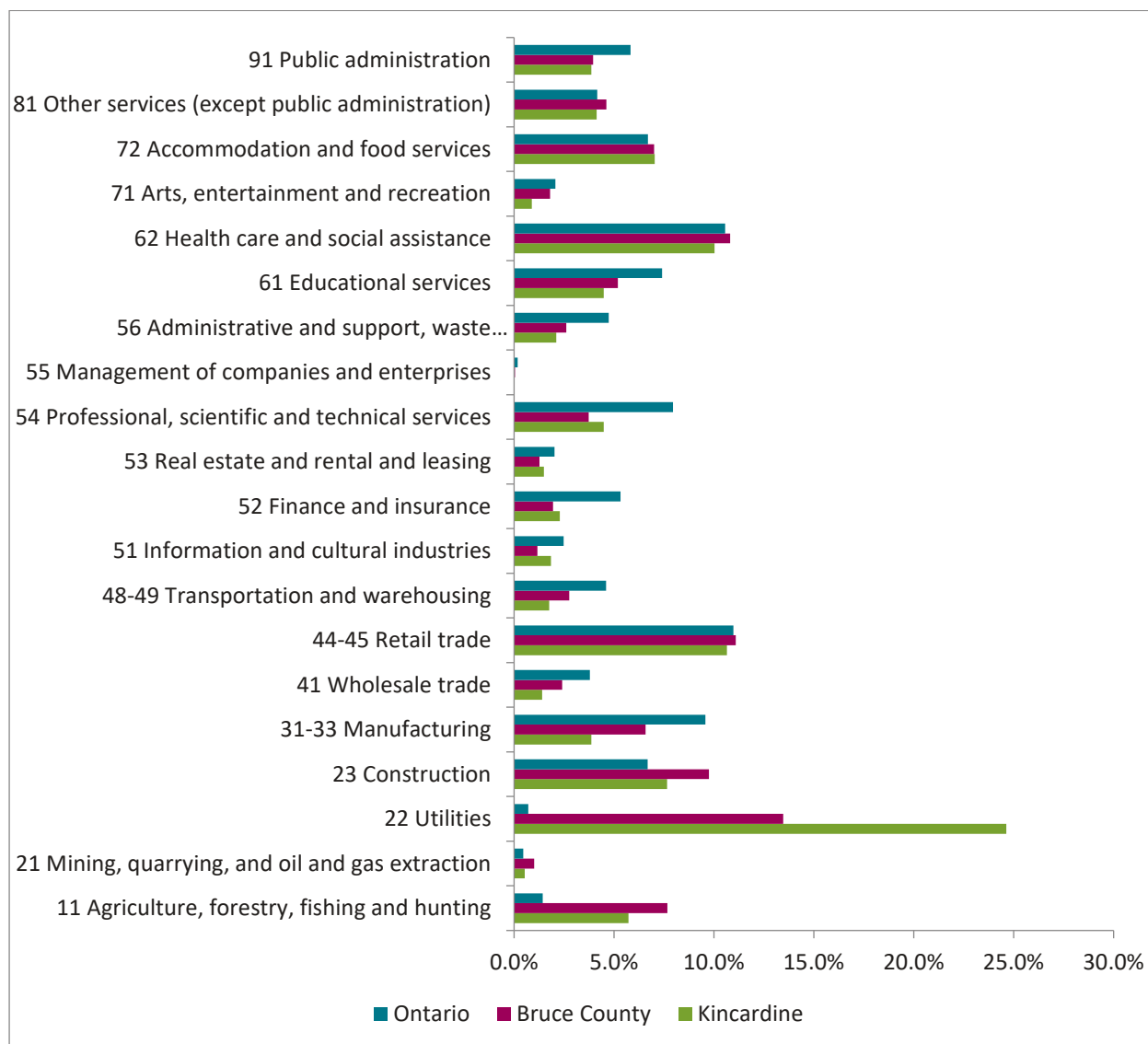
Industry (NAICS)	Kincardine 2011	Kincardine 2016	Net (+/-)
Total	5,900	5,685	-215
Industry - NAICS2012 - not applicable	80	70	-10
11 Agriculture, forestry, fishing and hunting	370	325	-45
21 Mining, quarrying, and oil and gas extraction	0	30	30
22 Utilities	1,620	1,400	-220
23 Construction	345	435	90
31-33 Manufacturing	145	220	75
41 Wholesale trade	105	80	-25
44-45 Retail trade	720	605	-115
48-49 Transportation and warehousing	85	100	15
51 Information and cultural industries	110	105	-5
52 Finance and insurance	80	130	50
53 Real estate and rental and leasing	65	85	20
54 Professional, scientific and technical services	305	255	-50
55 Management of companies and enterprises	0	0	0
56 Administrative and support, waste management and remediation services	170	120	-50
61 Educational services	330	255	-75
62 Health care and social assistance	455	570	115
71 Arts, entertainment and recreation	75	50	-25
72 Accommodation and food services	490	400	-90
81 Other services (except public administration)	190	235	45
91 Public administration	165	220	55

Source: Statistics Canada; 2016 Census Profile.



Looking comparatively at province, Kincardine has higher concentrations of employment in agriculture, forestry, fishing and mining and utilities. While there is considerable concentration in utilities, it seems to be at the expense of a number of sectors including finance, public administration and manufacturing among others. This concentration in utilities seems to indicate that the economy lacks some of the diversity that is found more generally in the economy of the province.

Figure 26: Employed Labour Force by Industry, Percentage of Labour Force



Source: Statistics Canada; 2016 Census Profile.

The employment numbers and breakdown by industry provides valuable insight and can be taken into consideration when using other analytical tools allow for an assessment of industry competitiveness relative to the province. This comparative analysis can help in the understanding of what industries make sense to leverage as strengths or to monitor for potential weakness.



A location quotient (LQ) analysis explains which industries employ a competitively higher proportion of people than the province. A score of 1.25 or greater represents a sector of relative strength, a score between 0.75 and 1.25 represents a sector that is on par with the province (1.0 represents perfect parity), and a score below 0.75 represents a sector of comparative weakness. Also pertinent are the trends over time and their direction, which indicate that potential opportunities or threats need to be addressed:

- Growing – Continue to build on momentum and consider supply-chain gaps to grow related sectors
- Stable – Continue to monitor, encourage investment attraction and business retention and expansion
- Declining – Focus on business retention for existing businesses and monitor broader market trends and potential threats to local businesses. Intervention is necessary.

Based on the above considerations, the following observations emerge from the data in the figure below:

- Agriculture, forestry, fishing and hunting is an industry of competitive strength for Kincardine with an LQ of 4.00. This high LQ, despite a slight decrease of 0.25 indicates that this is an important area of strength for Kincardine.
- Utilities is an area of exceptional strength for Kincardine with an LQ of 34.61. The strength of the sector indicates that this is an area where Kincardine is a leader in the province.
- Mining, quarrying, and oil and gas extraction has an LQ of 1.17 which indicates relative parity with the province. However, this industry had an increase of 1.17 of LQ from 2011 to 2016 which indicates that the sector is gaining some local strength when compared to the fact that it did not register an LQ in 2011.
- A total of 10 industries registered low LQ figures when compared to the province. Wholesale trade, warehousing and transportation, manufacturing, administrative and support, waste management and remediation services and arts, entertainment and recreation all registered an LQ of less than 0.50 indicating industries with a great deal of competitiveness weakness.
- Management of companies and enterprises did not register an LQ with 0.00 for both 2016 and 2011 which indicates that there is an imperceptible presence in the community.



Figure 27: Employment Location Quotients – Concentration of Employed Labour Force by Industry

Industry (NAICS)	LQ 2016	Strength	Change	Trend
11 Agriculture, forestry, fishing and hunting	4.00	High	-0.25	Declining
21 Mining, quarrying, and oil and gas extraction	1.17	Moderate	1.17	Growing
22 Utilities	34.61	High	1.56	Growing
23 Construction	1.15	Moderate	0.19	Growing
31-33 Manufacturing	0.40	Low	0.16	Growing
41 Wholesale trade	0.37	Low	-0.03	Declining
44-45 Retail trade	0.97	Moderate	-0.15	Declining
48-49 Transportation and warehousing	0.38	Low	0.06	Growing
51 Information and cultural industries	0.75	Moderate	0.03	Growing
52 Finance and insurance	0.43	Low	0.17	Growing
53 Real estate and rental and leasing	0.74	Moderate	0.18	Growing
54 Professional, scientific and technical services	0.56	Low	-0.13	Declining
55 Management of companies and enterprises	0.00	Low	0.00	No change
56 Administrative and support, waste management and remediation services	0.45	Low	-0.19	Declining
61 Educational services	0.61	Low	-0.16	Declining
62 Health care and social assistance	0.95	Moderate	0.18	Growing
71 Arts, entertainment and recreation	0.43	Low	-0.18	Declining
72 Accommodation and food services	1.05	Moderate	-0.31	Declining
81 Other services (except public administration)	0.99	Moderate	0.25	Growing
91 Public administration	0.66	Low	0.25	Growing

Source: Statistics Canada, National Household Survey, 2011; Census Profile, 2016. Adapted by MDB Insight.



Figure 20 presents the results of another analytical tool called a **shift-share analysis**. The shift-share articulates the factors which drive changes in employment through three primary considerations. **Reference Area Growth Effect:** The impact that changes in the overall broader economy at the provincial level have had on local employment in a given sector, leading to an increase or decrease in local employment.

- **Industrial Mix Effect:** The impact that changes among different industries of the economy have had on local employment in a given sector, leading to an increase or decrease in local employment).
- **Differential Shift:** The impact that local factors have had on increases or decreases in local employment (i.e. changes that cannot be explained by those in the reference area growth effect or industrial mix effect).

The data below indicate the following:

- Overall, industrial drivers have been the largest contributor to decreased employment in Kincardine. Losses in employment in utilities, manufacturing, information and cultural industries, arts, entertainment and recreation, wholesale trade, other services (except public administration) and public administration have driven the overall decrease in jobs.
- Accommodation and food services (-161) and retail trade (-146) both saw a significant differential shift numbers indicating a decrease in the number of jobs. These large differential shifts are due to local factors and not reflective of the overall industry growth/decline trend. There was an overall decline of 205 jobs between 2011 and 2016.
- Professional, scientific and technical services (-84) and educational service (-94) also indicated a significant differential shift.
- Healthcare, manufacturing and public administration registered the highest differential shifts of any industries.



Figure 28: Municipality of Kincardine Shift Share Analysis

North American Industry Classification System	Area Growth Effect	Industrial Mix Effect	Differential Shift	Total
Agriculture, forestry, fishing and hunting	16	-13	-48	-45
Mining and oil and gas extraction	0	0	30	30
Utilities	70	-247	-43	-220
Construction	15	34	41	90
Manufacturing	6	-9	78	75
Wholesale trade	5	-16	-13	-25
Retail trade	31	0	-146	-115
Transportation and warehousing	4	2	9	15
Information and cultural industries	5	-6	-4	-5
Finance and insurance	3	0	46	50
Real estate and rental and leasing	3	2	15	20
Professional, scientific and technical services	13	21	-84	-50
Management of companies and enterprises	0	0	0	0
Administrative and support, waste management and remediation services	7	9	-66	-50
Educational services	14	5	-94	-75
Health care and social assistance	20	21	74	115
Arts, entertainment and recreation	3	-2	-27	-25
Accommodation and food services	21	50	-161	-90
Other services (except public administration)	8	-8	45	45
Public administration	7	-23	70	55
Total	253	-181	- 277	- 205

Source: Statistics Canada; 2016 Census Profile. Adapted by MDB Insight.



Commuting Patterns

Commuting patterns identify the shifts in labour force as people travel from a place of residence to a place of work. The next three figures contribute to an understanding of the commuting patterns of the region. These measurements are applicable only to people that commute to a usual place of work, whether it be a factory, school, store, or other brick and mortar location, including a home office. It does not apply to commuters that do not have a usual fixed address, such as seasonal labour associated with certain sectors (e.g. agriculture), or construction (where the site changes for each new construct).

Kincardine has a much higher proportion of people that both live and work in the same community (i.e. “commute within census sub-division of residence”), at 80% than Bruce County (46%) and Ontario (58%).

Figure 29: Commuting Destination for Employed Labour Force

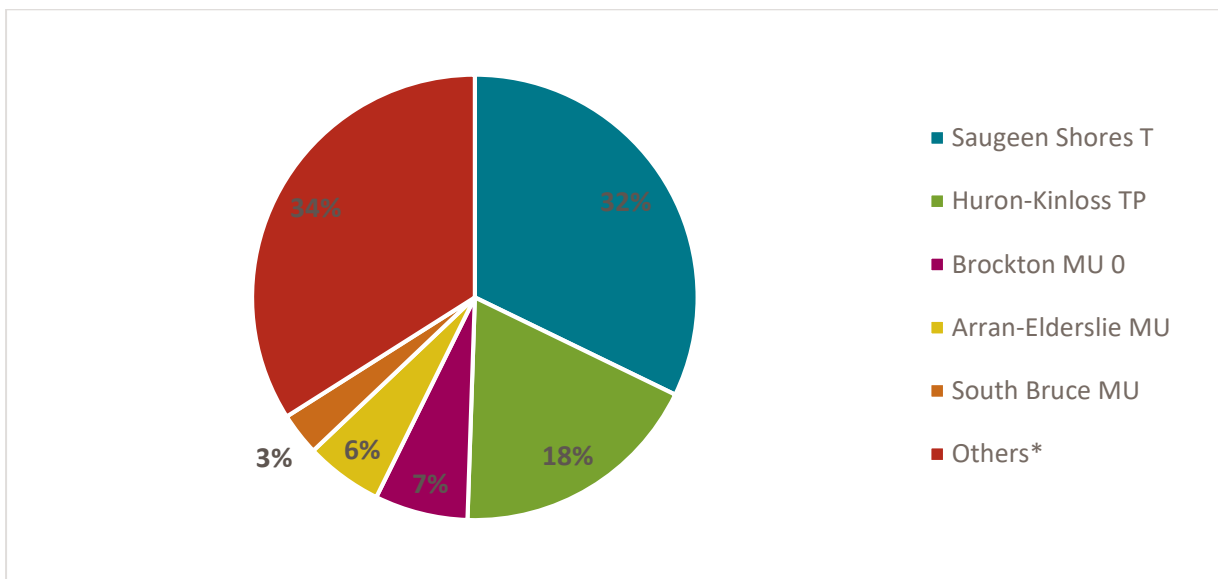
Commuting destination	Kincardine	Bruce County	Ontario
Total	100%	100%	100%
Commute within census subdivision (CSD) of residence	80%	46%	58%
Commute to a different census subdivision (CSD) within census division (CD) of residence	13%	29%	16%
Commute to a different census subdivision (CSD) and census division (CD) within province or territory of residence	7%	25%	25%
Commute to a different province or territory	1%	0%	1%

Source: Statistics Canada; 2016 Census Profile.

The next two figures indicate the workforce imported to and exported from Kincardine. Regarding imported workforce, 34% of the people that commute to Kincardine for work come from census subdivisions not immediately surrounding the community. Among the immediate surrounding communities, Saugeen Shores provides the greatest commuter population at 32% followed by Huron-Kinloss at 18%.



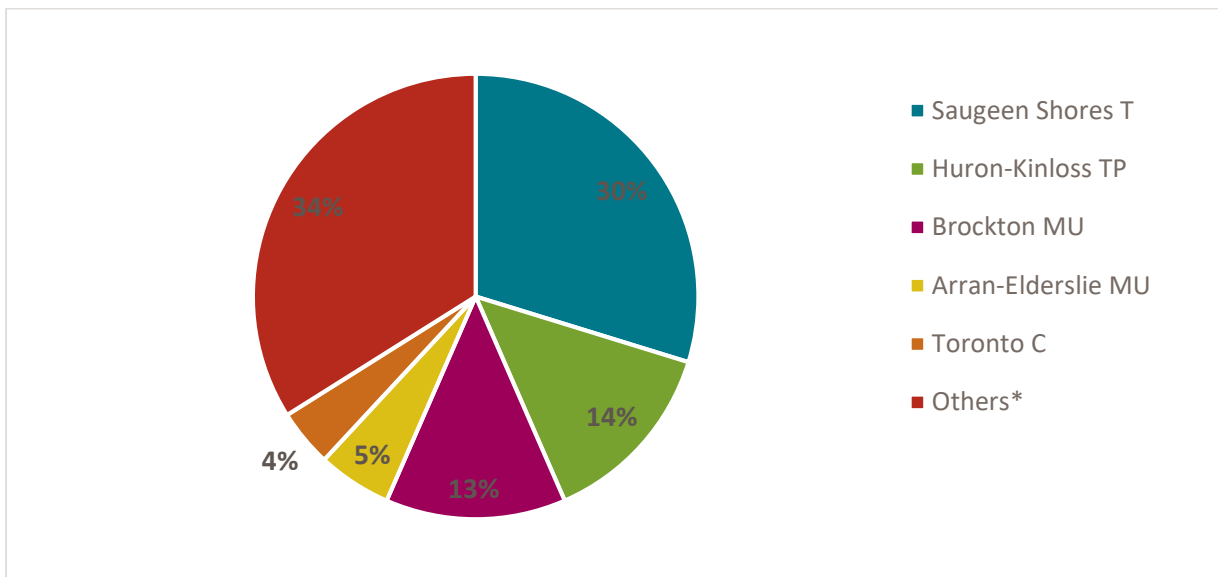
Figure 30: WorkForce Imported to Kincardine



Source: Statistics Canada; Commuting Flows 2016, Table No. 98-400-X2016325.

Turning to those that live in Kincardine, 34% of the population that commutes out of Kincardine commutes to areas outside of the immediate census subdivisions. Almost one-third of the commuting population (30%) commutes to Saugeen Shores for work.

Figure 31: WorkForce Exported from Kincardine



Source: Statistics Canada; Commuting Flows 2016, Table No. 98-400-X2016325.



Business Counts

Statistics Canada's Canadian Business Counts provides a record of business establishments by industry sector and size. This data is collected from the Canadian Revenue Agency (CRA).

The Canadian Business Counts data records business counts as either "Without Employees" or "With Employees." The establishments in the "Without Employees" category include the self-employed (i.e. those who do not maintain an employee payroll, but may have a workforce consisting of contracted workers, family members or business owners). It should be noted that the Canadian Business Counts data use the Canada Revenue Agency as a primary resource in establishment counts; therefore, businesses without a business number or indicating annual sales less than \$30,000 are not included.

Those businesses with employees are further divided into group sizes. The largest group is 200 employees or more. Typically, Canadian Business Counts have a 200 to 499 group and 500 employees or more group, but these have been combined into 200+ to save on space and because there were only 3 businesses in that group. Results are presented in the figure below.



Figure 32: Business Counts in Kincardine by Industry and Number of Employees

Industry (NAICS)	Total	Ind.	Subtotal	1-4	5-9	10-19	20-49	50-99	100-199	200+
Total	1,419	1,042	377	212	70	46	32	9	5	3
Unclassified	126	94	32	26	2	3	1	0	0	0
Sub-total, classified	1,293	948	345	186	68	43	31	9	5	3
11 - Agriculture, forestry, fishing and hunting	268	235	33	25	5	2	0	0	1	0
21 - Mining and oil and gas extraction	0	0	0	0	0	0	0	0	0	0
22 - Utilities	15	13	2	0	0	0	0	0	1	1
23 - Construction	107	77	30	15	8	4	3	0	0	0
31-33 - Manufacturing	19	14	5	0	2	0	3	0	0	0
41 - Wholesale trade	22	12	10	5	2	2	0	0	1	0
44-45 - Retail trade	90	43	47	18	12	8	7	1	1	0
48-49 - Transportation and warehousing	25	21	4	2	1	1	0	0	0	0
51 - Information and cultural industries	12	6	6	2	3	0	0	1	0	0
52 - Finance and insurance	48	36	12	2	6	3	1	0	0	0
53 - Real estate and rental and leasing	204	193	11	8	1	2	0	0	0	0
54 - Professional, scientific and technical srv	192	136	56	47	5	2	1	0	0	1
55 - Management companies and enterprises	6	5	1	0	0	0	0	1	0	0
56 - Administrative and support, waste management and remediation services	39	26	13	8	2	1	1	1	0	0
61 - Educational services	16	12	4	2	1	0	1	0	0	0
62 - Health care and social assistance	82	48	34	18	3	5	6	1	1	0
71 - Arts, entertainment and recreation	15	9	6	2	1	2	1	0	0	0
72 - Accommodation and food services	46	15	31	7	5	8	7	4	0	0
81 - Other services (except public admin)	86	47	39	25	11	3	0	0	0	0
91 - Public administration	1	0	1	0	0	0	0	0	0	1

Source: Statistics Canada; Canadian Business Counts December 2018. Adapted by MDB Insight.



Looking at business counts as well as employee sizes, the analysis has found that:

- There were three companies that registered over 200 employees. These businesses were in the utilities, professional, scientific and technical and public administration categories.
- Although it was the industry with the second most number of businesses (268), agriculture, forestry, fishing and hunting had a high proportion of firms without employees which is indicative of the nature of farm operations.
- The other largest sectors without employees are real estate and rental and leasing (204 businesses), professional, scientific and technical services (192)

Data on the number of enterprises allows for location quotient analysis to determine which sectors Kincardine may have a competitive advantage in based on centration of businesses. Industries with 1.25 or greater indicating strength, 0.75 to 1.25 indicating parity with the province, and below 0.75 indicating weakness. Statistics Canada advises against comparing Canadian Business Counts over time. As such, the results represent a snapshot in time for the competitiveness of different sectors compared to the overall province. Finally, the results focus on enterprises with employees. The following observations emerge from the data:

- Key leading sectors include agriculture, forestry, fishing and hunting (LQ 4.70) and utilities (4.91)
- Accommodation and food services are an area of moderate strength (1.30)
- transportation and warehousing (LQ 1.58), mining and oil and gas (1.55), agriculture, forestry, fishing and hunting (1.5), and accommodation and food services (1.27).
- Key areas to consider for growth include manufacturing (0.31), wholesale trade (0.57), and management of companies and enterprises (0.47)
- Transportation and warehousing (0.17) and mining and oil and gas extraction (0.00) demonstrated extremely low LQ numbers but are largely contingent on location and proximity to resources and are not likely to be pursued.



Figure 33: Business Counts Location Quotients –Concentration of Businesses with Employees by Industry Kincardine

Industry (NAICS)	LQ 2018	Strength
11 - Agriculture, forestry, fishing and hunting	4.70	High
21 - Mining and oil and gas extraction	0.00	Low
22 - Utilities	4.91	High
23 - Construction	0.76	Moderate
31-33 - Manufacturing	0.31	Low
41 - Wholesale trade	0.57	Low
44-45 - Retail trade	1.13	Moderate
48-49 - Transportation and warehousing	0.17	Low
51 - Information and cultural industries	0.99	Moderate
52 - Finance and insurance	0.86	Moderate
53 - Real estate and rental and leasing	0.73	Low
54 - Professional, scientific and technical services	1.12	Moderate
55 - Management of companies and enterprises	0.47	Low
56 - Administrative and support, waste management and remediation services	0.81	Moderate
61 - Educational services	0.88	Moderate
62 - Health care and social assistance	0.96	Moderate
71 - Arts, entertainment and recreation	1.20	Moderate
72 - Accommodation and food services	1.30	High
81 - Other services (except public administration)	1.24	Moderate
91 - Public administration	0.97	Moderate

Source: Statistics Canada; Canadian Business Counts December 2017. Adapted by MDB Insight.

Key Sector Analysis

Nuclear Supply Chain

Kincardine is fortunate to be home to the Bruce Nuclear Generating Station. The 6,430MW nuclear facility is owned by Ontario Power Generation (OPG) and operated by Bruce Power. As the second largest nuclear plant in the world, the plant's employment base and spinoff activity have major economic impact.

With the promise of major component refurbishment on all reactors over the course of the next few decades, Kincardine is already seeing supply chain companies like engineers and technical firms move to the area to bid on contracts to support the plant.

Nuclear supplier procurement is heavily regulated, as is the operation of nuclear power sites. Bruce Power uses a stringent prequalification procurement system and encourages all its suppliers to open local offices within host communities.



Typically, the supply chain for operation and maintenance of the nuclear power plant varies, but may include:

- Health and safety, security, health physics, environmental, quality assurance
- Operation and maintenance labour
- Spares and equipment
- Support services (training, engineering, project, finance, legal, facilities management, transport)
- Waste management
- Supporting infrastructure such as waste management facilities

Bruce Power's relationships with its suppliers are managed with an internal online platform system that is also used by Ontario Power Generation, Hydro Ottawa and Toronto Hydro.

The Nuclear Industry Investment Strategy (2016), a joint effort between Bruce County and Bruce Power, includes as its first goal 'Expand the regional supplier network to support Bruce Power's long-term needs.' An activity within that goal includes developing supplier targeted promotional material and an outreach plan.

To continue to benefit from nuclear supply chain activity, engagement and outreach with supply chain businesses should be maintained by Kincardine.

Cannabis Sector

Since Cannabis became legal in October of 2018, Canada has received more than \$186 million in taxes from cannabis sales, of which 71% corresponded to provincial revenue.

Some examples of businesses operating within the cannabis industry include:

- **Agriculture technology:** Businesses that support the innovation and development of equipment required to cultivate cannabis, such as automated fertilizer systems, greenhouse technologies and improved lighting systems.
- **Ancillary products and services:** Businesses that offer products that complement the cannabis industry as a whole, which can include products like cannabis breathalyzer to laboratories that test cannabis products. This also includes companies that provide insurance to cultivators as well as those that create consumer packaging for products.
- **Biotechnology:** Businesses that focus on the pharmaceutical applications of cannabis by developing treatments to target illnesses and diseases.
- **Consulting services:** Businesses that respond to the complexity of rules and regulations around cannabis between different jurisdictions. They may provide services to assist with licensing, zoning or advising on operational processes.
- **Consumption devices:** Businesses that create products that people use to consume cannabis.
- **Cultivation and retail:** Businesses that grow and sell cannabis and are often the types of businesses that most people think of when discussing the cannabis industry.
- **Cannabis products and extracts:** Businesses that sell cannabidiol products, edibles, topicals, drinks



and other products.

- **Holding companies:** Businesses that typically own a considerable number of voting shares in a variety of cannabis companies, allowing them to influence the management and affairs of the companies held.
- **Industrial hemp:** Businesses that provide products using industrial hemp, which is different than cannabis and may have numerous applications and uses, including creating consumer products like paper and clothing, as well as building materials, fuel and foods.
- **Organic farms:** Businesses that provide organically grown cannabis to other companies or sell to consumers directly, relying on the increasing demand for organic products and services to drive the business's growth.⁴

Tourism

Tourism is a key market sector for the Municipality of Kincardine. According to Bruce County, there were 2.5 million visitors to the County and an economic impact estimated to be \$299.1 million. In addition to the more conventional tourist travellers, tourists are increasingly seeking more authentic tourism experiences that are off the beaten path and allow them to engage with the local community and connect with its natural and cultural flavour. In addition to the core community assets, support infrastructure such as roofed accommodation, unique rural markets, restaurants, entertainment, destination retail, visitor information and wayfinding is important in creating a desirable image for a day trip and promoting overnight stays. Improved accessibility through pedestrian and cycle-way linkages, signage, visitor-friendly navigation options, partnerships with key regional attractions as well as transport that connects the village main streets to the urban core in Kincardine is also important. Support for rural tourism and enabling access are vital to developing strength in this sector and a strong tourism brand for the area. The example of Norfolk County tourism is provided to highlight some initiatives that have been successful in developing alternate forms of roofed accommodation and supporting destination development in predominantly agricultural areas.

Similar to Kincardine, Norfolk County also benefits from its location along the shores of the Great Lakes. Norfolk County, like Kincardine was traditionally an agricultural community and was once a major contributor to the Canadian tobacco industry. Norfolk prides itself on this agricultural diversity and is promoting the unique array of alternative crops (e.g., ginseng) and vegetables, fruits, and more with the brand "Ontario's Garden".

Tourism in Norfolk County is administered by Norfolk County Tourism & Economic Development (norfolktourism.ca) and is considered a thought leader in the rural tourism industry and has implemented many tourism product development initiatives and marketing campaigns. Norfolk County's major tourism products include coastal towns, beaches and marinas, farm markets, outdoor recreation through birding, cycling, hiking, sport fishing/angling, Long Point Biosphere Reserve and the Norfolk county fair/fairgrounds.

Norfolk County has a dedicated Product Development Plan that is focused on product, service, infrastructure with an emphasis on regional collaboration, integration with Region Tourism Organization

⁴ <https://www.getsmarteraboutmoney.ca/invest/investment-products/investing-cannabis-industry/>



1 (RTO1) and private-sector and community buy-in. As part of industry outreach, the department conducts an annual symposium to expose businesses to trends and opportunities in tourism, workshops on ad-hoc basis on various priority topics, special projects, e.g. Agri-Tourism Gap Analysis and developing capacity of businesses and non-profits. Norfolk County also offers incentives to tourism operators including the Façade Improvement Program, Tax Increment Financing Program and Exemptions on Development Charges for roofed accommodation through a Community Improvement Plan (CIP). The innovative aspect of the CIP is that it has provisions for urban zones as well as its hamlets, agricultural and lakeshore areas. As the definition of what tourism expands and as visitors actively look for new and unique experiences, looking at sub-sectors that make up an accurate reflection of tourist activity must also be expanded.



6.2 Document Review

Kincardine Official Plan Initial Background Report December 2018

Purpose: This report provides an initial review of the Official Plan for the Municipality of Kincardine, which was adopted by Council in 2006, approved by Bruce County in 2007, and received final approval from the Ontario Municipal Board (OMB) in 2009.

Key Takeaways and Economic Considerations:

- Plan envisions a 20-year planning horizon
- The Official Plan provides guidance related to the three settlement areas of the Municipality: Town of Kincardine, Village of Tiverton, and Lakeshore Area including Inverhuron.
- Areas not identified within the Official Plan's settlement areas are governed by the policies of the Bruce County Official Plan.
- The municipality contains more residential lands than are projected to be needed over the 20-year planning horizon.
- It is projected that a total of 1,012 households with an estimated population of 1,966 persons are required through to 2039 and the report found that there is sufficient land allocated within approved Plans of Subdivision to accommodate approximately 1,000 units.
- The consultation process uncovered a number of topics for further investigation including permitting mixed-use within employment lands (i.e. residential) within commercial and/or office buildings located within employment areas within Kincardine, permission for office uses adjacent to downtown including in large historic homes and policies related to cannabis sales outlets.

Bruce County Economic Development for You. Economic Development Strategy 2017-2021

Purpose: This plan outlines the strategic direction for Bruce County's Economic Development and Tourism department over the five-year period.

Key Takeaways and Economic Considerations:

- Outlines the role of the county and emphasizes that municipalities will own their community brands
- Bruce County will continue to play a role in business attraction and provide to support their local partners
- Business to Bruce programming provides grants to start and showcase a business and business support services including workshops and seminars
- The Spruce the Bruce program offers grants for community improvement and signage
- Explore the Bruce provides marketing and promotion of tourism businesses
- Targeted sectors for growth include tourism, agriculture and energy



Bruce County Economic Impact of Tourism Study 2018

Purpose: Bruce County Economic Development conducted over 500 surveys of our visitors and 170 local tourism-related businesses across Bruce County including the Municipality of Kincardine. The results helped develop a baseline of data and information to inform further ongoing data collection.

Key Takeaways and Economic Considerations:

- There were 2.5 million visitors to Bruce County
- Over 90% were likely to visit again
- The economic impact in Bruce County was estimated to be \$299.1 million
- Food and beverage spending represented the largest spending category at \$115.3 million
- Transportation (\$58.5 million) and accommodation (\$51.7 million) each generated over \$50 million in visitor spending
- Shopping generated \$42.6 million in local spending recreation generation \$31.0 million
- The economic impact included \$174 million in GDP (121.9 direct, 21.3 indirect, 30.8 induced)
- Labour income was found to be \$95.4 million (\$62.9 million direct, \$13.9 million indirect, and \$18.6 million induced)
- Tourism was estimated to contribute 2,333 local jobs including 1905 direct, 208 indirect and 221 induced
- The fiscal impact in million was estimated to be \$57.3 million in direct taxes (\$22.8 federal, \$32.5 provincial, \$2.1 municipal) and \$77.3 in total taxes (\$32.5 federal, \$39.6 provincial and \$5.1 municipal)
- Kincardine businesses represented 12% of the total sample
- 40% of businesses responded that peak season ended in September, 29% in August and 17% in October
- Peak season to off-season visitors were estimated to drop from 1224 to 253 and the mean spending amount reported was by businesses was \$131
- 54% of visitors stayed overnight with 30% staying in a home and the remainder in commercial accommodation
- Visitors to Bruce County tend to skew older (45% age 55 and older)
- Kincardine was the 3rd most visited municipality in Bruce County after Northern Bruce Peninsula and Saugeen Shores
- Kincardine had 57% of visitors stay overnight which was the same as Saugeen Shores and only less than Northern Bruce Peninsula at 60%
- 52% of visitors to Kincardine would recommend Bruce County to others which was second only to South Bruce Peninsula among Bruce County municipalities



Municipality of Kincardine, Kincardine Business Park Servicing Master Plan, 2017

Purpose: The plan identifies strategies for the development and servicing of the Kincardine Business Park located at Highway 21 and Highway 9.

Key Takeaways and Economic Considerations:

- There is approximately 52 ha of land available for development and current zoning policies permit highway commercial, large format retail and light industrial land uses
- The plan identifies significant potential for commercial and light industrial development contingent on the availability of municipal services
- The plan recommends water, sanitary, transportation and stormwater services to the Business Park
- Updates to the Official Plan for the Municipality of Kincardine should reference the proposed level of servicing

Kincardine Business Survey, 2017

Purpose: The Business Survey Report was conducted for the Bruce Community Futures Development Corporation in partnership with the Kincardine BIA, Kincardine Chamber of Commerce and the Municipality of Kincardine to understand the business climate. A total of 123 businesses participated.

Key Takeaways and Economic Considerations:

- Business owner/operators had a generally positive outlook (83%) for their business
- Businesses were interested in seeing higher levels of support from the municipality in regard to business development and tourism
- Businesses did not report widespread workforce challenges
- The report highlights the need for a shared vision and an overarching plan for economic development
- Businesses identified the issue with businesses locating outside of the downtown and potential challenges to sustainability
- Businesses highlighted the need for waterfront development and a four seasons' tourism strategy



Toolkit for Business, Spruce the Bruce Kincardine Edition

Purpose: The Toolkit was developed in partnership with the County to provide guidance to businesses on how they can support the overall tourism brand development as well as improve their own business

Key Takeaways and Economic Considerations:

- Program provides policy research, action plan development, design services and grants for downtown improvement
- Kincardine has a successful Scottish brand story that businesses are encouraged to embrace and offer complementary features and products in their establishments
- The program offers grants for façade improvement, signage
- The 'Pants Optional' campaign was launched to add humour and enhance the Scottish brand development

Arts, Culture and Heritage Plan, Municipality of Kincardine, 2015

Purpose: This document outlines the immediate and longer-term goals of the Municipality in supporting the Arts, Culture and Heritage sector. The plan outlines the Phase 1 and Phase 2 processes for the Municipal Class EA.

Key Takeaways and Economic Considerations:

- Goals of the plan include to:
 - Establish sustainable Arts, Culture and Heritage funding in the municipal budget;
 - Improve awareness of Arts, Culture and Heritage activities, facilities and programs;
 - Strengthen Arts, Culture and Heritage organizations by improving participation of citizens, the involvement of the Municipality and collaboration among existing Arts, Culture and Heritage groups;
 - Maintain & preserve built heritage in the Municipality of Kincardine;
 - Make Municipality of Kincardine an Arts, Culture and Heritage destination;
 - Expand youth opportunities for Arts, Culture and Heritage participation
 - Recognize and celebrate diversity within the community and
 - Continue to preserve natural Heritage
- The plan references successes to date including establishing an Arts, Culture and Heritage Policy Chair as well as a position on the Community Investment Grants Evaluation Team
- Other successes include the development of a public music studio partnership
- The plan envisions dedicated municipal resources to support the sector including staffing, an endowment fund and dedicated funding through the budgetary process



Municipality of Kincardine Integrated Community Sustainability Plan, 2012

Purpose: This document outlines the values and key assets of the community and provided a roadmap for the municipal corporation

Key Takeaways and Economic Considerations:

- The previous vision for the Municipality was *“To be a community that enhances our quality of life in a sustainable manner.”*
- Four pillars of the Plan included Economy, Culture, Natural Environment and Society
- Action areas identified by the Plan included Innovation, economic diversity, health services, agricultural and tourism sector development
- Other action areas included the trail network, affordable housing strategy development, natural environment protection and culture, arts, and heritage planning
- The Values within the Community Sustainability Plan were:
 - Believe the Municipality of Kincardine is a special and sustainable place;
 - Commit to working together as Individuals, organizations, businesses, institutions, staff, and elected officials to move ahead with our agenda of sustainability;
 - Embrace a balance between economy, society, culture and nature as equal driving forces for success;
 - Emphasize our need for sustainable and Informed decision-making at all levels; and
 - Will leave a legacy for future generations.
- Economic sectors that were explored through the plan include tourism, agriculture, the nuclear sector, knowledge-based industries and arts and culture
- Downtown vibrancy was also highlighted as a goal of the plan under the economy pillar
- Municipal operations and community leadership was one of 14 areas explored and included a goal that *“The Corporation of the Municipality of Kincardine will demonstrate leadership in finance, governance, and sustainability, and will continue to apply creative, forward-thinking approaches to strengthening the local economy”*
- Some of the other core areas identified through the plan were natural areas, environmental stewardship, smart growth, fostering community building and identity, Access and Affordability and diversity and inclusion



Community and Economic Development 2019 Workplan

Purpose: The workplan highlights the current operational activities of the economic development position within the municipality

Key Takeaways and Economic Considerations:

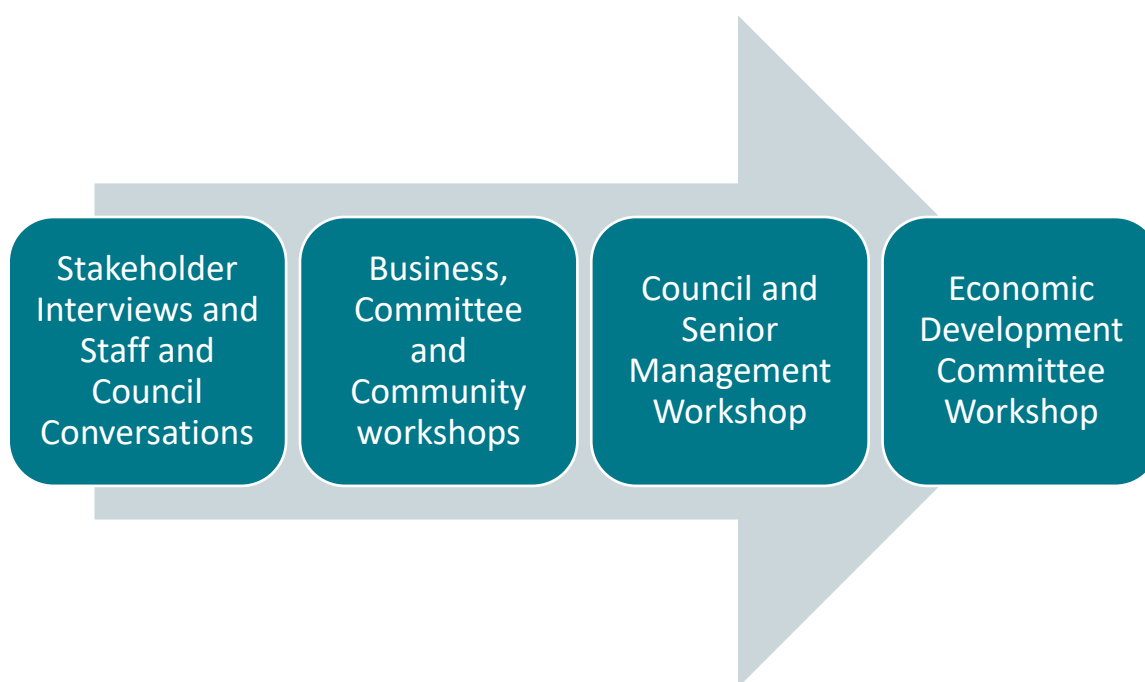
- Major goals within the workplan are highlighted under the categories of Business Development and Support, Nuclear Supply Chain Support, Education and Workforce Support and Growth, Community Development Communications and Measurement
- The workplan outlines the specific activities that the EDO position supports including attendance at events, representation on committees, event organization and communications content creation and marketing



6.3 Stakeholder Engagement

An important aspect of the Economic Development Strategy was engaging the community. The consultation process was designed to gather input and solicit feedback from the variety of stakeholders who make up the municipality of Kincardine and to leverage the consultation being conducted for the Municipality of Kincardine's Corporate Strategic Plan. The figure below outlines the various engagements along both strategic planning processes where relevant economic development input was generated.

Figure 34: Consultation Process



Council and Staff Conversations

During the month of September and October, a total of 11 individual interviews were conducted with members of Council and Senior Management around the Corporate Strategic Plan and the Economic Development Strategy. The individual interviews provided a confidential opportunity for key decision-makers and administration to reflect on the strengths and challenges of the municipal corporation as an organization serving the residents and businesses throughout the municipality of Kincardine. The interviews included questions on the role of the municipality and each department in advancing economic development.

A summary table is provided. Individual responses were kept confidential.



Figure 35: Summary of Council and Staff Conversations

Reflect on what you consider to be Kincardine's strengths.		
Prosperous, high average annual income and low housing costs	High-quality lifestyle	Prominent for a smaller, rural municipality
Location along Lake Huron	Diversity of the population	Strong nuclear sector
Tourism	High standard of living	Strong agricultural community
Highly skilled workforce	Volunteer base	Returning tourist population coming back year after year
Prosperous community	Natural beauty	Lots of recreation options
Enthusiasm among leadership and Council	Talent within the organization	Active community
What critical issues are top of mind?		
Affordability for all residents	Ensuring we have the resources to keep up with growth	Staffing capacity and ability to meet the growing needs
Housing for residents	Infrastructure needs to meet growth	Lack of public awareness about what is being done
Not solely relying on nuclear sector	Fluctuations in the economy that come from nuclear projects that often come in phases	Hearing about worker shortages among local businesses
Lack of retail offerings	Public perception that the municipality is risk-averse	Need for new technologies
Service levels have not kept up with needs	Neighbouring municipalities are currently better positioned	Environmental sustainability
What role does the strategic plan in preparing the municipality for growth?		
Help Council and staff focus on priorities	Help Council and administration understand their respective roles	Keep the Municipality focused on things they can control
Identify where we need to add capacity to meet our goals	Informs departmental business planning	Provide a common vision



One of the emerging themes from the interviews included the need to ensure that corporate resources were aligned with the needs of the growing community. As population growth driven by investments at Bruce Power start to become more prevalent in Kincardine, there is a desire to look at how the municipality currently operates and identify if there are more resources required to address the needs of the community better. In order to maximize the impact of investments in the nuclear sector and create the best possible development climate, there was an expressed desire to streamline development processes and cut red tape where possible. Traditional processes for meeting the needs of the development community may have been appropriate in lower growth periods but the MCR project and the potential for other nuclear and energy-related projects requires the current alignment of corporate resources to be addressed and potentially re-aligned to enable growth best.

Council and Senior Management also highlighted the need for a unified vision across the municipality as a corporation but also among the various communities that make up the municipality of Kincardine. In order for Council and staff to effectively work together, there needs to be a cohesive vision that everyone within the organization can rally behind. The need for a unified vision also extends beyond just the corporation and the corporate strategic plan and should also be something that all residents of Kincardine's communities can see themselves reflected in.

Stakeholder Interviews

Individual interviews were also conducted with stakeholders across the municipality and the larger region. These interviews included representatives of Bruce County, the BIAs, Bruce Power, education and business leaders. The stakeholder interviews provided an opportunity for those outside of the corporation to reflect on the Municipality of Kincardine and provide their perspective on some of the strengths, challenges and opportunities they perceived that could be incorporated within the corporate strategic plan as well as the Economic Development Strategy.

Stakeholders expressed their appreciation for the municipality and the collaborative approach that the municipality takes in working with partners across business, government and community groups. There was an appreciation for the work being done by staff and Council to move the needle and to make progress on a number of initiatives including economic development. There were some reservations expressed with regards to the historical positions that Council had taken or lack thereof. A number of stakeholders referenced an inertia or risk-averse attitude that had historically held the Municipality of Kincardine back and prevented some proactive initiatives that could have led to greater development and prosperity. Stakeholders expressed a desire to see Council take bold actions to complement the Corporate Strategic Plan and the Economic Development Strategy and to become a leader in the region.

A summary table is provided below. Individual responses were kept confidential.



Figure 36: Summary of Stakeholder Interviews

As a leader in our community what do you see as the community's top three strengths?		
Steady employment opportunities because of nuclear	Natural beauty of Kincardine, something they leverage while recruiting	Part of Bruce power value proposition
Steady agriculture base with labour base, good proximity to goods transport for markets.	Close to major cities	Downtown of Kincardine is a real jewel but bypass redirects traffic around it
Opportunity for people to stay in the area.	Safe and clean place to live	Hard working, volunteer
High average income means support for local business, people are not as interested to work in low-income jobs	Has good services for a small town	Shopping, health care fitness facilities, grocery stores locally
As a leader in our community what do you see as the community's greatest challenges?		
Available development land...behind the 8-ball due to previous approaches. Started later on development land, behind Port Elgin. There is now action on this.	Need the funds to develop and need staffing to allow things to move and move fast enough for development.	Municipality can't keep up with developing lands due to lack of finances and staff
Having a qualified workforce to fill lower labour jobs is a challenge for agriculture.	Available infrastructure needs to be in place, lack of planning at the bottom end means huge capital costs to get where it should have been in the first place.	Hard to convince professionals to move out with spouses without the amenities (theatre



Community, Business and Committee Workshops

Three workshops were held on October 10 and 11, 2019 at the municipal office. A total of 33 business and community members attended the open sessions and seven representatives from Committees of Council attended a special individual session. Handouts were also provided for those wishing to contribute anonymously. The detailed summary tables below highlight the responses received from each session.

Business Session # 1

Q#1 What do you cherish most about Kincardine?
The Lake
We take the lake for granted
The extensive trail system
Strong volunteerism
Safe community
Saturday Night march/parade
Lots of diversity for a small town
We have our own pride parade
Great multicultural day.
Heritage...Walk of Houses. We have a lot of this.
Arts community
It's a tourist community but doesn't feel that way.
Monday market in the summer
Queen Street is a great meeting place, but we have start to think about it as a place to shop.
Strong relationships between businesses and customers but now there are fly by nighters who are coming in...don't want to lose that relationship.

Q#2 Given the investment, what economic opportunities does this present?
Nuclear sector bringing in intelligent employees...how can we use these companies and talent in other spheres
People who are coming in want higher quality entertainment
Values of those coming (environmental, education, recreation) will influence the community
There are a lot of spin-offs that will be created (i.e. new childcare centre being opened)
Lots of opportunities for local training
Need more ambient coffee shops
Agriculture and cannabis
Partnerships of skills, training and industry. Let's train our kids so they can stay here.
Fanshawe can't bricks and mortar but we can partner with people who have space in the community
Can we leverage empty Bruce Power buses
Lots of opportunities for skilled trades



Q#3 What are the challenges

Bruce Power is the gold standard for jobs...it's seen as the only option.
Communications opportunities to share other career opportunities
We are going to need more options for the aged population
We need more housing options for those on the lower end of the scale
Balancing the need for growth with respect for farmland, indigenous communities
We need to attract doctors.
Paramedic services need to keep up.
We are behind on infrastructure. We are behind but we can't just catch up, we need to get ahead.
This Council needs to think big, think bold right now
Lack of commercial spaces.
Infrastructure is stretched to the max.
Buy local campaign...so many people leave to go elsewhere to shop and there is a mindset that needs to shift
Give people the facts about the impact of shopping local.
How can we keep the workforce living here?

Q#4 What are the steps that must be taken by the municipality to manage anticipated economic growth?

Council needs to take risks and take on debts.
There are a lot of houses on the books...how can Council keep these moving?
Saugeen Shores got the leg up on us because they had land already developed.
The municipality needs to continue to develop serviced lands.
Four approved subdivisions
We can't hang our hat on tourism...season is only a couple months long
Change of Council has been positive
We have a lot to be thankful for



Business Session # 2

Q # 1 What do we Cherish

Outdoors, environment, trail system
Vibrant community
Quality of life, quality of people.
We punch above our weight in terms of offerings for a population our size
Historic downtown with a history in each building.
Diversity for a town of its size
Proximity of downtown to the beach. Can see the sunset from the downtown

Q # 2 Economic Opportunities

No mention of hydrogen in all of our discussion...why has this not been leveraged.
More housing development
Labour shortage in the service sector with no place to live
Creating apartments in existing houses
More development on the beach, more commercial opportunities.
We need serviced land

Q # 3 What are the Challenges

Lack of commercial spaces
Highway 21 is often closed in the winter, low-speed limit...it's not easy to get here.
Ageing hospital and high school
Lack of medical services, lack of CT scanner
Labour shortage is going to get worse than better
Small businesses are having trouble paying competitive wages when customers are not shopping local
TFW program is really hard
Concierge serve to assist businesses
Communication needed to convince people of the value of shopping local
We need ensure that the it's not just high end in Kincardine
Housing is a major issue...how to make it more affordable
What steps the municipality take to best manage anticipated economic growth?
Most of our residents don't know about these underlying issues...Town needs to educate.
Municipality needs to do a better job of letting people know what is going on
Official plan is way out of wack in terms of housing need projections



Q # 4 What can the municipality do
Downtown needs to not be a commercial office space.
Businesses are not going to build the buildings; they need something that is turnkey
Municipality must support downtown businesses, support homepreneurs. Perhaps encourage intensification as a stated goal.
Parking is a huge need



Committees of Council Session

Q#1 2034 What does success look like?
We have a growing population
We have education and healthcare options
More diversity of housing options, for multiple levels of income, variety of family statuses, seniors
More even age distribution
7 Acres has helped bring younger people
People are starting to go for education and come back as opposed to just going for education and not returning
Why is Port Elgin growing faster than us?
A vibrant arts, culture and heritage community
Quality facilities - New community centre, two ice pads, new pool,
New high school
Business Park outside of downtown so that restaurants and shops can bring vitality downtown
Post Secondary options offered locally
More diversity in the business environment...not just nuclear or service jobs
A diverse variety of jobs, balanced economy
Sustainable community, with support for local
We have maintained our heritage features/buildings

Q#2 Economic Opportunities
A lot of businesses that have located are not just nuclear...we have an opportunity to link them with other sectors.
Who else can you bring to town?
Charitable sector and community support through corporate sponsorship
Opportunities for partnerships
Tourism and supportive businesses – food, child and elder care, personal services
Lots of commercial gaps that can be filled

Q#3 Challenges
We need infrastructure in place
Housing
Danger of overgrowth as the investment is not indefinite
Need to focus on healthcare
Changes in Council can have impact on the plan...it needs to have stability but also flexible



Q#4 Priorities for the next 4-5 years

Making life more affordable for low wage owners...if not taken, things will continue to get wider.
Provide incentives for affordable houses, housing, transportation
Right mix of serviced lands (industrial/commercial/residential)
Open for business – simplify the process, reduce the red tape, streamlined process...also running events
Variety of land uses planning
Ready, developed land
High speed – broadband
Innovative technologies
Service gaps (arts and culture, social and recreation)
Communications (internal and external)
Staffing
Advocacy for school and hospital
Affordable – living wage, housing
Open for business

Q#5 What are the Various Committees Role?

lots of ideas, feedback, spread the word
Recognition needs to happen
Need help to make things happen – feel like the municipality is working against us trying to put on community events.
Risk averse municipality
Can't buy kids clothes in town
9 and 21 lands need to be opened up