

**THE CORPORATION OF THE TOWN OF SOUTH BRUCE PENINSULA
BY-LAW NUMBER 125-2010**

**A By-Law To Adopt A Community Improvement Plan for
The Town Of South Bruce Peninsula Community Improvement Project Area(s)**

**THE COUNCIL OF THE TOWN OF SOUTH BRUCE PENINSULA PURSUANT TO
SECTION 28 OF THE PLANNING ACT, R.S.O. 1990 ENACTS AS FOLLOWS:**

WHEREAS subsection 28 (4) of the Planning Act, R.S.O. 1990, authorizes the Council of a local municipality to adopt a community improvement plan for a community improvement project area;

AND WHEREAS by By-law No. ~~124~~ 125-2010 passed on August 17th, 2010 the Council of the Corporation of the Town of South Bruce Peninsula designated the Community Improvement Project Area(s) of the Town;

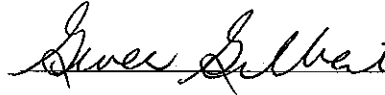
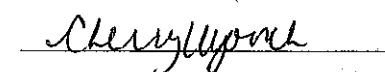
AND WHEREAS a Community Improvement Plan attached hereto as Schedule 'A' has been prepared for that Community Improvement Project Area(s);

AND WHEREAS the said Community Improvement Plan conforms to the Official Plan of the Town of South Bruce Peninsula;

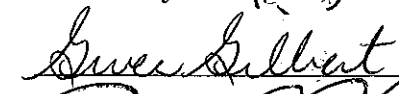

NOW THEREFORE the Council of the Corporation of the Town of South Bruce Peninsula ENACTS as follows:

- 1) The Community Improvement Plan for the Town of South Bruce Peninsula Community Improvement Project Area(s), contained in Schedule 'A' to this by-law, a copy of which is attached to and forms part of this by-law, is hereby adopted.
- 2) That this By-law may be cited as the "Town of South Bruce Peninsula Community Improvement Plan By-law".
- 3) And that this By-law shall come into force and effect on the final passing thereof by the Council of the Town of South Bruce Peninsula, and to compliance with the provisions of the Planning Act, R.S.O. 1990, as amended.

READ a FIRST and SECOND time this 27th day of July, 2010.

 **MAYOR**
 **Deputy CLERK**

READ a THIRD time and FINALLY PASSED this 14th day of September 2010.

 **MAYOR**
 **ACTING CLERK**

COMMUNITY IMPROVEMENT PLAN

FOR THE URBAN AREAS OF
ALLENFORD, HEPWORTH, SAUBLE BEACH AND WIARTON

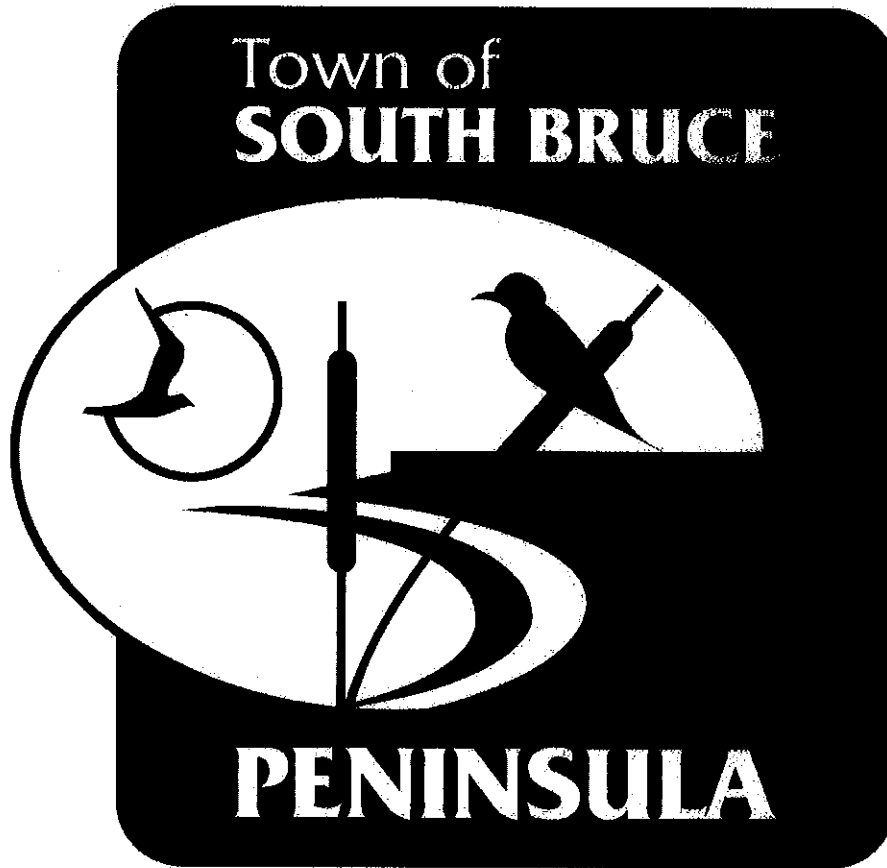


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**TOWN OF SOUTH BRUCE PENINSULA
COMMUNITY IMPROVEMENT PLAN
FOR THE URBAN AREAS OF
ALLENFORD, HEPWORTH, SAUBLE BEACH AND WIARTON**

1. INTRODUCTION

1.1 Background

The Town of South Bruce Peninsula is comprised of the four main urban communities of Allenford, Hepworth, Sauble Beach and Wiarton and several rural areas and hamlets.

Each community possesses a unique character and history and although they are part of the amalgamated Corporation of the Town of South Bruce Peninsula this plan aims to address them each individually. The goal of this Community Improvement Plan is to create a tool for community improvement that will encourage the rehabilitation and revitalization of the four downtown cores within the Town.

The Town of South Bruce Peninsula has undertaken a number of initiatives and studies related to improving the health and function of its downtown areas. By focusing efforts and being strategic with both public and private undertakings, the intent is to create an atmosphere that attracts more visitors and businesses and creates a vibrant, healthy, self-sustaining community for the local residents.

1.2 Overview of Issues

The Provincial Policy Statement 2005 states that the long-term economic prosperity, environmental health and social well-being depend on wisely managing change and promoting efficient land use and development patterns. By supporting and maintaining the health of our downtowns and waterfronts we are supporting strong, liveable and healthy communities that facilitate economic growth. To set the stage for the policies and programs of the Community Improvement Plan, the following are offered as a rationale and overview of the issues that support the creation of the Community Improvement Plan.

a) Physical Conditions

In rural municipalities the downtown areas are the heart of the community. Not only are they the main economic generators (2/3 of countywide commercial assessment is from downtowns) they are also the social centre of the community. Additionally, in Bruce County, our downtowns and / or waterfronts are our main point of contact with tourism dollars. This is particularly important as tourism is the 2nd largest industry in the County and most of the County's tourism attractions, such as the Bruce Trail, are non-gated. However, lately our communities are struggling with retail leakage to bigger centres and a lack of investment from the local municipality. As a result, our downtowns are:

- Lacking a definitive 'sense of place' or common design theme in each community resulting in conflicting projects and improvement work.
- Disconnected from the main tourism draws of the area due to discontinuous urban streetscapes, lack of directional and informative signage, and intermittent street and public realm design, lighting and street furniture.
- Suffering from poorly maintained buildings and facilities throughout the commercial core and waterfronts.
- Lacking clear connections for pedestrian, cycling, and other modes of transportation to the beach areas, residential neighbourhoods and other community amenities.
- Underdeveloped, with low open space usage and limited programming in public spaces and facilities.

b) Social Issues

The number of families and students living below the poverty line in the Town of South Bruce Peninsula is significantly higher than the provincial average. It is important that improvement projects are undertaken at a steady and sustainable pace and that funds be leveraged through grants and public/private partnerships wherever possible so as to not put added pressure on taxpayers. Improvements to public spaces and facilities should take the above into consideration.

c) Environment Considerations

The existing development along the waterfronts and its inherent environmental impacts is recognized. The protection of waterfront resources including the Great Lakes shorelines and inland rivers is paramount to any revitalization proposals of the commercial and waterfront areas.

Any revitalization projects should recognize the environmental attributes of the project areas and achieve environmental protection while meeting user needs and addressing development pressures.

The Municipality has limited sewer and water facilities with only Wiarton currently having full services. Any revitalization efforts should consider the provision of full services to support increased development pressures.

Finally, initiatives should reflect, wherever possible, continued involvement and support of existing environment initiatives including: Sauble Beach's Blue Flag designation; the protection of the endangered piping plover; sand dune preservation; and phragmites abatement.

2. GOALS AND OBJECTIVES

2.1 Purpose of the Community Improvement Plan

The purpose of the Community Improvement Plan is to establish a framework for the Town's support and implementation of a program(s) to encourage development in the downtown and waterfront areas of its four main urban areas. This Plan is intended to improve the existing physical landscape and to stimulate rehabilitation and revitalization of the four main downtown areas by using, reusing, and restoring lands, buildings and infrastructure.

2.2 Goal

The goals of the Community Improvement Plan conform to and are a refinement of the Official Plan. The goal is:

To improve facilities and infrastructure in the Town's four urban areas that contribute to community health, social, environmental and economic priorities.

2.3 Objectives

Progress towards the achievement of the goals of the plan will be advanced by through the following objectives:

1. To improve the physical appearance and economic health of the downtown commercial areas, waterfront areas and recreational areas/facilities of the Town.
2. To encourage development and redevelopment by the private and/or public sectors to improve the appearance and functionality of the downtown commercial areas, waterfront areas and recreational areas/facilities of the Town.
3. To improve and enhance the existing downtown commercial areas by encouraging improvements to street beautification, facade improvements, store front signage and community signage.
4. To increase tourism and to elevate the Town's status as a destination by coordinating stakeholders to promote each of the communities unique identity.
5. To improve and enhance the recreational facilities/opportunities within the Town by creating communities that are attractive, pedestrian-friendly, and distinctive.
6. To encourage improvements to existing waterfront facilities and the creation of sustainable waterfront environments.
7. To increase both physical and economic connections between the waterfront and the downtown commercial areas.

8. To involve the public in identifying areas in need of improvement and encourage their participation in the process of improvement and rehabilitation projects.

2.4 Project Area

The Community Improvement Plan applies to the commercial areas of Allenford, Hepworth, Sauble Beach and Wiarton and corresponds to the downtown areas as outlined in Appendix 'A' attached.

3. SUPPORTING STUDIES AND PUBLIC CONSULTATION

3.1 Supporting Initiatives

First Impressions

In 2008, the Town invited the Ontario Ministry of Agriculture Food and Rural Affairs to perform a "First Impressions" evaluation of the municipality, specifically the four urban communities. The purpose of the evaluation was to obtain a structured and unbiased first impression of the community's appearance, services and infrastructure prepared by people who lived and worked outside of the municipality. This was to be the basis for positive community action focused on downtown revitalization, tourism development, investment attraction, quality service improvements and broader community strategic planning efforts.

The report identified the following considerations for improvement within the Town:

- a lack of cohesion with signage;
- the need for more visually pleasing streetscapes and storefronts; and
- underdeveloped parks, public areas and recreational facilities.

Downtown Revitalization Study

In addition to the First Impressions Report, in 2008 a Downtown Revitalization strategy and public consultation process was initiated. The purpose was to identify immediate and long-term needs and to develop a 3-year action plan for feasible and approved projects to be implemented. The Downtown Revitalization Plan and 3-year timeline was adopted by Council in 2009 and includes projects such as light standards, street furniture and improved signage (see Appendix 'B').

Community Design Toolkit

In 2009, the Town undertook a Community Design Toolkit development process that showcased the municipality and the unique identities of each of its four urban areas. The Toolkit surveyed both residents and visitors to identify characteristics that summarize each community's individual identity.

The Toolkit provides guidelines to ensure that all stakeholders are working towards a common vision. Each community Toolkit defines a 'brand' or common identity that is

key to developing a memorable, valuable and appealing community identity that will draw visitors to the area(s). In order to achieve 'brand' consistency the Toolkit presents design elements to be used in a range of applications from media opportunities to municipal infrastructure projects. Council adopted the Community Design Toolkit in May 2010 (see Appendix 'C').

3.2 Process & Public Consultation

In the fall of 2007 the Economic Development Committee (EDC) of the Town of South Bruce Peninsula developed a three-year Strategic Plan for Downtown Revitalization (see Appendix 'B') for its four downtown cores. Over the course of a 6-month period a number of public consultations took place within each community involving the Sauble Beach Chamber of Commerce, South Bruce Peninsula Chamber of Commerce/BIA, Allenford Improvement Association and the general public.

Strong public support for revitalization projects within the Community Improvement Plan area were expressed in a variety of settings leading up to the preparation of the Strategic Plan. These public meetings highlighted a number of projects to be undertaken in each of the downtown areas.

In addition to the Downtown Revitalization public consultations, the Town worked closely with Bruce County's Economic Development and Tourism Department staff to develop the Community Identity Toolkit. The communities were once again engaged through this process through a community survey, photo exercise and outreach program.

Specific comments made through public consultation processes have led to the prioritization of four focus areas within this Improvement Plan:

- Façade Improvement Programs
- Storefront Sign Improvement Programs
- Streetscape Beautification, Signage and Landscaping Improvements
- Public Space, Parks and Recreation Works.

3.3 Supporting Planning Policies

Town of South Bruce Peninsula Official Plan

The Town of South Bruce Peninsula Official Plan establishes local authority and criteria for selecting Community Improvement Areas and for implementing the Community Improvement Plan.

Criteria for Selection of Community Improvement Areas

The following criteria shall be used in the selection of community improvement areas:

- 1) Deficiencies in the condition and adequacy of commercial areas including areas within commercial building or building facades which exhibit structural deficiencies

or need for rehabilitation, inappropriate signage, insufficient off street parking, the need for improvements to the commercial streetscape, etc.

- 2) Deficiencies in pedestrian access to commercial businesses and recreational assets or inadequate vehicular access or traffic circulation within the commercial and / or waterfront areas.
- 3) Deficiency in the availability and/or condition of municipal hard services such as roads, sanitary sewers, water systems, storm water drainage, sidewalks, street lighting, or hydro.
- 4) Deficiencies in the availability and/or condition of municipal recreation facilities such as parks, playgrounds, arenas, community centres or trails, etc.
- 5) Deficiencies in the condition of waterfront facilities and natural resources under both municipal and private jurisdiction such a marinas, parks, beaches, etc.
- 6) Deficiencies in the availability and/or condition of municipal, social and cultural facilities such as administration offices, meeting rooms, galleries or libraries, etc.

Implementation Guidelines

In order to carry out the Goals and Objectives of the Community Improvement Plan, Council may:

- 1) Provide for the preparation of a "Community Improvement Plan" for a Community Improvement Project Area pursuant to Section 28(4) of the Planning Act, R.S.O. 1990, as amended.
- 2) Designate by By-law the Community Improvement Project Area pursuant to Section 28(2) of the Planning Act, R.S.O. 1990, as amended.
- 3) Participate and coordinate with senior levels of government. The County of Bruce Official Plan Section 6.13 encourages local municipalities to prepare Community Improvement Plans where appropriate.
- 4) Cooperate with groups and organizations whose objectives include community improvements and rehabilitation initiatives.
- 5) Utilize public funding available to municipalities from provincial and federal programs to assist in implementing community improvements.
- 6) Support and encourage the business improvement area organizations in their efforts to maintain a strong and vibrant business area.

Community Improvement Project Area

The boundaries of the Community Improvement Project Area are established through the Community Improvement Plan and are considered approximate and minor adjustments may be made without an amendment to this Plan, provided that the overall intent is maintained.

It is the Official Plan's intent that community improvement projects be undertaken in identified areas as needed, whenever funds are available, provided Council is satisfied that the municipality can reasonably finance and afford the cost or its share of the cost.

Phasing

It is the intention of this policy that a prioritized list of Community Improvements be identified in a Community Improvement Plan and not as part of the Community Improvement policies of this Official Plan.

In considering the phasing of improvements, priority will be given to those projects that will most substantially increase the safety, stability and aesthetic quality of the community. The public consultation may be utilized as a basis for the phasing of improvements and rehabilitation projects.

It is the intention of this policy that Community Improvement priorities be subject to review as a result of changes in economic, social or environmental considerations, and the availability of funding. Each new term of Council may conduct a review of the Community Improvement Plan, however additional review may be appropriate if there is changes in the conditions that established the Plan

4. AUTHORITY

The Town of South Bruce Peninsula has identified a Community Improvement Project Area for each of the four urban communities within the Town limits (see Appendix 'A'). Under Section 28 and 17 of the Planning Act, RSO 1990, those Official Plan provisions give the Town the authority to:

- 1) Designate by by-law areas as Community Improvement Project Areas.
- 2) Prepare and adopt a Community Improvement Plan for the Project Areas.

This plan gives the municipality the authority to offer incentives notwithstanding certain statutory limitations in the Municipal Act, 2001.

The Community Improvement Plan is consistent with Provincial Policy, legislation and guidelines and implements the County of Bruce Official Plan and Town of South Bruce Peninsula Official Plan, Downtown Revitalization Plan, Community Design Toolkit, and Town of South Bruce Peninsula Zoning By-law.

5. COMMUNITY IMPROVEMENT PROGRAMS

All programs and initiatives undertaken in the Community Improvement Plan Project Areas should strive to enhance the identity highlighted in the Community Design Toolkits as approved by Town Council in May 2010. The goal of each of these programs is to create a sense of place and make the local community successful and realize the economic and social benefits available to each of the Project Areas.

5.1 Façade Improvement Program (Incentive-Based Program)

As a result of the process of creating the Strategic Downtown Plan the Economic Development Committee of the Town suggested implementing a Façade Improvement Program with a specific priority to downtown Warton in the initial years of the program. Warton was chosen for two reasons:

- i. Warton had been previously identified in the Town's Official Plan as a Community Improvement Area; and
- ii. Several studies and recommendations have been prepared for downtown Warton, including a report by Lehman & Associates: Warton Commercial Façade Improvement Study.

As per Section 28(7.2) of the Planning Act, all grants, loans and tax incentives may not exceed the eligible cost of remediating the lands and / or buildings. It is the intent of the Town of South Bruce Peninsula to make incentive grants and /or loans available for up to 50% of the total project cost for exterior improvements to the visible façade of existing buildings in the Warton CIP Project Area. Town Council may review the inclusion of the remaining three CIP Project Areas (Sauble Beach, Allenford, and Hepworth) in this program for future years.

5.2 Storefront Sign Improvement Program (Incentive-Based Program)

Downtown buildings and establishments define the street and are a major contributor to the character of the community. Clear and effective storefront signs have a large role to play in communicating the services and features on offer and in encouraging passers-by to stop and discover what that town has to offer.

As per Section 28(7.2) of the Planning Act, all grants, loans and tax incentives may not exceed the eligible cost of remediating the lands and / or buildings. It is the intent of the Town of South Bruce Peninsula to make available through this Community Improvement Plan an incentive grant and /or loan program to promote businesses to revamp their storefront signs and awnings. These incentives will be available for up to 50% of the total project costs of the exterior sign and / or awning improvements on an existing building in the four downtown CIP Project Areas.

5.3 Streetscape Beautification, Signage & Landscaping Improvements (Municipally-Driven Program)

The Town of South Bruce Peninsula recognizes that healthy and vibrant downtowns are key components in defining a community's identity. The Town is committed to ongoing revitalization efforts through the Downtown Revitalization Plan. Projects over the next three years include: replacing/adding light standards, street furniture (benches, banners, planters, garbage/recycling receptacles) and improved signage.

5.4 Public Space, Parks and Recreation Works (Municipally-Driven Program)

The Town is currently engaged in three major capital projects geared to enhance, preserve and derive more economic benefits from public spaces within the CIP Project Areas including (1) the development of a Town Square in Sauble Beach; (2) the redevelopment of Bluewater Park in Wiarton; and (3) the Arena/Community Centre rehabilitation in Wiarton.

6. IMPLEMENTATION

Town Council, at its sole discretion and on an annual basis, shall determine the monies to be made available to both the Incentive-Based and Municipal-Driven Program(s) as outlined in 'Program Policies' above. Council will determine the maximum contribution to be made available to the various programs under this Community Improvement Plan for the current year. Council reserves the right, where project numbers exceed expectations, to offer financial incentives to eligible projects on a 'first come first served' basis.

6.1 Program Criteria

Town Council shall prepare and adopt a set of Program Guidelines and procedures to establish the specifics of how the Plan components will operate. The Guidelines will address such issues as the nature of improvement projects that will be approved, the application and approval procedures, requirements for legal agreements, and in the case of competing projects (where applicable) how decisions will be made as to which project receives priority approval.

6.2 Eligibility Criteria

1. Town Council, at its sole discretion, shall determine those properties eligible for the program based on, among other matters, the condition of existing buildings, the level of Town participation in the project (if any) and other relevant considerations.
2. Only applications for commercial properties within the designated Community Improvement Project Area will be eligible. The Town's approval process for applications is outlined in the Program Guidelines.

3. An application for a Community Improvement Incentive must be consistent with the Official Plan, Community Improvement Plan, and Program Guidelines.
4. Priority will be given to those applications which most closely meet the Program Guidelines. Additionally, the Town at its sole discretion may elect to offer partial funding of any application.
5. Eligible proposals may receive reduced funding if they are already receiving public assistance from other sources.
6. Financial incentives are not permitted to be retroactive, and only projects commencing after the approval of the project for program funding will be considered.
7. Eligible Project costs must be actual cash outlay to third parties acting at arms length and which can be documented through original invoices or proofs of payment.

6.3 Administration of Incentive Programs

1. The owner/ applicant to an incentive program shall enter into an agreement with the Town stipulating at a minimum:
 - a. Terms of the financial assistance;
 - b. Timetable for provision of assistance and completion of the project;
 - c. An undertaking by the owner to satisfy all municipal and other relevant laws and requirements for the project;
 - d. All taxes and fees owing to the Town will be kept current and up-to-date prior to approval. The agreement and / or payments will be terminated and / or payments may be reclaimed should taxes or fees fall into arrears during the project development.

7. MONITORING

The Town will conduct a periodic review of the programs being implemented under this Community Improvement Plan to determine their effectiveness and whether funding levels should be increased or decreased, or whether modification to the programs should be made.

The Town shall ensure the Community Improvement Plan programs operate in accordance with any applicable Provincial legislation and any other applicable policies.

The Town may conduct an audit of the work done and the use of incentives for any approved project, as it determines necessary. Further, the terms and conditions of the Incentive Program may be amended as a result of the monitoring efforts, or the Program may be discontinued.

The CIP will be monitored on an annual basis to determine the following:

- Whether established targets for Program uptake are being met;
- If the desired outcomes for the Downtown Area are being achieved;
- If the program participants are completing their commitments; and
- An analysis of the full benefits and costs of each program.

8. AMENDMENT

It is the intent of the Municipality that the provision of any grant or load as described herein will be implemented over a ten year period. All incentive programs contained in the Community Improvement Plan shall commence following the approval and adoption of the Plan. Any costs incurred prior to approval and adoption of the Community Improvement Plan are not eligible costs. Specific details regarding the grants, loans and administrative procedures are contained the Program Guidelines to this Plan. Terms and conditions of any grant or loan program and administrative procedures detailed in Program Guidelines may be changed, altered, amended or modified by the Town of South Bruce Peninsula without the necessity of an amendment to this Community Improvement Plan. The addition of a grant or loan program shall required an amendment to this Community Improvement Plan; however, the Municipality may discontinue any program without requiring an amendment to this Plan.

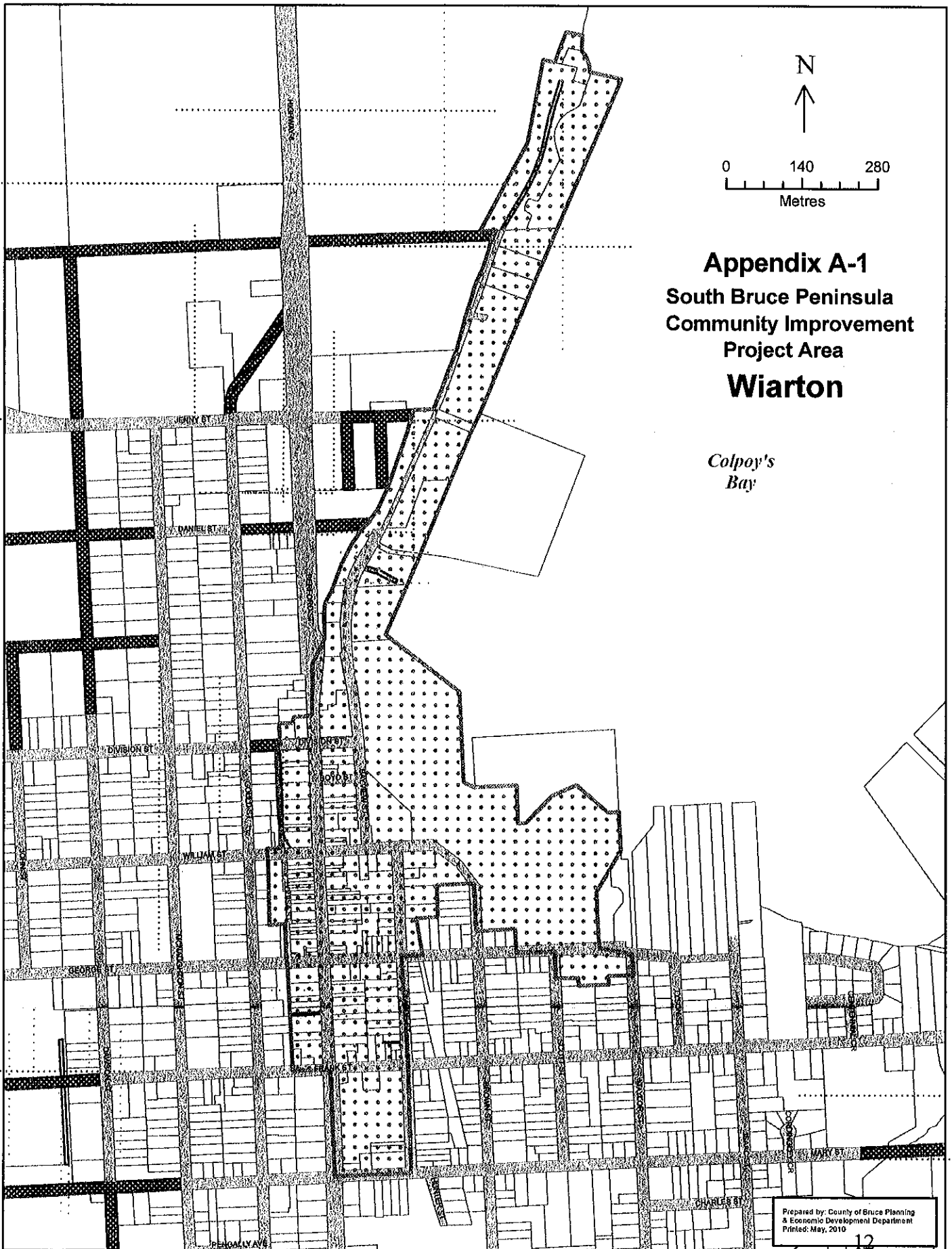
The Municipality will also pre-consult with the Ministry of Municipal Affairs and Housing on all amendments pertaining to:

- A change or expansion in the geographical area to which financial or rebate programs outlined in the Community Improvement Plan apply;
- A change in eligibility criteria;
- The addition of new municipal assistance programs involving grants, loans, tax incentives or land; and
- An increase to a financial incentive to be offered to a programs(s), regardless of its significance.

APPENDIX A

COMMUNITY IMPROVEMENT PLAN PROJECT AREAS

- A-1 - WIARTON
- A-2 – SAUBLE BEACH
- A-3 – HEPWORTH
- A-4 - ALLENFORD

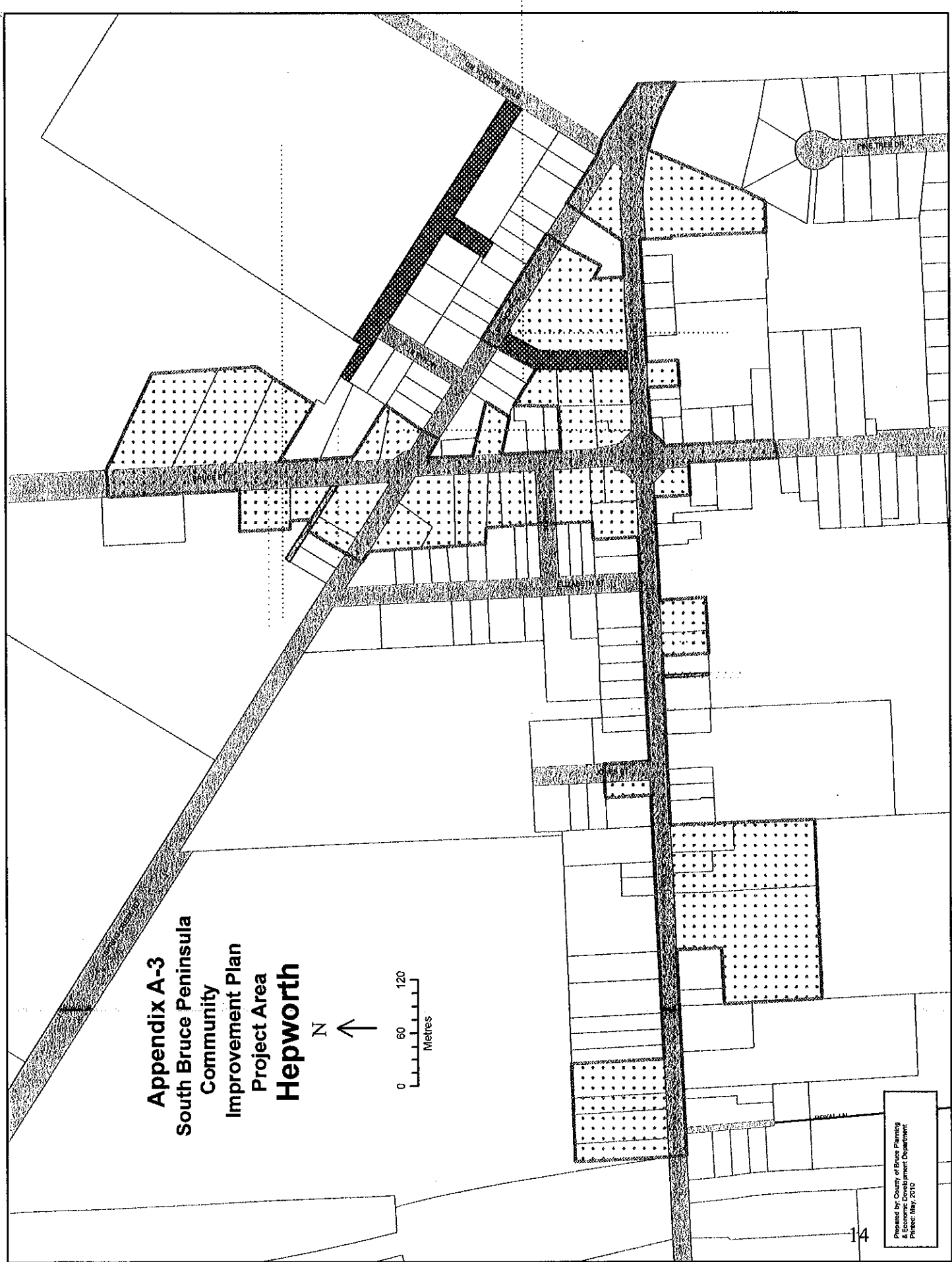
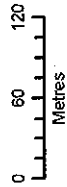
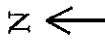


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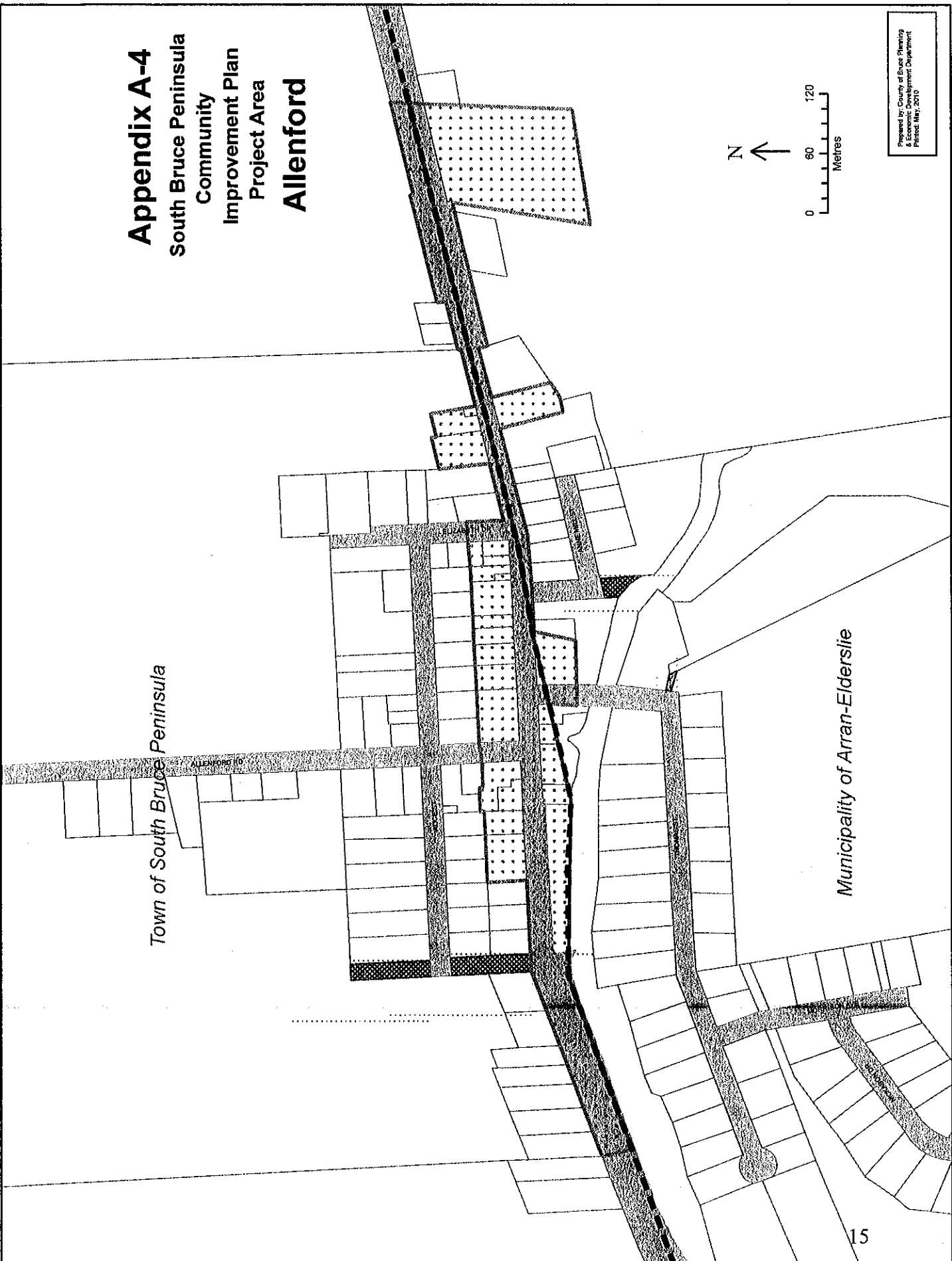
Appendix A-1
South Bruce Peninsula
Community Improvement
Project Area
Warton

Colpoys
Bay

Appendix A-3
South Bruce Peninsula
Community
Improvement Plan
Project Area
Hepworth



Appendix A-4
South Bruce Peninsula
Community
Improvement Plan
Project Area
Allenford



Town of South Bruce Peninsula

Municipality of Arran-Elderslie

APPENDIX B

DOWNTOWN REVITALIZATION STUDY

Downtown Revitalization Strategic Plan

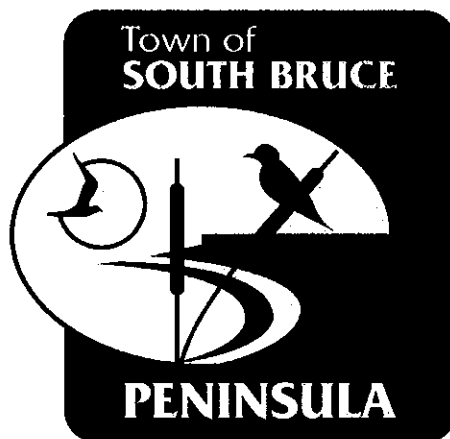


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1.0 Overview

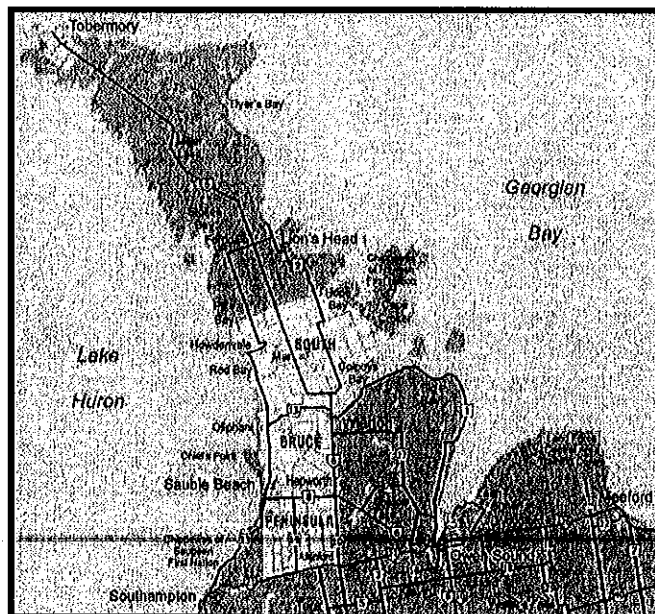
The Town of South Bruce Peninsula is a lower tier municipality in the County of Bruce, located in the southern portion of the Bruce Peninsula. The municipality was formed in January 1999 with the amalgamation of the former Townships of Albemarle and Amabel, the Village of Hepworth and the Town of Wiarton.

The Town of South Bruce Peninsula is the gateway to a natural wonderland and home to just under 8,500 full-time residents located throughout the urban centres and rural areas of the municipality.

The southern boundary of the municipality runs from Alvanley to Elsinore along Highway 21. Bruce County Road 10 forms the east boundary extending north from Alvanley where it meets Highway 6 at Hepworth. Highway 6 becomes the easterly boundary as far north as Wiarton. The remainder of the east boundary is formed by 580 kilometers of beautiful Georgian Bay shoreline. Lake Huron forms the western boundary in the northern portion of the Town while the remainder of the western boundary is not marked by a traveled roadway.

The Town of South Bruce Peninsula is flanked on the north east by the Chippewas of Nawash First Nation Reserve, on the south west by the Chippewas of Saugeen First Nation Reserve, on the north by the Municipality of Northern Bruce Peninsula and on the east by the Township of Georgian Bluffs.

The four urban centres of the Town with definable 'downtowns' include Sauble Beach, Wiarton, Hepworth and Allenford and are the subject of this plan.



1.1 Context

Downtown or 'main street' areas represent the origins of our communities and reflect local community development, public life and rich heritage. Often downtown areas are where we find buildings of historical significance, streetscapes, local monuments and public areas that shape a community's heritage and identity.

Allenford, Hepworth, Sauble Beach and Warton all boasted vibrant business communities in the early stages of their development. Commercial and residential properties, heritage buildings, public institutions, parks and prime waterfront constitute the assets and strengths of our current downtown areas.

In the past fifty years, we have witnessed a decline in the health of downtown areas, largely due to the fact that people no longer viewed downtowns as prime destinations for shopping and community gatherings and as 'big box' stores continued to promote 'one-stop' convenience shopping. With changing demographics, we are witnessing the changing of community attitudes regarding where one wants to live, socialize and shop. People want to be part of communities that have an identifiable sense of place.

A healthy and vibrant downtown is a key component in defining a community's identity. The largest population growth shift over the next several years will be in the 30-40 year age group and in the 60 -75 age group. This demographic is more apt to shop closer to home in stores that emphasize uniqueness, quality and friendly service. It is important to plan strategically for this demographic shift and the attitudes that accompany the changes.

Downtowns can no longer rely solely on traditional office and retail development. A diverse mix of retail, commercial, cultural, institutional, hospitality and residential uses are required to ensure the vitality and success of downtown neighborhoods.

The Downtown Revitalization Plan and public consultation process was initiated to identify immediate and long term needs and to develop a 3 - year timeline for feasible and approved projects to be implemented. The plan does not go into detail in regards to long term planning, branding, streetscapes, market assessments, cultural mapping, development of public areas and linkages, etc. It is recommended that at some point a more comprehensive plan be developed to include such content as:

- **Market Assessment:** determine retail concentrations that the downtowns could support, create destinations, identify desired businesses for downtowns and map out locations, create densities of like businesses, building critical mass, etc.
- **Integration:** integrate retail with public spaces, pathways, gathering areas, monuments, arts & culture (murals), neighbourhoods surrounding downtowns and waterfronts where they exist.
- **Branding:** develop a brand; look, feel and character for the downtowns, update the streetscape guidelines in accordance with the Community Improvement Plan, develop streetscape guidelines in communities where none currently exist and initiate a marketing plan.
- **Culture:** identify cultural and historical assets and create programs to promote these assets, determine whether downtowns could support cultural facilities and create social gathering spaces.

- **Public Infrastructure:** determine whether there is adequate parking, washroom facilities, traffic control, visible pedestrian pathways and crosswalks, lighting, garbage and recycling and linkage to waterfront and proper signage for the above.
- **Community Involvement & Non-Profit Organizations:** determine what roles the public and community groups can play in implementing improvements to downtowns. Develop partnerships with the Chambers and BIA to provide cost sharing, fundraising and sustainability to on-going downtown improvement projects.

2.0 The Economic Development Committee

2.1 Vision Statement



2.2 Committee Function

The Town of South Bruce Peninsula initiated an Economic Development Committee in 2007 with the objective of strengthening the economy of the municipality. Early in the process, the Economic Development Committee recognized that downtown revitalization was key to creating a sense of community in which people will shop, dine and enjoy life in their own community. In September of 2007, the Economic Development Committee initiated planning sessions for the purpose of developing a plan for improvements to the four downtown "urban" centers in the Town of South Bruce Peninsula, namely Allenford, Hepworth, Sauble Beach and Wiarton.

In addition to downtown revitalization, the Economic Development Committee has also investigated Bluewater Park in Wiarton for further development. The committee recognizes that Bluewater Park when fully developed will act as a pull factor, pulling traffic off of the highway and into the downtown and waterfront areas. The idea is to intensify the use of the park with improved public spaces for recreation and increased commerce and to reconfigure the park to become more accessible to the downtown core. The development of Bluewater Park is the subject of a separate study but deserves mention in this strategic planning document.

3.0 Public Consultation

3.1 Community Comment Forum

The Economic Development Committee initiated a series of meetings to discuss downtown revitalization. Public meetings were facilitated in each of the four "urban" areas (Allenford, Hepworth, Sauble Beach and Wiarton) to determine the assets, challenges and priorities of each of the four different downtown areas. Moving forward from

the consultations, the Town could then develop a plan for downtown revitalization in the four designated areas. As a result of these initial consultations, it became clear that the issues and strategies for revitalizing the downtown areas in the Town of South Bruce Peninsula varied depending on the size, location and population mix.

The public consultation sessions were facilitated by Cheryl Govier (formally Brine), Economic Development Consultant with the Ontario Ministry of Agriculture Food and Rural Affairs and the Economic Development Officer for the Town of South Bruce Peninsula.

It was explained to the participants that the results from this plan would be used to rationalize improvements to the downtown core areas over a projected three year period. The premise of planning was explained as a necessary step to allow the Town to have a clear understanding of its future growth to aid in budgeting and program funding.

Participants were lead through the planning session developed by the Economic Development Committee. In order for the group to be operating from a common understanding, the plenary group was asked to identify the geographic area of the downtown in each community. Participants then broke into smaller groups to discuss the following questions:

1. What are the assets of your downtown?
2. What are the challenges facing your downtown?
3. What would you like your downtown to look like in the future?
4. What three priorities would you like addressed and what are the steps that need to be taken to address these priorities?

Early in 2008 the Economic Development Committee convened a second round of public meetings in each of the four areas to confirm the results of the initial consultation. These meetings informed the residents of initiatives that the Town was prepared to undertake in 2008 and to establish a process for keeping downtown revitalization on the agenda. These meetings also put in place a process for moving revitalization issues forward.

Because of the distinct historic, geographic and cultural differences, the Economic Development Committee believes that the four downtown cores should maintain separate planning priorities which illustrate a distinct image for each of the areas. While the importance of unification was noted, residents from each of the areas felt strongly that they wanted to maintain their unique identity. The four groups felt that features such as common signage could provide Town wide unity while other features could promote the uniqueness of each area.

3.2 First Impressions

While the first round of public meetings was taking place, the Ontario Ministry of Agriculture Food and Rural Affairs began a "First Impressions" evaluation of the municipality. The purpose of the evaluation was to obtain a structured and unbiased first impression of the community's appearance, services and infrastructure prepared by people from outside the municipality. This type of evaluation can be the basis for positive community action focused on downtown revitalization, tourism development, investment attraction, quality service improvements or broader community strategic planning efforts.

The visiting team consisted of staff members of the Ministry who had varied backgrounds, ages and social status. They spent several hours gathering information individually or in pairs. The team then prepared a report and

presented it to Council. Unfortunately, the team only evaluated the areas of Sauble Beach and Warton and did not visit Allenford and Hepworth.

This second evaluation included the areas of Allenford, Hepworth, Sauble Beach and Warton and was presented to the Economic Development Committee at their August 2008 meeting. Again, the evaluating team consisted of Ontario Ministry of Agriculture Food and Rural Affairs staff from various age and interest groups. This evaluation proved to the Economic Development Committee that the comments made at public consultation mirrored what was identified under the First Impressions visit. It identified a lack of cohesion with signage in the four areas, the need for a more visually pleasing streetscape and highlighted the abundant green space and recreational facilities. The report to the Economic Development Committee is attached as Appendix A.

3.3 Allenford Consultation

In the early years, Allenford was a hub of business activity from the rural telephone and telegraph company, grist and sawmill to the blacksmith, wagon and shoe shops. In Allenford one could shop at the general stores, rest in the hotel, send and receive mail at the post office or travel via stage coach or railway. Long before it was fashionable for women to be in business (1929), the Strang sisters started the Allenford Broom Factory. The sisters produced a quality product that sold for more than double the cheapest broom. One of the sisters continued to produce this product until 1946. Other factories in the area flourished; a furniture factory opened in 1886 and in the late 1800's, there were several cheese factories. "Allenford Cheese" won fifth prize at the Chicago World's Fair.

Churches and schools were not only the centre of religious life and education but also served as the social hub of the community. Today, St Andrew's Presbyterian Church and the Allenford United Church are still open for Sunday service. Much of the social activity takes place at the ball park and the Allenford Curling Club, which hosts special events year round.

Allenford is a unique community which straddles two different municipalities and in light of this fact, the Council of the Municipality of Arran-Elderslie was also invited to participate. The downtown core of Allenford was determined to be Highway 21 between Sideroad 10 to Sideroad 25.

Participants identified Allenford's assets as being the people, families, buildings, businesses, parks, churches social activities, curling club, health clinic and the retirement home.

Challenges facing the downtown area were identified by the participants as an area lacking "people friendly" amenities such as lighting, snow removal, wheelchair accessibility, crosswalks, playgrounds, beautification, improved signage and sidewalks. Other challenges include the dual jurisdiction of the community, the traffic speed on Highway 21, river flooding, the lack of a municipal sewer system, road improvements, properties not being maintained and the lack of attractions and businesses which would encourage people to stop.

Not surprising, many of the suggestions for what the participants would like their downtown to look like in the future addressed the above challenges. Many suggestions focused on improving the people friendly aspects such as beautification, sidewalks, picnic areas, children's activities, street lighting, gathering areas, welcoming signage, library and community centre facilities, a day care facility, more playgrounds, speed limit reductions and trees. "Clean and quaint" would capture the essence of how residents envision their community. The priorities could be synthesized into three general areas of beautification: welcoming signage, improved sidewalks and safety.

A second meeting was held in Allenford in February 2008 with the objective of clarifying the priorities identified in October of 2007, outlining initiatives that are presently in progress and developing a process and options to maintain momentum and move the initiatives forward.

Participants at the second consultation expressed disappointment that Allenford had not been included in the First Impressions evaluation and they stressed the need for the whole Town of South Bruce Peninsula to be evaluated. Since the first meeting was held in October of 2007, Allenford had received two different grants to develop two different playgrounds in the community. An ad hoc community group, with assistance from the Town of Arran-Elderslie, received a grant from the Trillium Foundation to erect a playground at the ball diamond and the Town of South Bruce Peninsula received a grant from Hydro One to construct a playground at the Allenford Curling Club.

Subsequent to the meeting, a small core of residents agreed to meet with the intention of establishing a citizens group. As a result, a community citizens group was formed under the Allenford Improvement Association. The Economic Development Officer and staff from the Ontario Ministry of Agriculture, Food and Rural Affairs facilitated the first meeting and assisted in developing a draft terms of reference for the group.

Council and staff representatives of both the Municipality of Arran-Elderslie and the Town of South Bruce Peninsula agreed to meet for the purpose of providing a coordinated approach and a "one stop shop" for the residents of Allenford.

3.4 Hepworth Consultation

Hepworth began in 1865 with an inn established to accommodate travelers and settlers. The name "Hepworth" honors the birthplace of John Wesley in Epworth, England. The story is that the England birthplace was pronounced with an "h" by the English settlers and so the "h" was added as the official spelling.

Hepworth was and continues to be the crossroads leading to Sauble Beach, the Bruce Peninsula, the Bruce Trail, Owen Sound and other southern communities. As a crossroads, Hepworth has several variety stores, a building centre, craft shop and an outfitters store where one can rent canoes and camping gear, among other things. Hepworth is also home to one of the busiest Tim Horton's locations in Ontario. Residents also enjoy the use of the ball park and the small community centre.

At the Hepworth consultation there was considerable discussion around what constitutes the downtown core. It was generally agreed that Highway 6, from Stone School Road to Spring Creek Road, County Road 8 from Legion Road to Highway 6 and County Road 10 from the Hepworth Central Public School entrance to Highway 6 should be considered the downtown core of Hepworth.

The assets of the downtown could be categorized in the following areas: businesses, parks, community centre, school, legion, churches and a golf course. Another definite asset of the downtown area is the fact that Hepworth is a crossroads location; one has to pass through Hepworth to go to Sauble Beach and to Tobermory.

The challenges were identified as a lack of infrastructure, not a destination, lack of accommodations, need signage to mark the community, buildings in disrepair, no industrial area and a general lack of community spirit.

The discussion of what participants would like the downtown to look like in the future included welcoming features. It was suggested that the area had plenty of gathering places but nothing to increase retention. Participants

talked about quaint lighting, signage, unique shops, improved sidewalks, beautification, picnic areas, and a farmers market. People felt a branding theme was needed as well as the creation of community events, parades and festivals to bring people to the community. Priorities were identified as beautification, infrastructure and light industry.

Bruce County began a major upgrade of County Road 8 which includes paved shoulders and sidewalks. This will mean that the basic concept of the street will transform from a rural design to an urban design. As well, the Town will be reconstructing storm sewers and implementing street lighting.

3.5 Sauble Beach Consultation

The history of Sauble Beach starts at the River. The River was first explored by the Indians and later by the French explorers. La Riviere Aux Sable was its original name, which means "River to the Sand". This title was used on maps until 1881, when it was changed to Sauble River. The name for the beach itself was quick to follow as it proved to be the perfect descriptive name, Sauble Beach, which when translated means Sand Beach or Beach of Sand. The Sauble River was home to thriving industry; a sawmill and a hydro electric plant. The first cottager was John Eldridge who built near the river in 1877. As people began to build cottages, the development continued to grow steadily to the south and eventually east to what it is today...the "Number One Beach in Ontario" as voted by Toronto Star readers and "One of Canada's Top 10 Beaches" as voted by the readers of MacLean's Magazine and more recently nominated as the best fresh water beach in Canada by Readers Digest (June 2007).

Often compared with the Mediterranean resort areas, Sauble Beach is the second longest fresh water beach in the world with over eleven kilometers of the softest sand and most pristine waters in Ontario. The beautiful sand dunes of Sauble Beach are part of an ecosystem that has evolved over thousands of years. The dunes provide natural shore protection and are home to many rare and unique birds, plants and grasses. Our aboriginal neighbors to the south, the Chippewa of Saugeen, administer South Sauble Park. This stretch of the beach is the only one in Ontario that allows visitors to experience driving on the beach. In 2006, Sauble Beach received the internationally recognized and exclusive "Blue Flag" eco-label. As determined by Environmental Defense, Sauble Beach has met 27 defining world class standards for water quality, safety, environmental management and education. Sauble Beach has an active Chamber of Commerce and a vibrant commercial sector with restaurants, shops and boutiques, cottage rentals, motels, campgrounds and B&B's and an excellent supermarket.

In 2003, a Sauble Beach Vitalization Committee was formed with the purpose of providing direction from community members for improving Sauble Beach as a tourist destination. The report formalized by the Committee was submitted to the Council of the Town of South Bruce Peninsula in April 2004 and over 80 recommendations were made covering areas such as traffic, pedestrian safety, roads and maintenance, parking issues, garbage issues, water and sewer, environmental issues, the downtown, public safety, by-law enforcement, planning and financial issues.

Over several months, Council reviewed the report and the recommendations. Parking issues were referred to the Paid Parking Pilot Project Committee. Many issues were dealt with through the municipality, some recommendations were deferred and others were considered to be out of the jurisdiction of the municipality or too costly to implement.

The section of the report relating to "downtown" focused on the appearance and found the downtown to be lacking in continuity, design and theme. The first recommendation was to work in co-operation with the business community to develop a phased plan for the renovation of the existing downtown area based on a predetermined theme. Other recommendations were made regarding a performance facility, a revamped visitor information centre, and more information kiosks at the north end of the beach and at Sauble Falls, a tree planting program along the County Road 8 entrance, development of a parkette, signage improvements, refurbishing the Sauble sign, historic plaques at Sauble Falls, and the development of brochures and quality souvenirs.

Since the report was presented, some of these recommendations have been addressed. As a result of a grant from Bruce Power Generation, the Town has designated \$25,000 to the refurbishing of the Sauble sign. A visitor's centre will be incorporated into the new Sauble Beach medical clinic which is anticipated to be operational for the 2009 season. Historic signage at Sauble Falls was put in place in 2007. An overall policy, design, style guideline and messaging of wayfinding signage will begin in co-operation with Bruce County in 2009.

In a renewed effort to look at the issues presented in the 2004 Sauble Revitalization report, the Town of South Bruce Peninsula initiated a series of public consultations in 2007. The group identified the "downtown core" to be Main Street from the D Line to Lakeshore Blvd. and along Lakeshore Blvd. to 3rd Ave. The assets could be grouped as those associated with the beach, retail and social structures.

The challenges were identified as a lack of infrastructure (water sewers, sidewalks, lighting), short season/seasonal focus, uncertainty regarding land claims, traffic flow, limited public washrooms, parking, no public transit, no system of bike paths and the lack of beautification such as flowers, benches, banners, garbage accumulation, community information boards, etc.

The discussion of what the participants would like the downtown area to look like in the future resulted in recommendations related to the beach and the streets. Ideas included a dock or pier, roped off areas for children, pedestrian only areas, lighting, banners, signs, flowers, benches, picnic areas and barbeques. Participants also talked about underground hydro and phone cables, they questioned the status of the vitalization report of 2004 and suggested that a beach theme needed to be developed.

Participants also discussed what the immediate priorities are, and agreed that a theme for future development was a necessary first step. Lighting was considered to be the priority.

3.6 Wiarton Consultation

In 2005, Wiarton celebrated its 125th birthday, but it was in 1855 that a town plot was initially laid out on recently acquired Native land. Wiarton was named after the English birthplace of Sir Edmund Head, Governor General of Canada (1854-1861). Wiarton was a thriving community with sawmills, Grand Trunk Railway, furniture factories, a vibrant fishing industry and even a sugar company. Declining forestry industry, ravages of the fish population by the introduction of the eel, fires, competition and the closing of the railway were factors in the disappearance of the large industry in Wiarton.

Today, business opportunities are abundant in Wiarton. Community planners have developed policies and zoned areas to facilitate the development of clean industry, and home based business. The population served by Wiarton significantly exceeds the actual population. The South Bruce Peninsula Chamber of Commerce and Wiarton BIA are active in commerce in the area and the local Wiarton-Keppel International Airport boasts the best runway between Sault Ste Marie and Toronto

Warton has a vibrant community life, beginning in Bluewater Park, with a back drop of Colpoys Bay and the majestic Niagara Escarpment. Special attractions in Bluewater Park include the Warton Willie statue, historic train station, pirate ship play structure, tennis courts, ball diamond, outdoor swimming pool, beach, boat launch, picnic pavilion and campground. The park is a short walk to the library, Warton Willie's home, a full service grocery store, the liquor store and the downtown area of Warton.

Warton is home to the Warton & District Agricultural Society Fall Fair, Rotary Village Fair, Shore to Shore Road Race, fishing derbies, weekly euchre games, jamborees, and dinners sponsored by churches, women's institutes, the Legion and the Propeller Club to name a few. Winter activities include snowmobiling the extensive trail system, cross county skiing, curling, skating, hockey and numerous activities at the Outdoor Education Centre. Last but definitely not least is the Warton Willie Festival, held the first days of February each year. As Ambassador of the area, Willie leads residents and visitors alike through a winter break and holds them in anticipation as to whether spring will come sooner or later. Prediction morning dawns dark and early on February 2nd and the national media are out in full force to record Willie's prediction. Much of the community participates in the annual festival celebration and activities take place throughout Warton.

The first consultation meeting in Warton was held October, 2007 in Municipal Council Chambers. The discussion of what constitutes the "downtown core" met with lively debate. In the final analysis, it was determined that "downtown" was from the top of the south hill to the top of the north hill on Berford Street.

The assets of downtown Warton are many and varied. Interestingly enough, many of the assets identified fall outside of the defined downtown core. Assets such as recreational amenities located in and around Colpoys Bay and Bluewater Park, Warton Willie, the Library, the Meeting Place, cemetery, funeral parlour, seniors residences, some historical buildings, the airport, liquor store, and the hospital. Assets in the downtown core include streetlights, sidewalks, washrooms, a wide variety of stores and commercial enterprises, banks, a Post Office, churches, restaurants, Community Living, professionals and artistic related businesses.

Many of the challenges identified had to do with the image of the Town. Issues such as the lack of property maintenance, the lack of pride and Town spirit and the need for a central theme were identified. They identified a need for increased and improved signage, improved storefronts, relief from traffic congestion, poles and wire give appearance of clutter, sidewalks get "rolled up at 6:00pm" and the need for more consistent beautification with benches and sidewalk repairs. While a tremendous amount of traffic travels through Warton, it is a challenge to get people to stop and eat or shop. The discussion of what the participants would like Warton to look like in the future incorporated the following ideas: develop a theme for the downtown core that includes lighting, benches, facades, information boards, trees, murals, banners and planters. Other suggestions included tying the waterfront to the downtown, a farmers market, historic designations and signage at the entrance to the Town. Still other suggestions looked at initiatives the merchants could employ. There was strong urging to revisit the former Façade Study and the Cause Study. The whole idea would be to make the downtown inviting by providing a quaint and pretty environment in which people would want to stop, look around and spend some time.

In March of 2008, a second meeting was convened and the priorities determined at the October meeting were confirmed with some clarifications. The issue of waterfront development was raised and the group was informed that while it is important to tie the waterfront to the downtown area, the actual development of Bluewater Park will be dealt through a separate study and consultation process.

The outcome from this meeting was that the group was anxious for the Town to host another meeting in April to do a visioning exercise. A visioning exercise was scheduled on April 29, 2008, and was facilitated by Cheryl

Gover from the Ontario Ministry of Agriculture, Food and Rural Affairs. Participants were asked to look down the road and envision what they would like Warton to look like in 2015. Much of the discussion focused on two previous studies; the Cause Study and the Façade Study as the blueprint for what Warton should look like in the future.

4.0 Identified Priorities

4.1 Priorities and Goals

The goals and priorities of the consultation groups, although similar, represent the uniqueness of each community. These goals and priorities give a clear indication of the progression of the community area and insight into the future development of these areas.

The priorities are categorized and defined as follows:

Beautification	The method in which a community can present a visual showcase
Infrastructure	The erection of physical structures to support the improvement
Administrative	The research, planning and reporting required nourish change
Safety	Initiatives to improve the overall health and well being of the community
Other	Marketing and economic development strategies to strengthen the community

4.2 Allenford Priorities Identified:

Planters
Benches
Banners
Christmas Lighting
Trees
Property Standards
Path along River
Historic Designations

Sidewalks
Playgrounds
Picnic Areas
Signage
Library/Community Centre

Reduce Speed Limit
Crosswalks
Lighting

School Bus Signs
Neighbourhood Watch

Establish Community Organization
Better Working Relationship Between Municipalities
Children/Teen Activities

Community Gathering Places
Inviting to Stop
Arts/Crafts Shops
Restaurants
Develop a Theme for the Downtown
Branding Theme

4.3 Hepworth Priorities Identified:

Develop a Theme
Picnic Areas
Welcoming Signs/Signage
Christmas Lights/Wreaths
Flower Boxes
Garbage Disposal

Old Fashioned Street Lighting
Sidewalk Improvements
Improved Parking
Outdoor Rink

Parades, Festivals, Etc.
Children's Activities

More Retail
Museum

4.4 Sauble Beach Priorities Identified:

Lights
Banners
Flowers

Additional Garbage Cans

Water and Sewer to Downtown Core
Sidewalks
Underground Hydro and Telephone
Dock or Pier
Sauble Sign
More Washrooms
Town Square
Performance Facility
Lighting – New Bulbs and Light Standards
Bike/Walking Path
Picnic Areas
Splash Areas for Children
Swimming Pool
Signage
Maintenance of Flower Baskets
Recycling Containers on Main Street
Permanent Tourist Information Centre
Electronic Sign at Bannister Park
Crosswalks on Main St., 2nd Ave. and Lakeshore Blvd.

Safe Streets

Develop a Theme for the Beach
Investigate Keeping Washrooms Open After 10pm in July and August
OPP Foot/Bicycle Patrol in Downtown Area
Additional Policing to Control Traffic at Parkway Lights
Ambulance Site in Sauble Beach
Town Planner Specifically for Sauble Beach

Twelve Month Designation

More Restaurants

4.5 Warton Priorities Identified:

Flowers
Planters
Benches
Banners
Trees
Streetscaping (Cause Study)
Quality Christmas Decorations
Building Retrofits and Facades (Façade Study)

Historic Murals
Historic Signage

Extend Ornamental Lighting
Event Board
Information Kiosk
Town Gates/Entrance
Signage – Regulatory and Business
Link Downtown with Waterfront
Eliminate Overhead Wiring

Consistent Maintenance Schedule
Ambassadors
Enforce Property Standards
Traffic Rerouting
Off Street Parking Signage

Use Empty Stores for Artisan Displays
Focus on More than Warton Willie
Merchant Initiatives – Vouchers, Stay Open Later
Heritage Application to Street Naming
Encourage Community Pride
Seniors Drop In Centre

5.0 Action Plan

5.1 Planning

In February of 2009 the Economic Development Committee went through a planning exercise facilitated by Cheryl Govier with the Ontario Ministry of Agriculture Food and Rural Affairs. Members of the committee reviewed the priorities from the public consultations and determined whether each:

- Fell under the umbrella of Economic Development
- Related to 'Downtown' Improvement
- Feasible to be completed within a 3-year timeline
- Feasible project to recommend to Council for budget allocation

The committee took into consideration projects that have already been completed to date and as such those priorities have not been included in the 3-year implementation timeline. Projects that are happening under other departments that relate to downtown revitalization have been included but do not reflect a budget amount. The committee also considered other economic development initiatives planned for the next few years that will dictate

the timing of improvements. For example, the Town will be undergoing a branding exercise in 2009 that will have an impact on the look of banners, planters, benches and signage; therefore it made sense to schedule those projects in years two and three. The table below outlines 'beautification' and 'infrastructure' priorities. Administrative, safety and 'other' issues outlined in the priorities list will be commented on in the 'Next Steps' portion of this plan.

3-Year Timeline for Implementation

Through a strategic planning exercise the Economic Development Committee recommends the following priorities and timeline for implementation:

	2009	2010	2011
Allenford	- Complete sidewalk repair - Investigate sidewalks between Elizabeth and Alice Streets - New entrance sign	- Benches - Planters - Banners - Flowers	- Signage Implementation
<i>Downtown Budget Allocation</i>	<i>\$3,300</i>		
Hepworth	- New light standards - New Christmas lighting - Improved picnic area (add. Parking)	- Benches - Banners - Hangers - Planters - Outdoor skating rink	- Signage Implementation
<i>Downtown Budget Allocation</i>	<i>\$6,700</i>		
Sauble Beach	- Water & Sewer improvements - New light standards - Sauble Beach sign upgrades - Transportable washroom facilities - New Christmas lighting	- Town Square - Benches - Banners - Planters - Recycling boxes	- Signage Implementation
<i>Downtown Budget Allocation</i>	<i>\$10,000</i>		
Warton	- Implement Community Improvement Plan - New Christmas lighting	- Benches - Planters - Banners	- Signage Implementation
<i>Downtown Budget Allocation</i>	<i>\$10,000</i>		

*Note that budget allocations are related to the Economic Development budget only and reflect 2009 (year one), years two and three are yet to be determined.

An immediate priority identified by all communities was the need for new Christmas lighting. At this time Allenford does not have the required poles or authority from the Ministry of Transportation to hang up Christmas lighting and therefore no budget allocation has been made in that regard.

5.2 Implementation

The budget for proposed projects/improvements under Downtown Revitalization must be approved as part of the Town's overall budget for that particular year and will be allocated where most appropriate, not necessarily under the Economic Development budget (ie. sidewalk improvements would be allocated under Public Works). The

budget set out each year based on individual community needs and priorities and is not intended to be an 'even split' or equally shared by each of the communities involved. However, this plan has the ability (having a broad range of priorities identified) to be flexible. A priority outlined in the 3-year timeline could be revised if it makes sense to do so. The budget being reviewed on an annual basis will accommodate to revisions or additions.

The budget for each project/improvement for the 3-year plan will be researched and reviewed on an annual basis with recommendations made to Council for final approval. Allocated funds must be distributed in accordance with the Town's purchasing by-law. The Town will make the final decision on design, location, contractor and any other details of the proposed improvements.

For 2009 the Town has allocated \$30,000 for Downtown Revitalization.

5.3 Next Steps

The Economic Development Committee will continue to work with the individual communities to implement improvements set out in this plan. Some priorities identified under the categories of "Administration", "Safety" and "Other" do not require budgeting but will be addressed by working with Town Staff and the community groups involved. As an example; working with staff to improve property standards and communicating with Ministry of Transportation on highway and traffic congestion issues.

A number of planned initiatives will play a role in shaping the outcomes outlined in the 3-year timeline. These initiatives include:

- **Branding:** In the summer of 2009 the Town will be undergoing a branding exercise that will involve each of the urban centres within the Town. The branding exercise will address the issue of developing a 'sense of place' or commonality between the towns.
- **Signage:** The Town is in the initial steps of working with the County of Bruce in developing a signage strategy that will bring consistency, meaning and control to signage throughout the municipality and county.
- **Bluewater Park Development:** The Town currently has a 10 year (phased approached) plan in place for the development of Bluewater Park. The plan as it develops will relate to downtown revitalization in Warton.
- **BR&E:** The undertaking of a Business Retention and Expansion Study will allow for a complete inventory of the Town's businesses to be developed and will identify strengths, weaknesses, opportunities and threats (SWOT) that our businesses face today. This will be the first step in re-establishing the downtown cores as vibrant and viable urban centres.
- **Community Improve Plan – Façade Program:** The façade improvement incentive program (grant) will encourage local business owners to renew and make improvements to their storefronts. This will add another component to the downtown revitalization initiatives and will allow the private sector to play a role as well.
- **Special Events Coordinator:** The Town has decided to work with a contractor to coordinate special events for one year. The coordinator will take into consideration issues identified such as

seasonality and 'things going on after 6pm', and will look at ways to build up community pride through special events.

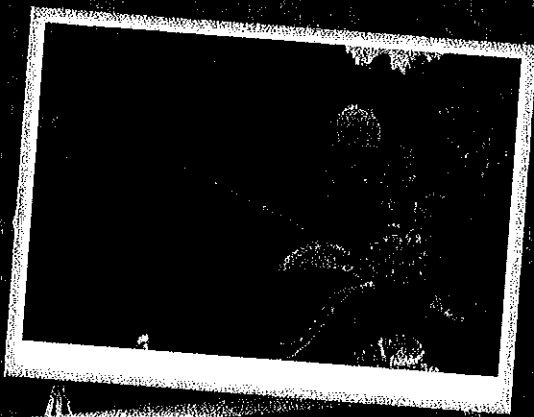
- **Market Assessment:** After the BR&E is completed, the next step will be to do a 'Market Assessment Study' which will look at where opportunities lie for new businesses and how to go about attracting those businesses.
- **New County Partnership:** Although always supportive of local initiatives to beautify and revitalize, the County has taken a step further and formed a staff team to assist municipality with the planning for revitalization projects. The team consists of planners, landscape architects and tourism professional and will be invaluable in carrying out our plans for Downtown Revitalization.

The Downtowns of the Town of South Bruce Peninsula will see a revival over the next few years. As the demographics of this region change we have set in place a number of initiatives, all outlined in this plan, to allow us to meet the needs of those changing demographics. Naturally, the revitalization of the downtowns will also increase the viability of our existing small businesses; increase the chances of attracting new business and all the while developing a new sense of community pride and sense of place.

APPENDIX C

COMMUNITY DESIGN TOOLKIT

Town of South Bruce Peninsula



**Spruce
the Bruce**



Credits

Acknowledgements

Authors:

Chris Hughes
Jakob Van Dorp
Kara Van Myall

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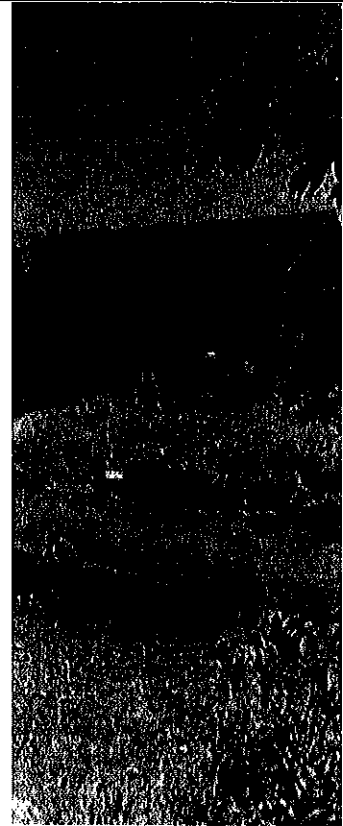
Canvas Studios
www.canvasstudios.ca
Port Elgin, Ontario

Client:

Town of South Bruce Peninsula

Photography:

Willy Waterton



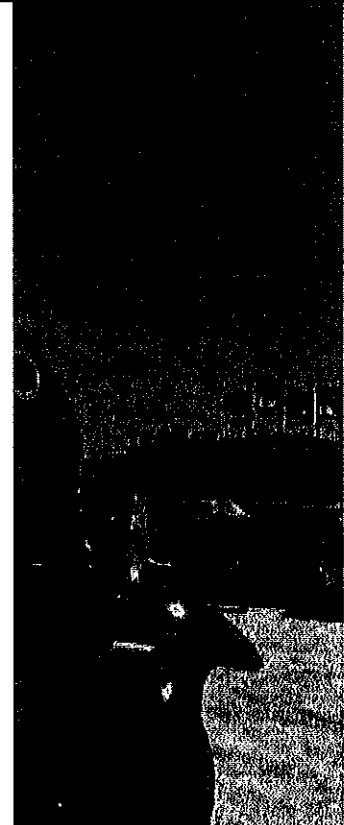
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Summary Direction	page 39
Common Usage Guidelines	page 40
Summary	page 45

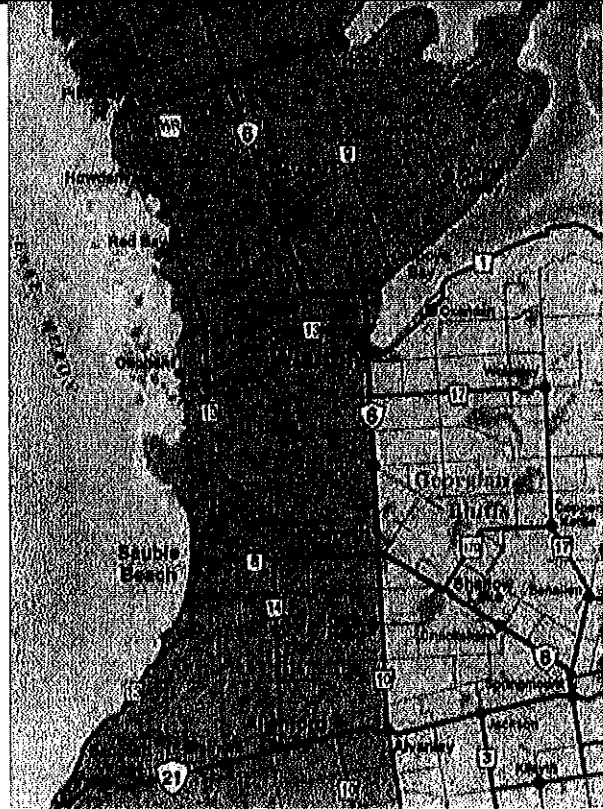


Introduction

The escarpment, rivers, and shorelines are defining features of the Town of South Bruce Peninsula that create an unparalleled sense of place and set the stage for a truly unique community. These local assets create an exceptional tourism product and contribute to a lifestyle and experience that allows South Bruce Peninsula to compete on the Ontario stage with many other tourism destinations.

Over the years, communities and features within the Town of South Bruce Peninsula have received recognition as being part of the broader Ontario Tourism product offering. For example:

- "Sauble Beach – One of Canada's Top 10 Beaches"
- "Sauble Beach – Voted Best Beach in Ontario"
- "Wiarton – Home of Canada's Foremost Weather Prognosticator, Wiarton Willie"
- "Wiarton – Gateway to the Bruce Peninsula"
- "Oliphant – One of the Best Kite Boarding Sites in Ontario"
- "Colpoys Bay – Home to the first Freeride Mountain Bike Park east of the Rockies"
- "Georgian Bay – Voted Canada's # 1 Hidden Travel Gem"
- "Niagara Escarpment – A UNESCO World Biosphere Reserve"
- "The Bruce Trail – Canada's Longest Footpath"



The Town of South Bruce Peninsula is comprised of the 2 main urban communities of Wiarton and Sauble Beach and the rural hamlets of Allenford, Hepworth, Oliphant, Colpoys Bay and Red Bay and Howdenvale. For the purpose of this Community Design Toolkit the communities of **Wiarton, Sauble Beach, Allenford and Hepworth** are explored. In the future, the scope of this Toolkit could be expanded to include other rural communities in the Town.

Each community possesses a unique character and history and although they are part of the amalgamated Corporation of the Town of South Bruce Peninsula, the goal of this Toolkit is to showcase each community's unique brand image for the purpose of creating unique destinations. Each of the four Toolkits presented here are complementary to one another and contain consistent design elements to indicate that they are part of the broader Corporation.

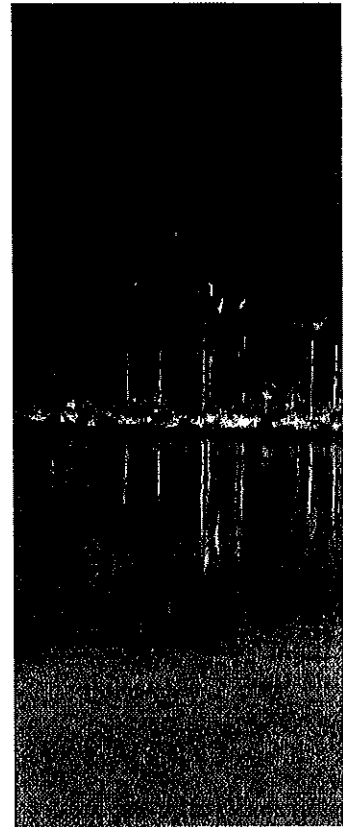


Purpose of this Community Design Toolkit

This Community Design Toolkit showcases South Bruce Peninsula and the unique identities within the Town that, if applied consistently, will create a distinctive destination within Bruce County.

By focusing efforts and being strategic with both public and private undertakings we have the potential to create an atmosphere that attracts more visitors, businesses, and creates a vibrant, self-sustaining community for our residents. This Toolkit is intended to foster creativity while at the same time providing some guidelines to ensure that this creativity is applied in a consistent manner. It provides design elements to be used in a range of applications from media opportunities to municipal infrastructure projects. In order to achieve 'brand' consistency throughout these communities, it is recommended that all community partners from suppliers and community groups to Town Council and staff embrace this Toolkit and follow this guide as closely as possible.

The intended users of this Toolkit are Town Council, staff, committees, developers and the community. While sweeping changes are not expected overnight, community-wide participation and implementation through small incremental changes that use the tools outlined in this document for each community will, over time, allow the vision to be realized.



Establishing and Maintaining a Quality Brand

The use of a brand or common identity is key to developing a memorable, valuable, and appealing community character that will draw visitors to the area. As each community toolkit shows, the 'brand' can be applied to a number of community design elements. Ownership is the key to developing an authentic and believable brand identity for a community. The residents, community, businesses and municipality are all involved in developing and delivering to create the recognition, feeling and sense of place that make a local brand successful.



Role of the Community

- Be proud and take ownership of their community identity;
- Incorporate the community identity into their daily quality of life;
- Support the broader community, businesses and municipality to show case the identity; and
- Seize opportunities to promote the identity to friends, family and people from outside the area.

Role of Businesses

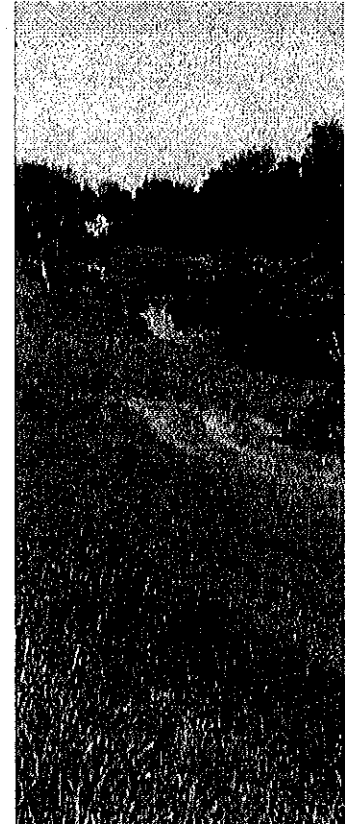
- Be proud and take ownership of their community identity;
- Incorporate the community identity into their daily business life;
- Adapt and adopt the identity into their business (i.e. Façade alignment, business signage, themed sale days, etc.)
- Work with their local Chamber of Commerce and Business Improvement Areas to create special events themed around the brand identity; and
- Support municipal infrastructure upgrades that align with the community identity.

Role of Municipality

- Be proud and take ownership of their community identity;
- Incorporate the community identity into daily municipal business life;
- Promote the individual identities in municipal marketing materials; and
- Use beautification and infrastructure projects such as streetscaping, signage, park development, municipal building facades, and urban design initiatives to enhance each community's identity.

Role of County

- Be proud and support the local identities and brands of communities in The County;
- Promote the individual identities in County marketing materials;
- Use the individual identities to create a unique tourism product offering; and
- Assist municipalities with the delivery of projects to enhance their identity.



Community Design Toolkit Development Process

The Community Design Toolkit development process began in the spring / summer of 2009. Due to the seasonal nature of our prime communities it was essential to undertake the development process during the peak summer months.

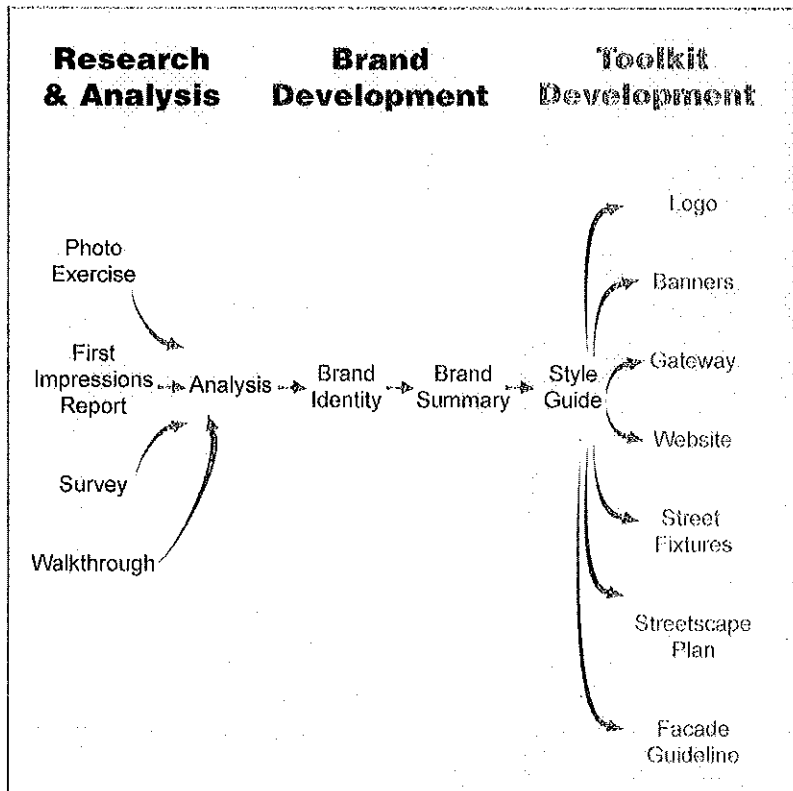


Figure: Process for Community Identity Toolkit Development illustrates the process of research and development.

Several data collection tools were utilized to be sure that the Toolkit for each community was based on an accurate "capture" of the community identity and vision.

- Members of the Economic Development Committee were provided with single-use cameras to give to community members, with instructions that photographers use them to 'capture' the elements that make each community unique and attractive. Images were sorted by theme.
- The results of the First Impressions Exchange were reviewed. In this program, organized by OMAFRA in 2008, visitors from Rockwood, Ontario reported on their experience as visitors to South Bruce Peninsula communities.
- Tourism Staff conducted walking visitor surveys in Warton and in Sauble Beach in summer 2009, asking travelers what brought them to the area and how they might describe it to others.
- Team members visited each community to assess local resources, amenities, and features that could contribute to the brand identity.

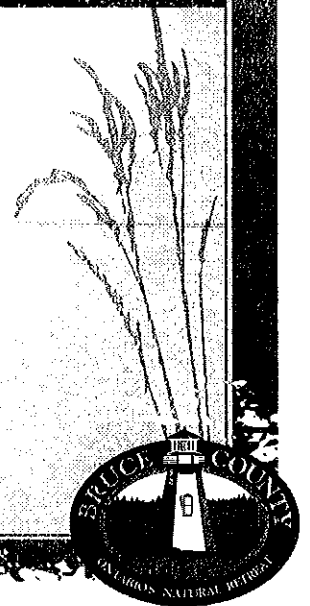
Data gained from these tools was analyzed to identify common themes and arrive at a brand identity for each community; photomontages (as illustrated in each Toolkit) were then assembled to graphically display this unique identity, and presented to the Town's Economic Development Committee (EDC), Council, and various stakeholder groups. The response to these montages was very positive and with a few 'tweaks' we were able to move ahead with the development of the Community Design Toolkit that summarizes each community's identity and provides illustrations of ways the identity could be implemented.

The remainder of this document contains the Community Design Toolkit for each of the four communities: **Allenford, Hepworth, Sauble Beach and Warton.**



Allenford

Community Design Toolkit



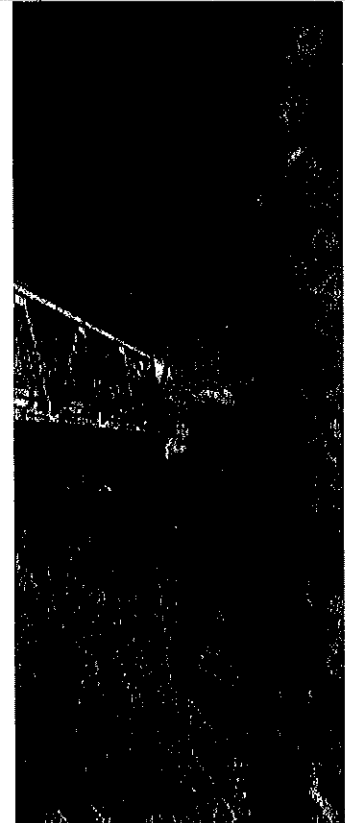
The Identity

River Lifestyle

The village of Allenford is situated on the bank of the Sauble River and was originally known as Driftwood Crossing. While Driftwood Crossing is a poetic name, the town's formal name recognizes its first settler, Allen, and the ease with which the river could be forded.

Allenford has since developed into a quiet riverfront community with excellent transportation access, making it ideal for people who want to enjoy the peacefulness of the countryside without sacrificing access to the larger communities nearby.

Allenford represents small town rural charm, set in a peaceful river valley setting where residents retain solid family values and take pride in their community.



The images and colours shown are for illustration purposes only, and are intended to illustrate a desired style and effect, not to define a specific product or colour palette, and are not intended to serve as working drawings or templates for production.





Brand Summary

Keywords

Simple Lifestyle

Natural Environment

Traditional Family Values

Relaxing Activities

Gentle Flowing River

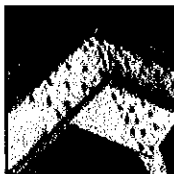
Materials



Brick



Wood



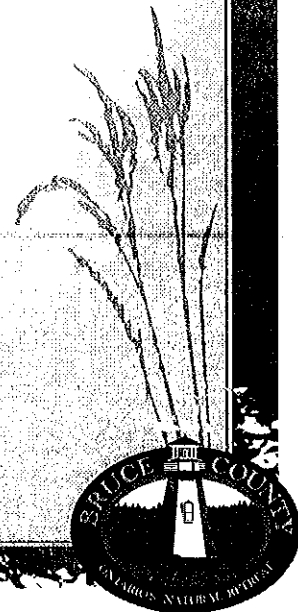
Iron



River Stone

Initiatives in Allenford should strive to capture the tranquility of the area by using soft natural colours and themes that reflect the river and agricultural setting.

New buildings should use brick and/or wood materials that reflect the river setting and the community's agricultural heritage. Wherever possible, iron or similar material should be used to reference the historic iron bridge.



Summary Direction

Colour Palette



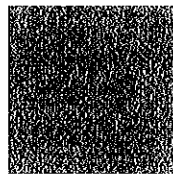
Dark Green

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CMYK: 61/43/90/30
RGB: 91/99/53
Web: #5b6335



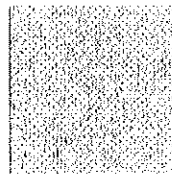
Light Green

Pantone: 5773 C
CMYK: 46/30/66/5
RGB: 143/151/108
Web: #8f976c



Light Blue

Pantone: 297 C
CMYK: 52/3/4/0
RGB: 109/198/231
Web: #6dc6e7



Beige

Pantone: 467 C
CMYK: 17/20/45/0
RGB: 213/194/150
Web: #d5c296



Dark Brown

Pantone: 462 C
CMYK: 50/59/83/46
RGB: 89/69/42
Web: #59452a

Primary Font

ITC Giovanni Bold

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz123456789

ITC Giovanni Book

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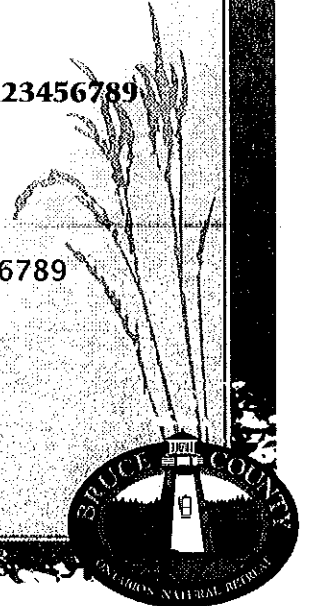
ITC Giovanni Black

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Complimentary Font

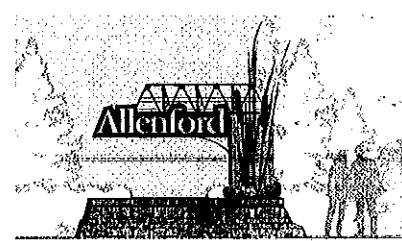
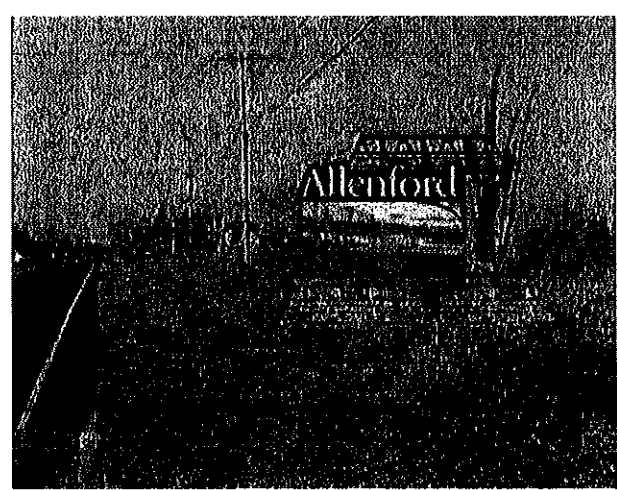
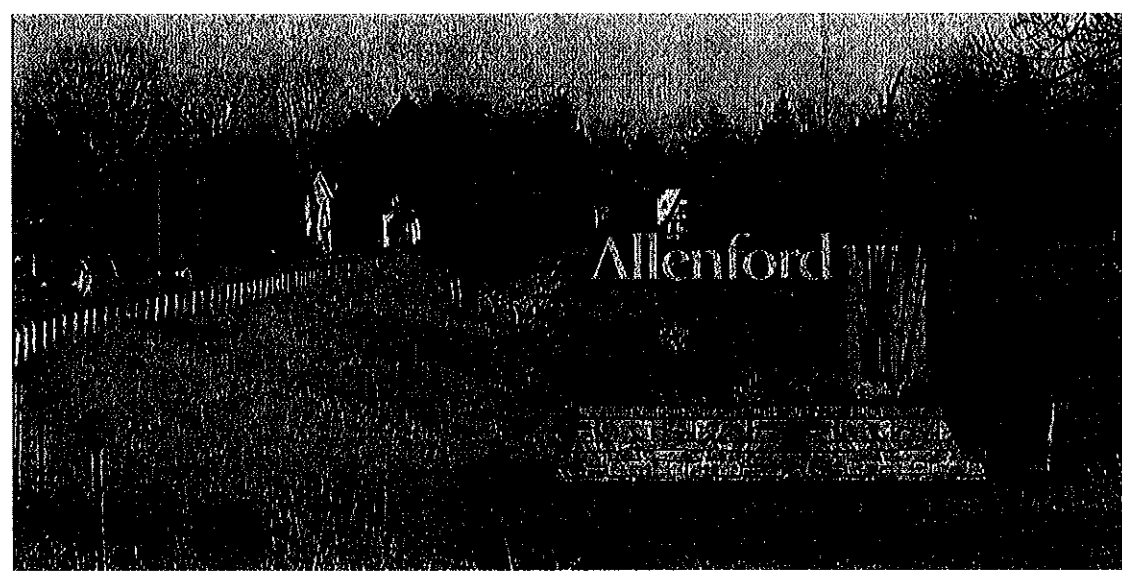
Lucida Sans Regular

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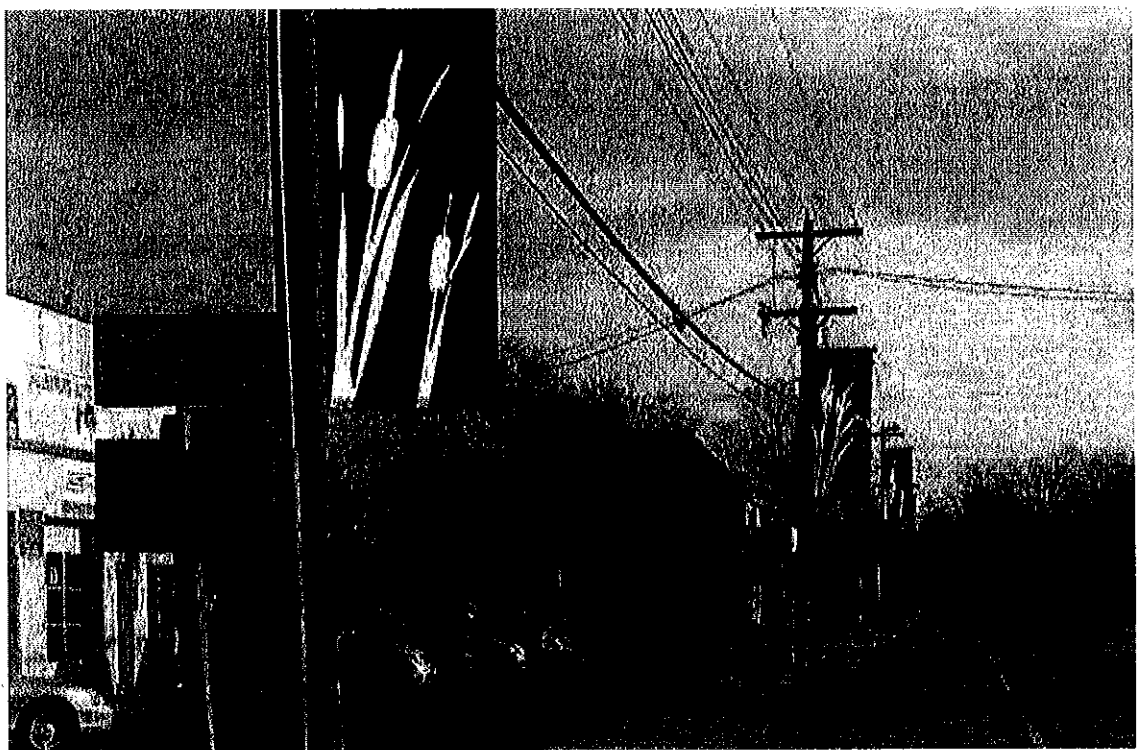


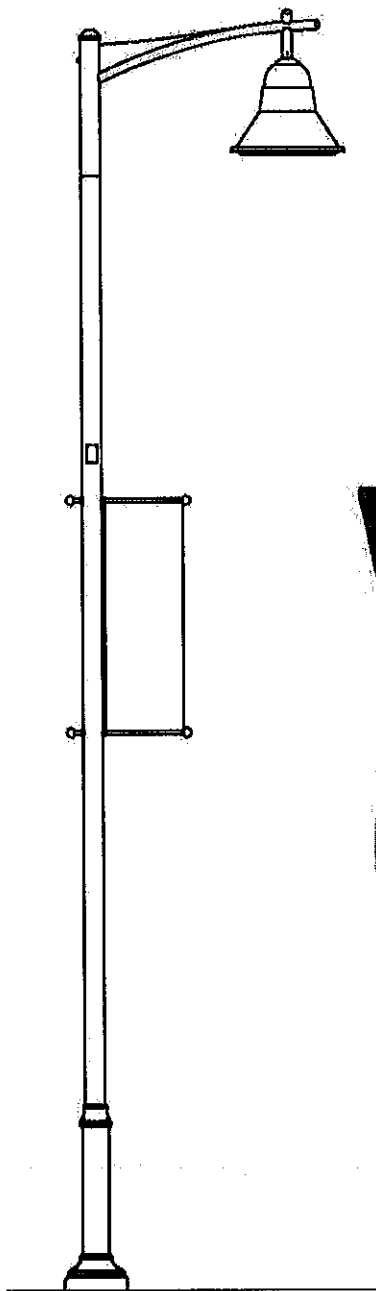
Common Usage Guidelines

Gateway Entrance Signage

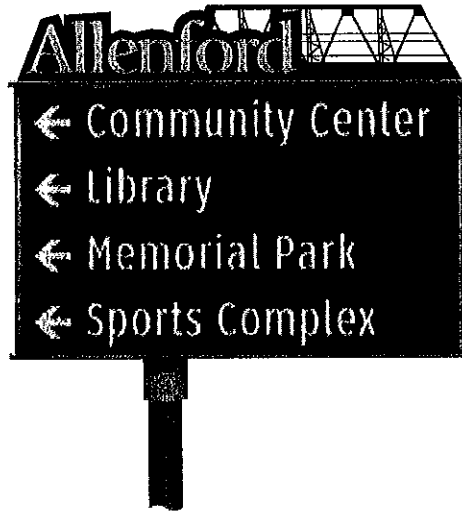


Street Banners

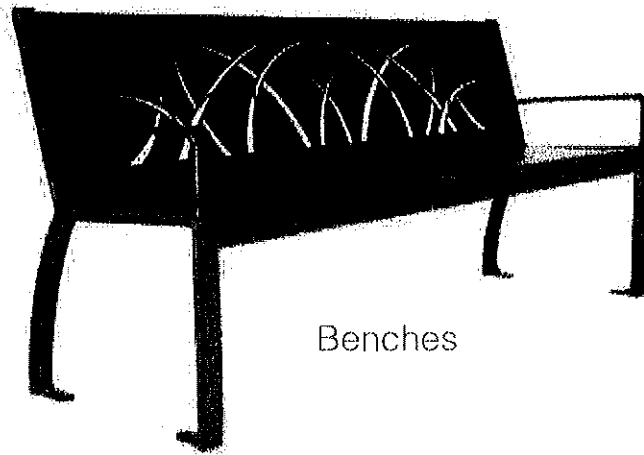




Streetlight



Signage
Headers



Benches

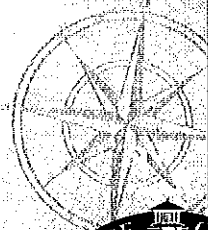
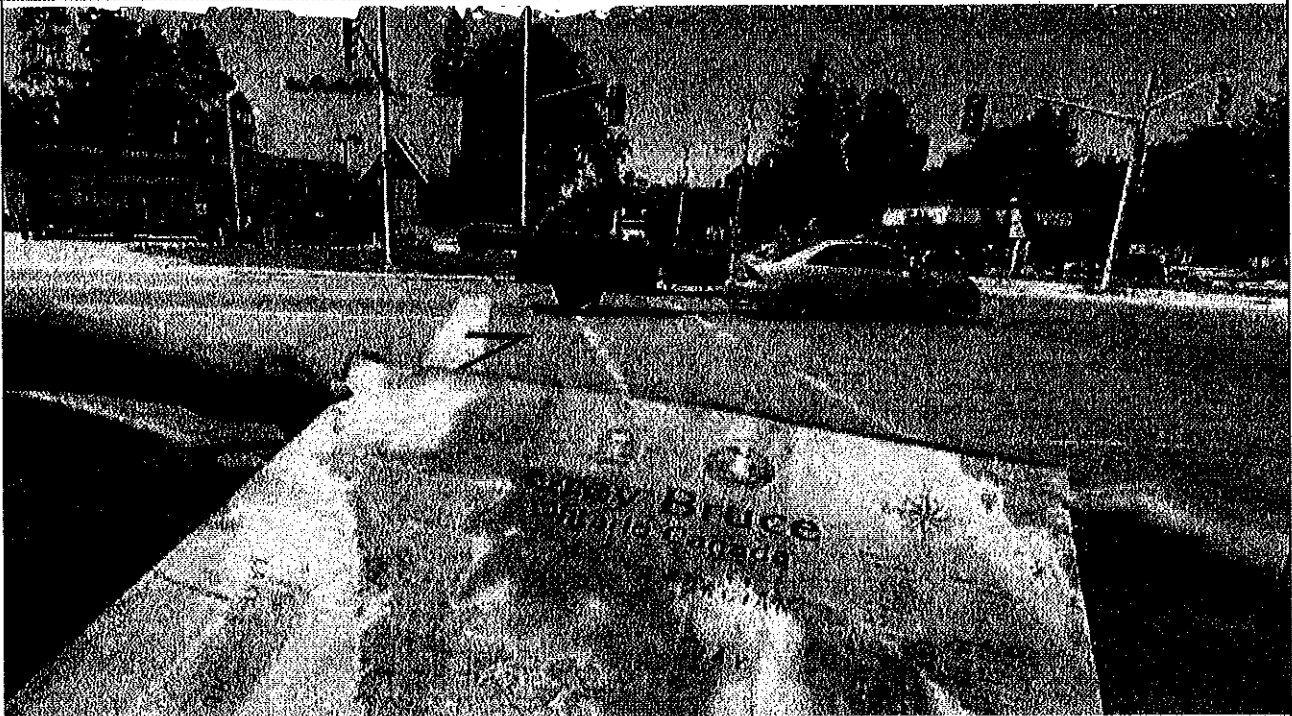


Bike Rack



Heoworth

Community Design Toolkit



The Identity

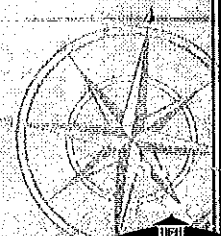
The Crossroads

Hepworth is a major intersection and decision point for travelers, but there is far more to this community than meets the eye: Ski, bike and snowmobile trails, a campground, golf course, service station, outfitter, and community centre all yield opportunities for activity that complement other attractions in the area.

Hepworth, as the Crossroads, is a bustling hub of activity as it acts as a major service centre for weary travelers enroute to the Bruce Peninsula or Sauble Beach. There are a wide variety of amenities and recreational activities that signal to travelers that they are close to the action.



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HEPWORTH



Brand Summary

Keywords

Cross Roads

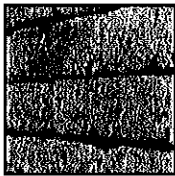
Hidden Gems

Meeting Place

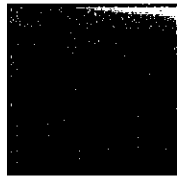
Refuel

Rural Setting

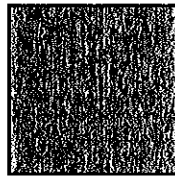
Materials



Brick

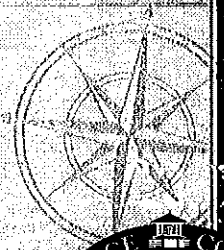


Finished Wood



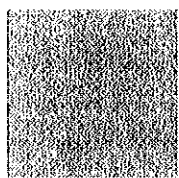
Brushed Steel

Initiatives in Hepworth should strive to carry on the adventure / crossroads theme. Materials should echo the yellow brick used in existing structures and styling should complement existing community features, with graphics and materials reflecting a clean, contemporary style and using wayfinding elements such as compasses, maps, and sign posts.

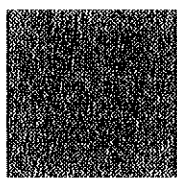


Summary Direction

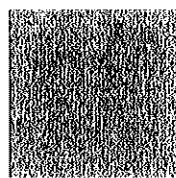
Colour Palette



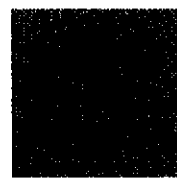
Gray
Pantone: 428 C
CMYK: 23/16/17/0
RGB: 196/199/200
Web: #c4c7c8



Blue
Pantone: 292 C
CMYK: 58/17/0/0
RGB: 94/176/229
Web: #5eb0e5



Light Green
Pantone: 584 C
CMYK: 12/0/79/6
RGB: 217/218/85
Web: #c5cd82



Medium Green
Pantone: 582 C
CMYK: 48/34/100/11
RGB: 137/135/0
Web: #898700



Dark Green
Pantone: 5747 C
CMYK: 65/51/100/51
RGB: 63/69/25
Web: #3f4519

Primary Font

Clearview

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Complimentary Font

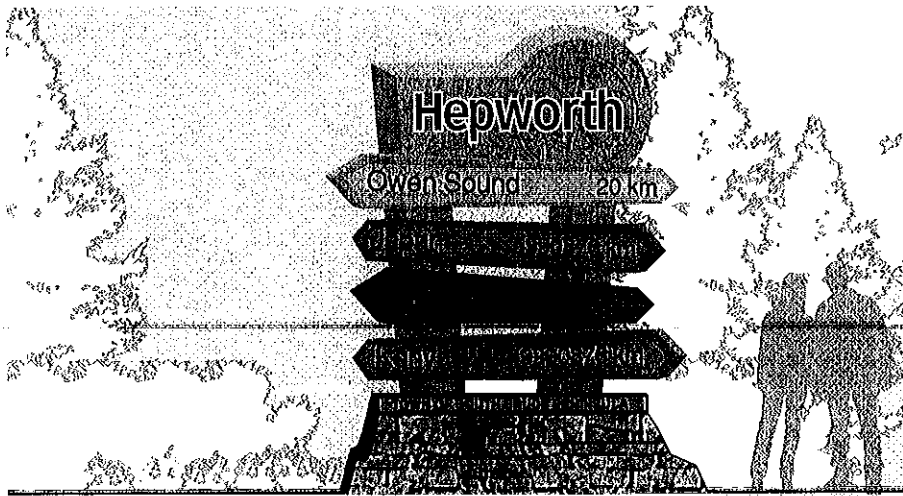
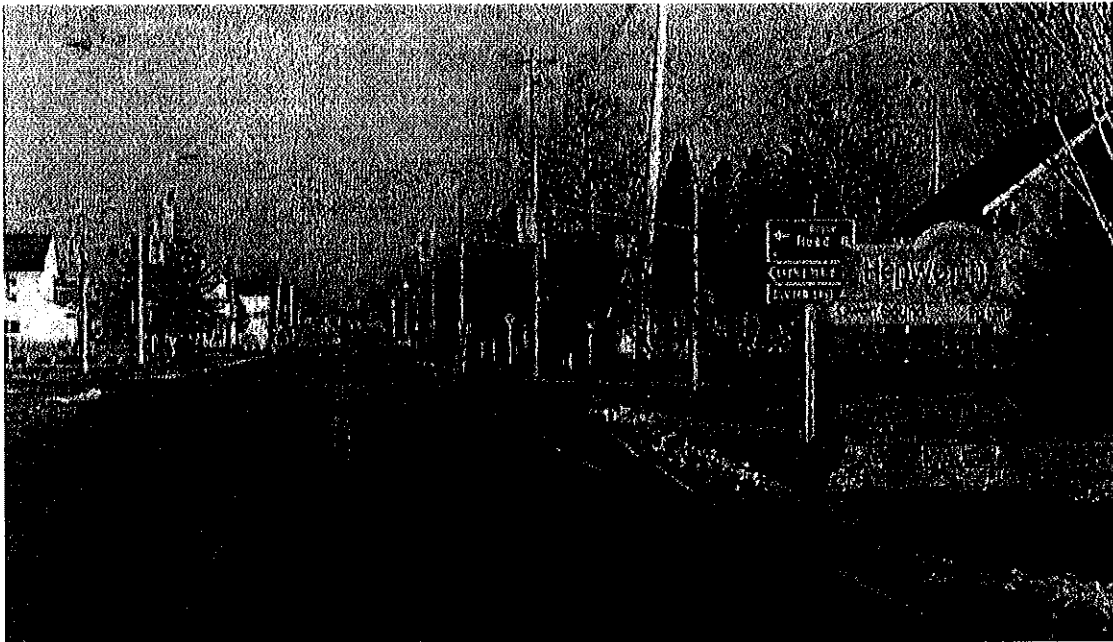
Helvetica

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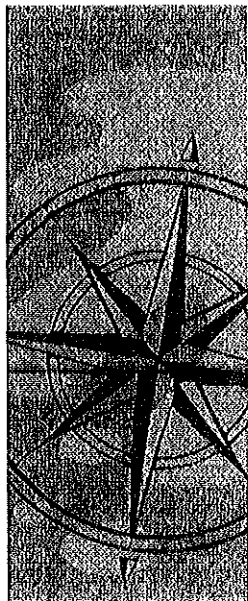
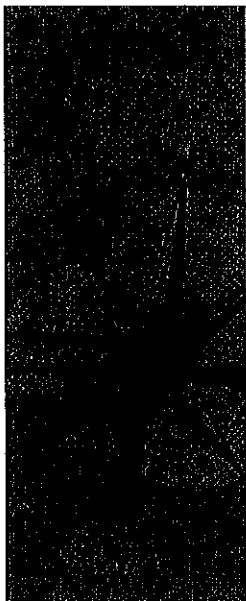


Common Usage Guidelines

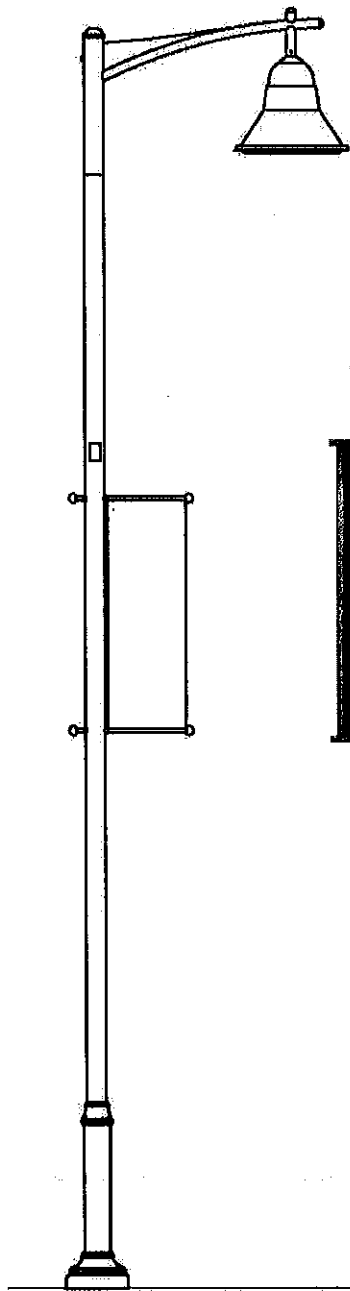
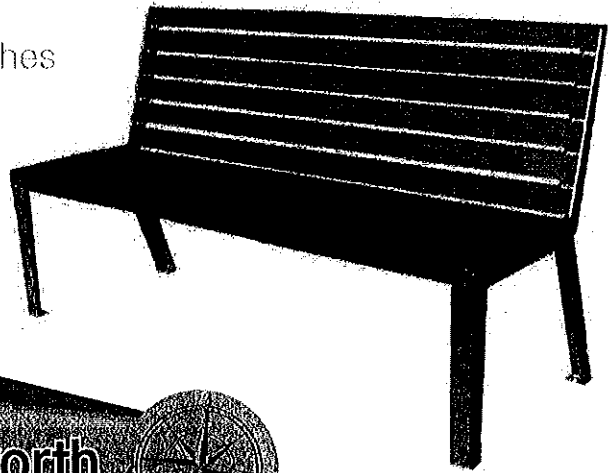
Gateway Entrance Signage



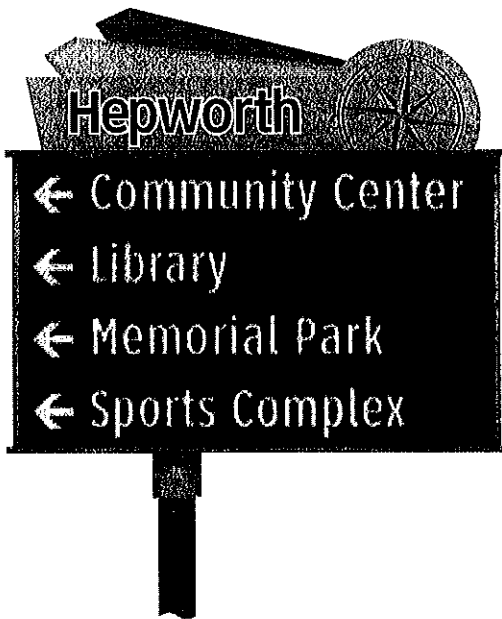
Street Banners



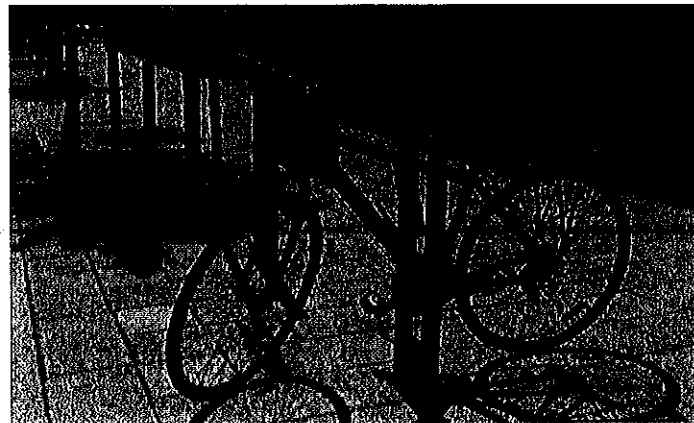
Benches



Streetlight



Signage Header

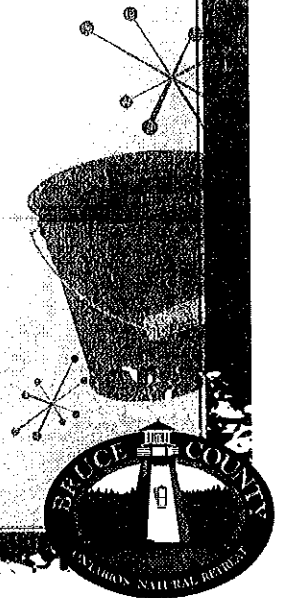


Bike Rack



Sauble Beach

Community Design Toolkit



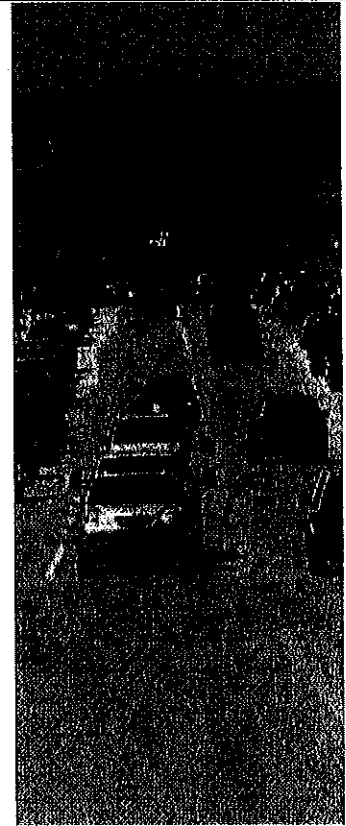
The Identity

Retro Sauble

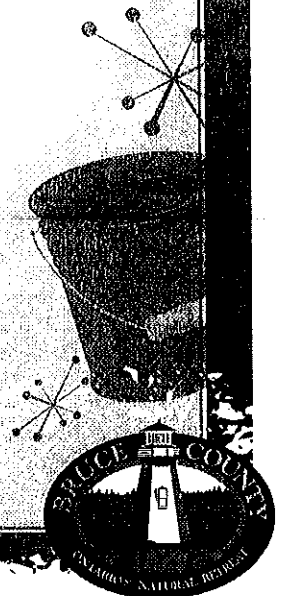
Sauble Beach was originally named by the French explorers for the sandy Sauble river that empties into the lake at Sauble Falls. The first settler to Sauble Beach is reported to have built a cottage 1877 and the tradition of cottage building in Sauble Beach has continued from that point forward as people discover the natural beauty of the area and the long, pristine beach.

Sauble hit its stride in the 1940's when much of the commercial area was developed. Most of the resort development of the current beach area dates from about 1948, including still-surviving attractions like the Driftwood Cafe, Sauble Lodge Motel and the Crowd Inn hot-dog stand. The main street still reflects the atmosphere of bygone days.

The identity for Sauble Beach should reflect a throwback atmosphere to the mid-20th century with retro-sleek design and exciting colours that portray an era and attitude of optimism and opportunity.



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SAUBIE BEACH



Brand Summary

Keywords

Summer Family Fun
Old Fashioned Values
Retro Flashback
Beautiful Natural Beach
A Simpler Time

Materials



Bright Colours



Sleek Surfaces

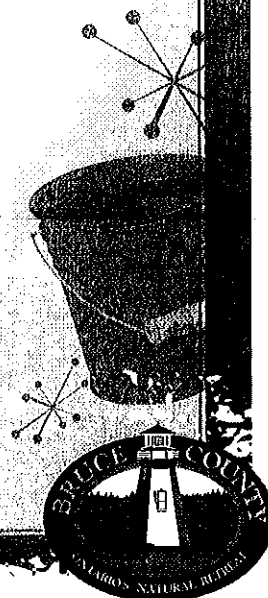


Strong Lines

Initiatives and new development in Sauble Beach should strive to capture the mid 20th century era with a flair for the resort development that took place at this time. The retro-sleek design should use bright colours, contrast, strong lines and glossy finishes highlighting waves and sunshine wherever possible.

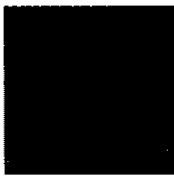
Buildings should utilize strong horizontal lines and angular planes. Building materials including concrete, stone, wood, glass and chrome can be used to create beach architecture that captures the post war attitude of progress and prosperity.

Graphic elements such as banners, signage or advertising should pay careful attention to the retro theme, considering concentric circles, waves, sun bursts, and retro elements as suggested in this Toolkit while at the same time illustrating imagery related to the natural beauty of the area and the area's biggest asset - the beach.



Summary Direction

Colour Palette



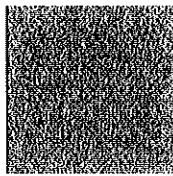
Purple

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RGB: 120/37/11
Web: #78256f



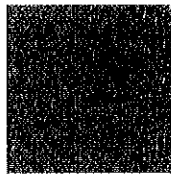
Red

Pantone: 485 C
CMYK: 8/97/100/1
RGB: 220/41/30
Web: #dc291e



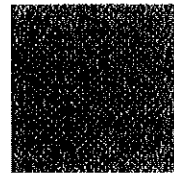
Yellow

Pantone: 110 C
CMYK: 17/31/100/1
RGB: 216/170/0
Web: #d8aa00



Blue

Pantone: 550 C
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RGB: 140/183/199
Web: #8cb7c7



Green

Pantone: 383 C
CMYK: 42/19/100/1
RGB: 162/173/0
Web: #a2ad00

Primary Font

Briquet

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Complimentary Font

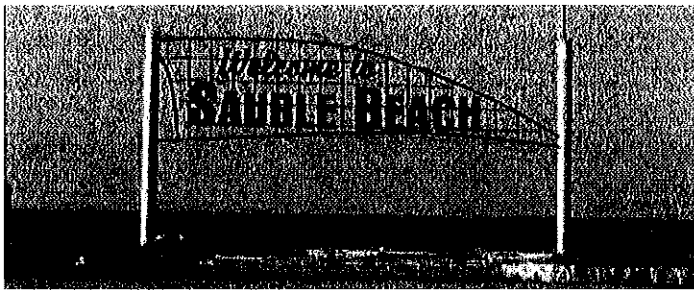
Helvetica Compressed

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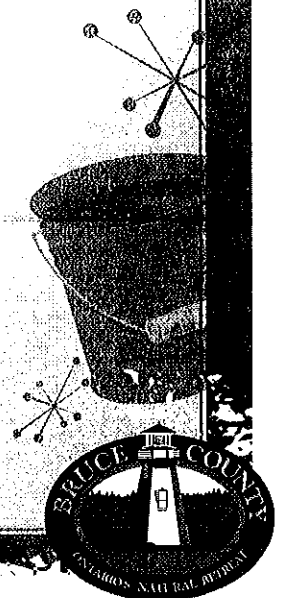
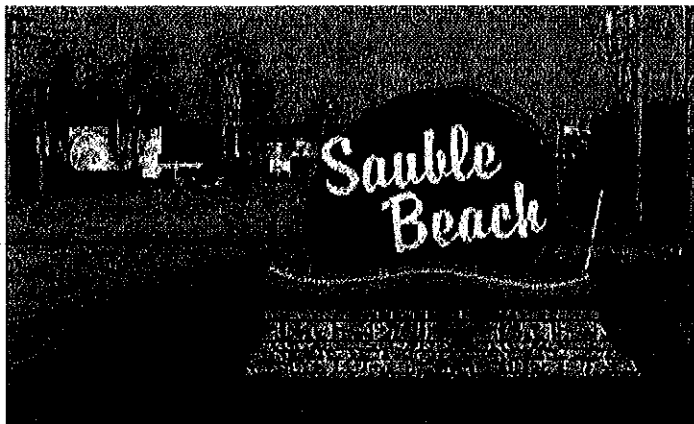
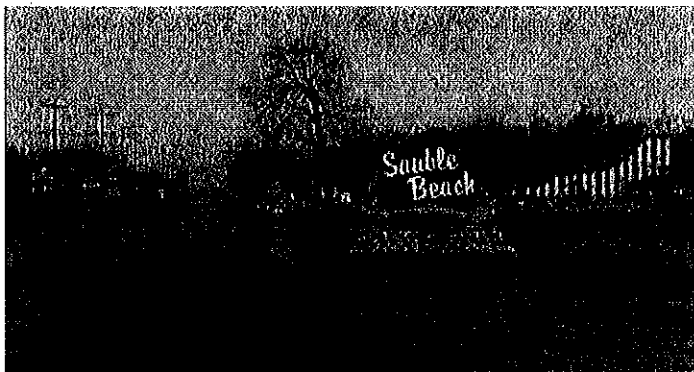


Common Usage Guidelines

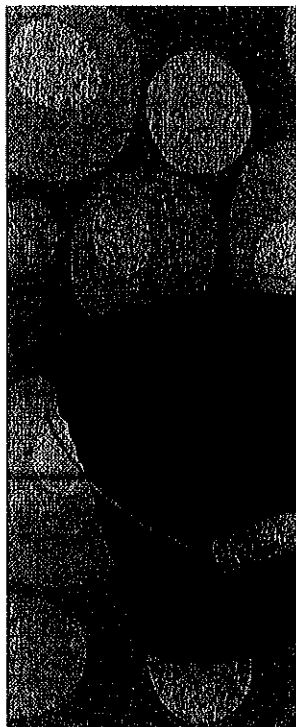
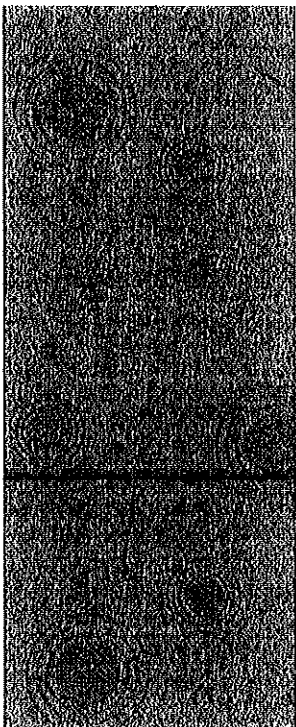
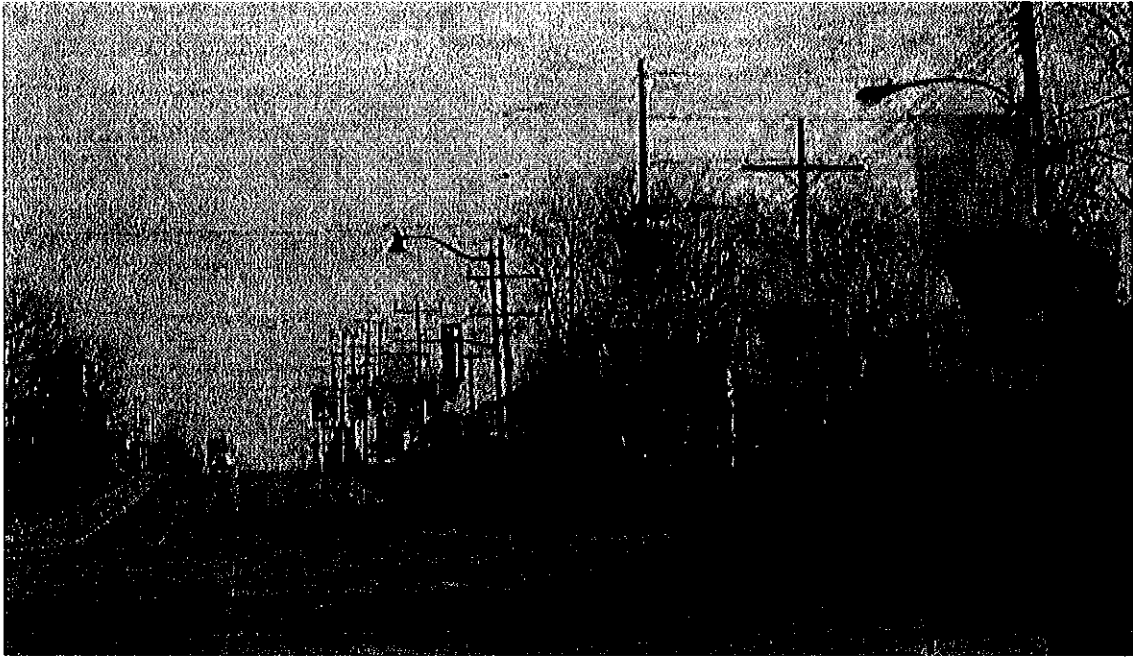
Gateway Entrance Signage

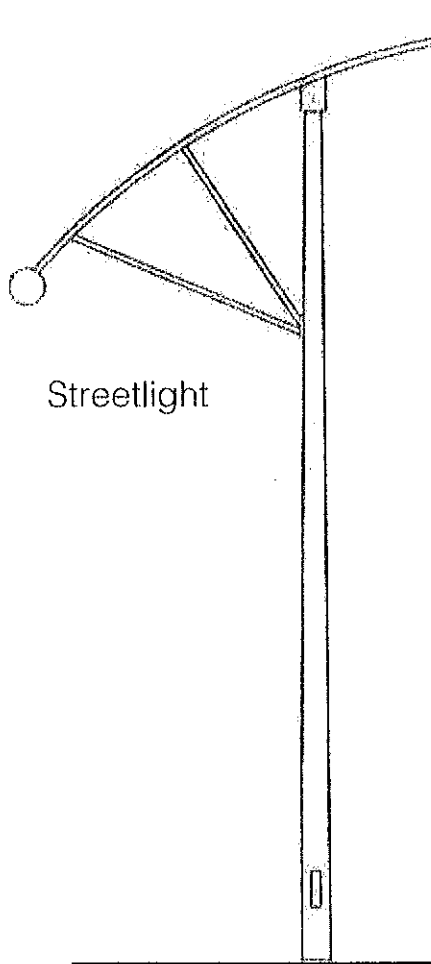


"The Welcome to Sauble Beach" sign is the major icon for Sauble Beach and, while it serves as the centerpiece for the brand, further opportunities to tie this sign into the overall brand identity should be investigated.

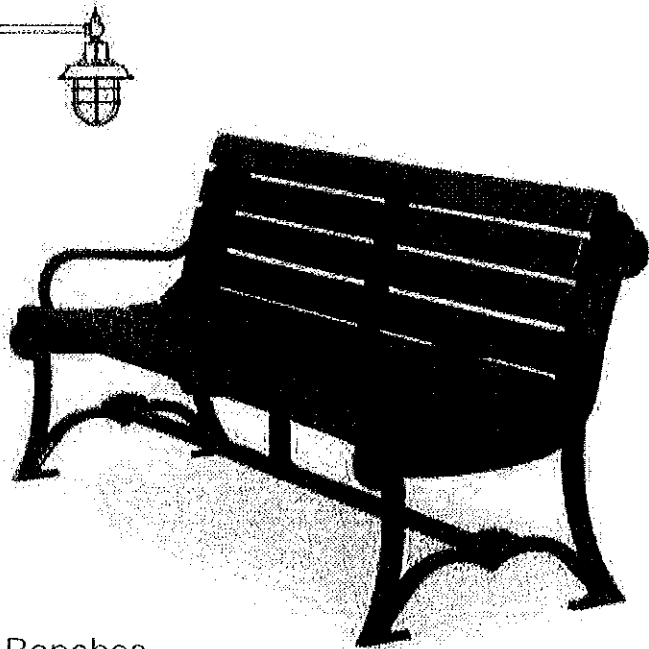


Street Banners



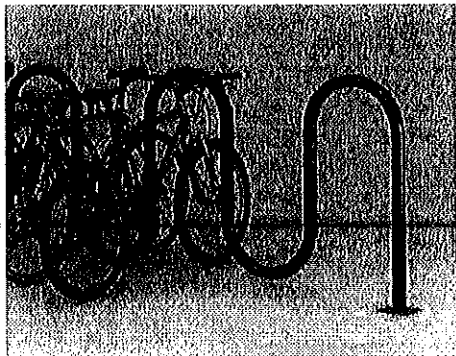


Streetlight

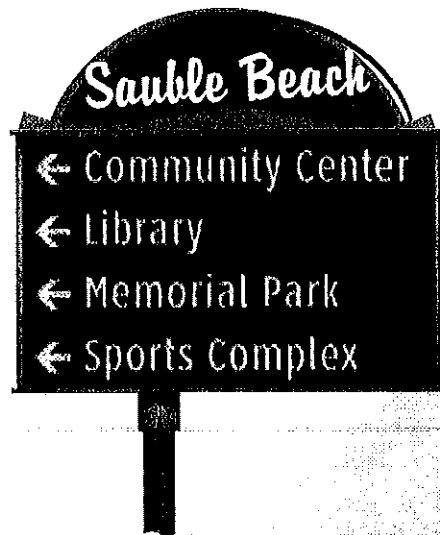


Benches

Sauble Beach park benches should be fun and funky; however to reduce the risk of theft, benches along the beach should continue to be made of heavier concrete and wood.



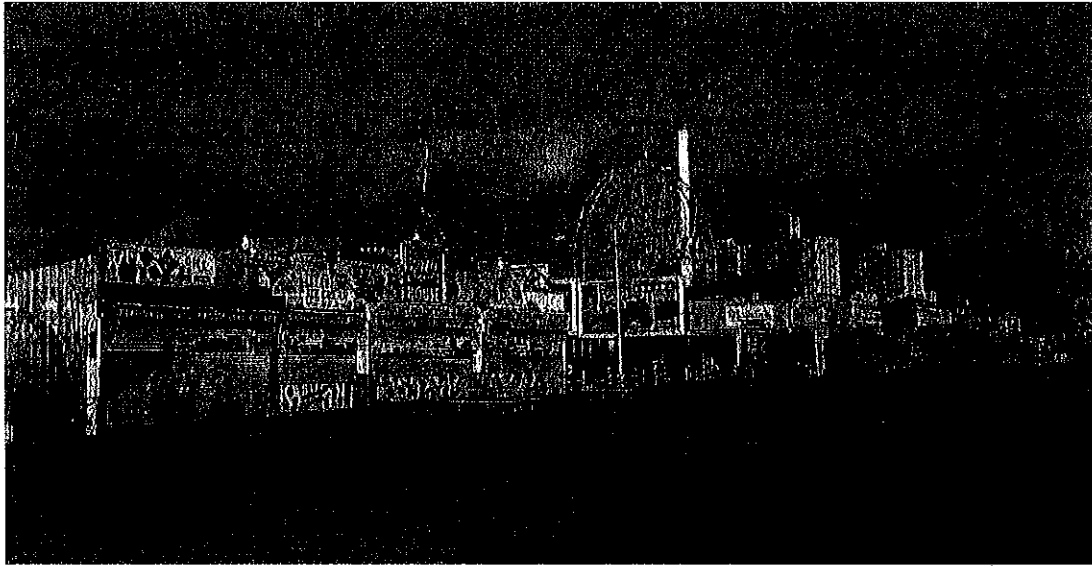
Bike Rack



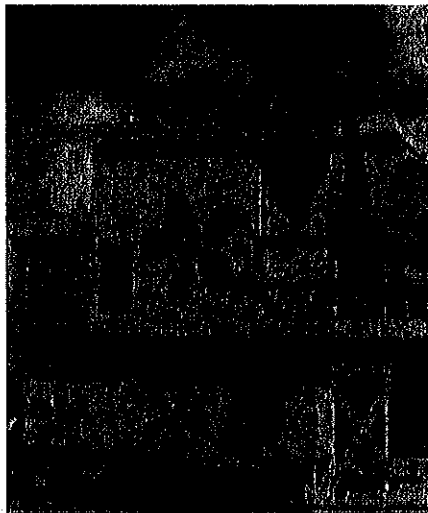
Signage Header



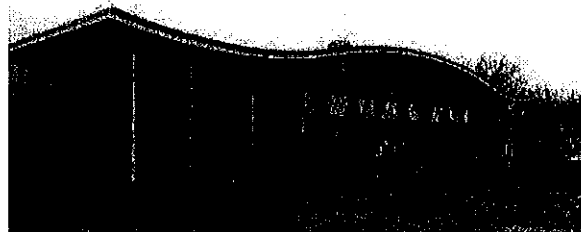
Façade



Coney Island, NY



Miami, Florida



Safeway, Winnipeg

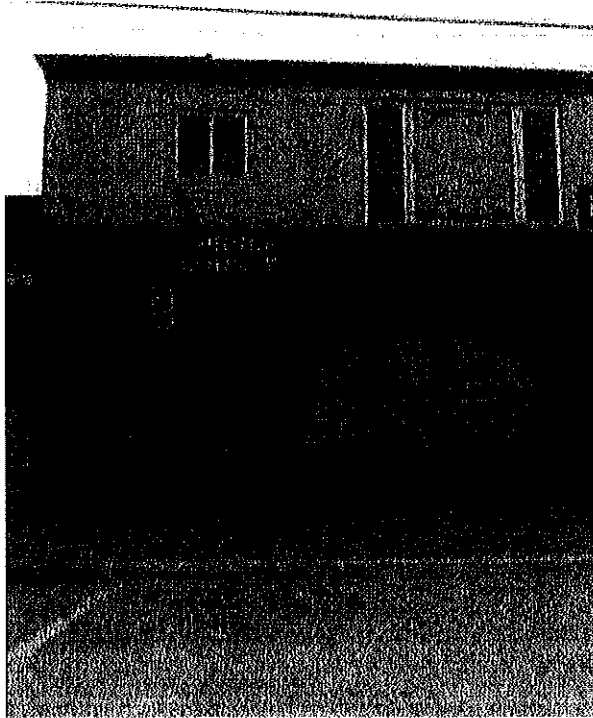


Crowd Inn, Sauble Beach

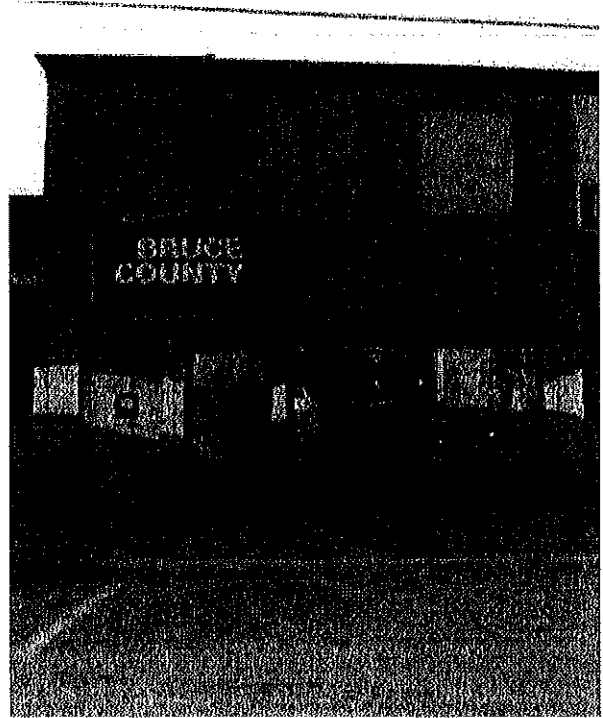


Façade Rendering

Façade restoration / upgrades can be a great opportunity to implement the 'Retro Sauble' brand. This hypothetical example is intended to illustrate how colours and materials could transform the appearance of an existing building to further the brand identity.



Existing



Artists rendering



Wiaraton

Community Design Toolkit



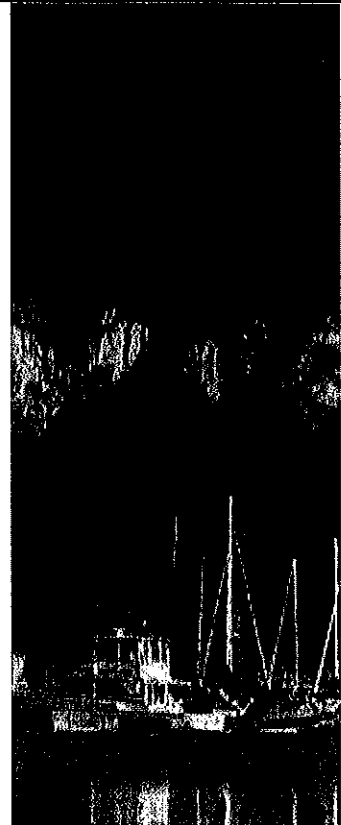
The Identity

Basecamp Willie

Geographically, the town of Warton is defined by the rugged limestone cliffs of the Niagara Escarpment and the picturesque shores of Colpoy's Bay. The town has long been known as the gateway to the Bruce Peninsula but is best known for the Warton Willie Festival and Warton Willie, the albino groundhog who predicts the length of winter every Groundhog Day.

Tourism forms an important part of the town's economy, attracting many seasonal visitors to the area's cottages and resorts and to the town's extensive marina. The Bruce Trail, Canada's oldest and longest footpath, provides public access to the 895-kilometre-long Niagara Escarpment which runs through the town.

As a full-service community on the Niagara Escarpment and the shore of Georgian Bay, Warton is a great basecamp for a Bruce Peninsula Adventure. Whether it's a late winter or an early spring, combining a sense of outdoor adventure with the iconic Warton Willie—Canada's foremost weather prognosticator—yields "Basecamp Willie."



The images and colours shown are for illustration purposes only, and are intended to illustrate a desired style and effect, not to define a specific product or colour palette, and are not intended to serve as working drawings or templates for production.



WIARTON



Brand Summary

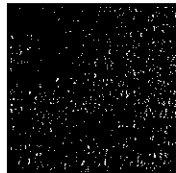
Keywords

Basecamp
Natural Environment
Central To Activities
Warton Willie
Family Adventure

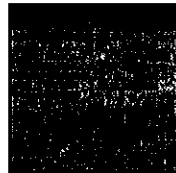
Materials



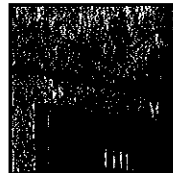
Wood (cedar)
- rough timber
and finished



Limestone



Aged Brick



Iron

Development in Warton should highlight the natural features and outdoor opportunities that abound in and around the town. Warton is "Willie's Basecamp," and should have a classic frontier feeling and architecture that blends rocks and trees into the streetscape and buildings. Willie, the "guide" should never be far away, and should be shown enjoying the town's many features and amenities in any advertising opportunities.

Buildings should utilize natural materials like limestone and cedar for structural elements and highlights. Retention of existing brick structures is encouraged along with restoration of original facades. Vinyl and metal siding is not appropriate for commercial areas that are visible from the mainstreets.

Graphic elements such as banners, signage or advertising should reference Warton Willie as "the guide" while focusing on the outdoor adventure activities and natural amenities that make this area unique.



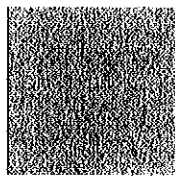
Summary Direction

Colour Palette



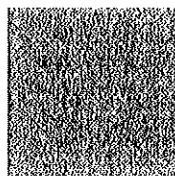
Green

Pantone: 574 C
CMYK: 67/47/97/43
RGB: 68/80/38
Web: #445026



Beige

Pantone: 466 C
CMYK: 22/26/57/0
RGB: 201/178/128
Web: #c9b280



Pink

Pantone: 672 C
CMYK: 8/42/0/0
RGB: 226/164/202
Web: #e2a4ca



Wine

Pantone: 511 C
CMYK: 60/91/41/33
RGB: 95/41/79
Web: #5f294f



Blue

Pantone: 280 C
CMYK: 100/89/24/19
RGB: 0/40/120
Web: #002878

Primary Font

Caslon Antique

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz123456789

Complimentary Font

Cabria

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz123456789

Cabria Bold

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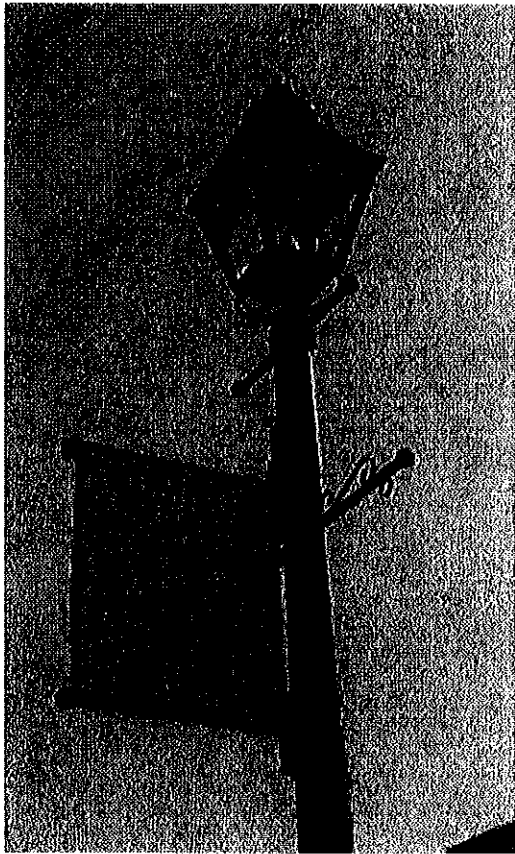
Common Usage Guidelines

Gateway Entrance Signage

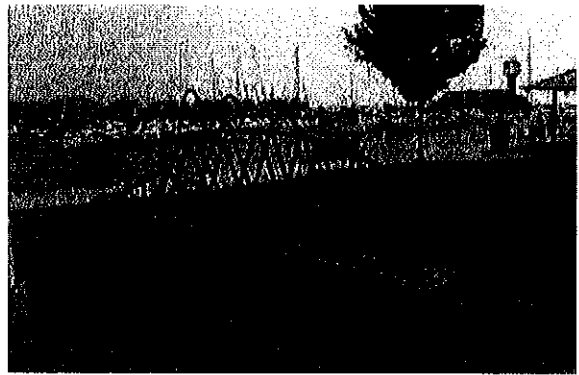


Street Banners

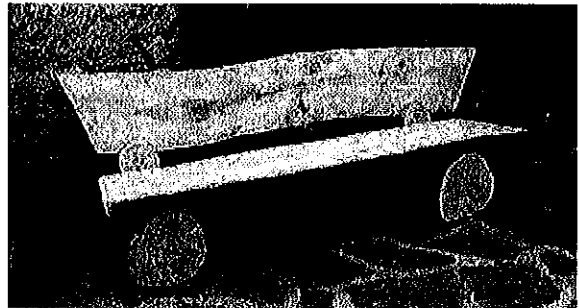




Warton Streetlight



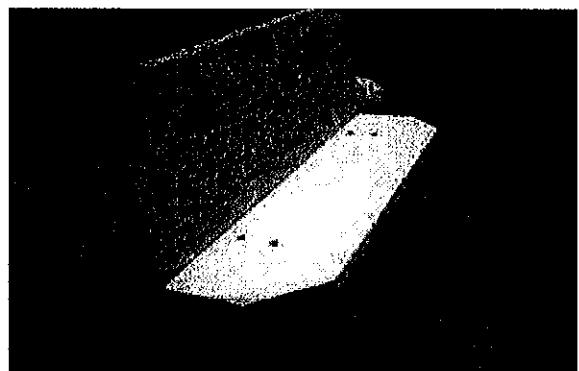
Bike Rack



Benches



Signage Header



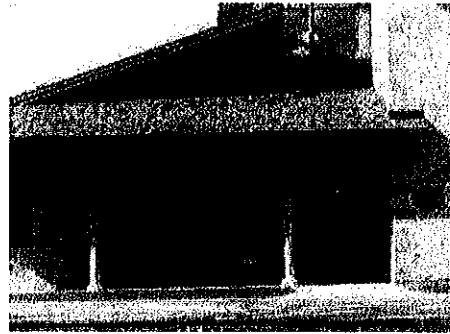
Benches



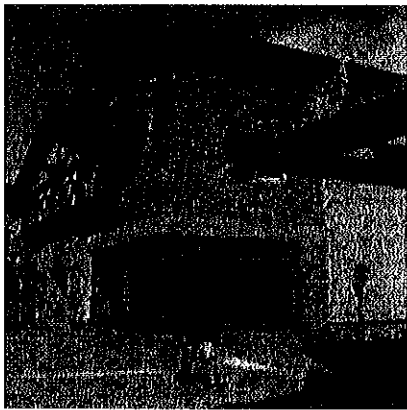
Façade



Banff, Alberta



Warton, Ontario



Banff, Alberta



Collingwood, Ontario

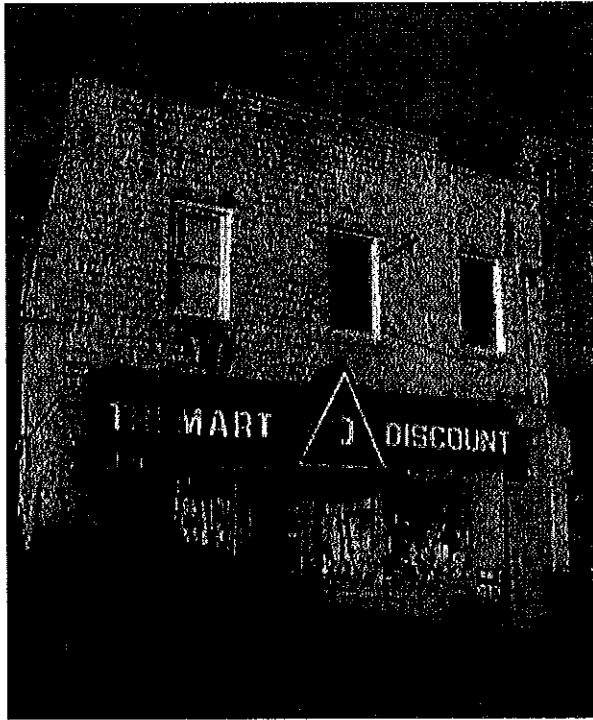


Banff, Alberta

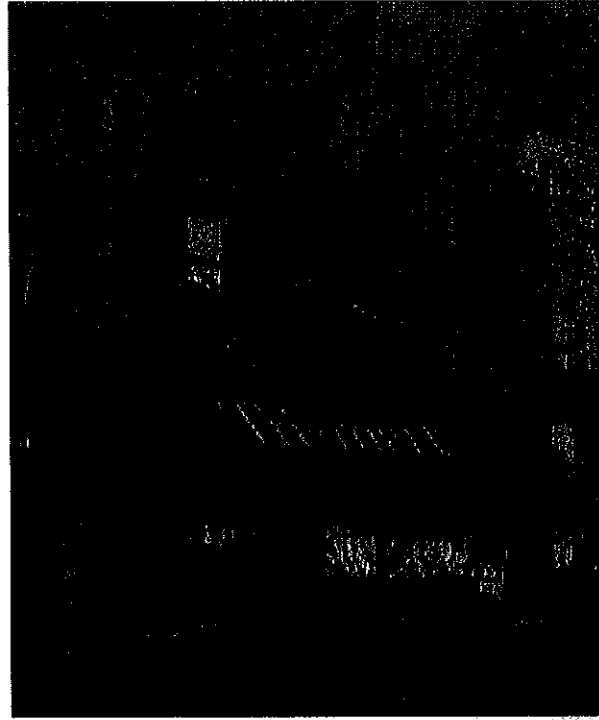


Façade Rendering

Façade restoration / upgrades can be a great opportunity to implement the 'willie's basecamp' brand. This hypothetical example is intended to illustrate how colours and materials could transform the appearance of an existing building to further the brand identity.



Existing



Artists rendering



Summary

Ownership is the key to developing an authentic and believable brand identity for a community. All members of the community have a role to play in developing and fostering the brand Identity. The methods employed to create the individual Toolkits coupled with positive community feedback ensures that these Toolkits are destined for success if applied consistently.

These Toolkits are a starting point and illustrate possibilities for applying the Identity to multiple facets of the individual communities. For more information or support with your local project please contact the Town of South Bruce Peninsula or the Bruce County Planning and Economic Development Department.

Thanks!

