

ECONOMIC DEVELOPMENT STRATEGY

for the MUNICIPALITY of SOUTHWEST MIDDLESEX





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1. PROJECT CONTEXT

The Municipality of Southwest Middlesex is located in southwestern Ontario, in the southwestern part of Middlesex County, and is centrally located between Highway 401 and 402. The restructured municipality of Southwest Middlesex was incorporated on January 1, 2001, and this amalgamation joined the Village of Glencoe and the Village of Wardsville with the Townships of Ekfrid and Mosa. Southwest Middlesex covers a land area of approximately 165 square miles.

Southwest Middlesex is a mostly rural municipality, full-service community with a population of approximately 5,800. It's closest large urban centre, the City of London, with a population of 400,000, is about a 30-minute drive east of Southwest Middlesex.

The following are items to note:

- Southwest Middlesex has historically been a strong agricultural area and continues to have a strong agricultural focus including farming and agri-food. There has been a decrease in the number of farms in Southwest Middlesex due to farm consolidations.
- Over the last 10 years the population of Southwest Middlesex has decreased by 2.8% and has seen a rise in residents 55 and older. The population is projected to decline by approximately 2.2% over the next five years if there aren't any actions taken to reverse this trend.
- Southwest Middlesex has a core industrial base including Cooper Standard Automotive, Penta Industries Field Equipment, and Ross Welding Fabricating, as well as a core agriculture base including Agris Farm Products, and Glencoe Grain and Seed.



- The Municipality has recently developed 44.8 acres of serviced, M1-General Industrial land in the Glencoe Industrial Park. This site has been certified under the Ontario Certified Site Program and is being marketed through the Province. Southwest Middlesex is now in the position to attract industry to this location in order to get its return on investment as well as provide further jobs for the local economy.

- There is a strong relationship between Middlesex County Economic Development and the Municipality of Southwest Middlesex and ample opportunity to continue working together to build the economy without duplicating services.



1.1. Purpose for a Strategy

As part of the Southwest Middlesex vision and mission, one of the key strategic priorities is, 'economic vitality with a focus on planning for marketing and developing assets for continuing economic growth'. In order to provide direction for the municipality to plan strategically for the future, Southwest Middlesex requires a multi-year Economic Development Strategy.

The Municipality of Southwest Middlesex wants to increase employment opportunities, diversify the economic base and position the municipality to be competitive in attracting future development and municipal revenues.

This Strategy provides the direction, by outlining goals and outcomes for the municipality's initiatives. It aims to achieve an environment that is conducive to attracting new and diverse businesses, as well as retaining and supporting the expansion of current businesses. This Economic Development Strategy will assist in strengthening the business community, the agricultural sector and tourism while promoting the community as a great place to live and invest.



The Economic Development Strategy will continue to provide a roadmap for sustainable economic growth for Southwest Middlesex.

2. TOP 5 PRIORITY ACTIONS FOR SOUTHWEST MIDDLESEX

Experience indicates that presenting a small number of key strategic actions for communities to focus on is far more effective than an extensive list of items that seems impossible to implement. While the remainder of this strategy will elaborate on all the actions that need to be undertaken, below are the **Top 5 Priority Actions** taken from the 4 themes, focused on providing initiatives which are necessary to be carried out first and are the foundational actions required to realise the economic vision of Southwest Middlesex. These initiatives are aimed at strengthening both the community and the economy.

TOP 5 PRIORITY ACTIONS

1. Economic development is a long-term investment for communities. In order to support and implement the Economic Development Strategy, the Municipality would need to identify adequate annual resources, including human and financial resources, to properly fund and support its economic development program as laid out in this strategy.
2. Undertaking an Investment Readiness Coaching and Training exercise to be better informed about what it takes to become investment ready. This would include creating an Investment Readiness Action Plan that may consist of activities such as:
 - a community profile and quick facts
 - investment marketing plan and marketing collateral
 - an inventory of available properties including land and buildings, serviced industrial lands and industrial/commercial properties
 - a formal process in place to service investment inquiries, to make the process easier to navigate for investors and easier to respond to investment attraction and expansion requests for staff
3. Continuing to market the 44.8-acre, municipally owned certified industrial property by ensuring that the Municipality and the County have in place all the correct information available on both the Middlesex County and Municipality of Southwest Middlesex websites in order to effectively facilitate and market the site. Fund and erect an information sign on the certified industrial property.
4. Establishing a Municipal Communications Strategy including print, web, social media and electronic communications to provide information on the Municipality to residents, businesses, and potential investors. The information could include any or all of the following: Municipal projects, development opportunities, business profiles, community events, etc.
5. Providing opportunities for people to explore the attractions in Southwest Middlesex by:
 - a. Developing an inventory of all tourism assets.
 - b. Packaging the tourism assets of Southwest Middlesex into experiences and promoting through various means and mechanisms within the Municipality and through Middlesex County Tourism.



3. SOUTHWEST MIDDLESEX ECONOMIC DEVELOPMENT STRATEGIC ACTIONS

Strategic Actions

The following action areas have been derived through a rigorous process that included a thorough study of the Municipality's economic base analysis, a full consultation and stakeholder engagement exercise and the Municipality of Southwest Middlesex SCOAR®. These strategic areas of focus, not weighted and in no particular order, are where the Municipality of Southwest Middlesex should centre their economic and community development resources.

3.1. Theme 1: Improving the 'First impression' of Southwest Middlesex

It takes 7 seconds to form a first impression. Communities are sized up quickly and first impressions often influence lasting impressions. This is often what people base their decisions on for locating their business, choosing a community in which to live or selecting a place to visit.

ACTIONS:

- Establishing a municipal communications strategy including print, web, social media and electronic communications to provide information on the Municipality to residents, businesses, and potential investors. The information could include any or all of the following: Municipal projects, development opportunities, business profiles, community events, etc. Clarifying roles and identifying responsibilities for staff on communicating the Municipality's message, while educating the public as to where current information resides.
- Continuing to enforce property standards across the municipality on a complaint-based system, as is currently in place.
- Glencoe, as the urban centre of Southwest Middlesex, is where the community congregates. This is where the 'first impressions' of the municipality is experienced. Improvements to present an enhanced 'first impression' could include:
 - Developing programs that are aimed at filling vacant, ground floor commercial spaces temporarily (for example arts and artists space, pop-up stores) and long term (for example property owner engagement, business attraction strategy).

- Working with the existing property owners in Glencoe to determine the feasibility of a Business Improvement Area (BIA) and, if feasible, establish a BIA.
 - Developing a beautification and revitalization program with an implementation plan and Municipal resources to support the program. Undertaking selected potential pilot projects including installation of raised planters, upgrading main street garbage containers and programming garbage removal more frequently, as examples.
 - Undertaking a business mix analysis to determine the types of businesses that could be attracted to Glencoe and area.
- Continuing to build on, to manage and to promote the arboreta (the plural of arboretum) located throughout the municipality. Working with local organizations including for example, the Thames Talbot Land Trust, conservation authority, and potentially others to educate the public on the value of these areas.

Collaborating with Middlesex County on the following actions:

- Undertaking a website review, assessment, and if needed, a redesign of the Municipality's economic development online information to aptly reflect an attractive 'first impression' of Southwest Middlesex.
 - Ensuring information is current and comprehensive.
 - Implementing the changes from the results of the assessment.
 - Linking to the investinmiddlesex.ca website.
- Work with Middlesex County on developing and implementing a community signage program. Include logo design and branding. Use signage to highlight significant areas within the municipality, as well as provide directional signage from the major nearby arteries (i.e. Highways 401 and 402).
- Providing opportunities for people to explore the attractions in Southwest Middlesex by:
 - Developing an inventory of all tourism assets.
 - Packaging the tourism assets of Southwest Middlesex into experiences and promoting through various means and mechanisms within the Municipality and through Middlesex County Tourism.
 - Linking to the www.visitmiddlesex.ca website.
- Continuing to improve upon the reputation of Southwest Middlesex as a friendly, trustworthy Municipality. Continuing to educate council, staff and public on the roles of the Municipality.



3.2. Theme 2: Building Cohesive Leadership and Conveying Clear Communications

Strong, cohesive leadership motivates others, provides guidance, creates confidence, builds trust, initiates action, and provides clear direction to allow the community to continue to be sustainable while building on its strengths.

By conveying a clear message to other levels of government, local business and residents, there will be a better understanding about what is taking place in Southwest Middlesex as well as the investment opportunities that exist. To continue growing the Municipality's economy, it is crucial that the business community along with the residents share a unified message about Southwest Middlesex being a great place to live and do business.

ACTIONS:

- Continuing to educate the Economic Development Committee on their roles and responsibilities and providing them with direction to keep them on track and focused. Reviewing and redefining the terms of reference for the Committee directing it to be project driven.
- Communicating back to council on a regular basis (minimum of 4 times annually), the status of the implementation of the Economic Development Strategic Plan, as it progresses through to completion.
- Developing a Southwest Middlesex identity (vision) that incorporates both the urban and rural context while supporting and reflecting the uniqueness of the entire municipality.
- Establishing a 'Pride of Southwest Middlesex' program to continue to instill community pride and to support social cohesion through new or existing local events or activities (i.e. Shop Local program, Tartan Days, volunteer recognition program, etc.)

Collaborating with Middlesex County on the following actions:

- Completing an Employment Land Assessment Study, before updating the Official Plan Review, to determine the existing and required future employment land supply and best strategic locations for the development of any new employment lands. Taking into account municipally owned brownfield sites for development.
- Updating the Official Plan to align with the results of the Employment Land Assessment Study.
- Conveying the relevant messages from the County to the elected officials, senior staff, residents and businesses in Southwest Middlesex so that they are informed of what happens at the County level.
- Ensuring Southwest Middlesex is well represented at the County and is continuing to benefit from the County's available shared resources. Continue participating and working closely with County committees especially the Middlesex Workforce Development Partnership Forum and the County Economic Development Department.

3.3. Theme 3: Providing A Supportive Environment for Existing Business and New Investment

By providing a supportive business environment, the Municipality can create a secure and cost-effective environment that ensures existing businesses will stay and have the opportunity to expand in the community while new investment will be attracted to Southwest Middlesex.

In order to have a supportive business environment, the **Municipality needs to understand the requirements of its existing business community** while ensuring the base economic and community foundations are in place. **Part of this includes providing excellent customer service, a streamlined approvals process for development, a knowledgeable council and staff as well as a supportive community.** Being 'ready for investment' is about a community's ability and preparedness to work with existing business while also attracting and securing new investment.

ACTIONS:

- Economic development is a long-term investment for communities. In order to support and implement the Economic Development Strategy, the Municipality would need to identify adequate annual resources, including human and financial resources, to properly fund and support its economic development program as laid out in this strategy.
- Undertaking an Investment Readiness Coaching and Training exercise to be better informed about what it takes to become investment ready. This would include creating an Investment Readiness Action Plan that may consist of activities such as:
 - a community profile and quick facts
 - investment marketing plan and marketing collateral
 - an inventory of available properties including land and buildings, serviced industrial lands and industrial/commercial properties
 - a formal process in place to service investment inquiries, to make the process easier to navigate for investors and easier to respond to investment attraction and expansion requests for staff

Collaborating with Middlesex County on the following actions:

- Establishing and implementing an ongoing Business Visitation Program to meet with businesses in the municipality (including farms and home-based businesses) to help understand their needs and requirements.
- Supporting business investment opportunities;

- Continuing to market the 44.8-acre, municipally owned certified industrial property by ensuring that the Municipality and the County have in place all the correct information available on both the Middlesex County and Municipality of Southwest Middlesex websites in order to effectively facilitate and market the site. Fund and erect an information sign on the certified industrial property.
- Through the Employment Land Assessment Study, exploring opportunities for lands that are currently underutilized to be used for development opportunities.
- Working closely with Middlesex County CFDC and Middlesex County Economic Development to ensure that there are networking opportunities taking place in Southwest Middlesex aimed at local entrepreneurs and home-based businesses.
- Establishing home-based policies through the Official Plan and local zoning bylaws in order for Southwest Middlesex to support home-based businesses.
- Continuing to encourage Middlesex County to establish guidelines for Community Improvement Plans (CIPs) that can be used by Southwest Middlesex to help in creating a Southwest Middlesex specific CIP. Establishing a CIP for Southwest Middlesex, with funding in place, supporting downtown revitalization and the agricultural community.
- Partnering with the County to tap into provincial programs for brownfields, for example, the provincial Tax Increment Financing Program.
- Bringing a report forward to Council to determine if there is a need to develop a Community Improvement Plan specific to Glencoe.



3.4. Theme 4: Undertaking Sustainable Community Growth Through Resident Attraction

Southwest Middlesex has seen a decline in population over the past 15 years. **Sustained residential growth is vital to the future of the community**, to ensure that there is a sufficient tax base in place to support the amenities required by the residents, to support the businesses, and to support the continued viability of Southwest Middlesex.

ACTIONS:

- Educating Municipal staff and elected officials on the complex issue of housing.

Collaborating with Middlesex County on the following actions:

- As part of the Official Plan Review with the County, undertake a residential land review to determine where residential development can occur in Southwest Middlesex; rezoning those areas that could be used for residential, and designating locations for potential lands for future development.
- As part of the Official Plan Review addressing residential lot sizes, while exploring a range of housing options (i.e. townhouses, apartments, etc.) through a housing study. This will determine the best approach to building diversity of attainable housing options in Southwest Middlesex.
- Undertaking a Residential Attraction Strategy.





4. PROCESS FOLLOWED

The process followed to develop the Municipality of Southwest Middlesex Economic Development Strategy included a document review, statistical analysis and thorough and comprehensive community and economic development partner consultation.

The study began with a document review and a community tour of Southwest Middlesex, followed by a statistical analysis of the municipality's economy and demographics that yielded a current situational analysis report. After which a thorough consultation process was followed that included:

- A series of one-on-one interviews with businesses, senior Municipal staff and elected officials and economic development stakeholders;
- Focus group sessions with representation from senior Municipal staff and elected officials, the Chamber of Commerce, Middlesex County staff, Economic Development Committee, Agriculture and Business;
- An online survey; and
- A working session with key stakeholders.



This process led to the creation of a set of detailed realistic and doable immediate, short and long-term action items with an aim of:

- Supporting and retaining existing businesses and jobs in the Municipality.
- Encouraging greater investment and job growth in the Municipality.
- Attracting new businesses and industries to the Municipality.
- Helping the Municipality achieve long-term employment growth.
- Providing solutions to overcome any investment readiness or development challenges, and to maintain and improve the Municipality's overall competitive business environment for the benefit of all firms large and small.

The **Economic Development Strategy** is based on a comprehensive understanding of Southwest Middlesex, its economy, businesses and stakeholders, as well as their collective aspirations.





5. STAKEHOLDER CONSULTATIONS

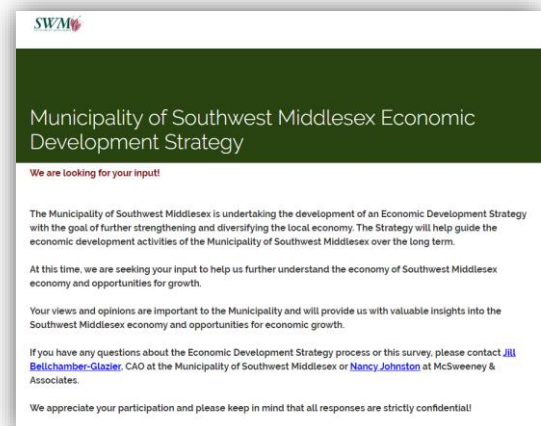
5.1. Strategic Action Plan Consultation Process

Approximately 110 stakeholders were consulted throughout this process.

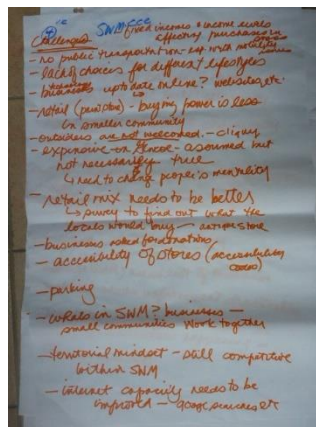
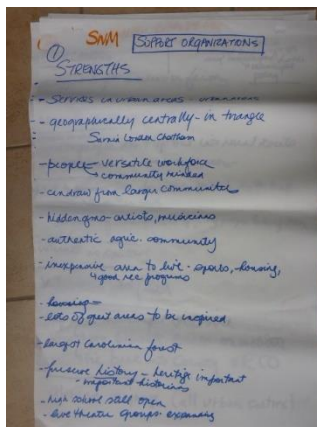
The consultations consisted of confidential one-on-one interviews, an online survey open to the public, five focus groups based on key stakeholder groups and a working session with targeted community leaders and economic development stakeholders.

5.1.1. Interviews & Online Survey

One-on-one interviews were undertaken with economic development stakeholders including senior Municipal staff, County staff, the Mayor, and key businesses. As well, there was an online survey posted for the general public to provide input. The same six open-ended questions were used to guide both the interviews and the on-line surveys. These questions probed into the major strengths and challenges of doing business in Southwest Middlesex and looked forward to help define future opportunities, aspirations and results. All participants provided feedback on these questions, contributing to a statistically significant result.



5.1.2. Focus Groups



Five focus groups were held with representation from:

- Agribusiness/Farms/Local Food
- Business Support Organizations
- Business
- Senior Staff and Elected Officials
- Economic Development Committee

5.1.3. Working Session

The Working Session was held October 2, 2019 and was attended by approximately 25 participants including representation from the Mayor and Council, the business community, the agricultural community, Municipal staff, strategic partners, the Economic Development Committee, County staff, and other key community stakeholders.

The purpose of the Working Session was to bring together the economic development, community and business leaders to review the project findings, to get confirmation on the themes that were derived from the research, and to begin strategizing and crafting action items for each of those themes that emerged from the consultation process. Working groups identified actions that would address the challenges and opportunities under each theme.



The **four themes** brought forward to the Working Session and validated were:

	
<p>Providing a Supportive Environment for Existing Business and New Investment</p>	<p>Improving the 'First Impression' of Southwest Middlesex</p>
	
<p>Building Cohesive Leadership and Conveying Clear Communications</p>	<p>Undertaking Sustainable Community Growth through Resident Attraction</p>

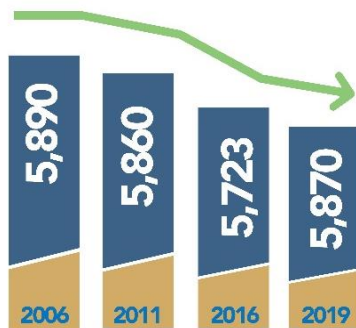
6. A SNAPSHOT OF SOUTHWEST MIDDLESEX

Economic SNAPSHOT of Southwest Middlesex



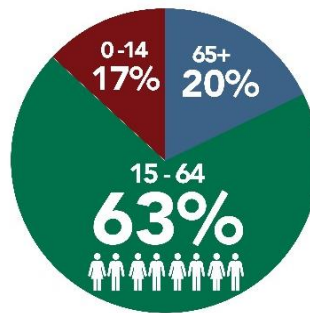
POPULATION

Total Population

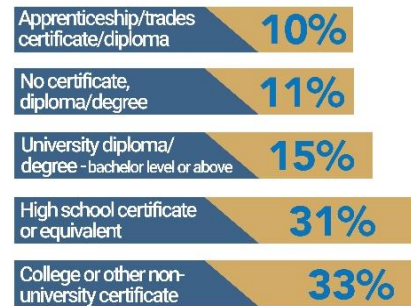


Census Population Data, Statistics Canada, 2001-2016.

Age Profile



Educational Attainment



For the population aged 24-65.

HOUSING

Dwelling Value

Average Value **\$311,442**
 Median Value **\$238,112**

Total number of households

2,448

87%

Single detached house

9%
Apartment / detached duplex

2%
Rowhouse

2%
Semi-detached house

All data sourced from Manifold SuperDemographics 2019, unless otherwise specified.

Dwelling Income



\$83,943
Average Household Total Income

\$74,839
Median Household Total Income



20%

of Southwest Middlesex's population spends 30% or more of household total income on shelter costs.

**Economic SNAPSHOT
of Southwest Middlesex**



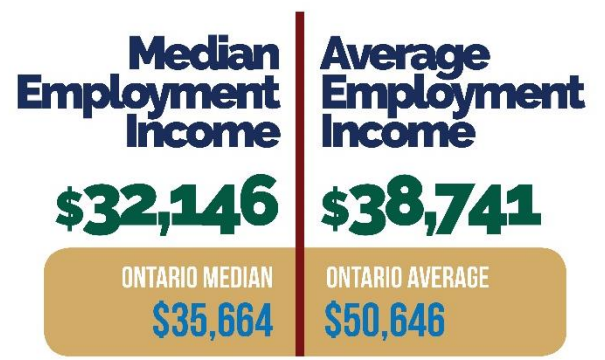
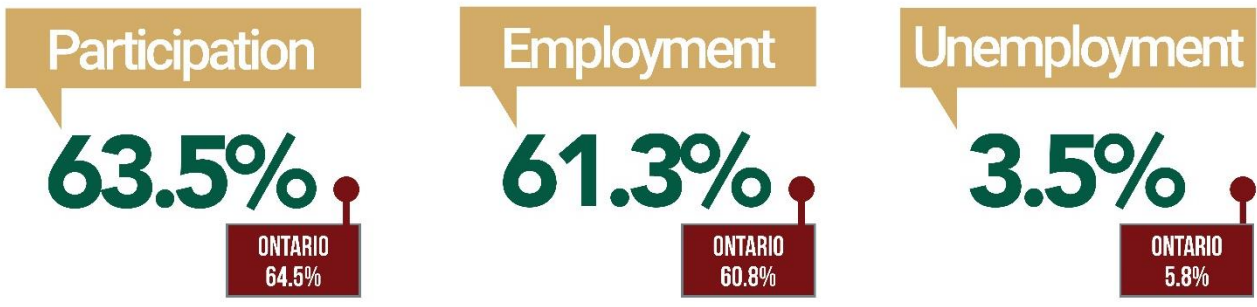
LABOUR FORCE & LOCAL ECONOMY

Top 5 Employment Industries

- 12% Health Care & Social Assistance
- 12% Manufacturing
- 10% Retail Trade
- 9% Construction
- 9% Agriculture, Forestry, Fishing and Hunting

Top 5 Employment Occupations

- 23% Trades, Transport & Equipment Operators
- 17% Sales & Service
- 14% Management
- 12% Business, Finance & Administration
- 9% Education, Law & Social, Community & Government



**Statistics from the Government of Ontario
All data sourced from Manifold SuperDemographics 2019, unless otherwise specified.

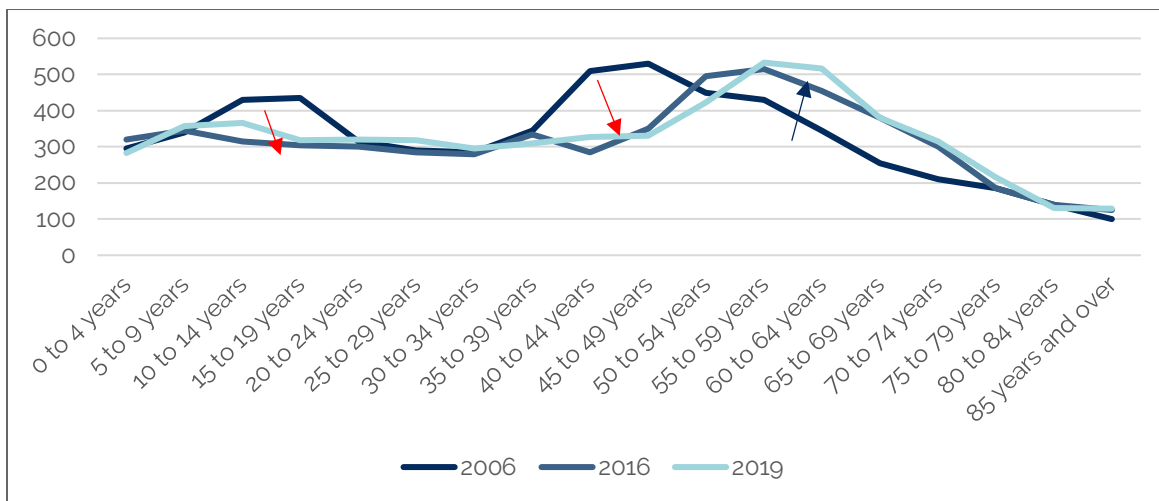


6.1. Summary of the Situational Analysis

POPULATION

Southwest Middlesex has had a population that has seen a decline between 2006 and 2016 of 2.8%, with most of its growth concentrated by mature adults (50 or older), and a decline in residents ages 35-55 and 10-24, predominantly those of working age. The overall population of Southwest Middlesex is expected to decline by approximately 2.2% over the next five years, if the trend continues as it has.

Figure 1: Population Age Profile, Southwest Middlesex, 2006, 2016 and 2019



Source: McSweeney & Associates and Manifold Data Mining Inc. SuperDemographics 2019

WORKFORCE

Although Southwest Middlesex residents have a lower median and average employment income compared to the province, residents enjoy significantly lower housing market prices. Nevertheless, there is a need to continue to diversify the local housing stock, which will lower shelter costs associated to rental units, and facilitate labour force diversification. Currently, nearly 60% of residents of working ages (24-65) have completed post secondary education; most attained college, apprenticeship or trades.

Southwest Middlesex has a labour force of approximately 3,089 persons. Southwest Middlesex has a very low unemployment rate (3.5%), compared to Ontario at 5.8%. Such a low rate means that employers will have a very difficult time sourcing the skills they need. The municipality has large labour surpluses in occupations related to Trades, transport and equipment operators and related occupations, Business, finance and administration occupations, Management occupations. These are industries that should be further attracted into the local economy, as they can be well supported by the local workforce.

PROSPEROUS ECONOMY

The following are key economic drivers in Southwest Middlesex in terms of job growth over the last five years:

Health care and Social Assistance	Construction	Manufacturing	Transportation and warehousing	Accommodation and food services
<ul style="list-style-type: none"> Offices of other health practitioners Child day-care services 	<ul style="list-style-type: none"> Utility system construction Building equipment contractors 	<ul style="list-style-type: none"> Agricultural, construction and mining machinery manufacturing Motor vehicle parts manufacturing 	<ul style="list-style-type: none"> General and Specialized freight trucking 	<ul style="list-style-type: none"> Food services and drinking places Special food services

Source: EMSI Analyst 2019.1 – Employees and Self-Employed

The following are key economic drivers in Southwest Middlesex in terms of revenue generation:

Industry	Sales	Average Wages
Motor vehicle parts manufacturing	\$120,022,700	\$49,012
Farms	\$35,551,027	\$30,903
Agricultural, construction and mining machinery manufacturing	\$13,625,686	\$73,198
Utility system construction	\$12,346,838	\$71,558

CURRENT EMPLOYMENT BASE

Southwest Middlesex has the strongest employment concentrations, relative to the rest of the nation within the following sectors:

- Agriculture, forestry, fishing and hunting
- Construction
- Arts, entertainment and recreation
- Accommodation and food services
- Manufacturing

POTENTIAL AREAS OF INTEREST

Based on the available labour force, economic assets, business growth and revenue generation capabilities of local industries, the following are considered potential target industries/ clusters for further with potential for further development in Southwest Middlesex:

- Food and beverage manufacturing
- Advanced manufacturing, processing and logistics
- Agriculture science and technologies
- Health Sciences and Services

6.2. Strengths, Challenges, Opportunities, Aspirations and Results (SCOAR®)



The following comprehensive SCOAR® (Strengths, Challenges, Opportunities, Aspirations, Results) Analysis was prepared by analyzing the current statistics and data, a document review plus the feedback from elected officials, Municipal staff, community stakeholders, businesses and residents engaged in the consultation.



- Strategically located and in close proximity to:
 - 3 US border crossings (Sarnia, Windsor and Niagara)
 - a large population (London, Greater Toronto Area, Great Lakes region, northeast US)
 - Highway 401 and 402
- Full-service community (Glencoe) with a traditional historic main street and community identity
- Health care service hub with a local medical clinic, pharmacy, dentist, optometrist, a hospital in Newbury and a teaching hospital in London
- Two rail lines run through SWM with an agriculture stop and the only VIA passenger rail stop between London and Chatham-Kent
- Elementary and secondary educational facilities available in SWM and in nearby London for post-secondary
- “Shovel Ready” industrial land available and certified through the provincial certification program
- Core group of manufacturing facilities
- Community and lifestyle with friendly people and small-town feel
- Strong agricultural sector
- Population is changing with most of its growth concentrated by mature adults (50 or older)
- Economically stable area due to a mix of agricultural and manufacturing existing in the municipality
- Abundant natural lands

- General pride in the local business community
- Rich heritage and history



- Limited tax-based Municipal budget to accomplish all the projects that need to be completed in the municipality
- Infrastructure aging or lacking
- Negative population growth in past 2 census periods
- Difficulty attracting residential developments
- Commercial enterprises face conventional financing challenges
- Perception that SWM has an “anti-development” reputation
- Core business district (Glencoe) neglected and stagnating
- Limited workforce and job opportunities
- Difficult attracting business to SWM
- Roads and highways with greater traffic congestion and increasing size of farm equipment using them
- Perceived lack of consistency related to land use processes and policies
- Not located on a major highway
- Lack of identity
- Communications difficult and expensive due to the large, rural land area
- Local businesses aren't always the first choice for residents
- Agriculture changing with consolidation of farms, aging farmers and increasing land prices



- Attracting or expanding industries associated with farming
- Residential attraction
- Tourism and agritourism and packaging tourism experiences
- Attracting 'Business, finance and administration occupations' and 'Management occupations'
- Improving the attractiveness of Glencoe and other smaller settlement areas
- Attracting businesses to Glencoe and other smaller settlement areas
- Supporting entrepreneurs and home-based businesses
- Lands available for development especially the municipally owned, certified industrial site
- Improved communications
- Local training opportunities at the high school for skilled trades programs

A
Aspirations

- To be 'a municipality built for the future' and one that has taken calculated risks that moved the community forward.
- To be a welcoming community with a diverse and growing population of existing residents, immigrants and newcomers.
- Provide a greater supply of diverse housing to attract and accommodate seniors, young families, and older families.
- To have a thriving, growing and refreshed Glencoe and other settlement areas including Wardsville and Appin. Offering improved business mix, expanded social services, more professional services, and public spaces for the communities to connect through libraries, parks, dog parks, etc.
- To retain existing businesses and have had modest economic growth potentially attracting high tech, pharmaceutical, automotive, communication, military, on demand component production facility, education, tourism, etc.
- To have an increased number of people working from home via high speed internet connecting with their place of work, and/or setting up home-based businesses.
- To continue to have a strong agriculture sector supporting younger farmers to take over generational farms. On-farm, agribusiness opportunities established to enhance income, helping farmers to continue with farming. Complex agriculture and farming business evolved or developed to be competitive and flexible.
- To have packaged tourism experiences that are unique to Southwest Middlesex.

R
Results

- **To be 'a municipality built for the future' which has taken some calculated risks that moved the community forward.**
Results:
 - Development Charges in place to provide funding for new infrastructure.
 - Existing infrastructure upgraded.
- **To be a welcoming community with a diverse and growing population of immigrants and newcomers. Provide a greater supply of diverse housing to accommodate a diverse population.**
Results:
 - Increased number of diverse housing options available to lease or purchase, resulting in an increased population.
- **To have a thriving, growing and refreshed Glencoe and other settlement areas including Wardsville and Appin. Offering improved business mix, expanded social services, more professional services, and public spaces for the communities to connect through libraries, parks, dog parks, etc.**
Results:
 - Have attracted a unique draw to the community (i.e. craft brewery, etc.).
 - Have thriving businesses in Glencoe creating a vibrant urban centre

- **To retain existing businesses and have had modest economic growth potentially attracting high tech, pharmaceutical, automotive, communication, military, on demand component production facility, education, tourism, etc.**

Results:

- The certified industrial site completely occupied by successful business(es).

- **Increased number of people setting up home-based businesses.**

Results:

- Improved high speed internet across the municipality.
- Home-based business policies in place to encourage home-based business.

- **Continue to have a strong agriculture sector supporting younger farmers taking over generational farms, providing agribusiness opportunities to keep small businesses developing in the area and that supplement farmers and allow them to continue with farming. Complex agriculture and farming business will be evolved or developed in SWM in order to be competitive and flexible.**

Results:

- Additional business attracted that are offshoots of agriculture, including for example, small manufacturers or agricultural value added (i.e. machinery, servicing of machinery, research, grapes for wines, etc.).

- **To have tourism experiences that are unique to Southwest Middlesex.**

Results:

- Packaged and marketed tourism experiences that are unique to the Municipality that bring in a greater number of tourists to Southwest Middlesex.

