

Creating Our Future

DRAFT FOR REVIEW

(November 30, 2011)

Town of South Bruce Peninsula
Community-Based Strategic Plan



2011



Town of
**SOUTH BRUCE
PENINSULA**

DRAFT

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1. INTRODUCTION

The Town of South Bruce Peninsula (TSBP) has undertaken the process to develop a Community-Based Strategic Plan through an open and transparent public process.

The outcomes of the Community-Based Strategic Plan include the establishment of a collective vision and a plan for the next 10 years that defines ways to maximize resources and communicate priorities to all citizens. The plan includes an implementation strategy that extends to the operations and will be aligned with the goals of respective departments that deliver municipal services across the Town of South Bruce Peninsula.

The plan will also align to other municipal planning documents and the budget process using established performance measure that will ensure that resources are allocated appropriately and reported annually to identify progress, measure success and establish future goals.

1.1 Background

The unique water-based community is a lower tier municipality located in the County of Bruce. The Town of South Bruce Peninsula was created in 1999 as a result of the amalgamation of the former Townships of Albemarle, Amabel, the Village of Hepworth and the Town of Wiarton.

The Town has taken many steps towards strategic planning, including developing a Waste Management Master Plan, Community Improvement Plan, Bluewater Park Re-development initiatives and Sauble Beach Wastewater Treatment Plan. These documents have all been reviewed during the process of developing this Strategic Plan to ensure the integration of existing and planned initiatives and to assist with the identification of priority areas to be addressed by the Town.

The Town is home to a variety of wildlife and unique plant species and is recognized as a World Biosphere Reserve. The protection and management of the Town's unique natural heritage and environment is also a key driver not only for growth and development, but for how the natural heritage could be protected and preserved. The Strategic Plan includes the necessary steps to ensure the protection of the resources while balancing the desire for tourism and recreational opportunities.

There are many specific and unique needs for the communities located across the Town. This Strategic Plan addresses the uniqueness of each of the communities and recognizes that although there is the need to be more connected and collaborate on initiatives it is also important to continue to maintain the uniqueness of each of the communities and the diverging interests. Critical success factors of this planning assignment included ensuring the involvement of a representative cross section of citizens from across the Town.

Further, there was the need to ensure Town staff and council are engaged throughout the process to validate what actions are feasible within current/anticipated funding frameworks.

1.2 What is a Community-Based Strategic Plan?

A community-based strategic plan is a collaborative and inclusive community planning tool that identifies the desired future for the community; what it looks like, how it functions, and how to achieve the vision for the future.

The outcomes of the Community-Based Strategic Plan include the establishment of a collective vision and a plan over the next 10 years that defines ways to maximize resources and communicate found priorities to all stakeholders. The final plan will include an implementation strategy that extends to the operations and will be aligned with the goals of respective departments that deliver municipal services across the Town of South Bruce Peninsula.

Municipalities across Canada are developing Municipal Sustainable Community Plans as a framework or mechanism to implement actions that will lead them in a sustainable direction over the long-term. Sustainable development recognizes a balance of the natural environment, economic and social development and culture.

This Community-Based Strategic Plan and the integration of the necessary sustainability components has been developed to meet the requirement of a Municipal Sustainable Community Plan that could be used for future Green Municipal Fund (GMF) applications, through the Federation of Canadian Municipalities (FCM).

1.3 Why Develop a Community-Based Strategic Plan?

The current Town Council, elected in 2010, confirmed the need for a long-term vision for the Corporation and the entire community. Therefore, in their first year of a 4-year term, a plan for a Community-Based Strategic Plan has commenced.

There are many benefits to developing the Community Based Strategic Plan, including:

- To better understand the community needs and expectations (social, economic, environmental and cultural)
- To develop a renewed sense of purpose/future direction
- Clarification of short, medium and long term goals and objectives
- Identification and enhancing the ability to deal with and manage change
- Development of a clear road map for moving forward
- Mitigating potential risk through proactive planning
- Improved decision-making and management effectiveness
- Enhanced communication with staff and the public
- Strengthened coordination of activities between corporate departments
- Clearly defining responsibilities and accountabilities

2. DEVELOPING THE PLAN

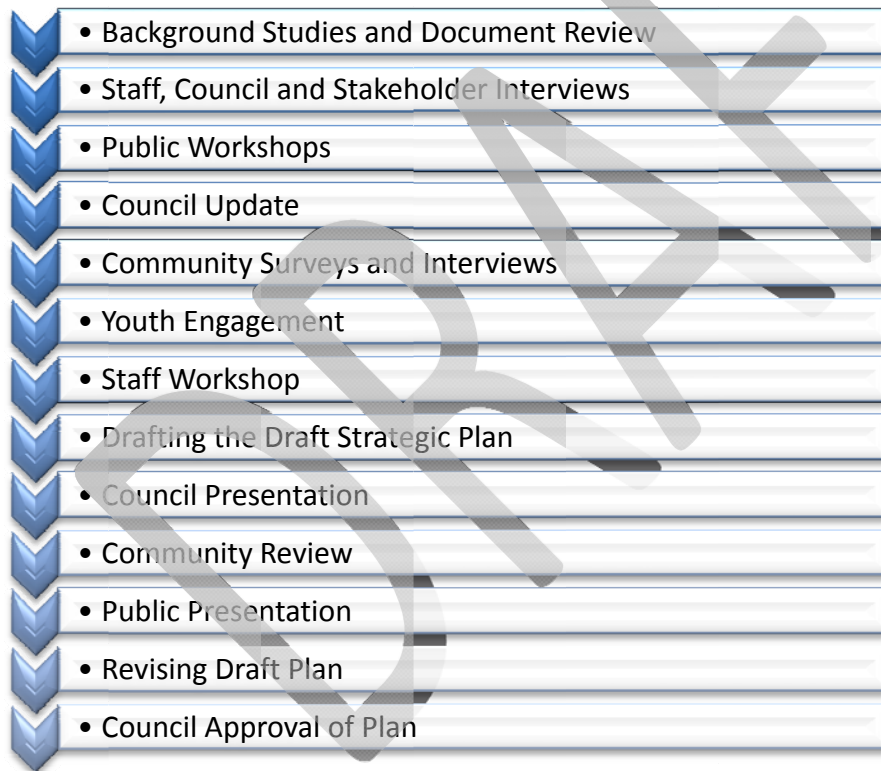
This section presents the process of developing the Strategic Plan and the various opportunities for community input.

2.1 Strategic Planning Process

The process to develop the Community-Based Strategic Plan to date has included background research and community engagement events to identify community needs and aspirations for the future of the municipality. The work program includes thirteen steps as outlined in Figure 1.

The most important area of consideration in this process was the engagement activities with the public, staff and stakeholders. For a Community-Based Strategic Plan to succeed, community input is integral, as it promotes collective responsibility over the implementation of the plan.

Figure 1: Strategic Planning Process



2.2 Key Project Tasks

Additional information on the key project tasks including background research and engagement activities is provided below. Detailed findings from each of the activities were analyzed and used to develop the action plans presented in Section 4.

2.2.1. Background Research

This task included collecting, reviewing and analyzing documents from a wide variety of sources, including programs, policies, literature and studies. The Town's existing initiatives and programs, studies and planning documents were examined. Appendix 1 includes a list of documents that were reviewed as part of the process of developing the Community-based Strategic Plan.

2.2.2. Interviews with Staff and Council Members

DPRAs met with key staff and Council members to collect additional background information and review the strategic planning process. Interviews include guiding questions on the community strengths, weaknesses, opportunities and challenges or threat. Interviewees provided feedback on actions that the Town could take to better address the threats and challenges and take advantage of the strengths and opportunities. The interview guide is provided in Appendix 2.

2.2.3. Community Survey

A community survey was prepared that included questions on what residents valued most about the Town, what they felt were the most distinguishing features of the Town and how they could be improved. The survey also allowed residents to provide feedback on features residents did not like about the Town and the biggest challenges facing the Town. The surveys were made available at community locations (Town Hall, Libraries in Sauble Beach and Wiarton). A downloadable survey was presented on the Town website. Residents could also complete the survey on-line. A copy of the survey is provided in Appendix 3.

Over 130 community surveys were received from full-time and seasonal residents. The information collected was used to support the goals, objectives and actions developed. Many residents used the survey as an opportunity to share what they really appreciated about the Town and ideas that could make the Town a better place to live, work and play.

2.2.4. Communications and Social Media

The Town of South Bruce Peninsula website (www.southbrucepeninsula.com) was used to advise residents, business owners and community organizations about the development of the Community-Based Strategic. A press release was prepared and presented on the website as well as distributed to local media. A copy of the press release is presented in Appendix 4.

A survey (available on the website and distributed at presentations and events in the community) provided year-round and seasonal residents with an opportunity to provide input to the development of the Strategic Plan. Local newspapers advertised the events and ran articles and advertisements on the Community-Based Strategic Plan. Information about the Strategic Plan and opportunities for involvement was also communicated through social media Facebook group page [Creating Our Future - Town of South Bruce Peninsula Strategic Plan].

2.2.5. Community Workshops

Community workshops were held at the Wiarton Community Centre on Wednesday October 12, 2011 and at the Sauble Beach Community Centre on Thursday, October 13, 2011. Total attendance at the two workshops was approximately 90 people. A brief presentation was made to the participants that included background information on strategic planning, the process of developing a Strategic Plan and key community priorities identified to date through background research, community survey and

interviews. Participants participated in small group discussions on their vision for the Town and actions that could be taken to achieve that vision.

This information collected at the workshop informed the development of the strategic plan, including the creation of a vision that reflects the desires of the citizens, key priority areas that should be addressed and actions that the Town could take to achieve the vision. Appendix 5 includes the advertisement, workshop presentations and flip chart notes.

2.2.6. Youth Engagement

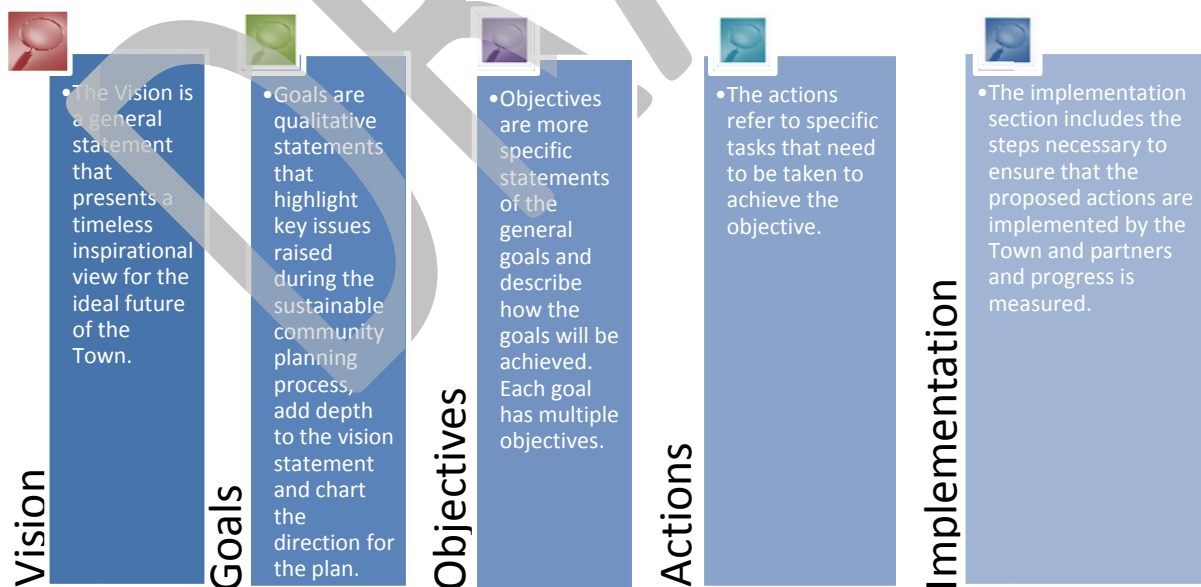
Twenty-eight students from two Grade 10 Civics classes at the Peninsula Shores District School participated in a discussion about the strategic plan and key priorities that should be addressed. A brief presentation included information on strategic planning. Students provided their feedback on what they really liked about the Town and what they thought the Town could be doing better. They provided ideas on what would make the Town a better place to live, work and visit. The presentation and key ideas that came out of the workshop are presented in Appendix 6.

2.2.7. Council Presentations

Council members were provided updates throughout the Strategic Planning process. DPRA attended council meetings to present key information and next steps in the process.

2.3 Strategic Plan Framework

This draft Community-based Strategic Plan has been developed based on what has been heard through the community engagement activities and findings of the background research. The Town of South Bruce Peninsula Community Strategic Plan is comprised of a vision, goals, objectives, actions and an implementation strategy.



3. VISION

A vision is a general statement that presents a timeless inspirational view for the ideal future of the Town. The vision is how you would like to be perceived by others and should be inspiration, short and easy to remember.

During the community engagement activities, participants provided feedback on their ideal future of the Town and key words and phrases that they would like reflected in the Vision for the Community-based Strategic Plan. The following figure presents many of the words identified.

Figure 2: Developing a Vision



The following vision has been developed based on feedback received through the workshops, interviews and community surveys:

“A Municipality with distinctive communities that come together to embrace their heritage, rural ambiance and natural beauty, striving for balance, sustainable growth and prosperity”.

4. GOALS, OBJECTIVES AND ACTIONS

This section presents the goals, objectives and actions proposed to achieve the Vision. The Plan includes 5 goals supported by 14 objectives.

Goals	Objectives
Goal 1: Supportive and Accountable Municipal Operations and Governance	<ul style="list-style-type: none"> • Objective 1.1: Improved Communication and Outreach to Support a Strong Team of Municipal Staff and Council. • Objective 1.2: Creation of a Municipal Structure to improve Town wide Management and Operations
Goal 2: Healthy and Vibrant Communities	<ul style="list-style-type: none"> • Objective 2.1: Further Develop and Support Recreation and Leisure services that Encourage Healthy and Active Community Members • Objective 2.2: Continue to Provide a Supportive Health and Social Service Network to Meet the Needs of the Community and Changing Demographics. • Objective 2.3: Promote and Encourage a Creative Community that Embraces Arts, Culture and Heritage • Objective 2.4: Develop Confident Youth through Educational Opportunities, Community Participation and Community Pride.
Goal 3: Sustainable Infrastructure and Built Environment	<ul style="list-style-type: none"> • Objective 3.1: Development of local infrastructure that is viable, progressive and sustainable through a diverse range of opportunities and partnerships. • Objective 3.2: Undertake Downtown Revitalization Initiatives to Establish Vibrant Downtown Areas for Residents and Tourists to Enjoy
Goal 4: Stable Economy Supported by Skilled Labour Force and Employment Opportunities	<ul style="list-style-type: none"> • Objective 4.1: Development of a skilled labour force that is ready and willing to work • Objective 4.2: Continue to Market and Support the Current Businesses • Objective 4.3: Attraction and Retention of New and Innovative Economic opportunities
Goal 5: Protection, Promotion and Preservation of our Natural Environment and Agricultural Lands	<ul style="list-style-type: none"> • Objective 5.1: Promote Sustainable Land Use Planning through an Innovative and Responsible Manner • Objective 5.2: Encourage and Support Local Farmers and Agricultural Activities • Objective 5.3: Enforce the Protection of the land and water for future generations

Goal 1: Supportive and Accountable Municipal Operations and Governance

Overview

The Town of South Bruce Peninsula is a lower tier municipality located in the County of Bruce. The town was created in 1999 as a result of the amalgamation of four former areas: Township of Albemarle, Township of Amabel, Village of Hepworth and the Town of Wiarton.¹ Many residents expressed frustration with the amalgamation and suggested that de-amalgamation should be considered. Others indicated that the communities should work together and through improved collaboration and partnerships could be recognized as a more cohesive Town.

Town Council

The Town's council is currently divided into four wards, each of which has two council representatives.² Under the ward system in the Town of South Bruce Peninsula, two councilors are elected to represent each of the geographic areas. Voters may choose from only those candidates running in their ward. Many residents suggested that the current system is not working efficiently and that the Town should consider an at large voting system. Under an at large system, all councilors are elected by a general vote. Voters may choose from all of the candidates running within the municipality.

Some residents indicated that Council could be more effective at communicating with the public ensuring that all residents are informed and up-to-date on municipal happenings. This outreach could include better use of the website, advertising public meetings and opportunities to participate at Council meetings.

Many participants expressed the importance of having strong leadership that speaks for the citizens of the Town. The council members should represent the different views of the citizens but should also continue to work together effectively and in a responsible manner that is open and transparent.

Town Staff

The Town of South Bruce Peninsula staff are divided into four departments:

- Administrative Department
- Financial Services Department
- Public Works Departments
- Emergency Services Departments

The Administration Department is responsible for the overall governance of the municipality under the direction of Council, supported by a Chief Administrative Officer. The Department includes manages the business of the municipality including record keeping, preparing Council agendas and minutes, implementing Council direction and initiatives and includes the building and planning department.

Some responses to the interviews and survey included the need to re-evaluate the current staff structure to ensure that services were being delivered efficiently and effectively across all Municipal

¹ urbanMetrics, N.D.

² urbanMetrics, N.D.

Departments. Some felt that the staff roles and responsibilities were not clearly recognized and there was a need to examine the corporate structure, including human resource needs and requirements.

There has also been a large turn-over of staff at the Town. There has been discussion about how to improve staff morale to ensure that the Town continues to be a place that supports a strong team of resources to meet the needs of the residents.

Objectives and Actions

The following objectives support the goal of supportive and accountable municipal operations and governance:

- **Objective 1.1:** Improved Communication and Outreach to Support a Strong Team of Municipal Staff and Council.
- **Objective 1.2:** Creation of a Municipal Structure to improve Town wide Management and Operations

The actions for each of the proposed objectives are presented in the following sections. These tables present the specific tasks that need to be taken to achieve the objective. The actions will be further reviewed to identify the lead for each task, proposed timing and support required.

1.1 Improved Communication and Outreach to Support A Strong Team of Municipal Staff and Council

Action	
1.1.1	Investigate what other similar municipalities are doing to improve communication through the use of mail, email, social networking or other web enabled technology. Develop a Communication Strategy that presents these opportunities.
1.1.2	Improve and Utilize the Town Website as a means of communicating with residents and tax payers. Update the site with relevant information and community initiatives.
1.1.3	Development of a Corporate Strategic Plan and Organizational Review that evaluates service delivery and human resource needs and requirements leading to the development of new performance metrics and improved management of staff priorities.
1.1.4	Explore the interest in establishing Citizens Committees or Advisory Groups to support staff and council in reviewing and making decisions (i.e. Accessibility Advisory Committee, Environmental Advisory Committee)
1.1.5	Re-invest in volunteers through identifying and promoting existing volunteer groups and working together to develop a volunteer recruitment strategy
1.1.6	Continue to develop and encourage cooperation, collaboration and strong partnerships to delivery community services
1.1.7	Work with Community Groups to identify available grants and share opportunities for collaboration

1.2 Creation of a Municipal Structure to Improve Town wide Management and Operations

Action	
1.2.1	Review the current Council representation, and if required, develop a system that is more supportive of the community needs.
1.2.2	Evaluate Council roles and responsibilities and refine the decision protocol to ensure clear decision making.
1.2.3	Continue to review and update policies to address accountability and transparency



Goal 2: Healthy and Vibrant Communities

Overview

The Town of South Bruce Peninsula is vast with recreational opportunities supported by a superior health care system that protects the health and well-being of residents and tourists.

Population projections for South Bruce Peninsula until 2021 suggest an increase of 425 people over the next 10 years (2011 – 2021). The number of seniors will increase significantly while other population segments will likely decrease.³ This change in population cohorts may lead to a change in social service and housing requirements.

Although the Town of South Bruce Peninsula currently provides or supports important initiatives contributing to healthy and vibrant communities, they must continue to evaluate and meet the needs of the citizens and changing demographics.

Recreation and Leisure

Many residents indicated they valued the recreational opportunities and programs within the Town. Residents identified that many local groups worked together to deliver the recreational services to meet the needs of the citizens. The recreational and leisure programs include and/or are supported by the following clubs and organizations⁴:

- Minor Hockey Association
- Minor Soccer Association
- Minor Softball Association
- Minor Lacrosse
- Parks and Rec
- Sauble Anglers and Hunters
- Bruce Peninsula Sportsman Association
- Men's Recreational Hockey
- Figure Skating Club
- Curling Club
- Classes in dance, ballet, jazz, aquatic, gymnastics, lawn bowling and fitness

Many of the other outdoor activities enjoyed by residents and visitors include⁵:

- Hiking
- Camping
- Relaxing at the beach
- Snowmobiling extensive trail system
- Cross-country skiing through the Sauble Dune Trails

Some residents indicated the need to better capitalize on the available programs and showcase the successes across the Town. Some indicated that there were still gaps in some areas that could be evaluated to ensure the programs being delivered are meeting the needs of all residents. There may be

³ SHS Consulting, 2009

⁴ urbanMetrics, N.D.

⁵ urbanMetrics, N.D.

a need to review the programs offered to seniors to ensure that they are available and accessible as the population in this cohort continues to grow.

A youth centre was opened in downtown Wiarton that offers many activities for youth in a fully supervised and safe environment. All youth are welcome to drop-in and participate in and enjoy activities including, Foosball, Netflix, high speed computers, PS2 systems and Wii. Although many youth enjoy this centre, some indicated that more programs and services could be offered for the younger residents of the Town. Some additional suggestion included more bike trails, skateboard park and movie theatre or movie in the park options.

Bluewater Park, located in Wiarton, consists of 10 Hectares of waterfront land adjacent Colpoy's Bay⁶ offering a seasonal and transient campground, picnic areas, an outdoor swimming pool, Wiarton's Historic Train Station/ Information Centre, beach, playground area, ball diamond, and trails. Bluewater Park is also used for the Rotary Fair, the Agricultural Society Fall Fair, and the Farmers Market. In 2009, the Town received infrastructure stimulus funding for a redevelopment initiative to renovate various facilities to enhance visits and tourism, including a new visitor facilities, the creation of an outdoor plaza for relaxation, as well as other park and picnicking facilities. Some residents indicated the need to continue with the re-development initiatives. Additional suggestions for improvement include the development of more activities for children such as mini-soccer fields, basket-ball court and outdoor skating rink.

Many residents identified the importance of the trail systems and providing good opportunities for walking, hiking or biking throughout the Town. The Bruce trail follows the edge of the Niagara Escarpment for almost 900 km traversing property owned by the Government of Ontario, private landowners and the Bruce Trail Conservancy. The trail begins in the south in Queenston, Ontario, on the Niagara River, not far from Niagara Falls. Its northern terminus is in Tobermory. The Peninsula Bruce Trail Club publishes an annual Day Hike Guide which is a great tool to navigate around the Bruce Peninsula Bruce Trail systems. Some residents indicated that the Town could build upon the existing trail system to identify additional opportunities within the Town boundaries for connecting the trails and providing alternative hiking and biking routes. Some suggestions included using the rail lines between Sauble Beach, Southhampton, Hepworth and Shallow Lake.

The Yellow Bike Community Bike Program was an initiative launched by the Municipality to provide bikes to residents and tourists through a shared bike program. The program was supported by students at the Peninsula Shores District School in Wiarton that provided the bicycles, maintenance and support to keep the bikes on the road. This was identified as a successful initiative that could be further supported to create a sustainable program that continues to provide bicycles to residents and tourists in Sauble Beach and Wiarton.

The Bruce County Public Library system is comprised of 18 branches. The Town of South Bruce Peninsula has three of the branch libraries that provide a wide range of services including high speed internet, computer training, photocopying, printing and faxing services⁷. A County Library system offers centralized technical services (cataloguing and processing), Interlibrary loans, expertise of professional

⁶ Town of South Bruce Peninsula <http://www.southbrucepeninsula.com/en/townhall/bluewaterparkredevelopment.asp>

⁷ urbanMetrics, N.D.

librarians, centralized supply ordering and distribution and a shared collection of resources amongst the branches. Within the TSBP, the branches are located in Sauble Beach, Wiarton and Hepworth.

Health and Social Services

The Town of South Bruce Peninsula has numerous health care facilities and social service programs that are important to residents and tourists. These services assist in creating a town that would be a desirable location to live or a destination visit.

Warton Hospital built in 1994 provides emergency and ambulance services and includes 22 beds. Grey-Bruce Regional Health Centre in Owen Sound is a regional hospital that serves as an educational and training hospital and provides referrals to residents within the Grey and Bruce Counties. Additionally, there are six general practitioners located in Wiarton and two in Sauble Beach. Chiropractic, dentistry and optometry services are also available. Nursing Services are available through four organizations that are all administrated in Owen Sound. The Town also features one nursing facility and two retirement homes/apartments.⁸

Bruce County has a Social Services Department that services the Town of South Bruce Peninsula. The department consists of four divisions: Income Support, Day Care, Homes for the Aged, and Social Housing. Other employment and social services are offered by⁹:

- Owen Sound Human Resource Centre of Canada
- YMCA Community & Employment Services
- Bruce County Ontario Works
- Bruce Peninsula Learning Centre
- Bruce Advisory & Financial Services
- Ontario Youth Apprenticeship Program
- Employment Centre (Job Directions)
- Adult Learning Centre (Adult Literacy Program)

Although many of these programs are delivered by the County or province, the Town of South Bruce Peninsula and Citizens recognize the importance of creating partnerships and identifying collaborative initiatives that will ensure the continued provision of these services.

Housing

The Town offers a full range of residential housing types:

- Two story brick homes on quiet tree lined streets
- Waterfront residences
- Country estates
- Stone farmhouses
- Historical homes
- Low-rise apartments
- Cottages

According to a Housing Study completed for the County in 2005, the number of seniors is increasing and yet little new housing is geared to meet the range of needs. Research also indicated that over 95% of all

⁸ urbanMetrics, N.D.

⁹ urbanMetrics, N.D.

new housing was single detached dwellings but analysis showed a decline in household size. Wiarton alone represents 20% of the people in the County on a waiting list for housing. Therefore, the development of new housing must shift to reflect the needs of the future.¹⁰ While 8000 people live within the Town boundaries year round, there are almost 25,000 – 30,000 people there during the summer months.¹¹ Furthermore, as a known cottage destination, many cottagers plan to retire in the Town, which will increase the load on the housing market as well.

Many residents identified the need to further evaluate the housing situation to ensure the development of housing options to meet the changing demographics. More specifically, residents suggested the need to develop affordable housing options for seniors and young families that may be interested in returning or remaining in the community. Some suggested that housing options for seniors had to be reviewed to ensure that as the population continued to increase housing needs would be met. Some suggested that a strategy should be in place to assist in aging-at-home or creating the necessary space within the community for a continuum of care system.

Residents also suggested that the Town could work with developers interested in establishing mixed use subdivisions that are family friendly and ‘walkable’. Participants indicated that the residential areas should incorporate green-space, recreational space (parks and play areas) and affordable homes. This type of residential development was identified by some as an important factor in ensuring that the Town continues to attract young families.

Education

Within the Town of South Bruce Peninsula there are three Primary & Secondary school facilities supported by the Bluewater Board of Education, including:

- Hepworth Central Public School
- Amabel-Sauble Community School
- Peninsula Shores District School

The Hepworth Central Public School is a kindergarten to Grade 8 School located in Hepworth and includes a French immersion program. The Amabel-Sauble Community School is a JK to Grade 8 School in Sauble Beach that is recognized as a community school that supports many local initiatives. Student's families are able to access the building and grounds for full-day childcare services, a before and after school childcare program, community activities, events and family gatherings after school and on weekends.

Peninsula Shores District School is a kindergarten to Grade 12 School located in Wiarton. The recently constructed school includes a 400 seat auditorium which is an excellent venue for school drama productions, musical theatre performances, guest speakers and school assemblies. The auditorium can also be booked for community events. The school also includes new computer labs, a large gymnasium capable of running two physical education programs concurrently, an outdoor athletic field and first-rate hospitality and technology facilities. The Secondary school serves students from primary grades at PSDS, as well as Hepworth Central School, Amabel Sauble Community School and Cape Croker Elementary School.

¹⁰ Town of South Bruce Peninsula, 2005

¹¹ Bruce County, 2011

Grade 10 Students from Peninsula Shores District School participated in a discussion on their vision for the Town and key strengths and opportunities that the Town could take to achieve that vision. Students provided great feedback on what the Town could be doing better and how they would like to see the Town in 10 years. Some students really liked the Town as it is and do not want to see any change, while other students felt that some change was required to ensure that the Town remained a place that attracted residents and tourists of all ages. Some suggestions included considering renewable energy opportunities, new businesses for local shopping and promoting tourism to attract people to the area.

The School Board also operates the Institute for Outdoor Education and Environmental Studies which is an outdoor education program that assists in enhancing classroom learning through a combination of day excursions, and residential and camping programs offered to school and community groups. Approximately 4,000 students each year experience the 320 acre site that surrounds the UNESCO Biosphere Reserve located 8 km west of Wiarton. The programs offered at the Centre incorporate¹²:

- character education
- connections with nature
- the importance of healthy active living
- community building, and
- leadership.

Residents recognized the importance of a strong school system to attracting and retaining young families in the area. Some suggested that the Town could work more effectively with the local Schools to ensure that they continue to provide the level of service desirable to young families interested in living in the Community. Some suggested that the Schools were limited in resources that are made available in other communities. Some suggested that through partnerships and increased collaboration the required resources (i.e. computers) could be made available to the students to ensure that the schools and community continue to meet and potentially exceed the needs of the students and citizens of the Town.

Arts, Culture and Heritage

The culture and heritage of the Town of South Bruce Peninsula continues to be an area of interest for residents and tourists and plays a significant role in community well-being. Protecting heritage through the promotion of arts and culture would showcase a Town that demonstrates pride as a desirable location to live and visit.

The Ontario Heritage Act 1974 gave municipalities the power to establish a Municipal Heritage Committee (formerly Local Architecture Conservation Advisory Committee) in order to achieve the purpose of identifying, protecting and promoting the Town's historic assets. The Act was amended in 2002 and 2005 expanding its mandate to include: architectural heritage, cultural landscapes, natural heritage features and broader heritage planning issues both present and potential. The South Bruce Peninsula Heritage Committee was appointed by Council in March 2007. It acts in an advisory capacity to Council in order to identify, protect and promote the mechanisms that preserve the town's historic assets for the benefit of all.

The Town has a Heritage Registry that presents the heritage assets, designation type and recognition attributes, including cultural value (i.e. natural areas, building materials, structure type and significance)¹³. The Town has participated in Doors Open Ontario to showcase this heritage. The Ontario

¹² http://www.oec.bwdsb.on.ca/about_us/home%20page

¹³ Town of South Bruce Heritage Registry <http://www.southbrucepeninsula.com/en/communitylife/heritage.asp>

Heritage Trust supports Door Open Ontario in town and cities across the Province. This program encourages communities to open the doors of the heritage sites from April through October and attracts tourists from across Canada.

Neighboring the Town of South Bruce Peninsula are First Nation communities that present unique opportunities and partnership initiatives that could be utilized to share resources and mutual benefits. Saugeen First Nation is an Ojibway First Nation located along the Saugeen River. Chippewas of Nawash Unceded First Nation formerly "Cape Croker" is an Ojibway First Nation and along with the Saugeen First Nation, form the Chippewas of Saugeen Ojibway Territory.

Many Residents identified an interest in showcasing the culture and heritage of the area and promoting the local arts and crafts industry. Some recognized the potential in this area and expressed that more could be done to ensure that the TSBP is recognized as a Town with pride in its culture and a community that supports creative and innovative ideas, respective of its natural and cultural heritage.

Objectives and Actions

The healthy and vibrant community goal is supported by the following four objectives:

- **Objective 2.1:** Further Develop and Support Recreation and Leisure services that Encourage Healthy and Active Community Members
- **Objective 2.2:** Continue to Provide a Supportive Health and Social Service Network to Meet the Needs of the Community and Changing Demographics.
- **Objective 2.3:** Promote and Encourage a Creative Community that Embraces Arts, Culture and Heritage
- **Objective 2.4:** Develop Confident Youth through Educational Opportunities, Community Participation and Community Pride.

The actions for each of the proposed objectives are presented in the following sections. These tables present the specific tasks that need to be taken to achieve the objective. The actions will be further reviewed to identify the lead for each task, proposed timing and support required.

2.1 Further Develop and Support Recreation and Leisure Services that Encourage Healthy and Active Community Members

Action
2.1.1. Development of a Recreational Master Plan that identifies current recreational and leisure services and identified recreational services to support the current and future population needs
2.1.2. Continue to support and promote current Recreational Services and programs through the development and promotion of a recreational services guide that presents available programs and services
2.1.3. Continue to identify and support new and innovative initiatives to encourage healthy and active lifestyles

Action

2.1.4. Evaluate active transportation options (i.e. hiking and biking trails) and identify active options to get around.

2.1.5. Continue further evaluation and re-development of Bluewater Park in Warton

2.2 Continue to Provide Supportive Health and Social Services to Meet the Needs of the Community and Changing Demographics

Action

2.2.1. Evaluate health and social service needs to meet the requirements of the changing demographics (i.e. aging population)

2.2.2. Continue to market and promote the excellent health care and services to attract residents to the area

2.2.3. Evaluate the current housing market and encourage the development of affordable and accessible housing options.

2.2.4. Explore and strive to identify obtain grants and build awareness of the funding opportunities.

2.3 Promote and Encourage a Creative Community that Embraces Arts, Culture and Heritage

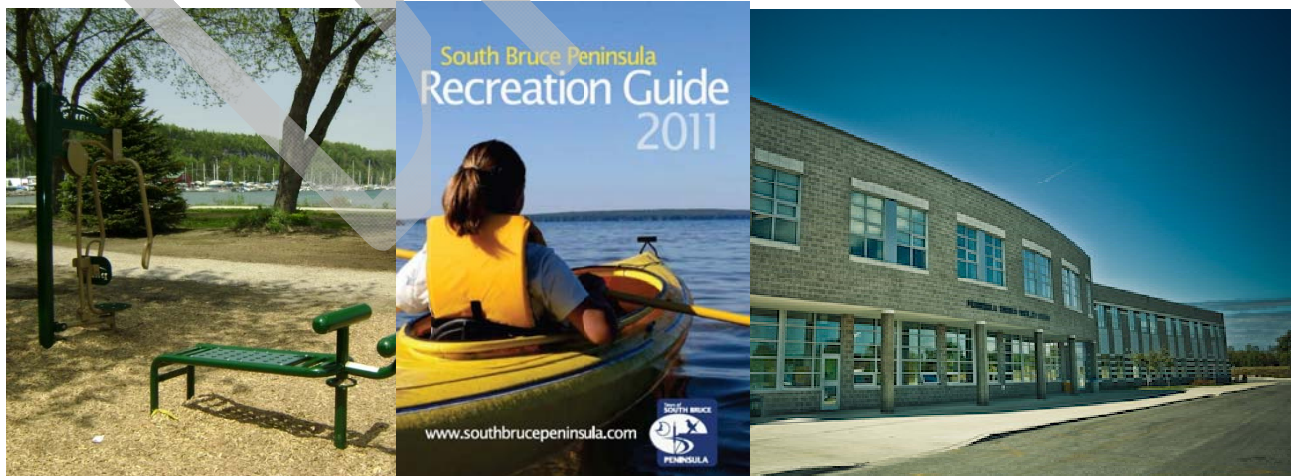
Action

2.3.1. Continue to work with the Heritage Committee to develop an inventory of current Heritage and Cultural Assets and develop marketing and promotion materials to showcase the community heritage.

2.3.2. Encourage a thriving art community by identifying the current Artists and opportunities for promotion showcasing unique arts and crafts in downtown areas (linked to 3.2)

2.4 Develop Confident Youth through Educational Opportunities, Community Participation and Community Pride

Action	
2.4.1.	Establishment of a Mayor's Youth Task Force to work with municipality and staff to provide youth specific feedback
2.4.2.	Continue to support the Youth Centre and encourage staff and council interaction with the Centre
2.4.3.	Strengthen partnerships with local schools to develop shared initiatives to capitalize on the available resources and services available.
2.4.4.	Continue to support the establishment of programs for youth to encourage municipal participation and interest in the community that leads to better trained and engaged youth



Goal 3: Sustainable Infrastructure and Built Environment

Overview

The Town of South Bruce Peninsula maintains a large road network, many municipal properties and parcels of land shared across the communities. Staff and Residents expressed concerns that the town is faced with the challenge of maintaining the current infrastructure and ensuring adequate infrastructure for future generations – while dealing with the limited funds available to meet these interests.

The department of public works is currently responsible for the maintenance and management of:

- Beaches
- Bluewater Park Campground
- Cemeteries (Red Bay Cemetery, Edgehill Cemetery-Colpoy's Bay, Bayview Cemetery-Wiarton)
- Garbage Collection
- Landfill
- Recreation Facilities
- Recycling Pickup
- Road and Bridge Maintenance
- Special Projects
- TAR & CHIP
- Waste Management
- Water and Sanitary Sewers

The Town of South Bruce Peninsula currently has several Water systems:

- Amabel-Sauble
- Foreman
- Huron-Woods
- Oliphant
- Wiarton

There is one Sanitary Sewer/Wastewater Treatment Plant in Wiarton. Maintenance of the Water and Sanitary Sewers is completed under contract by the Ontario Clean Water Agency (OCWA).

The Wiarton Keppel International Airport is the largest regional airport between Sault Ste. Marie and Toronto. It was formerly a Federal Emergency Airport and has an asphalt main runway and an additional gravel crosswind runway. The terminal is two-stories and includes amenities such as passenger and pilot lounges, café, patio deck, rental spaces for meetings and parking.¹⁴

In 2010, a wayfinding initiative was introduced by the Economic Development Officer to develop a signage strategy across Bruce County in an attempt to reduce costs. It was proposed to tender and award the creation and installation of the wayfinding signs to a firm that would be able to provide the services at a competitive price.¹⁵ An updated report indicated that the wayfinding signage will be a priority for 2011/2012 and will be using Sauble Beach as the pilot community. The pilot project included a sign audit and an implementation plan.¹⁶

¹⁴ Town of South Bruce Peninsula, 2011c

¹⁵ Mulasmajic, 2010

¹⁶ Mulasmajic, 2011

Transportation

The Town of South Bruce Peninsula has a well-established transportation network due to its access to five Provincial Highways: Highway 4, 6, 9, 86 and 21, none of which have weight restrictions or tolls.¹⁷

In looking at mode of transportation to work, the 2006 census showed that 80% of the employed labour force drives to work while only 9% walked or bicycled to work.¹⁸ As public transit is not available in the Town of South Bruce Peninsula, alternative methods of transportation are limited. Some residents indicated that improved bike routes or walking trails could encourage residents to get around town through more active modes of transportation.

In early 2011, Bruce County proposed a study on county-wide disability transit. South Bruce Peninsula's Deputy-Mayor Jay Kirkland preferred to see the service remain an option for municipalities due to the cost. In 2010, South Bruce Peninsula dropped out of the existing service because of high costs to municipal taxpayers and the low number of users.¹⁹ Although due to the rising number of seniors in the area, affordable transportation to services and other seniors' centres for support must be a priority according to the 2006 Bruce Peninsula Seniors Connect Strategic Plan.²⁰

Downtown Revitalization

The Town of South Bruce Peninsula has indicated, through research, that the functions of downtowns have changed. They are no longer places for only government buildings and retail. They are places that often have architectural heritage, infrastructure, public utilities, parks, are in prime waterfront locations and reflect a community's image. This makes downtown revitalization a high priority for the Town.²¹

Due to amalgamation, there are four urban centres with identifiable downtowns – Sauble Beach, Wiarton, Hepworth and Allenford. All four boasted vibrant business communities in the early stages of their development. In the past fifty years, there has been a decline in the health and vibrancy of these downtown areas.

In 2010, a growth strategy for Sauble Beach's downtown was developed for their settlement area. The discussion paper takes into account the Provincial Policy Statement, Bruce County Official Plan, Town of South Bruce Peninsula Official Plan and Zoning By-laws with respect to intensifying the downtown. Phase 1 recommendations included details about the following areas:

- Downtown Commercial Core
- Residential
- Bruce Road 8 and Highways 21 Corridor
- Waterfront

Phase 2 included recommendations such as conducting a natural heritage inventory to protect the shoreline area and its resources as well as a pedestrian cycle trail network to be developed along the northern shoreline.²²

¹⁷ urbanMetrics, N.D.

¹⁸ Statistics Canada, 2007

¹⁹ Crosby, Don, 2011

²⁰ Bruce Peninsula Seniors Connect, 2006

²¹ Town of South Bruce Peninsula, 2005

²² Cuesta Planning Consultants, 2010

In 2010, Bruce County Developed a Community Design Toolkit for the Town of South Bruce Peninsula. The kit was developed in order to help brand the town by providing employers and residents with the design related information to create a distinctive destination, if consistently applied. The document set out the roles of the community, businesses, municipality and county. The kit is divided by each of the pre-amalgamated towns and corresponding key words, materials, colours and fonts associated with that town.²³

Reports dated October 2011 on the state of Wiarton’s water, storm, sanitary and road infrastructure suggest that major reconstruction and renovation is required to stop the deterioration of the infrastructure.²⁴

The Town is faced with balancing the need to fix the current infrastructure while exploring opportunities to develop new infrastructure that will create vibrant communities that will further attract interest in living and working in the Town.

Objectives and Actions

The sustainable infrastructure and built environment goal is supported by the following objectives:

- **Objective 3.1:** Development of local infrastructure that is viable, progressive and sustainable through a diverse range of opportunities and partnerships.
- **Objective 3.2:** Continue to Undertake Revitalization Initiatives to Establish Vibrant Areas for Residents and Tourists to Enjoy

The actions for each of the proposed objectives are presented in the following sections. These tables present the specific tasks that need to be taken to achieve the objective. The actions will be further reviewed to identify the lead for each task, proposed timing and support required.

3.1 Development of Local Infrastructure that is Viable, Progressive and Sustainable through a Diverse Range of Opportunities and Partnerships.

Action
3.1.1. Develop a Strategy that evaluates the state of the current municipal assets and infrastructure requirements
3.1.2. Continue to identify funding opportunities for infrastructure maintenance and repair (i.e. use of Gas Tax Funds, development charges and other possible government funds)
3.1.3. Investigate private sector infrastructure interest and investment for improvement opportunities
3.1.4. Develop a long-term Capital Investment Plan that identifies infrastructure priorities and funding opportunities

²³ Bruce County, 2010

²⁴ Laaber, Christine Beard, 2011

Action
3.1.5. Create the partnerships required to strengthen the communication infrastructure required to improve technological opportunities across the Town (Cellular Telephone and Computer Connectivity).
3.1.6. Development of a Accessibility Policies and Procedures that will assist in ensuring a barrier-free municipality that strives to prevent and remove all barriers in order to promote equal opportunity and participation by residents and visitors with disabilities (i.e. linked to the Establishment of an Accessibility Advisory Team)
3.1.7. Update the Road Needs Study to evaluate the current situation and future road requirements
3.1.8. Conduct a traffic study to re-evaluate a by-pass around Wiarton to improve the flow of traffic.
3.1.9. Continue to explore and encourage Green Development Standards for new and refurbished buildings.

3.2 Continue to Undertake Revitalization Initiatives to Establish Vibrant Areas for Residents and Tourists to Enjoy

Action
3.2.1. Continue to implement the Streetscape Beautification and Landscape Improvements initiatives through the Downtown Revitalization Plan
3.2.2. For each of the identified downtown areas (Allenford, Hepworth, Sauble Beach, Wiarton) re-evaluate revitalization needs and desires and update the Re-vitalization Schedule to identify any additional downtown revitalization requirements for each of the downtown areas.
3.2.3. Continue to implement the Façade Improvement Program and Storefront Sign Improvement Program
3.2.4. Continue to implement the Wayfinding Program putting up signs along main routes to identify and promote places of interest
3.2.5. Explore waterfront revitalization initiatives that could support additional waterfront activities for tourists and residents to enjoy

Goal 4: Stable Economy Supported By Skilled Labour Force and Employment Opportunities

Overview

The economy of the Town of South Bruce Peninsula has been well-supported by the tourism sector and some local businesses. Many residents have expressed the need to further evaluate employment opportunities to develop year round jobs that attract people to the area and allow residents to support their families while living and working in the community.

Labour and Employment

Median income for all private households in 2005 was \$45,577 for South Bruce Peninsula which is a significant difference from Ontario's median income of \$60,455. This may be due to the fact that education level averages in South Bruce Peninsula are lower than the Ontario averages and that there are limitations in the year-round employment opportunities.

Over a quarter of the South Bruce Peninsula population (26.6%) over the age of 15 have not received a certificate, diploma or degree, whereas Ontario's percentage is 22.2%. Correspondingly, the average number of University degree holders is more than double in Ontario than in South Bruce Peninsula. Although fittingly, there is a far higher average of people with apprenticeships or trades certificate/diploma holders in South Bruce Peninsula than in Ontario.²⁵

In terms of fields of study, the most popular subjects with 13.1% were architecture, engineering and related technologies. Second highest was health, parks, recreation and fitness with 8.8% and business, management and public administration with 6.4%.²⁶

In looking at occupation, the 2006 census shows that sales and service occupations dominated the South Bruce workforce with 26.2% and trades, transport and equipment operators and related occupations in second with 20.6%. Ontario's averaged lower in both occupation areas. The labour force activity in the Town of South Bruce Peninsula is better than the Ontario average according to the 2006 census. At that time, unemployment was 5.3% in the Town of South Bruce Peninsula and 6.4% in Ontario.²⁷

The place of work status census information showed that over half of the South Bruce Peninsula population (51.7%) worked within their municipality of residence, 12.5% worked outside their municipality but within the same county of residence, and 35.2% work outside the county, indicating longer commutes for one-third of the population.²⁸

Many residents indicated the importance of training and employment opportunities within the Town. Some suggested that employment supports were required to ensure that residents remain employed and have the skills necessary for well-paying jobs. Some suggested that the Town could assist in promoting the available programs and ensuring that residents were acquiring the assistance required in

²⁵ Statistics Canada, 2007

²⁶ Statistics Canada, 2007

²⁷ Statistics Canada, 2007

²⁸ Statistics Canada, 2007

accessing the available programs. There are currently six training and employment assistance programs offered for residents in the Town of South Bruce Peninsula. These include²⁹:

- Owen Sound Human Resource Centre of Canada
- YMCA Community & Employment Services
- Bruce County Ontario Works
- Bruce Peninsula Learning Centre
- Bruce Advisory & Financial Services
- Ontario Youth Apprenticeship Program

Tourism

The Town of South Bruce Peninsula has many attractions for tourists that include outdoor activities, namely, hunting, fishing, camping, snowmobiling, and relaxing on the beach. The following includes a list of attractions in the Town³⁰:

- The Bruce Trail
- The M.S. Chi-Cheemaun Ferry
- Wiarton Marina/Bluewater Park
- Spirit Rock Conservation Area
- The Gallery of Early Canadian Flight
- Sauble Beach
- The Oliphant Fen
- Golf Courses
- The Bruce Peninsula Mountain Biking Adventure Park
- Wiarton Willie

Sauble Beach specifically was voted as the number one beach as well as made top 10 beach lists numerous times. Sauble Beach has also been designated as one of the Blue Flag Candidate beaches, meaning they have met 27 criteria on water quality, environmental management, environmental education and safety and services.³¹

The Town of South Bruce Peninsula holds various events and festivals throughout the year. The list includes³²:

- Wiarton Willie Festival
- Annual Santa Claus Parade
- Canada Day Festivities
- Chi-Cheemaun Spring Cruise
- Cops for Cancer
- Giant Spring Auction & Dance
- Mountain Lake Jamboree
- Pow-Wow – Cape Croker
- Purple Valley Maple Syrup Festival
- Rotary Village Fair
- Sauble's Deck Day Dance

²⁹ Town of South Bruce Peninsula, 2011c

³⁰ urbanMetrics, N.D.

³¹ Town of South Bruce Peninsula, 2005

³² urbanMetrics, N.D.

- Sandfest
- Saugeen Bluffs Maple Syrup Festival
- Snow-a-rama/Ski-a-rama
- Wiarton & District Agricultural Society Fall Fair

The area is well known for the Wiarton Willie Festival. Willie is the albino groundhog famous for predicting the coming of spring. Tens of thousands log onto the website, approximately 500 people come out cold and early in the morning to witness the prediction and the event is usually covered by most major media in Canada.³³ Some residents suggested that Wiarton Willie offered a lot of potential and that the Town could be doing more to promote Willie as an important mascot of the Town of South Bruce Peninsula.

In 2005, Bruce County initiated a Tourism Oriented Signage Strategy to have consistency in the eligibility, use, design and authority for signage throughout the County.³⁴ Additionally, Bruce County conducted an assessment of its tourism activities using the Province of Ontario's Premier-ranked Tourist Destination workbook. It measured product, performance, and its ability to address futurity. This process delivered seven recommendations in order to improve the tourism industry, supported by specific deliverables, timelines and priorities.³⁵

Economic Development

Economic development has been an important part of the Town's planning for the future. In 2004, the Town hired an economic development officer and began implementing their Economic Development Plan. The Town has focused their economic development efforts on the following³⁶:

- Enhancing industrial development
- Revitalization of the downtown
- Opportunities for additional residential development including on the waterfront
- Supporting activities for the agricultural community to ensure long-term viability
- Enhance tourism for continuous visitor attraction

An Economic Development Committee was established to provide recommendations to Council and Staff on matters relating to tourism, community improvement initiatives, employment opportunities and the retention, expansion and attraction of business in the Town of South Bruce Peninsula.

The Committee also assists the Economic Development Officer in identifying economic development opportunities, assists in fostering and promoting a positive community image; an enhanced quality of life and a healthy business environment.

In 2005, an Assessment of Competitive Position was conducted for the Town to help determine baseline information to enable the community to measure progress. This process included a data gathering phase as well as a SWOT analysis. These findings were then used to pursue new opportunities while helping the Town promote their strengths through Economic Development studies conducted later.³⁷

³³ Town of South Bruce Peninsula, 2005

³⁴ Town of South Bruce Peninsula, 2005

³⁵ Tourism INK, 2007

³⁶ urbanMetrics, N.D.

³⁷ urbanMetrics, 2005

As a follow up to the above, the Economic Development Committee developed priorities as part of a plan to determine a vision, goals, recommendations and actions. The goals involved Community Development, Infrastructure Development, Resource Development and Business Development.³⁸ Additionally, in order to become more aware of economic impacts in the Town, in 2010, a Sauble Beach Sandfest Economic Impact Study³⁹, and in 2011, a Wiarton Willie Festival Economic Impact Study was conducted to demonstrate the economic impact and spending estimates, as well as travel, accommodations, marketing, sponsorship, and demographic information relating to the festival.⁴⁰

The Town works closely with two Chambers of Commerce. The Sauble Beach Chamber of Commerce's primary purpose is to promote local business in the Sauble Beach area. They also promote keeping Sauble beach clean and safe. The Sauble Beach Chamber also looks after the operation of the Tourism Information Centre located in Sauble Beach. The office offers information on local business, things to do and places to stay and eat. The South Bruce Peninsula Chamber of Commerce reflects the diversity of businesses beyond Wiarton. Some residents suggested that the Town and the two Chambers could work more effectively together to meet the needs of the local businesses and attraction of new business interests.

There are also a number of active quarries operating within the Town boundaries. The natural limestone is a versatile stone used for many decorative features and building construction. Although there are concerns from residents regarding the compromised air quality and truck traffic, the mining industry in South Bruce Peninsula employs a higher percentage of the total labour force. The quarry sector was also identified as an 'evolving' industry.⁴¹ Some residents indicated that this quarry industry could be further explored and value-added industries identified.

Objectives and Actions

The goal of a stable economy supported by skilled labour force and employment opportunities includes the following objectives:

Objective 4.1: Development of a skilled labour force ready and willing to work

Objective 4.2: Continue to Market and Support the Current Businesses

Objective 4.3: Attraction and Retention of New and Innovative Economic opportunities

The actions for each of the proposed objectives are presented in the following sections. These tables present the specific tasks that need to be taken to achieve the objective. The actions will be further reviewed to identify the lead for each task, proposed timing and support required.

³⁸ Economic Development Committee, N.D

³⁹ Festivals and Events Ontario, 2010

⁴⁰ Festivals and Events Ontario, 2011

⁴¹ Town of South Bruce Peninsula, 2005

4.1 Development of a Skilled Labor Force Ready and Willing to Work

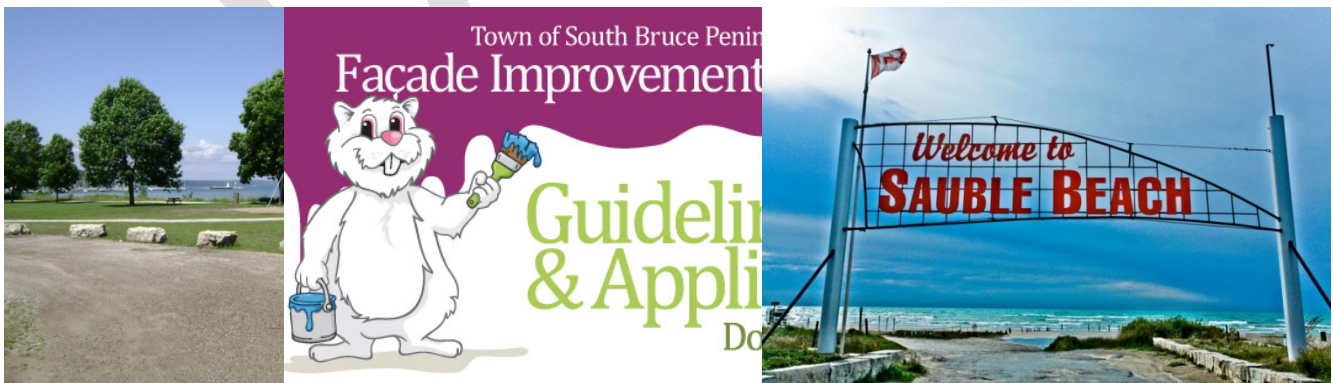
Action
4.1.1. Attract and retain youth and youthful labour force in the community by providing and encouraging training and upgrading opportunities
4.1.2. Identify local interests and gaps in training opportunities that could attract and retain local community members
4.1.3. Identify and promote the availability of stay-at home or in the community training opportunities that are affordable and easily accessible
4.1.4. Investigate opportunities to attract private interests that could contribute to a skilled labour force

4.2 Continue to Market and Support the Current Businesses

Action
4.2.1. Develop an Inventory of Existing Businesses (linked to 4.3.1)
4.2.2. Conduct a Needs Assessment with Local Business to review their needs and priorities to create sustainable businesses practices (i.e. funding support for revitalization initiatives, employment challenges)
4.2.3. Identify funding opportunities to support local businesses
4.2.4. Work with local businesses to create a variety of employment opportunities for youth in the community that can be supported by government resources and funding
4.2.5. Develop a Marketing and Promotion Strategy showcasing local businesses
4.2.6. Continue to work with the two Chambers of Commerce to strengthen partnership initiatives and opportunities for collaboration.
4.2.7. Continue to revitalize the downtown cores to attract people to the local businesses (linked to Objective 3.2)
4.2.8. Encourage increased development of our existing business through exploring value-added opportunities.
4.2.9. Explore opportunities to utilize the use of the Airport

4.3 Attraction and Retention of New and Innovative Economic Opportunities

Action
4.3.1. Conduct a Business Retention and Expansion Exercise and Business Mix Analysis that identifies gaps in services delivery and potential business opportunities.
4.3.2. Develop an Economic Development Strategy that presents the necessary actions that the Town would like to take over the next 5 to 10 years.
4.3.3. Continue to investigate partnerships and development opportunities for a Business Park
4.3.4. Develop a business attraction and marketing package that showcases the Town as a place to establish new businesses
4.3.5. Update the Community Profile and make it available to interested developers and business interests presented as a Business Attraction Package
4.3.6. Improve communication on economic development opportunities through the use of a website / webpage dedicated to economic development with up-to-date and relevant information (linked to 1.1.4).
4.3.7. Research and develop complementary or value-added industries for tourism, quarry, agricultural and forest products
4.3.8. Continue to promote and support travel and Tourism as an Economic Driver by increasing marketing and promotion of the area and creating a four-season tourist destination
4.3.9. Promote tourism by building upon the Warton Willie Events and working with the Warton Willie Committee to develop a plan to showcase Willie all year round.
4.3.10. Identify and create eco-tourism opportunities that will attract visitors throughout the Year.



Goal 5: Protection, Promotion and Preservation of our Natural Environment and Agricultural Lands

Overview

The United Nations Educational, Scientific and Cultural Organization (UNESCO) named Ontario's Escarpment a World Biosphere Reserve in 1990 stretching 725 km from Lake Ontario (near Niagara Falls) to the tip of the Bruce Peninsula (between Georgian Bay and Lake Huron). This designation recognizes the Niagara Escarpment as an internationally significant ecosystem for its special environment and unique environmental plan. The area covered by the Niagara Escarpment Plan is located within portions of eight counties or regions, and 22 local municipalities, including the Town of South Bruce Peninsula. Residents indicated that the Town must continue to strive to protect this natural beauty and pristine environment.

The climate in South Bruce Peninsula experiences a much more moderate climate than other nearby communities due to its position between Lake Huron and Georgian Bay. The two large bodies of water also help the Town experience a shorter frost season in the fall but keeps the Town colder for a longer period of time in the spring.⁴² Some residents suggested that the Town offered agricultural potential that could be further explored to identify innovative opportunities and local food options.

'Building Bruce' was a long-term project initiated by the Bruce County Federation of Agriculture, Bruce County and the Federation, and Bruce County commodity group. The two phases included 'Building the Community Capacity Development Plan' and 'Implementing the Community Development Capacity Development Plan'. The project allowed the farm community to make decisions on adopting and implementing projects over the next 2-5 years.⁴³

In 2009, a Growth Management Report was released for the Warton South Settlement Area. This report included a comprehensive review of land use designations in Warton. The study involved calculating growth projections in order to determine the impacts on housing and infrastructure. The end result included a policy recommendation to develop a Growth Management Strategy that included areas identified for residential, open space, village centre, environmental protection as well as parkland, trail and storm water systems.⁴⁴

One of the proposed actions of the 2001 Town of South Bruce Peninsula Official Plan, was to cooperate with surrounding communities to develop a waste management master plan which promotes the reuse, reduction and recycling of waste. In response to this, a Waste Diversion Plan, released in October 2011, was developed. The plan states that "the Town collects residential wastes and Blue Box materials from its residents. Residents and the business sector have the opportunity to bring waste and recyclables to the Amabel Landfill. At the current fill rate, the Amabel Landfill is estimated to be at capacity by 2020.

⁴² urbanMetrics, N.D.

⁴³ Town of South Bruce Peninsula, 2005

⁴⁴ Cuesta Planning Consultants, 2009

The estimated overall waste diversion rate for the Town of South Bruce Peninsula is about 14.5% while the estimated waste diversion rate for residential wastes is about 27%. The Town's waste diversion is lower than the Provincial average.⁴⁵ The goals of this Plan are:

- To move the Town closer to achieving the Provincial waste diversion goal of 60%;
- To define a system that will allow the Town to achieve a 60% residential waste diversion goal and 40% overall waste diversion goal.

In setting this goal, the Town recognizes that additional waste diversion can come from:

- Developing a better understanding of current waste flows;
- Reducing the amount of wastes managed;
- Strengthening existing waste diversion programs; and
- Identifying and developing new waste diversion programs.

The Official Plan of the Town of South Bruce Peninsula was developed in February 2001 by Ainley Group. It was thereafter adopted by Municipal Council in 2003, passed by the County Council in early 2004 that included extensive revisions and finally, approved by the Ontario Municipal Board in late 2004. Instead of updating the plan in its entirety, the Town regularly consolidates the plan and has done so twice a year since 2008. The latest consolidation was completed in October of 2010.⁴⁶

The Wiarton Farmers Market runs Friday afternoons from May to October at the Bluewater Park in Wiarton. The Market provides local foods and products and encourages eating locally grown products. The Farmers' Market also offers⁴⁷:

- A free community table each week (a great fundraiser/awareness raising venue).
- One free table each week to a small business person for exposure to a new clientele.
- The perfect opportunity for new local food- based business incubation.
- Several special events throughout the season

Objectives and Actions

The objectives to support the goal of Protection, Promotion and Preservation of our Natural Environment and Agricultural Lands include:

- **Objective 5.1:** Promote Sustainable Land Use Planning through an Innovative and Responsible Manner
- **Objective 5.2:** Encourage and Support Local Farmers and Agricultural Activities
- **Objective 5.3:** Enforce the Protection of the land and water for future generations

The actions for each of the proposed objectives are presented in the following sections. These tables present the specific tasks that need to be taken to achieve the objective. The actions will be further reviewed to identify the lead for each task, proposed timing and support required.

⁴⁵ 2cg, 2011

⁴⁶ Ainley Group, 2001

⁴⁷ Wiarton Farmers Market, <http://wiartonfarmersmarket.com/news.html>

5.1 Promote Sustainable Land Use through an Innovative and Responsible Manner

Action
5.1.1. Identify and confirm lands available for development
5.1.2. Review and Update the Official Plan
5.1.3. Review current zoning by-laws to protect natural areas
5.1.4. Continue to evaluate Town owned lands and dispose of any surplus properties
5.1.5. Continue with stormwater management planning initiatives.

5.2 Encourage and Support Local Farmers and Agricultural Activities

Action
5.2.1. Identify opportunities to partner with local agricultural groups and organizations to promote events and activities
5.2.2. Promote and market local food products by encouraging 100 mile diet
5.2.3. Development of an Innovative Agricultural Strategy that identifies opportunities that capitalize on our resources and economic potential and use of marginal lands for agricultural purposes (linked to 4.3.1)

5.3 Enforce the Protection of the Land and Water for Future Generations

Action
5.3.1. Develop promotional and educational materials that present the importance of protecting the environment.
5.3.2. Investigate and establish partnerships and collaborative opportunities with community groups and organizations to work together on environmental initiatives.
5.3.3. Considering implementing a septic inspection / re-inspection program.

Action
5.3.4. Explore opportunities to clean up the river to enhance tourism and community activities
5.3.5. Review, enforcement and update of by-laws to protect the land and water
5.3.6. Continue to encourage recycling and waste diversion initiatives to reduce impact on the lands. Increase recycling initiatives.
5.3.7. Become a member of Partners for Climate Protection Program and respond to the required Milestones by developing a Greenhouse Gas Inventory, setting GHG emissions reduction targets and local action plans.

DRAFT



5. IMPLEMENTATION STRATEGY

The Strategic Plan includes a series of actions to be shared by those living, visiting and working in the community, including Council, Municipal staff, and community members.

This section includes proposed implementation steps to make sure that clear directions are established to carry through the actions presented in Section 4.

This Strategic Plan will be implemented in conjunction with other municipal plans and goals, and in partnership with local organizations and citizens. Implementation of the Strategic Plan may require changes in municipal policy, and may benefit from coordination and communication with surrounding municipalities.

Linkages to Existing Plans and Programs

The Strategic Plan should be directly linked to other relevant municipal planning documents. Specific examples of plans and policies that may be affected by the Strategic Plan may include the zoning by-law, secondary plans, and various policies (e.g., procurement).

Integration of the Strategic Plan into Day-to-Day Operations

Typically smaller communities cannot afford to dedicate significant resources to implementing a Strategic Plan. The Town of South Bruce Peninsula should take advantage of a strong volunteer network and the existence of many groups that already support proposed initiatives. The establishment of relevant indicators and monitoring systems will facilitate TSBP's implementation of the Plan and continue its strategic commitments. Some immediate, short-term suggestions are included for integrating the Strategic Plan into the day-to-day functioning of the Town:

- Individual Departments in collaboration with Council, develop an annual plan for the implementation of actions within the municipal mandate, including:
 - Identifying priorities
 - Responsible parties
 - Timeframes/priority setting
 - Measures of success (performance indicators)
 - Financial considerations
- The Town could identify a Strategic Plan 'champion' (e.g., the Economic Development Officer) to manage the implementation of the Strategic Plan. The potential role of a Committee should be considered in terms of the implementation of the Plan. The 'champion' should report to Council on a periodic basis about the progress of the Strategic Plan's implementation.

Building Community and Council Support

The Town of South Bruce Peninsula strongly believes that consistent support from the community and Council is imperative to the implementation of the Strategic Plan. If general support is in place, residents and organizations will assist with the implementation of the plan. Council can then ensure that the Plan is incorporated into day-to-day municipal operations, plans and policies.

The Municipality is encouraged to continue sharing updates with community members and relevant partners. Communication and awareness opportunities could include:

- Regular updates on progress and initiatives at meetings and events
- Community meetings or announcements that present key accomplishments
- Showcasing of the Strategic Plan and progress on the municipal website, social media, newsletters and print media

Building Partnerships & Identifying Priorities

The Strategic Plan was developed with consideration of the potential forces and sources of change both within and surrounding the Town of South Bruce Peninsula – from the actions of neighbouring municipalities to the potential impacts of climate change and national/global economic down-turns. As the Town moves forward with implementation, they will continue to build partnerships with surrounding municipalities and First Nation communities that will strengthen the actions identified in this Plan.

In addition, it will be important to include the community – both organizations and individuals - in the implementation of the Strategic Plan. Throughout the development of the Plan, members of community groups, committees, and individual residents have expressed an interest in continuing their involvement. Now that the Plan has been completed, conversations around setting priorities and identifying leads and partners for key actions can begin.

Ensuring Continual Review and Renewal of the Strategic Plan

Even the best plan is of little use if it does not lead to action, and is not continuously referenced and updated to reflect changing municipal and external realities. This Strategic Plan needs to be recognized as a ‘living plan’ and must be recognized by Council, municipal staff and the community as an evolving document that should be reviewed and updated on an annual basis. The Town should consider the need to:

- Identify priority actions, lead organizations, key partners and timelines for completing the proposed actions;
- Periodically review and update the Plan;
- Develop and review annual action plans with staff during budget planning and departmental business planning processes;
- Establish a process to track the progress of the Strategic Plan; and
- Prepare an annual report or report card summarizing achievements to date on implementing the Strategic Plan, and priority actions for the near future.