



ACTION PLAN

UPDATED 2007

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EXECUTIVE SUMMARY:

The Town of South Bruce Peninsula and Bruce Community Futures Development Corporation (Bruce CFDC) initiated a strategic planning process in September 2001. The Strategic Planning Process and the Action Plan reports provide a summary of the:

- Community consultation process or methodology used to garner public input
- Identified priorities to affect positive social and economic change in the community
- Specific actions to be taken, including time frames, lead parties and potential partners
- Expected outcomes as a consequence of implementing priority action items

This strategic planning process was the first to be completed since the 1998 municipal amalgamations of the Town of Wiarton, the Village of Hepworth and the Townships of Amabel and Albemarle. Municipal Council wished to gain input and ideas to help guide the future direction of the community. Bruce CFDC, through the Bruce Peninsula Community Development Committee, was also seeking to identify strategic actions to contribute to economic development. It was concluded that a community consultation to provide an opportunity for permanent and seasonal residents to help define activities would meet both objectives.

Funding for this initiative was shared between the Municipality of South Bruce Peninsula and the Bruce CFDC. In addition, Human Resources Development Canada (HRDC) provided a project support worker and some overhead funding, through the Job Creation Program.

It is also noted that this strategic planning process was concurrent with a similar process being undertaken with the Municipality of Northern Bruce Peninsula. As the report will outline, whereas there are specific action items identified for South Bruce Peninsula, there are a few action items that would best be approached in partnership with Northern Bruce Peninsula – given similar economic trends, market draw and existing partnerships related to those issues.

The following report “South Bruce Peninsula – Action Plan”, details action plans to address major priorities. It also identifies secondary priorities, which may be pursued, once major priorities are well advanced and the remaining priorities are deemed to still be valid (that new opportunities or circumstances have not arisen which may take precedence). These priorities have been reviewed by Council to determine validity, and adjusted where required.

If implemented, the priority action items will result in enhancing the social and economic health of the community.

In 2007, the Council of the Town of South Bruce Peninsula undertook a review of the original Action Plan, and approved some changes.

In general however, the Council was of the opinion that the Action Plan still remains a viable strategic document for the actions of the Town.

ACKNOWLEDGEMENTS

Typically, the strength of a community visioning process is reflective of the strength of the community partners who are involved in driving the process. The Town of South Bruce Peninsula is fortunate to have a number of business and community leaders who are committed to the community and the process of consultation which are necessary to create a community vision and guide the implementation of the action plan recommendations. The original volunteers of the Bruce Peninsula Community Development Committee are to be applauded for their dedication and community spirit.

Committee Members:

Bob Thomas

Barb Fisher

Shirley Johnstone

Don Standen

Glen Elliott

Yvonne Harron

Rod Anderson

Lauri Cunningham

Barb Grison

Jim and Shirley Rodgers

Cliff King

Many South Bruce Peninsula residents volunteered as original sub-committee members. Special recognition is extended to the South Bruce Peninsula Sub-committee members listed below:

Small Business/Industry/Agriculture

Cliff Gilbert

John Close

Bob White

Lois Smith

Sheila de Winter

Lonnie Bray

Ruthann Carson

Tourism

Yvonne Harron

Dan Walker

Heide Arnold

Jim Simpson

Jim Shirreff

Frank Stolp

Robbie Robinson

Karen Walker

Don Brough

John Aiken

Jean Turowski

Seniors

Thomas Whitcroft

Stan Hoath

Dan Cullen

Andrea Playford

Fred Drury

Youth

Sharon Gilbert

Dan Kerr

Shannon Gottschall

Mark Wunderlich

SOUTH BRUCE PENINSULA – ACTION PLAN:

One measure of success in developing a strategic plan is the degree to which there was ample opportunity for public input. This is critical to:

- Deciding upon a common VISION for the future
- Identifying major priorities
- Developing specific action plans to guide the implementation process
- Establishing expected outcomes to assist in evaluating the success of the action item once implemented

DOCUMENT REVIEW:

A document review was undertaken as a first step in designing the strategic planning process. Information gained by study of past documents, community profiles and plans laid a foundation upon which to build.

DESIGNING THE INPUT PROCESS:

A primary objective in the design phase of a community consultation process is to ensure opportunity for input from a broad spectrum of the community. The strong emphasis placed on this critical aspect in the South Bruce Peninsula strategic planning design is demonstrated by:

Formal Public Launch

September 2001 public meetings were held to explore and explain the strategic planning process. Newspaper advertisements and personal invitations to various community groups were distributed prior to this meeting.

Results: Over one hundred individuals attended the November 2001 public forums of the strategic planning process.

Survey

Every property owner was mailed a comprehensive survey to gather input on community and sector:

- Issues
- Attributes
- Assets & Liabilities
- Opportunities

Result: In total 1082 people responded. This was broken into 530 permanent and 552 seasonal persons. Of the 8000 mail outs this represents a 13.5% return rate, which is well over research standards for mail out surveys. This response lends statistical credibility to the survey model as well as strong qualitative input.

Sub-Committees

An integral part of the strategic planning process included four sector sub-committees who assisted in interpreting information and survey responses, the results of the public SWOT analysis (Strengths, Weaknesses, Opportunities & Threats) information, and provided leadership in developing action plans. Volunteers were recruited to:

a) Small Business/Industry/Agriculture sub-committee

Objective: To assist with identifying barriers and provide solutions to strengthen business development.

b) Youth sub-committee

Objective: To represent youth concerns and offer suggestions to improve social and employment opportunities for youths.

c) Seniors sub-committee

Objective: To characterize issues and needs facing seniors in the community, and guide the development of priority action items.

d) Tourism sub-committee

Objective: Recognizing the importance of tourism as an economic engine, the objective of this sub-committee was to engage tourism sector representatives in the development of specific tourism initiatives, consistent with community-based trends.

Results: Over twenty-eight (28) individuals volunteered time and talent to the sub-committees, lending guidance and local interpretation in the development of priority action items.

In addition, in the review of the Action plan in 2007, the Council added the “Family” as an additional grouping for future actions.

Municipal Representation

Municipal contribution to an effective strategic planning process is necessary. Typically, municipalities play a key role in either leading or partnering in the implementation of planning priorities.

Results: Throughout the process both municipal council members and staff actively participated in the public meetings and sub-committee work.

Outreach Groups

The opportunity to meet was extended to several special interest parties. As well, the strategic plan facilitator extended an open offer to call the Warton project office or the cell phone number should anyone want to comment confidentially on any matter.

Results:

A special youth meeting was convened with the Wiaraton & District Secondary High School Student Council, yielding enthusiasm and good suggestions as to how to address youth needs.

A meeting with Fishing Clubs and Accommodation providers was also held, again with good input provided.

A special meeting with Seasonal residents was offered but cancelled due to lack of interest.

Based on this community consultation process, the “South Bruce Peninsula – Action Plan “ evolved.

Since the development of the Action Plan, certain initial actions have been implemented, and new Action added based upon a review by Town Council in 2007.

ACTION PLAN VISION:

Strategic plans are premised on a statement of values. These values set parameters that guide the development of priorities – and by extension the action items. The VISION statement is therefore a descriptive statement as to where the community wants to be in the future, based on a set of values.

The South Bruce Peninsula VISION statement is:

The Town of South Bruce Peninsula is a vibrant, diverse and growing community that is safe, well planned and environmentally respectful.

PRIORITY ACTIONS ...BY SUB-COMMITTEE

The following provides a summary of the three top priorities from each of the four sub-committees. This is a quick reference, with the detailed action plans following.

Small Business/ Industry/Agriculture	Tourism	Youth	Seniors	Family
Business Development	“Four Seasons” business	Recreation/Cultural Activities/Facilities	Transportation	Increase Community Spirit
Support “Northern” Designation to Upper Tier Grants	Sewer & Water	Education & Training	Independent Living facilities	Affordable Housing
Develop Marketing Strategy	Casino	Job Skills - Opportunities	Recreation/Cultural Activities/Facilities	

ACTION PLANS

Each of the four-sector sub-committees developed detailed action plans to address the three priorities as per the above summary. They also identified secondary priorities, which could be implemented in the event that the top three are well advanced. The development of the priority action items was based on full review of the survey responses, input from the public meetings as well as the work undertaken by the sub-committee over the past several months.

Each of the sectors has defined the priorities, actions, time frames, lead agents & potential partners. Expected outcomes have also been identified, which will aid in evaluating the contribution being made through the implementation process.

The following action plans (by Sector Sub-Committee) provide a framework that will guide the next steps for the sub-committees and the Bruce Peninsula Community Development Committee. As noted earlier, these original sub-Committee sectors were expanded in 2007, by the addition of the “Family” sector.

SMALL BUSINESS/INDUSTRY & AGRICULTURE

The three priority action items identified by this sub-committee all speak to the need to address both business retention and expansion issues.

There is recognition that existing businesses require and deserve community support to remain competitive and continue to grow, while new business development is needed to diversify the local economy, and create new (year-round) employment opportunities, with particular emphasis on youth.

The potential offered through a “Northern Ontario” designation was seen as a means to leverage increased access to government support (provincial and federal) to help offset costs of hard and soft infrastructure development.

Marketing of the community as both a business & tourism destination requires development of a targeted marketing strategy. This will necessitate investment and focus.



SMALL BUSINESS PRIORITY #1	PRIORITY #2	PRIORITY #3	
PRIORITY	Business Development	Upper Tier Grants	Marketing Strategy
ACTION	To support business owners & operators in the development of a comprehensive community business development plan, with emphasis on business retention & expansion (BR&E)	To revitalize and mobilize the community and Councils in support of a private members bill	To develop a plan to promote all aspects of the municipality. To position South Bruce Peninsula as a location of choice for tourism & business investment.
TIME-FRAME	Begin November 2002	Immediately	Immediately
LEAD AGENT	South Bruce Peninsula Small Bus/Industry/Ag committee	Municipal Council	Municipal Council – Economic Development Committee
PARTNERS	<ul style="list-style-type: none"> ➤ Business owners/operators ➤ Municipal Council ➤ Industry & Farming Community ➤ BR&E program 	<ul style="list-style-type: none"> ➤ MPP ➤ Neighbouring Councils ➤ Bruce County ➤ Bruce CFDC 	<ul style="list-style-type: none"> ➤ South Bruce Bus/Industry/Ag sub-committee ➤ South Bruce Peninsula Tourism Co-coordinator ➤ Chambers of Commerce
EXPECTED OUTCOMES			
1.	To increase the number of viable business startups and expansions	To receive “Northern” designation	Revised official municipal website – to be state of the art
2.	To develop a partnership with businesses toward new job creation	Leverage additional support programs to enhance hard (roads, sewer) infrastructure & soft infrastructure (business development) programs and services	Legalities to formalize Wiarton Willie rights completed
3.	To develop a business development blueprint to strengthen the economic base of community	Accelerate the diversification of the local economy (e.g. business tax incentive region)	Heightened municipal profile to compete effectively for business, via electronic exchange

Secondary Priorities include:

- 1. Develop Destination shopping Area (e.g. St. Jacobs)**
- 2. Improve disability access to businesses**
- 6. Complete agri-business opportunity analysis (specialty products)**

TOURISM

The outcomes from the strategic planning process denote the desire to diversify tourism development to include shoulder-season activities. To take full advantage of this opportunity, there is strong need to secure adequate water and sewer infrastructure. Without this, the ability to attract or expand tourism investment in accommodation or attraction developments will be severely restricted.

Through discussion at the tourism sub-committee it was highlighted that the area lacks a “destination attraction” to pull tourists to the area during non-summer months. For this reason, the idea of a casino was profiled. A casino may support supplementary business development opportunities thereby contributing to new business development and job creation.



Tourism	PRIORITY #2	PRIORITY #2	PRIORITY #3
PRIORITY	Infrastructure	Four Seasons – Business	Casino
ACTION	To demonstrate local support (residents & business), obtain Council support and secure provincial funding assistance for the construction of water and sewer infrastructure required throughout the municipality	To develop one shoulder season event to be held prior to December 2003 To increase agri-business To expand Wiarton Willie sustainable marketing	To receive government approval for the construction of a casino in the Town of South Bruce Peninsula
TIME-FRAME	December 2002	Event completed by December 2003	Approval by June 2003
LEAD AGENT	South Bruce Peninsula Tourism sub-committee	South Bruce Peninsula - Tourism Coordinator	South Bruce Peninsula Tourism sub-committee
PARTNERS	<ul style="list-style-type: none"> ➤ Municipality ➤ Chamber of Commerce ➤ Friends of Sauble Beach 	<ul style="list-style-type: none"> ➤ South Bruce Peninsula Tourism sub-committee ➤ Chamber of Commerce ➤ Accommodation owners ➤ Northern Bruce Peninsula Tourism sub-committee ➤ Bruce County ➤ HRDC ➤ Ministry of Tourism 	<ul style="list-style-type: none"> ➤ First Nations communities ➤ Municipal Council ➤ Chamber of Commerce ➤ BIA ➤ Private Sector ➤ Provincial government
EXPECTED OUTCOMES			
1.	To secure water & sewer services that meet regulated and certified standards for all the municipality	Increased numbers and length of stays of tourists in the shoulder season	Economic growth
2.	Expanded economic growth due to access to required and competitive infrastructure	Increased economic impact to the community via increased expenditures on local goods & services	Expanded attraction thus four season destination business development
3.	Expanded tourism activity in shoulder-season given improved infrastructure	Demonstrate and model the potential for viable shoulder-season activities	Employment opportunities

Secondary Priorities include:

- 1. Protection of eco-tourism**
- 2. Chamber focus**
- 3. Customer Service training**

SENIORS

The senior's community participated in the planning process to a larger extent than any other community sector. Responses consistently identified themes related to future transportation services, independent living facilities and recreational activities as essential to sustaining an active seniors population.



SENIORS	PRIORITY #1	PRIORITY #2	PRIORITY #3
PRIORITY	Recreational Activities & Facilities	Independent Living Facilities	Public Transportation
ACTION	To create or expand, facilities and services, programs and activities for seniors providing enhanced quality of life through recreation, friendship, and good health	To facilitate the attraction of developers to meet changing seniors accommodation needs Encourage affordable housing	To investigate the feasibility of providing a form of public transportation (same as Northern Bruce Peninsula action item)
TIME-FRAME	Starting December 2002	2005-2007	Feasibility by December 2002
LEAD AGENT	South Bruce Peninsula Seniors sub-committee	South Bruce Peninsula Seniors sub-committee	South Bruce Peninsula & Northern Bruce Peninsula – Seniors sub-committees
PARTNERS	<ul style="list-style-type: none"> ➤ Seniors Groups ➤ Trillium ➤ Health Canada ➤ Bruce County Public Health Unit ➤ CCAC/Homecare ➤ Recreation providers ➤ Private sector ➤ Service Clubs 	<ul style="list-style-type: none"> Municipal economic development committee Private Sector Investors & Developers Chamber of Commerce Real Estate representatives Bruce County 	<ul style="list-style-type: none"> Service groups Private sector bus/transport business Bruce CFDC Municipality Trillium
EXPECTED OUTCOMES			
1.	Maintained high level of senior participation in the community	Increase in affordable and accessible independent living facilities (various housing types), thus, growth in tourism and small business development	Feasibility assessment of transportation models for Bruce Peninsula residents – and if feasible, identification of possible business agents to deliver
2.	Improved health (physical, emotional, social and spiritual) of seniors (e.g. alleviation of loneliness etc.)	Increased construction activity thus economic return to the community and increased apprenticeships for youths	Increased road safety with reduced accidents (winter emphasis) as seniors have options - thus reduced stress while maintaining independence
3.		Employment options and opportunities	Public Transportation

YOUTH

During the consultation process, particularly with the student council, the most predominant common theme was the need to aggressively develop initiatives to provide a diversity of activities as well as a need to offer expanded educational and employment resources.

Enthusiasm was most evident when the concept of a “meeting place” for youth was brought forward. The concept entails a facility whereby local youth have a major role in setting out programs and activities. The program of events may include a rotating schedule of various music, drama, and cultural activities. It may offer a voice to local talents while expanding exposure to different types of music or cultural activities.

The concept also includes the potential to generate revenues to offset operating costs through sale of specialty coffee, teas and light lunch/snack items.

The operation of this type of facility may also provide youth with the opportunity to develop portable generic skills including core work skills, scheduling, food preparation, customer service, small business management etc. There may also be an opportunity to earn community service school credits.

Access to employment development resources was also highlighted. As an example, the youth used the HRDC – 2nd Floor resource centre as a model to be explored. This community resource offers employment and skill development resources as well as a computer lab. This kind of resource would address the identified needs of youths and address the transportation issues related to accessing these resources out of the area.



YOUTH			
PRIORITY	PRIORITY #1	PRIORITY #2	PRIORITY #3
PRIORITY	Recreational/Cultural Activities	Education & Training	Job Skills – Opportunities
ACTION	To develop & maintain facilities to satisfy the requests for a youth operated café and skateboard park To increase youth related programs	To provide youth access to programs and services to assist with enhancing employability skills (life skills and generic transferable skills) And... To undertake a review of the potential for broader access to trade & apprenticeship training – this to be part of the business retention & expansion (BR&E) project	To secure a career and employment resource centre. Example is the 2 nd floor of HRDC in Owen Sound.
TIME-FRAME	Café operational within 6 months Skateboard Park operational within 4-6 months	a) Café operational in six months and b) BR&E to start December 2002	Immediately
LEAD AGENT	South Bruce Peninsula – Youth sub-committee	South Bruce Peninsula Youth sub-committee	South Bruce Peninsula Youth sub-committee
PARTNERS	<ul style="list-style-type: none"> ➤ Municipality ➤ Wiarton District Secondary School & Student Council ➤ HRDC ➤ Trillium ➤ Chamber of Commerce ➤ Service Clubs 	<ul style="list-style-type: none"> ➤ Trillium ➤ HRDC ➤ School & Student Council ➤ Youth Groups ➤ Ministry of Training, Colleges & Universities ➤ Bruce CFDC 	<ul style="list-style-type: none"> ➤ HRDC ➤ “Y” Employment Services ➤ Wiarton District High-School and Student Council ➤ Municipality ➤ Chamber of Commerce ➤ South Bruce Peninsula Tourism sub-committee

EXPECTED OUTCOMES			
1.	Established location for youth to socialize within an environment (café) where programs and activities are developed and operated by youths	Address youth voiced concerns regarding lack of access to programs and services to enhance employability	Improved access to career/job resources
2.	Development of transferable employment related skills in a practical work/business environment with input from youth regarding programs and activities	Identification of possible employers interested in apprenticeship training opportunities for youth (via BR&E) – to be matched with youth seeking apprenticeship options	Community resource to support labour & business competitiveness through information, telecommunication, and innovation
3.	Established location whereby youth have opportunity for cultural development and exchange (e.g. music, drama, artisans)	Increased sense of community participation and involvement by youth – resulting in healthier community linkages and participation	Improved ability to address and accommodate labour force needs and demands

Secondary Youth priorities include:

- 4. Youth Council – to develop a mentor/volunteer program**
- 5. Transportation – to address transportation issues related to youth for work and play**

FAMILIES

During the 2007 review of the original Action Plan, the Council determined that there is a definite need to address families within the strategic planning of the Town.

The Council recognizes that in terms of community and community development, the family structure is an essential element. The strategic thinking by Council, and the services and programs provided by the Town, need to focus on the needs of the family unit.

In regard to specific actions, the Council has determined that the wellness of the family is important in increasing community spirit and vitality of the community. Future programs will therefore focus on increasing the physical health of the family structure.

The Council also recognizes that suitable housing of families is also essential to developing community spirit. Affordability is one of the major financial considerations made by a family in choosing to live in a community. The Council therefore intends on supporting programs which encourage affordable housing.

YOUTH	PRIORITY #1	PRIORITY #2	PRIORITY #3
PRIORITY	Increase Community Spirit	Affordable Housing	
ACTION	Develop family wellness programs	Support affordable housing initiatives	
TIME-FRAME	ongoing	2008-2009	
LEAD AGENT	Town	Habitat for Humanity Salvation Army	
PARTNERS	Health Unit Active 2010	Town County of Bruce Province	➤
EXPECTED OUTCOMES 1.	Health related recreational programs to be implemented by 2010	Projects to be developed by 2009	