

APPENDIX: CORPORATE STRATEGIC PLAN TECHNICAL REPORT

TOWN OF SOUTH BRUCE PENINSULA

2020-2025



Town of
**SOUTH BRUCE
PENINSULA**



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1. Introduction

This Technical Report presents research and consultation findings emerging to this point in the project lifecycle. Specifically, this report includes a presentation and analysis of:

- Situational Analysis/Environmental Scan and related research
- South Bruce Peninsula Community Profile
- All stakeholder input received during the consultation phase

Emerging from this data and analysis will be a comprehensive summary that reflects emerging themes, goals, objectives, and insights to inform the corporate strategic plan development.

Report Format

Section 2 offers a document review and an analysis of common threads among the various sources.

Section 3 provides an updated Community Profile to reflect population, economic, and demographics.

Section 4 then summarizes input gathered through the Staff, Management, and Public consultations carried out as a necessary deliverable in the preparation of the 2020-2025 Corporate Strategic Plan for the Town of South Bruce Peninsula. The findings of this section will inform Council's discussions and decisions in relation to the core elements of the strategic plan, including the vision, mission, and strategic priorities and objectives. Furthermore, the insight, perspectives, and input will offer evidence that contributes to the creation of departmental business plans by highlighting the essential resources and specific actions that will be required to advance the strategy through implementation.

The objectives of seeking input during the strategic planning process were as follows:

1. to ensure an open, transparent, and inclusive stakeholder engagement process to inform the Corporate Strategic Plan development
2. broad staff and stakeholder engagement to maximize input, gather perspectives and insights, and inform on critical priorities, potential actions, and relevant metrics to monitor progress and impact; and
3. greater understanding of the municipal supports and resources necessary to efficiently execute validated actions and tactics in the plan.

As Council continues to examine strategic directions, input from key stakeholders serves as a means of further informing areas of priority. While this plan is a corporate strategic plan, there is relevance and value in accessing what is important to the community, within the municipality, and for Council.

Section 5 begins to breakdown the SOARR, examining strengths, opportunities, aspirations, risks, and results that will form fundamental considerations in the creation of the strategic goals, objectives, and actions for the corporate strategy.

Collectively, this report will inform the strategy document and will be presented as a technical report that captures all research, data, and analysis that offers the evidence and insight that cumulates in the corporate strategic plan.



2. Methodology

This methodology takes into consideration the required project management and resources required to deliver the project on time and on budget. We acknowledge and confirm that we have taken this into consideration when building out the workplan and the associated time allocations.

Our project management is grounded in the continuous review and update of the workplan (at least weekly). We will share the updated workplan with the Town Steering Committee bi-weekly, or as desired by the Town. This will ensure that the Town is up to date on the project status and milestone deliverables.

2.1 Our Approach

A corporate strategic plan is an invaluable, living document for any municipality. A strategic plan:

- Presents a vision, mission, and guiding principles to guide the Municipality in its decision and planning processes
- Identifies community strengths, challenges and opportunities and prioritizes responsive actions
- Aligns with Council's goals and objectives, business initiatives, and the goals and aspirations of the community

Inclusive and Vision-Driven Planning

The strategic planning process utilized to create a strategic plan must recognize the significant importance of the views and aspirations of Council, Management, Staff, and the community. The resulting document must represent and reflect the input and valuable contributions of all participants engaged in the planning process. It should be created through an inclusive and transparent process that results in a strategy that is realistic, visionary and responsive. It must reflect Council's vision in order to provide a solid foundation for developing priorities that are rooted in the Town's guiding principles of community culture, collaboration and partnerships and economic sustainability.

Building on the Municipality's strengths, leveraging its assets and having conversations about the current reality and the desired future are all essential elements that help to bring Council and Staff to a place where a unified mission and vision are identified.

As part of the strategic planning process, Council and Senior Management will have an opportunity to review and revisit the mission, vision, and guiding principles for the Municipality. The mission is the statement of the Municipality's purpose and answers the fundamental question 'why does the corporation exist.' The vision is intended to serve as a statement to the broader community by describing the desired future state for the municipality. The vision statement is intended to guide decisions and support the alignment of resources and activities with over-arching goals. The guiding principles describe the intent behind the actions and decisions that the Municipality undertakes. The guiding principles are intended to inform decision-making and guide how the Municipality operates internally and with the public it serves.

An Integrated and Actionable Approach

For the Town of South Bruce Peninsula, the new 5-Year Corporate Strategic Plan will replace the current



Community Based Strategic Plan. It must reflect Council’s vision in order to provide a solid foundation for developing priorities that are rooted in the Town’s guiding principles of community culture, collaboration and partnerships and economic sustainability.

Our approach underscores the importance of strategic planning that is vision-driven, forward-focused and actionable. We are especially mindful of the need to ensure the strategic plan is realistic and to develop a clear and detailed action plan that goes beyond the identification of strategic priorities in order to support and strengthen implementation over time. The Town’s Community-Based Strategic Plan, *Creating Our Future*, was last updated in 2016 and set out the following vision: “Distinct Communities working together for sustainable growth and prosperity”. This, along with the five goals established in *Creating Our Future*, will serve as a starting point for the development of the new 5-Year Corporate Strategic Plan.

An integrated approach to strategic planning requires careful consideration of the Town’s broader planning landscape in order to incorporate the priorities and strategic approaches set out across the municipality. Our approach will include a comprehensive review of planning documents and background material to inform the strategic plan and highlight key priorities already established. We note, for example, that the Downtown Revitalization Strategic Plan (2009) set out the following vision:

The vision for the Economic Development Committee and the Town of South Bruce Peninsula is to have safe and vibrant downtown areas that are sustainable and that promote and preserve their natural heritage whereby creating a sense of community pride.

The stated goal of the Community Improvement Plan (2010) was “to create a tool for community improvement that will encourage the rehabilitation and revitalization of the four downtown cores within the Town...The goals of the Community Improvement Plan conform to and are a refinement of the Official Plan”. The interconnectedness of these and other Town planning initiatives will be reflected in the Corporate Strategic Plan and serve as important context to inform its development. While it is important to recognize and build on existing research and policy directions, the Corporate Strategic Plan also offers an opportunity for new directions, re-assessing previous priorities and understanding where the corporation needs to adjust to meet the changing needs of the economy and the community. This alignment enables other significant undertakings by the Municipality to be assessed and positions the organization and community for the coming years.

Implementation and Performance Metrics

Upon Council’s adoption of the 5-Year Corporate Strategic Plan, we advocate for the review and adaptation of departmental business plans to ensure alignment to advance strategic goals and initiatives. It is at this point the focus shifts from strategy development to strategy implementation and performance monitoring. Departmental planning will inform the timing for initiatives to be implemented, the appropriate department to lead this implementation, and the necessary final and human resources to carry out implementation. There will also be further opportunity to explore collaboration and partnerships with other levels of government, local organizations, and the private sector. This further creates an opportunity for staff to truly reflect on how their position and daily performance informs and influences the strategy implementation, contributing to the stated vision, mission and guiding principles reflected in the strategy. In essence, it offers the opportunity to promote a sense of collective ownership and pride for how each member of Council and staff contribute to the corporate mission. Working collaboratively with Senior Management, an implementation plan will be developed outlining the activities, outputs and timelines for strategy implementation.



Finally, a key element following strategy implementation, and indeed a key consideration when planning for implementation, is the identification of key performance metrics that will offer an evidence-based assessment of the outcomes and impact of the strategic actions. Performance metrics provide a consistent framework to evaluate the following:

- Did we achieve what we set out to do?
- Did our efforts have the desired impact?
- Are we closer to achieving our strategic goals as a result of these efforts?

Performance metrics allow for an evaluation of tactics and strategies that support efficient and effective planning and resource allocation. Performance metrics are a diagnostic tool that serves to focus on energy, attention and effort. They also help to support the Municipality's commitment to accountability and transparency. Working with Senior Management, we will offer recommended metrics that may be used for regular reporting to Council.

A Comprehensive Framework

The Town of South Bruce Peninsula is wisely investing time and attention to this strategic planning process and we understand how important it is to ensure a fresh and open perspective, mindful of the importance of continuity and consistency yet compelled to apply thoughtful consideration to things that have changed and evolved over time. Our approach is a holistic one – the aim is a seamless, integrated planning process that reflects Council's vision and guides it towards the thoughtful implementation of vetted priorities. We will provide a comprehensive framework for the validation of tangible, relevant, realistic, actions (tactics) that advance the Town's strategic priorities forward to achieve positive impact, in a manner that can be measured and reported. This ensures a clear and consistent understanding across Strategic Priorities to support multi-year budgeting and decision-making as well as community support for the plan.

3. Document Review: Common Threads Analysis

A detailed review of all relevant municipal reports and policy documents has been conducted for the Town of South Bruce Peninsula. Documents reviewed have been categorized as 'core' and 'supporting' with a complete list included in Table 1 on the following pages.

The documents have been analyzed comparatively to uncover areas of thematic overlap. The policies have been cataloged according to common themes to observe patterns – in essence, to find the "common threads" among them.

The following observations are important, as they highlight themes that are strongly represented in the current policy framework internally, and where there is alignment with external policies in areas of importance. Further, it allows the identification of gaps that exist where key themes and areas of importance do not currently have prominence in the municipal policy framework. If these gaps represent key objectives or priorities that are identified through the research and community engagement process, they heighten awareness for further examination to ensure effective alignment with future priorities.



The key themes were identified among the policies and documents. They include:

- **Business Attraction and Retention** – Provide support services to retain and enhance existing businesses within the Township, with a specific focus on the retail, tourism, and agricultural sector.
- **Business Planning and Support** – Providing current businesses with adequate financial support, particularly in the tourism and retail sector.
- **Leveraging location** – The County should utilize its geographic proximity to Lake Huron and Georgian Bay to develop its agricultural sector along with promoting the region's high quality of life and environmental assets to both visitors and potential residents. This is epitomized in the tagline “find themselves in Bruce County.”
- **Improving Technology** – This theme relates to improving the ICT infrastructure across the Township and County so that the physical and technological infrastructure is in place to support current and future business and resident needs.
- **Partnership Development** – Leveraging local and provincial partners was a core theme identified with the Town of South Bruce Peninsula seen as being strategically located near multiple assets.
- **Tourism Marketing, Promotion & Impact Assessment** – A key priority is to continue all promotional activities of tourism products are aligned within the region. There is also a focus on ensuring a sustainable tourism strategy is followed (e.g., reducing overcrowding partially at Suable Beach) and an emphasis on enhancing visitation during peak and shoulder seasons.
- **Tourism Product Development** – There is strong potential to continue building the Town’s product offerings (e.g., outdoor experiences, winter destination and cultural tourism)
- **Lifestyle Promotion, Asset Management & Community Safety** - Differentiate the quality of life and lifestyle of the Town of South Bruce Peninsula compared to other local communities (e.g., low cost of living, natural assets, cultural diversity, and strategic location). Furthermore, a theme was to ensure the region was safe, and those aging infrastructure assets (e.g., downtown) were updated.
- **Environmental Protection** - Ensure the protection of natural assets, particularly the region’s waterways, lakes, and parks/trail network.
- **Reducing Red Tape/Internal Efficiencies** – This was another theme identified with a focus on making the Town of South Bruce Peninsula as operationally efficient as possible.
- **Workforce Development (skills and training)** – One of the key insights gained through the document review was the lack of skilled workers within the region due to a remarkably low unemployment rate. Retention of current workers is, therefore, a key priority as is trying to keep youths within the area.
- **Supporting Sector Development (E.g., Clean Energy/Agriculture)** – This final theme relates to supporting those core sectors within the Town of South Bruce Peninsula and region, including clean energy development, agriculture, and tourism.



Core Documents												
Common Themes	Business Attraction and Retention	Business Planning and Support	Leveraging Location	Improving Technology	Partnership Development	Tourism Marketing, Promotion & Impact Assessment	Tourism Product Development	Lifestyle Promotion, asset management & Community Safety	Environmental Protection	Reducing Red Tape/Internal Efficiencies	Workforce Development (skills and training)	Supporting Sector Development (E.g., Clean Energy/Agriculture)
Bruce County Corporate Strategic Plan 2013 – 2023	✓✓	✓✓	✓	✓✓	✓			✓	✓	✓✓	✓✓	
Town of South Bruce Peninsula Community-Based Strategic Plan (updated 2014 & 2016)	✓✓	✓✓	✓		✓	✓	✓	✓	✓✓	✓✓	✓✓	✓✓
Bruce County Economic Impact of Tourism Report 2018	✓✓	✓	✓✓		✓	✓✓	✓✓					
Bruce County Economic Development Strategic Plan 2017 – 2021	✓✓	✓✓	✓		✓✓	✓✓	✓✓	✓			✓✓	✓
Bruce County Economic Development Annual Report 2019	✓✓	✓✓	✓		✓✓	✓✓	✓✓				✓✓	✓✓
Four County Employee Retention Report 2020		✓✓			✓						✓✓	
The Town of South Bruce Peninsula Asset Management Plan 2016		✓✓						✓✓				
Grey & Bruce County Vital Signs Report		✓✓	✓		✓	✓	✓	✓✓	✓		✓	
Town of South Bruce Peninsula Parks, Recreation & Culture Master Plan, August 2019 (DRAFT)	✓✓	✓✓	✓✓		✓		✓	✓	✓✓			✓

Table 1: Common Themes / Core Documents



Core Documents (continued)												
Common Themes	Business Attraction and Retention	Business Planning and Support	Leveraging Location	Improving Technology	Partnership Development	Tourism Marketing, Promotion & Impact Assessment	Tourism Product Development	Lifestyle Promotion, asset management & Community Safety	Environmental Protection	Reducing Red Tape/Internal Efficiencies	Workforce Development (skills and training)	Supporting Sector Development (E.g., Clean Energy/Agriculture)
Four County, In-Demand Skilled Trades Report	✓✓	✓✓			✓✓						✓✓	✓
South Bruce Peninsula Community Improvement Plan 2010	✓✓	✓✓	✓		✓		✓✓	✓✓	✓			✓
Town of South Bruce Peninsula Assessment of Competitive Position 2005	✓✓	✓✓	✓		✓		✓✓	✓✓			✓	✓✓
Town of South Bruce Peninsula Action Plan (Updated 2007)	✓✓	✓✓	✓		✓	✓✓		✓	✓		✓✓	
Agriculture & Agri-Food Value Chain BR+E Study, Simcoe, Grey & Bruce Counties (2018)	✓✓	✓✓	✓	✓	✓		✓✓			✓	✓✓	✓✓
Regional Tourism Organization 7, Revised Business Plan 2019-20	✓	✓✓	✓✓	✓	✓✓	✓✓	✓✓	✓✓	✓		✓✓	
RTO7 Year End Wrap Up Webinar Slides (2018/19)	✓	✓✓	✓✓	✓	✓✓	✓✓	✓✓	✓✓	✓		✓✓	



Supporting Documents

Common Themes	Business Attraction and Retention	Business Planning and Support	Leveraging Location	Improving Technology	Partnership Development	Tourism Marketing, Promotion & Impact Assessment	Tourism Product Development	Lifestyle Promotion, asset management & Community Safety	Environmental Protection	Reducing Red Tape/Internal Efficiencies	Workforce Development (skills and training)	Supporting Sector Development (E.g., Clean Energy/Agriculture)
Grey County Economic Development Plan	✓✓	✓✓	✓	✓	✓		✓✓	✓	✓	✓	✓✓	✓✓
Bruce Peninsula Detachment Action Plan and Progress Report 2017-2019								✓✓				
South Bruce Peninsula 2020 Budget		✓✓						✓✓				
Town of South Bruce Peninsula Community Profile (2005)			✓✓			✓✓		✓✓	✓			
Town of South Bruce Peninsula 2016 Census Profile		✓						✓✓				
Town of South Bruce Peninsula Long-Term Waste Management Plan		✓✓						✓✓	✓			
Town of South Bruce Peninsula Consolidated Financial Report 2018		✓✓						✓✓				
Saugeen Mobility and Regional Transit (SMART) Case Study		✓✓						✓✓				



3.1 Core Documents

3.1.1 Bruce County Corporate Strategic Plan 2013 – 2023

Purpose: This report provides a strategic overview of Bruce County and was adopted by the Council in 2013. It provides an overview of the vision for the County, strategic values, and strategic goals. A scorecard for evaluating performance was also included for each of the strategic goals.

Key Takeaways and Economic Considerations:

- The vision for the County as outlined in the report was to be, *“Bold and Beautiful Bruce County ... a healthy, caring community of prosperity and innovation.”*
- The strategic values included:
 - Safe, clean and healthy
 - Innovative, skilled
 - Efficient, coordinated governance
 - High quality of life for all residents
 - A dynamic centre for economic development
 - Proud and vibrant
 - Well-connected and mobile
- The strategic goals identified in the plan included:
 1. Develop and implement tactics for improved communications
 2. Leverage technology
 3. Find creative new ways to engage our public
 4. Find creative new ways to involve all staff in our future
 5. Eliminate our own red tape
 6. Explore alternative options to improve efficiency and service
 7. Stimulate and reward innovation and economic development
 8. Actively seek out a post-secondary campus for Bruce County
 9. Coordinate concerted efforts to advance our agenda
 10. Develop Key Performance Indicators (KPIs) that are meaningful and report on them
- For each strategic goal, specific recommendations were provided along with a scorecard matrix of ‘who, what, how when’ to evaluate performance. Notable recommendations included:
 - Organizing internal monthly “open” forums for information sharing
 - Build our own network (Rural Broadband, High-Speed rapid fiber)
 - Increase use of social media across all County departments



- Expand Bruce County promotion in schools
- Investing in expanding the knowledge and skills of our staff
- Streamline support services
- Create local small business incubation and innovation centre for local economic development
- Create a recognition program for innovation and new ideas
- Advance County involvement in post-secondary activities

3.1.2 Town of South Bruce Peninsula Community-Based Strategic Plan (updated 2014 & 2016)

Purpose: This ‘Creating Our Future’ report details the vision for the Town of South Bruce along with key strategic goals and next steps. It was developed through an open and transparent public process and tries to establish a collective vision for the next ten years in a way that maximizes the efficient use of resources. An implementation strategy is included in the document.

Key Takeaways and Economic Considerations:

- The vision for the Town was *“Distinct Communities working together for sustainable growth and prosperity.”*
- Five goals were included in the report. They include:
 1. Supportive and Accountable Municipal Operations and Governance
 - a. This goal sought to improve communication with neighbours and partners, including the First Nations communities. Reducing staff turnover was also identified as a priority by creating a robust municipal structure that enhances management.
 2. Healthy and Vibrant Communities
 - a. This goal is aimed at leveraging the strong environmental assets within the region to promote a healthy lifestyle for residents. Ensuring sufficient housing options were available to residents was identified as an essential factor of quality of life as was supporting local schools and celebrating the rich history of the town.
 3. Sustainable Infrastructure and Built Environment
 - a. This goal-focused on maintaining the extensive and aging road network within the Township. Downtown revitalization was also a priority for this goal.
 - b. Note, the proposed plan to establish a sewer system in Sauble Beach was cancelled by Council. This plan had received strong opposition within the community due to environmental concerns.
 4. Stable Economy Supported by Skilled Labour Force and Employment Opportunities
 - a. This goal focuses on developing the local labour force, mainly to ensure year-round employment for residents. Residents felt greater promotion of available employment services was needed.



- Nine departmental recommendations were provided, including:
 - Town be a facilitator of parks, culture and recreation services
 - Undertake a staffing review for the Community Services Department
 - Organize regular forums for volunteer and community organizations delivering parks, recreation and culture services
 - Proactively seek partnerships with parks, recreation, and cultural service providers
 - Engage representatives of persons with disabilities, First Nations and diverse ethnocultural groups, low-income populations, LGBTQ+ communities
 - Pursue the Playworks Partnership’s “Youth-Friendly Community” designation
 - Work with the Sandpipers Seniors Club and other older adult service partners
- A core theme is the importance of strengthening park experiences with amenities that the Town can attract greater use of parks and further “animate” them
- The Master Plan’s Terms of Reference specifies that an analysis be undertaken for indoor aquatic centre
- Key Recreation system recommendations include:
 - Determine the merit of proceeding with an Indoor Aquatic Feasibility Study
 - Make greater use of the Warton District Community Centre & Arena for pickleball
 - Construct a splash pad within the Sauble Beach settlement area
 - Explore potential sites and operating models to establish sand volleyball courts capable of hosting tournaments
- Arts & Culture Recommendations:
 - Develop an Arts & Culture Policy to guide
 - Create a Public Art Fund
 - Establish an arts and cultural space, potentially in downtown

3.1.4 Bruce County Economic Impact of Tourism Report 2018

Purpose: The goal of the project was to develop a framework for the collection and analysis of tourism data that leverages existing collection sources, addresses current gaps, builds a baseline of information, reduces duplication of efforts, and better informs business and industry supports for prospective business growth opportunities. Overall, the report shows the economic impact of tourism across Bruce County and has detailed information on visitor trends.

Key Takeaways and Economic Considerations:

- In 2018, there were 2.5 million visitors to the County, generating \$299.1 million in economic impact. Furthermore, 90% of visitors stated they were likely to visit Bruce County again.
- Food and beverage was the largest area of visitor spend, accounting for \$115.3 million, followed by transportation at \$58.5 million.



- A total of \$77.3 million in direct taxes were estimated to of been collected from the tourism sector.
- Businesses would like more data on where visitors are from and their demographics (age, sex, etc.).
- As is common with most Canadian destinations, summer was the most popular tourist season (May-July), accounting for over 80% of visitors. This means that tourism to Bruce County is not year-round and is heavily dependent on summer months.
- The vast majority of visits to Bruce County is for personal reasons (88%) based on an online survey.

3.1.5 Bruce County Economic Development Strategic Plan 2017 – 2021

Purpose: The “Find Yourself in Bruce County” Economic Development Strategy was developed with the aim of identifying key priority areas to develop the County that are not stand-alone initiatives but rather are part of a comprehensive approach. The strategy focuses on ‘Strategic Doing’ or extremely action-oriented. It is split into three sections: (1) Where we are, (2) Where we are going, and (3) How we are going to get there.

Key Takeaways and Economic Considerations:

- The mission statement identified within the report was to *“Provide strategic sector and business development services to ensure that the County’s attraction value remains high and that opportunities exist for visitors, residents, and businesses.”*
- Three values were identified including (1) Inspire, (2) Attract and (3) Support
- Four long term goals were identified as part of the strategy, including:
 1. Growth of Tax Base/Tax Assessment
 2. Growth of Population Base
 3. Diversify the Economic Base – key sectors of focus include (1) tourism, (2) nuclear, and (3) agriculture.
 4. Business Retention and Expansion
- The report identifies two strategic priorities and several key objectives, including:
 1. Business Development – this was identified as part of the situational audit and framework development process. Specific actions identified included:
 - a. Business Foundations – supporting workforce development (e.g., education/local entrepreneurs) through the creation of a workforce strategy targeting the skilled labour gap. Growing higher education offerings within the County was also identified. Business Retention and Expansion (BR&E) was also a core theme of this objective.
 - b. Business and marketing promotion – Attracting entrepreneurs to the region through the ‘Business to Bruce’ program was identified as being critical to economic growth. Putting Bruce County on the investors’ map was identified as being a key action item and increasing regional collaboration.
 - c. Support/outreach/education – This action item was focused on creating positive relationships between the County and local businesses, particularly support for



entrepreneurs through mentorships and youth entrepreneurship programs. More events supporting local businesses and attracting outside interests were deemed important.

2. Sector Development

- a. Explore the Bruce – Tourism attraction, and product development was a core action as part of this program. The overall goal was to increase the length of stay and number of visitors coming to the region, particularly in off-peak times. Attracting people to live and work in the area was an important component of this program.
- b. Spruce the Bruce – This program was part of the broader tourism effort but focused more on downtown revitalization efforts across Bruce County. ‘Sprucing up’ the visuals of each Town’s downtown was considered essential in visitor attraction.
- c. Nuclear Energy Support – The nuclear sector was identified as a core advantage of the region, and this action sought to utilise local talent better and identify new opportunities to grow the industry. Suggested opportunity areas included: import replacement, small scale specialized spins off in services and new products
- d. Agriculture Enhancements – Agricultural was another important sector for Bruce County, and this program aimed to align efforts around agri-food processing and value-added production. The development of an agricultural plan was seen as a priority, as was collaboration with regional education and government partners (e.g., the University of Guelph and OMAFRA).

3.1.6 Bruce County Economic Development Annual Report 2019

Purpose: The 2019 Economic Development Annual Report shows the progress towards the goals outlined in the “Find Yourself in Bruce County” Economic Development Strategic Plan. The report reviews key highlights in 2019, along with providing an action plan for 2020.

Key Takeaways and Economic Considerations:

- ‘Business to Bruce’ Program
 - The report indicated that 9 communities became part of the program, and it has supported the creation of 71 jobs and granted \$12,000 for youth entrepreneurship.
 - They had provided training to 554 entrepreneurs and hosted 31 business seminars
- ‘Spruce the Bruce’ program
 - The report identified that 9 community toolkits had been developed
 - The program had supported 35 destinations and main street revitalization projects.
 - Leveraged \$521K in private investments and granted \$101K in community development.
- ‘Explore the Bruce’ program
 - It granted \$10,000 for collaborative marketing and \$9,000 to advise sustainable tourism actions.
- Clean Energy Development:



- Attracted 12 more nuclear energy suppliers to the region bringing the total to 59 suppliers as part of the Nuclear Economic Development and Innovation Initiative in 2016
- The report also noted that the County is now home to the Nuclear Innovation Institute (NII), a world-class nuclear research facility and a Centre of Excellence for talent and business development.
- The report highlighted that Bruce County would soon embark on a Foundational Hydrogen Infrastructure project in partnership with Saugeen First Nation, bringing hydrogen production and storage.
- Tourism Development
 - The report shows that the County has established a Tourism Innovation Lab on the Bruce Peninsula, in partnership with The Town of South Bruce Peninsula, the Ontario Tourism Innovation Lab, The Municipality of Northern Bruce Peninsula, and Regional Tourism Organization 7.
 - \$9,000 in grants awarded through the Lab
- Entrepreneurship Development
 - The report states that the County had 9 incubator program participants and one accelerator program participant under the Ryerson University Entrepreneurship Opportunity Network (EON)
- Key goals for 2020 identified in the report included:
 - Addressing labour issues with the workforce strategy, strengthening the agriculture sector, continuing supporting local entrepreneurs, and workforce development.

3.1.7 Four County Employee Retention Report 2020

Purpose: The report builds off previous work conducted in 2018 by the Four County Labour Market Planning Board, which analysed the experiences of employees and job seekers in Bruce, Grey, Huron, and Perth counties. This report aimed to establish a list of best practices for employee retention, based on in-depth interviews with business owners and managers, as well as focus groups with job seekers. The key question the report attempted to answer was, 'Why people choose to quit employment, and what employers might be able to change within their workplaces to minimize this turnover.'

Key Takeaways and Economic Considerations:

- The Stratford-Bruce Peninsula economic region occupied the lowest unemployment rate in the Province, at 3.7%, in 2018, and continues to have some of the highest labour force participation rates in the Province.
 - Most businesses are struggling to find employees in the region.
- The top factors contributing to retention included:
 - Strong communication, incorporating suggestions, compensation, fair workplace policies, giving employees autonomy, and offering ongoing training support.
- The report identifies some strategies to increase employee retention, including:



- Investing resources in employees, providing ongoing learning opportunities, reward strong performance and contributions, be adaptive, and make changes based on feedback and help employees improve on soft skills.
- The report's key findings were that managers and employees identify similar measures of success concerning employee retention. What differentiates successful organizations is managers who are self-reflective

3.1.8 The Town of South Bruce Peninsula Asset Management Plan 2016

Purpose – The report reviews strategic infrastructure assets in the Town of South Bruce Peninsula (SBP)

Key Takeaways and Economic Considerations:

- The total valuation of the asset portfolio was \$216 million in 2016, with its road network comprising 42% of the portfolio valuation, followed by the water network at 20%.
- Saw increased investment during the 50s and 60s. Since 2005, expenditures on assets analyzed in this AMP have totaled more than \$37 million, with investment in water assets totaling \$16 million.
- The report found that more than 60% of assets, with a valuation of \$134.5 million, are in good to very good condition. However, more than 25% are in poor to very poor condition.
- Other key insights included that nearly 85% of the assets analyzed have at least 10 years of useful life remaining. However, 9%, with a valuation of \$18.6 million, remain in operation beyond their established useful life. An additional 3%, with a valuation of \$6.3 million, will reach the end of their useful life within the next five years
- The infrastructure categories are currently funded at 107% of their long-term requirements. E.g. \$3,535,000 annual maintenance cost with a budget allowance of \$3,770,000.
- The report also provided several recommendations on asset management and funding, including the better collection of data points.

3.1.9 Bruce and Grey County Vital Signs Report

Purpose – The document aims to measure Grey & Bruce Counties key quality of life indicators such as health and wellness, arts & culture, education & lifelong learning, living standards the environment and community connection

Key Takeaways and Economic Considerations:

- The survey identified the top 5 indicators of community vitality including:
 1. Employment & the Economy
 2. Health & Wellness
 3. Education & Lifelong Learning
 4. Environment
 5. Community Involvement, Belonging & Leadership
- There were higher self reported cases of obesity in the counties compared to the province.



- Over the past 10 years, there has been a 59% increase in physical activity
- The survey also identified the population is ageing
- 91% of residents surveyed are happy with the quality of life in the region
- Tourism is a central point of the local economy drawing residents together for arts and cultural activities such as festivals and events. Residents attend plays and concerts 9% more often than the average Ontarian.
- A significant portion of children entering the education system have vulnerabilities (31%)
- Housing, homelessness and poverty are key issues across the region with 7% running out of food before they could by more.
- The environment is a key strong across both counties, drawing tourists in each year and supporting the local economy and physical well-being of residents.

3.1.10 Four County, In-Demand Skilled Trades Report

Purpose – The report identified the in-demand skilled trades in the four-county area (Bruce, Grey, Huron & Perth County) and analyzes the underlying factors that cause this situation. The report also adds local employers’ perspectives to the understanding of the labour market conditions in Ontario

Key Takeaways and Economic Considerations:

- Several recommendations for local employers included in the report were:
 - Paying competitive wages and benefit packages
 - Better working environments with solid training
 - More marketing to the younger generation
- Additionally, recommendations for the government were:
 - Offering local training options or more spots in trades schools
 - Changing perceptions towards jobs in skilled trades
 - Providing more financial assistance for both employers and employees
 - Other suggestions from employers
- The report provided an overview of the skilled trades in the 4-county area:
 - It noted that most of the trades were shrinking with a negative trend in the percentage change in employment from 2011 to 2016. Only four trades grew and indicate an increasing demand, namely, sheet metal workers, carpenters, heating, refrigeration, and air conditioning mechanics, and construction trades helpers and labourers
 - The report noted the 4-county area has an aging population, and there is a shortage of skilled workers.
- Several issues/challenges of the region were noted including:
 - employers think that an aging workforce is the most important issue over the next 5 years.



- The public-school system is pushing students away from trades, and many people still do not have the right knowledge or understanding about skilled trades.

3.1.11 Four County Local Labour Market Plan 2020

Purpose – The report attempts to identify significant labour market issues in the four county area and set a strategic direction that addresses these issues and puts forth actions that will help improve identified labour market challenges.

Key Takeaways and Economic Considerations:

- The report notes that due to the low unemployment rate, the region lacks people to attract new businesses. Furthermore, those people who are willing to migrate for work not only look at the job conditions, but also living standards such as housing, transportation, and social support services.
- The report states that the main focus of this LLMP is on internal labour force development while at the same time planning for the long-term external labour force attraction.
- From the supply side, improving local workers' competencies such as work ethic, self-motivation, and teamwork is recommended, as is increasing youth retention in the region.
- For Bruce County, the report found that between 2011 and 2016, the County attracted 4,615 new residents who joined the labour force while losing 3,805 working people at the same time. This migration change resulted in a net gain of 810 workers to Bruce county.
- The report lists several recommendations for employers:
 - Paying competitive wages and benefit packages
 - Better working environments with solid training
 - More marketing to the younger generation
- From the government perspective, the following recommendations were given:
 - Offering local training options or more spots in trades schools
 - Changing perceptions towards jobs in skilled trades
 - Providing more financial assistance for both employers and employees

3.1.12 South Bruce Peninsula Community Improvement Plan 2010

Purpose – The goal of the document is to create a tool for community improvement that will encourage the rehabilitation and revitalisation of the four downtown cores within the Town.

Key Takeaways and Economic Considerations:

- The report identified several issues, including:
 - Physical conditions (e.g., downtown core lacks a sense of place, disconnect from tourism draws, lacking connections for pedestrians and are overall undeveloped)
 - Social issues – the number of families living below the poverty lines in SBP is above the provincial average



- Environmental – waterfront developments have ecological impacts; the municipality has limited water and sewer facilities
- The goal of the community improvement plan is to “improve the facilities and infrastructure in the Town’s four urban areas that contribute to community health, social, environmental, and economic policies.”
- 8 objectives are listed in the plan, including:
 1. Improve the physical appearance of the downtown
 2. Encourage development/redevelopment of the downtown commercial area and waterfront
 3. Enhance the downtown commercial areas through street beautification etc.
 4. Increase tourism
 5. Improve recreational facilities
 6. Improve waterfront facilities
 7. Increase the physical connection from the waterfront to downtown
 8. Greater involvement of the public in actions
- Several supporting studies were conducted as part of this process, including the: downtown revitalization study 2008, community design toolkit 2009. Both of these documents are included as an appendix in the report.

3.1.13 Town of South Bruce Peninsula Assessment of Competitive Position 2005

Purpose – The immediate goal of the project is to develop an accurate, credible, technical, informative and visually appealing community profile that can be used by the Town Councillors and or staff to promote the community as a good place to live, play and do business

Key Takeaways and Economic Considerations:

- The report identified sectors driving the SBP economy in 2005, including:
 - Wood industries & construction industries
- Sectors identified as ‘accelerating’ or ‘rising’ included:
 - Fabricated Metal Product Industries, Electrical & Electronic Industries, Wholesale Trade Industries, Food & Beverage Service Industries
- Other evolving sectors identified included:
 - Agricultural & Related Service Industries
 - Mining, Quarrying & Oil Well Industries
- A SWOT analysis was also conducted with key insights, including:
 - Natural beauty, sense of community were key strengths. Weaknesses included poor infrastructure, short tourist season, and lack of opportunities for youth. Opportunities included the promotion of the natural environment, airport development, and agriculture.



- Overall, the report suggests the Town will face workforce shortages in the next 20-24 years, and the Town has not planned for industrial development.

3.1.14 Town of South Bruce Peninsula Action Plan (Updated 2007)

Purpose – In 2001, the Town started a strategic planning process. 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

The action plan in this report 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

Key Takeaways and Economic Considerations:

- The vision statement identified was, “The Town of South Bruce Peninsula is a vibrant, diverse and growing community that is safe, well planned and environmentally respectful.”
- The following lists the top three priorities for each focus area:
 - Small Business/ Industry/Agriculture
 1. Business Development
 2. Support “Northern” Designation to Upper Tier Grants
 3. Develop Marketing Strategy
 - Tourism
 1. Develop a “Four Seasons” business
 2. Improve sewer & water
 3. Casino construction in downtown
 - Youth
 1. Recreation/Cultural Activities/Facilities & Education
 2. Training, Job Skills – Opportunities
 - Seniors
 1. Recreation/Cultural Activities/Facilities expansion
 2. Independent Living facilities
 3. Public Transportation
 - Family
 1. Increase Community Spirit, Affordable Housing



3.1.15 Agriculture & Agri-Food Value Chain BR+E Study, Simcoe, Grey & Bruce Counties (2018)

Purpose – The report details findings from a BR+E Study with 276 businesses across the three counties looking at what activities they were involved in along the agriculture and agri-food value-chain.

Key Takeaways and Economic Considerations:

- There is a positive business environment about working and living in the communities and satisfaction with the level of municipal services
- The majority (63%) of businesses surveyed had been in operation for over 10 years
- The primary market for 88% of all interviewed businesses was local or regional.
- The report found businesses are looking for support in innovation adoption and would like a 'toolkit.'
- Expansion plans were found amongst over half of interviewees
- Meeting workforce demands is difficult due to the limited population, training, seasonality of workers, etc.
- Being a vendor at farmer markets was identified as important in maintaining customer relations.
- Businesses wanted more IT services in the area as it was a barrier to growth currently
- Tourism forms a core component of retailers/consumption businesses, but primary producers are less likely to engage. Of those businesses relying on tourism, most come from within 100km area
- Supporting the 'Buy Local' campaign is critical to the long-term sustainability of the industry.

3.1.16 Regional Tourism Organization 7, Revised Business Plan 2019-20

Purpose – This report details a review of key tourism marketing and product development activities for the three counties (Bruce, Grey & Simcoe Counties) for the 2018/19 year as well as planned activities for 2019/20.

Key Takeaways and Economic Considerations:

- For the 2018/19 year, the following insights were observed:
 - Partnership development was stronger than ever with other RTOs and DMOs and with the Golf, and Gift of the Getaway partnerships
 - RTO7 delivered a strong Spring/Summer/Fall advertising campaign with the Facebook and Instagram campaign relying strongly on the past partnership program.
 - The report noted that Experience Development workshops continued to be successful on a regional basis
 - From a workforce perspective, the RTO7 concentrated resources in the roll-out of the T3 Accelerator Program Pilot that provides coaching support to Owners and Senior Managers, which was highly successful.



- i) The report also noted that RTO7 has a seat on the South Georgian Bay Labour Shortage Group.
- Within Bruce County, the report noted that RTO7 worked with Bruce County delivering experience development and marketing support to their tourism-related 'Spruce the Bruce' recipients
- Priorities identified for the 2019/20 year include:
 - Managing overcrowding occurring in some northern destinations will be a key focus to ensure sustainable tourism practices
 - Another key change identified is that the marketing efforts for the next few years will continue its shift to a more engaged communications program as opposed to advertising campaigns.
 - Other changes include Experience development partnerships that will continue to add a more robust solution that includes marketing and workforce development support.
 - Partnership development across all three counties will remain a core focus for the 2019/20 year

3.1.17 RTO7 Year End Wrap Up Webinar Slides (2018/19)

Purpose – The report's aim was to highlight key initiatives and accomplishments by Regional Tourism Organization 7 (RTO7) in FY 2018/19.

Key Takeaways and Economic Considerations:

- Partnership development was a core focus (DMOs, Federal Government Agencies, County, Municipal governments and Operators)
- A core goal of the RTO is too work with each partner to develop a stronger tourism product/experience and to increase receipts.
- Education was a core focus for the 2018/19 FY through the Centre for Business and Economic Development (CBED) partnership in the implementation of the T3 program. Overall, the report found that feedback was extremely positive
- The report also noted that the investment attraction partnership with the 5 municipalities of Ontario's Lake Country and the Orillia Community Development Corporations (CDC) has been positive and continues to grow
- The Tourism Implementation Program (TIP) – a new program modeled off the Festival Implementation Program (FIP) met expectations
- Overcrowding in some areas was identified as a key problem such as Northern Bruce Peninsula, Wasaga Beach, and Sauble Beach

3.2 Supporting Documents

3.2.1 Grey County Economic Development Plan

Purpose: The report provides an overview of Grey County's economic plan. As the County borders



Bruce County analysis of key themes is important to understand thematic overlap. The “Made in Grey” strategy focuses on showcasing key strengths, the importance of people, and specific investment focus for the greatest Return On Investment (ROI).

Key Takeaways and Economic Considerations:

- Sector strengths are in manufacturing, agriculture, and tourism and is an older community with a median age of 41.
- The vision for the County is “Open for Business.”
- The report lists seven key themes that economic prioritizes were built around, including:
 - Becoming investment ready
 - Creating a Business Friendly Environment
 - Ensuring Key Infrastructure is in Place
 - Developing Grey’s Workforce
 - Better Communicating and Marketing Grey’s Greatness
 - Tourism
 - Agriculture, Farms and Local Food
- Notable recommendations or objectives that could impact South Bruce Peninsula include:
 - The report mentions working with Grey County’s municipal partners to focus on business development
 - Hosting a Business to Business and Government to Business networking event
 - The report identifies working with regional partners to develop a workforce taskforce to help local skill development
 - Working collaboratively with municipal partners on tourism initiatives was another priority reflected in the report

3.2.2 Bruce Peninsula Detachment Action Plan and Progress Report 2017-2019

Purpose – The document reviews progress made by the local Detachment policing force and outlines the 2017 – 19 action plan.

Key Takeaways and Economic Considerations:

- Key successes identified within the report included:
 - (1) The creation of a Situation Table for Grey and Bruce Counties, (2) implementing road safety partnerships with several community stakeholders and (3) officially designated as a Safe Community Canada by Parachute Canada
- The report identified a strong focus on traffic safety due to an increase in traffic volumes along Highway 6 (increases of 51% from 2008 to 2014). Tourism increases were identified as placing additional pressure on the local police force.



- Reducing crime rates across the region was also considered a success as part of policing efforts.
- Key objectives for the 2017-2019 plan included:
 - Reducing crime rates, preventing traffic crashes and violations, and increasing collaboration efforts across the police force.

3.2.3 South Bruce Peninsula 2020 Budget

Purpose – This document provides a detailed breakdown of budget expenses during 2020.

Key Takeaways and Economic Considerations:

- The total capital program for 2020 was \$13,302,300, an increase of \$8,021,000 from the 2019 financial year.
- The greatest capital expenditure was for infrastructure projects, namely the Berford Street Reconstruction (\$7,360,000) and the Mary Street Infrastructure project (\$1,760,000)
- Other notable expenses were the Walkers bridge replacement expense of \$550,000 and the road resurfacing program \$500,000

3.2.4 Town of South Bruce Peninsula Community Profile (2005)

Purpose – Provides an overview of the SBP community and key initiatives for 2005.

Key Takeaways and Economic Considerations:

- The Town hired an economic development officer in 2004 and developed an economic development plan
- Key advantages of the region is its location near Georgian Bay and Lake Huron and well-established transportation network (access to Provincial Highways 4, 6, 9, 86, and 21)
- The report also noted the moderate climate and growing labour force as key advantages. The agricultural sector was deemed important for the region.
- Key points of interest included: The Bruce Trail, M.S. CHI-CHEEMAUN Ferry, Wiaraton Marina/Bluewater Park, The Gallery of Early Canadian Flight, Sauble Beach, The Wiaraton Willie Festival, The Purple Valley Maple Syrup Festival.
- A breakdown of Town demographic is also provided for 2005.

3.2.5 Town of South Bruce Peninsula 2016 Census Profile

Purpose – The report gives a breakdown of the 2016 census demographic and workforce data.

Key Takeaways and Economic Considerations:

- The report noted that South Bruce Peninsula’s population saw no apparent change between the 2011 and 2016 Censuses. Its population totalled 8,416 in 2016, making it the ninth-most populated census subdivision (i.e., municipality, city, town, Township) in Grey Bruce. South Bruce Peninsula has the third-oldest population in Grey Bruce. Almost half of the dwellings here are occupied by seasonal or temporary residents.



3.2.6 Town of South Bruce Peninsula Long-Term Waste Management Plan

Purpose – The report aimed to provide a “holistic” approach to the Town’s waste management program that will provide support for both short-term and long-term waste management planning purposes.

Key Takeaways and Economic Considerations:

- The report noted that as of the end of 2018, the Town has an estimated 13 years of service life for residual waste disposal at the Amabel Landfill Site based on the current waste generation rates for the entire Town
- The Town is considered to be in a moderate position in terms of residual waste disposal security
- Several recommendations are also provided as part of the report.

3.2.7 Town of South Bruce Peninsula Consolidated Financial Report 2018

Purpose – Provide a record of the Town’s assets and financial spending for 2018. This report was also audited by an independent firm. As the information within the report has little impact on the corporate strategic plan only some insights have been provided. For more detailed information, please view the report.

Key Takeaways and Economic Considerations:

- The total financial assets for 2018 was \$23.4 million, \$18.5 of which was cash
- Liabilities totalled \$4.8 million giving the net financial assets at \$18.5 million

3.2.8 Saugeen Mobility and Regional Transit (SMART) Case Study

Purpose – The report provides an overview of the SMART initiative, which is to provide a safe, dependable, and affordable transportation service to an eligible client who wants service when they want it. The service provides non-emergency medical, employment, and social transportation to individuals and groups in eight municipalities in the Counties of Bruce and Grey.

Key Takeaways and Economic Considerations:

- The initiative was started in 1977, and in 2013, the SMART program provided a total of 21,052 rides.
- The service is available only for residents of participating municipalities
- Local destination rides for individuals are \$2.00 plus \$.30/km and are subject to a \$5.00 minimum. Fares for destinations outside the service area are \$.30/km plus \$18.00 per hour
- The SMART has a fleet of 22 vehicles.



4. Community Profile

4.1 Summary

The economic base analysis identified key contextual findings of the demographic and economic characteristics of South Bruce Peninsula. These characteristics of South Bruce Peninsula were compared to the broader county (in Bruce County) and the Province of Ontario. The detailed findings, along with tables representing the data, are included in Appendix A. Some key themes from this in-depth analysis which were pertinent to the current study are listed below:

- The overall population growth in South Bruce Peninsula was small compared to the Bruce County and the province. The median age increased from 47.2 in 2011 to 51.3 in 2018 in South Bruce Peninsula, which was higher than the 2018 median age in both the Bruce County (45.7) and the province (41.5).
- The median value of dwelling in South Bruce Peninsula in 2018 was 74% of the median in the Province of Ontario. The median monthly shelter costs in South Bruce Peninsula in 2018 (\$901) were \$128 less than the province.
- In South Bruce Peninsula and the surrounding county, the proportion of individuals with post-secondary education or training was 8 percentage points lower than the province.
- Compared to the county and province, the total income in South Bruce Peninsula increased a smaller amount, and the household income increased by a more significant amount between 2010 and 2018. This data implies that the number of income earners per household is rising in South Bruce Peninsula compared to the rest of the county and province.
- The unemployment rate has remained lower than that of the province since 2011. Compared to the province, South Bruce Peninsula also had a higher proportion of self-employed workers (17.7%) compared to the province (11.5%).
- Comparing South Bruce Peninsula to the province, we were able to determine the industries with a relative advantage based on the density of employment in that sector. Using two-digit NAICS codes, Mining, quarrying, and oil and gas extraction; Utilities; Agriculture, forestry, fishing and hunting; and Other services (except public administration) were the industries with a higher proportion of employment in South Bruce Peninsula compared to the province. Agriculture, forestry, fishing and hunting; Retail trade; Accommodation and food services and other services (except public administration) were the industries a high or moderate advantage in South Bruce Peninsula that were observed to be growing between 2011 and 2018.
- An analysis of relative growth in industries in South Bruce Peninsula compared to the province identified that Health care and social assistance; and Retail trade; and Accommodation and food services are all growing industries, supported substantially by local economic factors. These industries diverged in a positive direction from the provincial and industry employment trends.
- In terms of occupations, South Bruce Peninsula experienced the largest growth between 2011-2018 in Sales and service occupations, and Health occupations.
- Workers in South Bruce Peninsula commuted to other census sub-divisions more frequently compared to the province (60.3% compared to 42% for the province). The most frequent



commuting destinations were Owen Sound and Georgian Bluffs, and the most prevalent occupational groups of commuters were in professions related to Manufacturing and Utilities.

- In South Bruce Peninsula in 2019, 68% of businesses had no employees, and 16% had 1-4 employees. Accommodation and food services; Retail trade; and Construction are the industries with the largest number of businesses with employees. Real estate, rental and leasing; Agriculture, forestry, fishing and hunting; and Construction are the industries with the largest number of businesses without employees.

4.2 Sources

This community profile overviews socio-economic, labour force, and industry composition in South Bruce Peninsula. The results are derived from the following sources:

- Statistics Canada, Census Profile, 2016
- Statistics Canada, Census Profile, 2011
- Statistics Canada, National Household Survey Profile, 2011
- Manifold Data Mining, 2018 Estimates
- Statistics Canada, Canadian Business Counts, 2019

The Town of South Bruce Peninsula is presented in comparison to Bruce County and the Province of Ontario.

Manifold Data Mining Inc. produces 2018 estimates of specific demographic and economic variables from the Canadian Census using their proprietary methodology. For the metrics which are estimated by Manifold, these 2018 estimates are used in place of the most recent (2016) Census information.

4.2.1 Demographic Portrait

Between 2006 and 2018, the population of South Bruce Peninsula grew by 341 people, an increase of 4.1%. Over the same period, Bruce County had higher population growth (8.5%), and Ontario had an even higher growth rate (10.9%).

Figure 1: Total population change in South Bruce Peninsula, Bruce County and Ontario, 2006-2018.

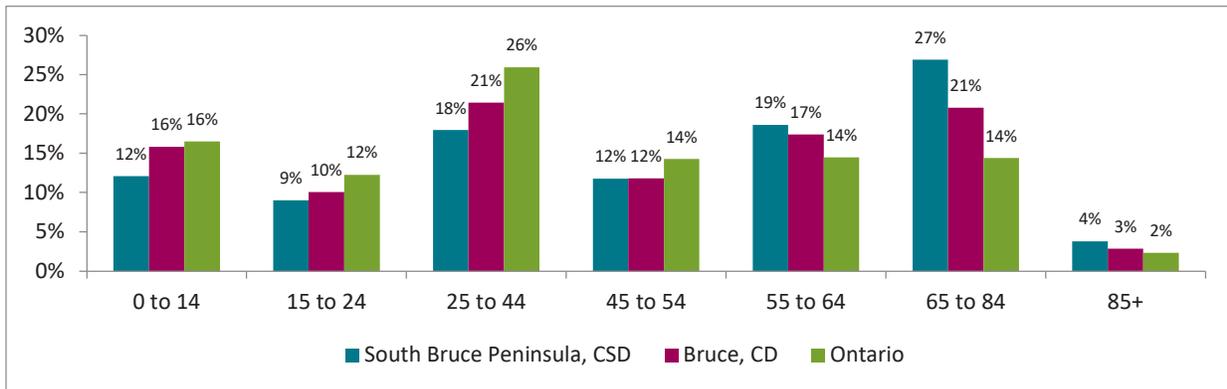
Year	South Bruce Peninsula, Town	Bruce County	Ontario
2006 Census	8,415	65,349	12,160,282
2011 NHS	8,413	66,102	12,851,821
2016 Census	8,416	68,147	13,448,494
2018 Manifold Estimates	8,754	71,733	14,256,800
2006-2018 Population Growth rate	4.1%	8.5%	10.9%

Source: Statistics Canada; 2011 National Household Survey, 2016 Census Profile, 2018 Manifold Estimates



Age distributions, as shown in the figure below, show that South Bruce Peninsula has an older age distribution compared to both broader areas, with variances between 1% to 13%. The Town of South Bruce Peninsula and Bruce County tended to have higher proportions of individuals in the categories 55 and older than the Province of Ontario, and lower proportions of individuals in the categories below 45. Meanwhile, Figure 3 shows that South Bruce Peninsula’s median age (51.3) is older than the median age of Bruce County, and both are older than the rest of Ontario (41.5).

Figure 2: Age characteristics, percentage of overall population – detailed categories.



Source: Statistics Canada; 2016 Census Profile

Figure 3: Median Age of Population, South Bruce Peninsula, Bruce County and Ontario 2016

Year	South Bruce Peninsula, Town	Bruce County	Ontario
Median age population 2011	47.2	45.6	40.4
Median age population 2018	51.3	45.7	41.5

Source: Statistics Canada; 2011 National Household Survey, 2018 Manifold Estimates.

4.2.2 Dwelling Characteristics

Most of the housing in the Town of South Bruce Peninsula is single-detached houses, followed by low-rise apartments and row houses. The share of people living in single-detached houses was higher in South Bruce Peninsula compared to both Bruce County and the province.

Figure 4: Occupied dwellings by type, percentage of overall population, Town of South Bruce Peninsula 2018

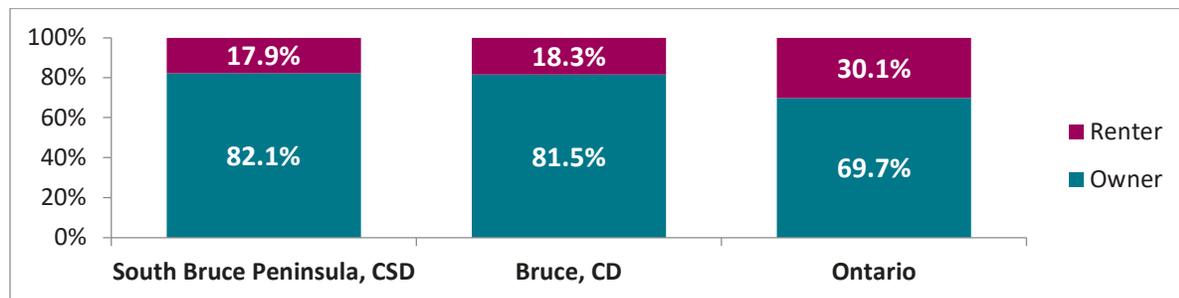
Type of dwellings	South Bruce Peninsula, Town	Bruce County	Ontario
Total	100.0%	100.0%	100.0%
Single-detached house	88.4%	83.6%	54.2%
Apartment in a building that has five or more storeys	0.0%	0.0%	17.2%
Semi-detached house	0.2%	2.2%	5.6%
Row house	2.8%	1.1%	3.4%
Apartment or flat in a duplex	1.1%	4.2%	9.0%
Apartment in a building that has fewer than five storeys	6.5%	7.6%	10.1%
Other single-attached house	0.9%	0.6%	0.2%
Movable dwelling	0.1%	0.8%	0.3%

Source: 2018 Manifold Estimates



In South Bruce Peninsula, most dwellings are occupied by owners, and the share of people renting dwellings represents 17.9% of the Town’s residents. In addition, the share of owners is lower than both Bruce County and Province of Ontario.

Figure 5: Occupied dwellings by type, percentage of overall population, 2016



Source: Statistics Canada; 2016 Census Profile

The median value of dwellings in South Bruce Peninsula has grown approximately 35% between 2011 and 2018, which was higher than Bruce County where the increase was 29%. Median values suggest that houses in South Bruce Peninsula are priced significantly lower than the rest of the province.

The Town of South Bruce Peninsula also recorded a similar median rent cost in 2016 to the rest of Bruce County. The median rent cost in the Town is low, however, compared to the province.

Figure 6: Average dwelling and shelter costs for rented dwellings

Characteristics	South Bruce Peninsula, Town	Bruce County	Ontario
Median value of dwellings (\$) - 2011	\$239,716	\$249,918	\$300,862
Median value of dwellings (\$) - 2018	\$323,890	\$323,890	\$435,785
Median monthly shelter costs for rented dwellings (\$) - 2011	\$646	\$701	\$892
Median monthly shelter costs for rented dwellings (\$) - 2016	\$901	\$901	\$1,029

Source: Statistics Canada; 2011 National Household Survey Profile, 2016 Census Profile. 2018 Manifold Estimates.

4.2.3 Income

The median income of South Bruce Peninsula in 2018 was lower than that of Bruce County’s residents, which was slightly lower than the province. Between 2010 and 2018, median individual income had grown 15% in South Bruce Peninsula and 16% in Bruce County, compared to 18% in Ontario.



Figure 7: Median total individual income in the Town of South Bruce Peninsula, ON 2010-2015

Characteristics	South Bruce Peninsula, Town	Bruce County	Ontario
Median total income in 2010 among recipients (\$)	\$27,439	\$30,726	\$30,526
Median total income in 2018 among recipients (\$)	\$31,572	\$35,618	\$36,160
% change	15%	16%	18%

Source: Statistics Canada; 2011 National Household Survey Profile, 2018 Manifold Estimates.

When median income is examined at the household level, South Bruce Peninsula’s median income has grown 28% since 2010. South Bruce Peninsula experienced a higher increase in household income compared to both Bruce County (13%) and Ontario (20%). In 2010, the median household income in South Bruce Peninsula was much lower than Bruce County and the province (\$13,865 lower than Ontario). By 2018, median income increased by more in South Bruce Peninsula compared to both of the reference areas. Note that due to the relatively lower increase in total income in South Bruce Peninsula (shown in



Figure 7), this implies that the number of income-earners within each household had grown more in the town relative to Bruce County or Ontario between 2010 and 2018.

Figure 8: Median total household income in the Town of South Bruce Peninsula, ON 2010-2015

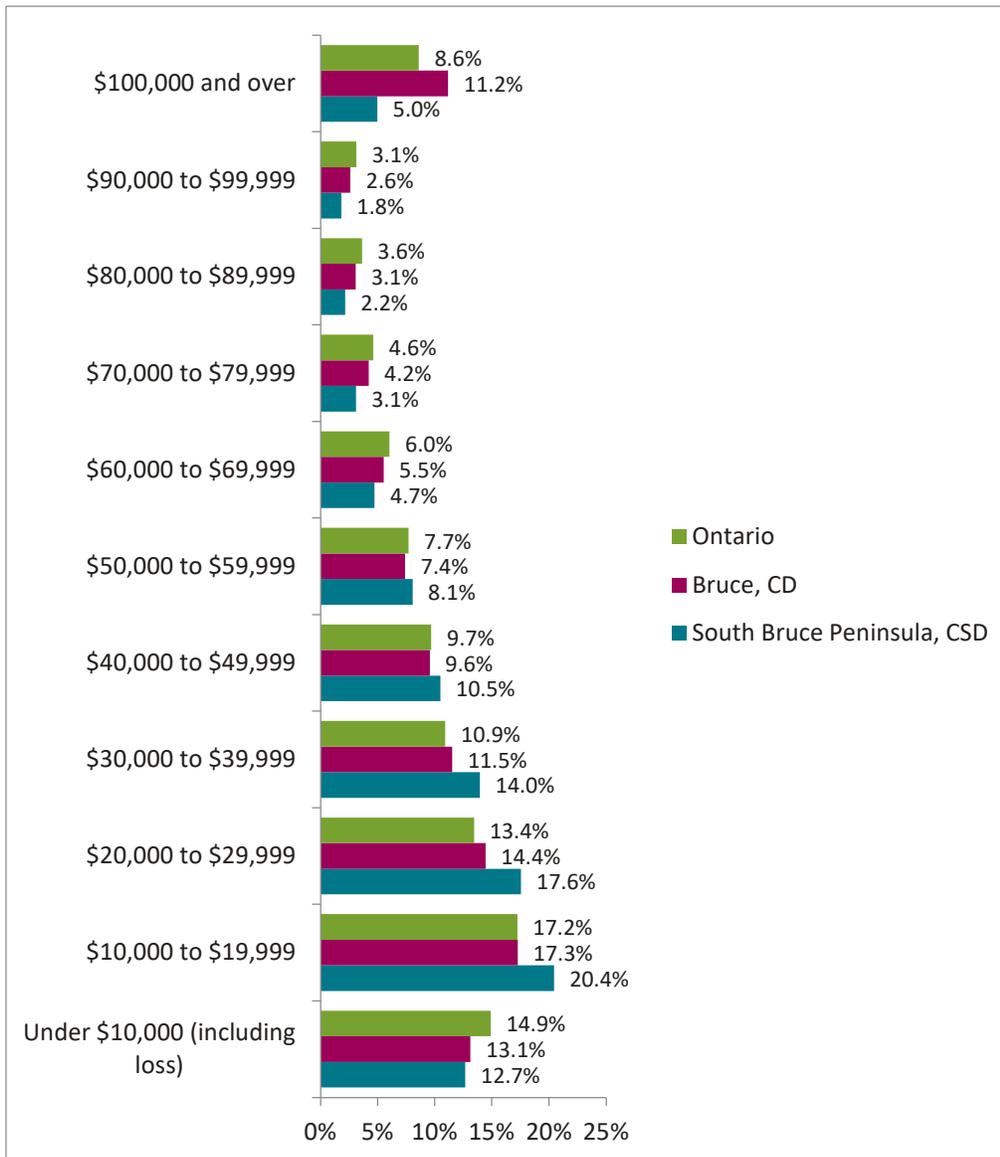
Characteristics	South Bruce Peninsula, Town	Bruce County	Ontario
Median total income of households in 2010 (\$)	\$52,493	\$66,321	\$66,358
Median total income of households in 2018 (\$)	\$67,074	\$75,144	\$79,939
% change	28%	13%	20%

Source: Statistics Canada; 2011 National Household Survey Profile, 2018 Manifold Estimates.

In terms of the income distribution of individuals, the figure below shows that the Town of South Bruce Peninsula has a higher share of individuals with income below \$60,000 compared to Bruce County and the province. The Town of South Bruce Peninsula had particularly high proportions of individuals with incomes below \$30,000 per year relative to the comparison regions.



Figure 9: Individual income distribution, percentage of overall population, 2018



Source: Statistics Canada: 2011 National Household Survey Profile, 2018 Manifold Estimates.

4.2.4 Education

Education attainment is an important descriptor of labour force capacity. The figure below summarizes skilled labour proportions for comparator areas, which is composed of those people that have completed an apprenticeship, trade certificate, or college or university degree, diploma, or certificate. By 2018, the proportion of skilled labour aged 25 to 64 years in South Bruce Peninsula and Ontario had grown but had remained lower than Bruce County and Ontario. In South Bruce Peninsula, the percentage of skilled labour increased from 54% in 2011 to 57% in 2018, compared to 61% in Bruce County and 65% in Ontario in 2018.



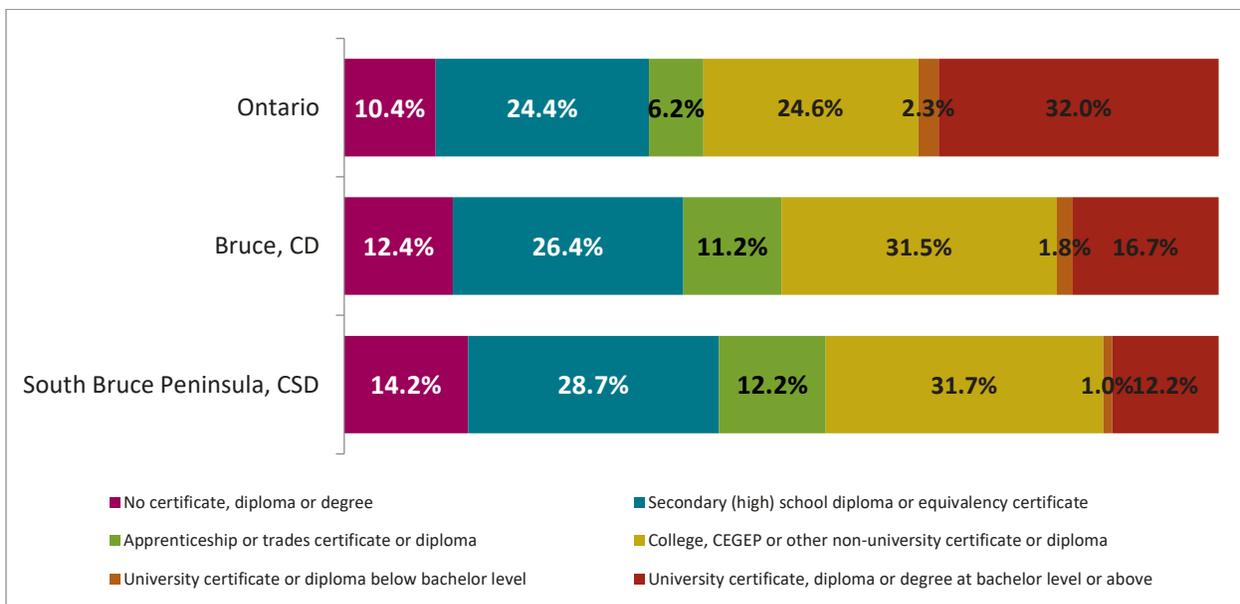
Figure 10: Proportion of population (ages 25 to 64) with post-secondary or apprenticeship education (skilled labour)

Year	South Bruce Peninsula, Town	Bruce County	Ontario
Skilled Labour 2011	54%	61%	65%
Skilled Labour 2018	57%	61%	65%

Source: Statistics Canada: 2011 National Household Survey Profile; 2018 Manifold Estimates.

Figure 11 shows that the Town of South Bruce Peninsula has a similar share of people with college, CEGEP or other non-university certificate or diploma compared to Bruce County, and these were both higher than the province. The Town of South Bruce Peninsula and Bruce County also has a larger proportion of people with apprenticeship or trades certificate or diploma comparison to the province. However, in terms of university education above bachelor level, the Town and Bruce County both have relatively lower levels of individuals with this level of education compared to Ontario.

Figure 11: Highest level of education attainment (ages 25 to 64), % of the population, 2018



Source: Statistics Canada; 2018 Manifold Estimates.

The largest proportion of individuals' major fields of study in the Town of South Bruce Peninsula are architecture, engineering, and related technologies, as well as business, management, and public administration, and health and related fields. These are also the most common fields of study in Bruce County and the province.



Figure 12: Major field of study (ages 25 to 64 years), percentage of the population, 2016

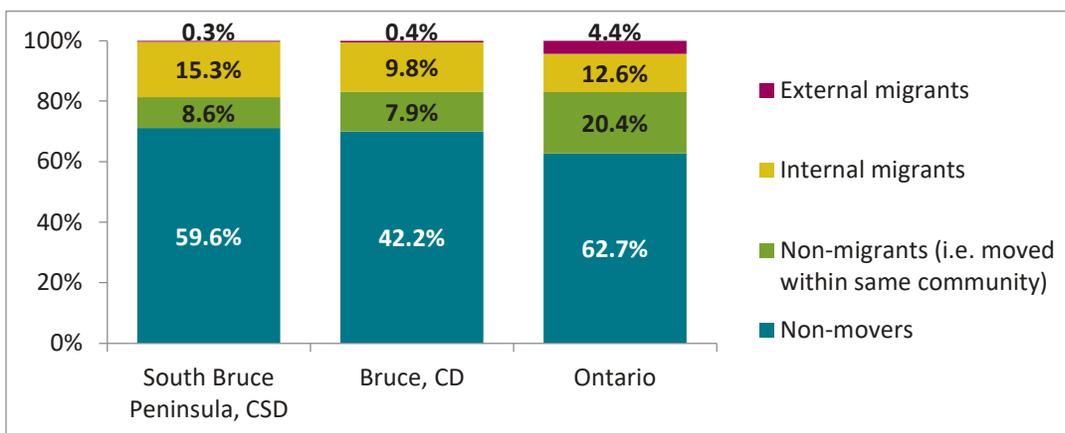
Major field of study	South Bruce Peninsula, Town	Bruce County	Ontario
Total	100%	100%	100%
No postsecondary certificate, diploma or degree	42.0%	27.8%	44.5%
Education	3.2%	2.4%	3.2%
Visual and performing arts, and communications technologies	1.1%	0.9%	2.4%
Humanities	1.6%	1.3%	3.3%
Social and behavioural sciences and law	3.8%	2.7%	7.3%
Business, management and public administration	7.7%	4.9%	11.5%
Physical and life sciences and technologies	1.2%	1.2%	2.4%
Mathematics, computer and information sciences	0.8%	0.7%	2.7%
Architecture, engineering, and related technologies	10.6%	9.5%	10.5%
Agriculture, natural resources and conservation	1.1%	1.2%	1.1%
Health and related fields	8.2%	5.3%	7.8%
Personal, protective and transportation services	4.3%	2.8%	3.1%
Other	0.0%	0.0%	0.0%

Source: 2018 Manifold Estimates.

4.2.5 Mobility

The movement of people within a community or to the community from somewhere else constitutes mobility. Statistics Canada tracks this in two ways, by asking if a household has moved within the past year and asking if a household has moved within the past five years. As of 2018, most people in South Bruce Peninsula, Bruce County, and Ontario had either stayed where they were five years earlier or moved somewhere in the same geography. In 2018, South Bruce Peninsula had a lower share of external migrants than the province, but higher levels of internal migrants.

Figure 13: Mobility characteristics 5 years ago, 2018



Source: 2018 Manifold Estimates.



4.2.6 Labour Force

According to the standard definition employed by Statistics Canada, the employed are persons having a job or business, whereas the unemployed are without work, are available for work, and are actively seeking work. Together the unemployed and the employed constitute the labour force¹.

Between 2011 and 2018, the Town of South Bruce Peninsula labour force grew by 303 people, from 3,820 to 4,123, which represents an increase of 8%. This metric was higher than that experienced by Bruce County (6%) but the smaller than the province's increase of 12%.

Figure 14: Labour force size, 2011-2018

Labour Force Size	South Bruce Peninsula, Town	Bruce County	Ontario
In the labour force 2011	3,820	33,990	6,864,990
In the labour force 2018	4,123	35,938	7,675,900
Net (+/-)	303	1,948	810,910

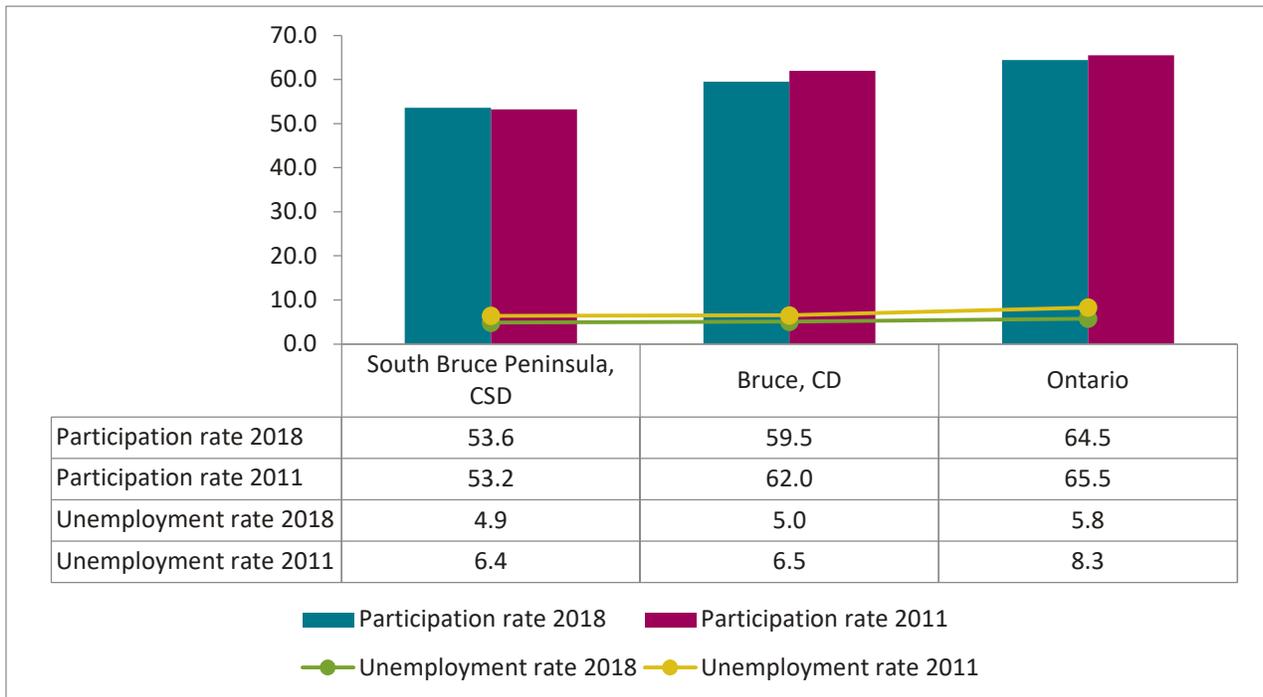
Source: Statistics Canada; 2011 National Household Survey; 2018 Manifold Estimates.

Unemployment rates had decreased in all areas between 2011 and 2018. The Town of South Bruce Peninsula had a lower unemployment rate than the province in 2011, but the rate experienced a smaller decrease from 2011-2018. The participation rate is also important because out of the total people qualified to enter the labour market (aged 15 and over), it indicates what proportion is either employed or actively looking for employment. Participation rates had remained stable in South Bruce Peninsula and decreased by a small portion in Bruce County and Ontario. Note that people looking for work can also include those receiving employment insurance.

¹ Statistics Canada. Retrieved on January 7, 2019 from < <https://www150.statcan.gc.ca/n1/pub/81-004-x/def/4153361-eng.htm> >



Figure 15: Labour force status, percentage of population, 2011-2018



Source: Statistics Canada; 2011 National Household Survey; 2018 Manifold Estimates.

In terms of the class of workers, 81.2% of the labour force in South Bruce Peninsula works as employees. Compared to Bruce County and Ontario, the Town had the highest share of self-employed people with 17.7%.

Figure 16: Class of worker ratio, 2018

Labour force status	South Bruce Peninsula, Town	Bruce County	Ontario
Employee	81.2%	82.7%	86.1%
Self-employed	17.7%	16.1%	11.5%

Source: Statistics Canada; 2018 Manifold Profile

4.2.7 Employment by Industry

In the figure below, South Bruce Peninsula and Bruce County have larger proportions of their labour force concentrated in North American Industry Classification System (NAICS) industries such as retail trade, and health care and social assistance. Compared to Bruce County, South Bruce Peninsula had a higher proportion of individuals in accommodation and food services and a much lower proportion employed in the utilities industry.



Figure 17: Employed labour force by industry, percentage of labour force, 2018

Industry (NAICS)	South Bruce Peninsula, Town	Bruce County	Ontario
Total	100%	100%	100%
Industry - NAICS2012 - not applicable	0.8%	1%	3%
11 Agriculture, forestry, fishing and hunting	4.0%	8%	1%
21 Mining, quarrying, and oil and gas extraction	3.7%	1%	1%
22 Utilities	4.1%	13.0%	1%
23 Construction	10.2%	9%	7%
31-33 Manufacturing	6.7%	7%	9%
41 Wholesale trade	2.8%	3%	4%
44-45 Retail trade	13.9%	11%	11%
48-49 Transportation and warehousing	3.1%	3%	5%
51 Information and cultural industries	0.5%	1%	3%
52 Finance and insurance	2.0%	2%	5%
53 Real estate and rental and leasing	2.0%	1%	2%
54 Professional, scientific and technical services	4.1%	4%	8%
55 Management of companies and enterprises	0.0%	0%	0%
56 Administrative and support, waste management and remediation services	3.8%	3%	5%
61 Educational services	5.4%	5%	7%
62 Health care and social assistance	13.0%	11%	10%
71 Arts, entertainment and recreation	2.5%	2%	2%
72 Accommodation and food services	8.2%	7%	7%
81 Other services (except public administration)	5.4%	5%	4%
91 Public administration	3.9%	4%	6%

Source: 2018 Manifold Estimates.

The figure below shows the number of people working in each NAICS sector for 2011 and 2018 in the Town of South Bruce Peninsula. Most notably, declines are evident in Manufacturing (-93), followed by Professional, scientific and technical services (-42); Finance and insurance (-16); and Information and cultural industries (-10).

Sectors that saw notable growth over this period include Health care and social assistance (+124); Retail trade (+89), Accommodation and food services (+78), Administrative and support, waste management and remediation services (+63); and Educational Services (+51).



Figure 18: Employed Labour Force by Industry (Number of People), 2018

Industry (NAICS)	2011	2018	Net (+/-)
Total	3820	4123	303
Industry - NAICS2012 - not applicable	45	31	-14
11 Agriculture, forestry, fishing and hunting	130	166	36
21 Mining, quarrying, and oil and gas extraction	145	154	9
22 Utilities	165	168	3
23 Construction	425	420	-5
31-33 Manufacturing	370	277	-93
41 Wholesale trade	70	115	45
44-45 Retail trade	485	574	89
48-49 Transportation and warehousing	120	128	8
51 Information and cultural industries	30	20	-10
52 Finance and insurance	100	84	-16
53 Real estate and rental and leasing	65	81	16
54 Professional, scientific and technical services	210	168	-42
55 Management of companies and enterprises	0	0	0
56 Administrative and support, waste management and remediation services	95	158	63
61 Educational services	170	221	51
62 Health care and social assistance	410	534	124
71 Arts, entertainment and recreation	105	102	-3
72 Accommodation and food services	260	338	78
81 Other services (except public administration)	200	224	24

Source: 2018 Manifold Estimates.

In addition to the insight gleaned from the above, further analytical tools allow for an assessment of industry competitiveness relative to the overall province. These tools can prove insightful for understanding what industries make sense to promote further growth or monitoring for potential declines.

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

- Competitive sectors in 2018 include Mining, quarrying, and oil and gas extraction; Utilities; Agriculture, forestry, fishing and hunting; and Other services (except public administration).
- Moderate or high competing sectors experiencing growth include Agriculture, forestry, fishing and hunting; Retail trade; Accommodation and food services, and Other services (except public administration).
- Notable declines are evident in Mining, quarrying, and oil and gas extraction; Construction; Utilities; and Manufacturing.



Figure 19: Employment location quotient (LQ) analysis – concentration of employed labour force by industry

Industry (NAICS)	LQ 2011	Strength	LQ 2018	Strength	Change	Trend
11 Agriculture, forestry, fishing and hunting	2.31	High	2.69	High	0.39	Growing
21 Mining, quarrying, and oil and gas extraction	8.69	High	7.24	High	-1.45	Declining
22 Utilities	5.20	High	4.82	High	-0.38	Declining
23 Construction	1.83	High	1.55	High	-0.28	Declining
31-33 Manufacturing	0.95	Moderate	0.72	Low	-0.23	Declining
41 Wholesale trade	0.41	Low	0.72	Low	0.31	Growing
44-45 Retail trade	1.16	Moderate	1.31	High	0.15	Growing
48-49 Transportation and warehousing	0.70	Low	0.67	Low	-0.03	Declining
51 Information and cultural industries	0.30	Low	0.18	Low	-0.12	Declining
52 Finance and insurance	0.49	Low	0.38	Low	-0.11	Declining
53 Real estate and rental and leasing	0.87	Moderate	0.90	Moderate	0.03	Growing
54 Professional, scientific and technical services	0.74	Low	0.52	Low	-0.22	Declining
55 Management of companies and enterprises	0.00	Low	0.00	Low	0.00	No change
56 Administrative and support, waste management and remediation services	0.55	Low	0.81	Moderate	0.26	Growing
61 Educational services	0.61	Low	0.73	Low	0.12	Growing
62 Health care and social assistance	1.06	Moderate	1.26	High	0.19	Growing
71 Arts, entertainment and recreation	1.31	High	1.11	Moderate	-0.20	Declining
72 Accommodation and food services	1.12	Moderate	1.25	Moderate	0.13	Growing
81 Other services (except public administration)	1.21	Moderate	1.29	High	0.08	Growing
91 Public administration	0.80	Moderate	0.67	Low	-0.14	Declining

Source: 2018 Manifold Estimates. Adapted by MDB Insight

*Although some companies have a high concentration, the total number of people employed in the sector might be small (see



Figure 18).

Figure 20 presents the results of another analytical tool called a **shift-share analysis**. The shift-share articulates the factors which drive changes in employment through three primary considerations:

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

The data below indicates the following:

- Overall, changes in the labour force were driven by growth in the reference area growth effect (+448; i.e., growth of ON’s economy), and by changes in the local factors under the differential shift (-129). Small decreases were attributed to industry changes. In total, the gains and declines resulted in a net gain of 369 new jobs for the Town of South Bruce Peninsula.
- Increases were most evident in Health care and social assistance, and Retail trade (due mostly to provincial and local factors); and Accommodation and food services (due to a mix of all factors).
- Declines are most evident in Manufacturing and Public administration (due to industry and local factors); and Professional, scientific and technical services (due mostly to local factors).

Figure 20: Ontario/Town of South Bruce Peninsula – Shift Share Analysis

North American Industry Classification System	Area Growth Effect	Industrial Mix Effect	Differential Shift	Total
Agriculture, forestry, fishing and hunting	15	2	19	36
Mining and oil and gas extraction	17	29	0	0
Utilities	20	3	-20	3
Construction	51	37	-92	-5
Manufacturing	44	-34	-103	-93
Wholesale trade	8	-10	47	45
Retail trade	58	-14	45	89
Transportation and warehousing	14	5	-11	8
Information and cultural industries	4	0	-14	-10
Finance and insurance	12	1	-29	-16
Real estate and rental and leasing	8	9	-1	16
Professional, scientific and technical services	25	13	-80	-42
Management of companies and enterprises	0	0	0	0



Administrative and support, waste management and remediation services	11	5	46	63
Educational services	20	0	31	51
Health care and social assistance	49	9	66	124
Arts, entertainment and recreation	13	7	-23	-3
Accommodation and food services	31	24	23	78
Other services (except public administration)	24	-6	7	24
Public administration	24	-29	-40	-45
Total	448	51	-129	369

Source: 2018 Manifold Estimates. Adapted by MDB Insight. *Calculation does not include "not applicable industries"



4.2.8 Employment by Occupation

The figure below shows the percentage of the labour force employed by occupational category in 2018. Occupations in Sales and service occupations have the highest percentage of labour force employed in South Bruce Peninsula, followed by Trades, transport and equipment operators and related occupations.

Figure 21: Employed labour force by occupational category, percentage of labour force, 2018

Occupations (NOC)	South Bruce Peninsula, Town	Bruce County	Ontario
Total	100%	100%	100%
Occupation - not applicable	1%	1%	3%
0 Management occupations	12%	12%	11%
1 Business, finance and administration occupations	11%	11%	16%
2 Natural and applied sciences and related occupations	3%	6%	7%
3 Health occupations	7%	7%	6%
4 Occupations in education, law and social, community and government services	9%	9%	12%
5 Occupations in art, culture, recreation and sport	3%	2%	3%
6 Sales and service occupations	26%	22%	23%
7 Trades, transport and equipment operators and related occupations	19%	18%	13%
8 Natural resources, agriculture and related production occupations	4%	4%	2%
9 Occupations in manufacturing and utilities	5%	7%	5%

Source: 2018 Manifold Estimates

The figure below shows the number of people working in each occupation, as defined by the National Occupational Classification (NOC) for 2011 and 2018.

Occupations that experienced major growth in South Bruce Peninsula include Sales and service occupations (+166) and Health occupations (+94). The only occupation classification that experienced a significant decrease in South Bruce Peninsula between 2011 and 2018 was in Business, finance and administration occupations (-83).



Figure 22: Employed labour force by occupational category (number of people), 2011-2018

Occupations (NOC)	South Bruce Peninsula 2011	South Bruce Peninsula 2018	Net (+/-)
Total	3,820	4,123	303
Occupation - not applicable	45	31	-14
0 Management occupations	415	492	77
1 Business, finance and administration occupations	535	452	-83
2 Natural and applied sciences and related occupations	135	141	6
3 Health occupations	215	309	94
4 Occupations in education, law and social, community and government services	345	370	25
5 Occupations in art, culture, recreation and sport	75	108	33
6 Sales and service occupations	915	1,081	166
7 Trades, transport and equipment operators and related occupations	805	779	-26
8 Natural resources, agriculture and related production occupations	110	159	49
9 Occupations in manufacturing and utilities	225	201	-24

Source: Statistics Canada; 2011 Census Profile, 2018 Manifold Estimates

4.2.9 Commuting Patterns

The study on commuting patterns measures the import and export characteristics of a region's workforce. A high percentage of outside labour force working in the community depicts the attraction of the region for nearby communities. In contrast, if the majority of the workers in the community leave for their work (export of labour force) then it may hint towards a lack of proportional opportunities in the community. In the Town of South Bruce Peninsula, 60.3% of its residents commute to a different census division to work; this percentage is higher than both the Bruce County and the province.



Figure 23: Commuting destination for employed labour force

Commuting destination	South Bruce Peninsula, Town	Bruce County	Ontario
Total	100%	100%	100%
Commute within census subdivision (CSD) of residence	39.0%	46.0%	58.0%
Commute to a different census subdivision (CSD) within census division (CD) of residence	18.5%	28.8%	16.0%
Commute to a different census subdivision (CSD) and census division (CD) within province or territory of residence	41.8%	24.8%	25.2%
Commute to a different province or territory	0.4%	0.4%	0.7%

Source: Statistics Canada; 2016 Census Profile

The analysis from the 2016 Census suggests that 1,005 people commute to South Bruce Peninsula from other geographies to work, mostly from Georgian Bluffs, Owen Sound, and Northern Bruce Peninsula.

Figure 24: Place of residence of the people commuting to South Bruce Peninsula, ON 2016

Place of residence	Total
Georgian Bluffs TP	450
Owen Sound CY	175
Northern Bruce Peninsula	110
Arran-Elderslie MU	55
Saugeen Shores T	45
Chatsworth TP	30
Other Communities*	140

Source: Statistics Canada; 2016 Census Profile

When it comes to labour force living in South Bruce Peninsula, 1,640 people leave the Town to work. Most of the people commute to Owen Sound, Georgian Bluffs, and Saugeen Shores.

Figure 25: Commuting destination of people commuting from South Bruce Peninsula, ON 2016

Place of work	Total
Owen Sound CY	450
Georgian Bluffs	175
Saugeen Shores	110
Kincardine MU	55
Northern Bruce Peninsula	45
Other Communities*	390

Source: Statistics Canada; 2016 Census Profile

In addition to the above commuter pattern data, net import/export of labour was studied by industry to understand better what sectors people are coming or leaving to work in. The results show the Town of South Bruce Peninsula is a net exporter of workers (-635). The largest export of labour occurs in Manufacturing (195), Utilities (-135), and Educational services (80). On the other hand, the industries that import the most workers from other communities include Retail trade (35), and Public Administration (25).



Figure 26: Net import/export of workers South Bruce Peninsula, ON 2016

Industry (NAICS)	Net import/export
Total	-635
11 Agriculture	-30
21 Mining	45
22 Utilities	-135
23 Construction	-65
31-33 Manufacturing	-195
41 Wholesale trade	-50
44-45 Retail trade	35
48-49 Transportation and warehousing	-40
51 Information and cultural industries	-10
52 Finance and insurance	-15
53 Real estate and rental and leasing	-5
54 Professional, scientific and technical services	-35
55 Management of companies and enterprises	0
56 Administrative and support, waste management and remediation services	5
61 Educational services	-80
62 Health care and social assistance	-45
71 Arts, entertainment and recreation	-30
72 Accommodation and food services	-35
81 Other services (except public administration)	5
91 Public administration	25

Source: Statistics Canada; 2016 Census Profile

4.2.10 Business Counts

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

Focussing primarily at the “Sub-Total, classified” numbers and industry breakdowns, the analysis has found that:

- 68% of all businesses have no employees, with only 1% of businesses employing more than 100 employees.
- 50% of all businesses with employees employ 1 to 4 people; this represents 16% of total businesses.
- Accommodation and food services; Retail trade; and Construction are the industries with the largest number of businesses with employees.
- Real estate, rental and leasing; Agriculture, forestry, fishing and hunting; and Construction are the industries with the largest number of businesses without employees.
- Five businesses employ more than 50 people; these businesses are in Retail Trade and Accommodation and food services.



Note: This section includes all registered companies that have a Goods and Services Tax number, as registered through the Canada Revenue Agency. Results should not be compared directly to existing business directories in South Bruce Peninsula as the criteria for registering are different for both. The Canadian Business Counts data are used primarily so that comparisons can be made to the Provincial Distribution of businesses across the same categories.



Figure 27: Business counts in the Town of South Bruce Peninsula by industry and business size (number of employees)

Industry (NAICS)	Total	Ind.	Subtotal	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500 +
Total	463	315	148	74	32	25	14	2	1	0	0
Unclassified	22	17	5	5	0	0	0	0	0	0	0
Sub-total, classified	441	298	143	69	32	25	14	2	1	0	0
11 - Agriculture, forestry, fishing and hunting	67	60	7	7	0	0	0	0	0	0	0
21 - Mining and oil and gas extraction	0	0	0	0	0	0	0	0	0	0	0
22 - Utilities	3	3	0	0	0	0	0	0	0	0	0
23 - Construction	73	48	25	18	3	2	2	0	0	0	0
31-33 - Manufacturing	5	2	3	1	1	1	0	0	0	0	0
41 - Wholesale trade	3	1	2	0	1	1	0	0	0	0	0
44-45 - Retail trade	40	14	26	8	7	8	1	1	1	0	0
48-49 - Transportation and warehousing	13	9	4	1	1	1	1	0	0	0	0
51 - Information and cultural industries	1	1	0	0	0	0	0	0	0	0	0
52 - Finance and insurance	17	12	5	2	2	1	0	0	0	0	0
53 - Real estate and rental and leasing	81	74	7	5	1	0	1	0	0	0	0
54 - Professional, scientific and technical services	26	17	9	8	0	1	0	0	0	0	0
55 - Management of companies and enterprises	2	2	0	0	0	0	0	0	0	0	0
56 - Administrative and support, waste management and remediation services	13	9	4	2	2	0	0	0	0	0	0
61 - Educational services	1	1	0	0	0	0	0	0	0	0	0
62 - Health care and social assistance	6	3	3	0	1	1	1	0	0	0	0
71 - Arts, entertainment and recreation	8	5	3	0	0	1	2	0	0	0	0
72 - Accommodation and food services	47	17	30	8	9	7	5	1	0	0	0
81 - Other services (except public administration)	35	20	15	9	4	1	1	0	0	0	0
91 - Public administration	0	0	0	0	0	0	0	0	0	0	0

Source: Statistics Canada, Canadian Business Counts, December 2019



The table below presents the distribution of businesses with employees in the South Bruce Peninsula. Besides Accommodation and food services, Retail trade, and Construction, industries such as Other services (except public administration) and Professional, scientific and technical services also have a significant proportion of businesses with employees operating in South Bruce Peninsula.

Figure 28: Businesses by industry in South Bruce Peninsula, percentage of total businesses with employees, 2019

Industry (NAICS)	Business with employees	%
72 - Accommodation and food services	30	21%
44-45 - Retail trade	26	18%
23 - Construction	25	17%
81 - Other services (except public administration)	15	10%
54 - Professional, scientific and technical services	9	6%
11 - Agriculture, forestry, fishing and hunting	7	5%
53 - Real estate and rental and leasing	7	5%
52 - Finance and insurance	5	3%
48-49 - Transportation and warehousing	4	3%
56 - Administrative and support, waste management and remediation services	4	3%
31-33 - Manufacturing	3	2%
62 - Health care and social assistance	3	2%
71 - Arts, entertainment and recreation	3	2%
41 - Wholesale trade	2	1%
21 - Mining and oil and gas extraction	0	0%
22 - Utilities	0	0%
51 - Information and cultural industries	0	0%
55 - Management of companies and enterprises	0	0%
61 - Educational services	0	0%
91 - Public administration	0	0%

Source: Statistics Canada, Canadian Business Counts, December 2019

Again, using the location quotient analysis, where 1.25 or greater represents strength, 0.75 to 1.25 represents proximity to the Provincial distribution, and below 0.75 represents low competitiveness, the sectors with a significantly higher concentration of businesses than the province include Accommodation and food services, Agriculture, forestry, fishing and hunting, and Construction.



Figure 29: Business count location quotients (LQ) businesses with employees by industry, 2018

Industry (NAICS)	LQ 2019	Strength
11 - Agriculture, forestry, fishing and hunting	2.54	High
21 - Mining and oil and gas extraction	0.00	Low
22 - Utilities	0.00	Low
23 - Construction	1.62	High
31-33 - Manufacturing	0.47	Low
41 - Wholesale trade	0.29	Low
44-45 - Retail trade	1.59	High
48-49 - Transportation and warehousing	0.43	Low
51 - Information and cultural industries	0.00	Low
52 - Finance and insurance	0.91	Moderate
53 - Real estate and rental and leasing	1.18	Moderate
54 - Professional, scientific and technical services	0.46	Low
55 - Management of companies and enterprises	0.00	Low
56 - Administrative and support, waste management and remediation services	0.63	Low
61 - Educational services	0.00	Low
62 - Health care and social assistance	0.22	Low
71 - Arts, entertainment and recreation	1.52	High
72 - Accommodation and food services	3.20	High
81 - Other services (except public administration)	1.21	Moderate
91 - Public administration	0.00	Low

Source: Statistics Canada; Canadian Business Counts December 2019. Adapted by MDB Insight.



5. Consultation Input Summary

These consultations were designed to encourage participants to share their experiences and insights on to inform and guide the development of the corporate strategic plan. The input summary offers a presentation of what was shared during the various consultation efforts. It is presented as received and has not been validated or edited.

5.1 Council and Management Strategy Workshop #1

On July 13, 2020, Council and Senior Management participated in a session about the major elements of a corporate strategic plan for the next five years. The session began with a briefing on the project and background research. The group then developed elements of a vision statement for the Town. Key priorities for the next two to four years were brainstormed, and the group agreed on five areas of focus. Objectives were created for each priority. The group then developed potential wording for a mission, vision, guiding principles, priorities, and objectives for the Town of South Bruce Peninsula. At this point in the project, it is important to note that the output from this session is very preliminary and will be exposed to further examination and input for revamp before it is finalized.

5.1.1 Proposed Mission

The mission is seen as a formal summary of the municipality's purpose.

- *The Corporation of the Town of South Bruce Peninsula is committed to delivering high-quality services in an efficient and effective manner in a healthy, secure, dynamic, and beautiful place to live, invest, work and play.*

5.1.2 Proposed Vision

The vision statement is intended to serve the broader community by describing the desired future state for the Town of South Bruce Peninsula. The vision statement is intended to guide decisions and support the alignment of resources and activities with these overarching goals.

- South Bruce Peninsula is a progressive, attractive, sustainable community with a caring heart and a welcoming smile.

5.1.3 Proposed Guiding Principles

The guiding principles describe the intent behind the actions and decisions that the municipality undertakes. They are intended to inform the decision-making process and guide how the organization operates internally and with the public it serves.

- *Honesty and integrity*
- *Respectful and healthy workplace*
- *Fiscal responsibility*
- *Service excellence*
- *Open and transparent*
- *Safe, compassionate and caring*

5.1.4 Priorities and Objectives for Consideration



Transparent & Accountable Governance

- Long term decision-making in the best interests of the community
- Affordable and not overcommit
- Townhall meetings with a call-in, remote capability

Sustainable Infrastructure

- Implement operational and capital programs to maintain existing infrastructure
- Create premium internet connectivity
- Cost-share opportunities

Collaboration & Partnerships

- Enhance communications with neighbor communities, e.g., grant applications
- Pursue relationships with community and local service groups on our initiatives
- Define the list of partners for each project and their role

Healthy, Vibrant and Safe communities

- Facilities for healthy living and affordable recreational opportunities
- Support groups engaged in keeping our community healthy
- Facilities to support active transportation

Stable economy supported by skilled labour and employment opportunities

- Foster economic development programs to attract professional services
- Implement fibre technology
- Update Town Official Plan
- Satellite post-secondary campus

5.2 Interviews with Councillors and Senior Management Summary

In July 2020, the Mayor, Councillors, and Senior Management staff were interviewed one-on-one to gather input for the Corporate Strategic Plan. Here are the aggregate results in summary.

5.2.1 What inspires you about South Bruce Peninsula?

- Welcoming, involved community
- Location / environment - natural beauty and recreation on water and land
- Easy access to centres for health care and shopping
- Untapped opportunity, collaborations, partnerships



- High quality of life, small-town feel, health and wellbeing opportunities

5.2.2 What critical issues are top of mind for you when you think about South Bruce Peninsula?

- Infrastructure replacement – water and sewer – Wiarton wants to grow, Sauble Beach doesn't
- Pulling the community into one family – each community has different needs and wants
- Organizational disruption – need a clear vision for the corporate culture, need teamwork on Council – must look beyond COVID-19
- Consistency in approach to Town services – during peak times, don't offer the level of service due to poor resource management
- Community poverty and addiction – economically depressed area, hard to raise taxes
- Sustainable tourism, managed growth, lack of amenities
- Taxpayers feel they are not listened to, very polarized opinions – pandemic has driven a wedge between year-round and seasonal populations
- Main Street repairs – keeping businesses viable
- Funding deficit

5.2.3 What are the key services or activities needed to respond to these issues? What services are needed to respond to the future growth of South Bruce Peninsula?

- Need an Asset Management Plan – priorities of replacing infrastructure
- Sewer and water infrastructure in Sauble Beach and Wiarton
- Need more industrial land – jobs – address poverty
- Collaboration – build better relationships with partners and neighbouring municipalities
- Responsive emergency services (police, paramedics, fire)
- Better engagement with citizens – change meeting times, consult beyond electronic surveys – need to pull ourselves together as a community – respect, understand, appreciate each other
- Complete street construction and revitalization plan
- Workforce attraction – need working-age residents, housing and amenities – recreation facilities
- Business retention, growth

5.2.4 Thinking ahead 10 years, what three words would you use to describe what South Bruce Peninsula looks like to you?

- Thriving, attractive destination
- Infrastructure supporting growth



- Progressive balanced community
- Collaboration optimism leadership
- Vibrant thriving open-minded
- Thriving vibrant clean
- Same plus more
- Overcrowded divided unsure

5.2.5 What quality of life considerations must be considered during the strategic planning process?

- Reliable infrastructure
- High-speed fibre connectivity and cell service – to foster entrepreneurialism, our future
- Attracting job with a living wage to address poverty so families can enter the housing market
- Active lifestyles, recreation / cultural central facility
- Make South Bruce Peninsula known for being welcoming, promote tourism
- Recreational businesses – boat tours, scuba diving, hiking guides, accommodation
- Quality of life - community safety, conserve the environment, housing, access to health services,

5.2.6 Considering the community's anticipated economic growth, what considerations are necessary to ensure a positive business climate for South Bruce Peninsula looking to the future?

- Support local businesses - retention and expansion should be the focus of economic development – we just hired an economic development officer
- Use by-laws and regulations to enable businesses, not restrict them – Bruce County Planning Department puts up roadblocks – need to eliminate red tape
- Plan for and leverage tourism assets to support business and communities
- Attract new investment – articulate incentive to bring business here, grow employment
- Infrastructure for growth (water, sewer, technology) - Development Charges review needed so existing taxpayer doesn't pay for growth
- Finding balance in tax rates – commercial vs. residential
- Foster climate of inclusion in local decision-making - utilize local leaders in the community to collaborate
- Help residents move beyond their fear of change



5.2.7 Considering the three levels of government, what initiatives do you feel influence priority identification for South Bruce Peninsula? What is having the most impact? What should have the most impact?

Regionally

- Bruce County is not collaborative – a strong regional leader is important, unsure of their worth
- Centralized corporate functions – share service across municipalities (e.g., IT, payroll, accounting)
- Work with Bruce and Grey Counties on economic development and tourism – but the mandate has changed with less focus on South Bruce – feel forgotten and not supported
- Loss of autonomy – larger communities have louder voices
- Regional planning needs to know communities intimately

Provincially

- Reliance on provincial grants should change – Province could provide more tools to raise funds
- Province is calling on municipalities to streamline services, innovate – need more removal of red tape as it suffocates business activity
- Relationship is improving, more funds
- Have most impact on shaping policy and providing funds
- What they say goes – when they restructure municipalities it hurts small communities
- Transportation and internet connectivity are huge issues

Federally

- Federal government influences internet / technology
- Funding for infrastructure would be welcome as construction is expensive compared to other areas
- Local government feels detached from federal “machine”

5.2.8 What are the Municipality’s most significant opportunities?

- Opportunities for collaboration – waking up the community to what is possible
- Focus on core services, be realistic
- Bluewater Park campground
- Sauble Beach servicing
- Wiarton Airport
- Beautiful spot of Ontario – sustainable (eco) tourism is the backbone, needs continual promotion – need four-season tourism, more restaurants, and lodging
- Need more trades and doctors in workforce
- Education and health care



5.2.9 What specific outcomes are you seeking from the Corporate Strategic Plan? How do you think a corporate strategic plan will prepare the municipality for growth?

- Want an active plan that does not sit on a shelf, more public input
- Growth as a central theme
- Focus – a plan that helps us avoid getting distracted
- Clear, prioritized, action-oriented high-level objectives and low-hanging fruit
- Goals that are realistic and attainable, clearly defined
- Tourism focus, health care, education, addressing poverty, housing
- Very solid vision, a document that can be referred to, have levels of accountability
- We will do what we will say we are going to do
- Improve guiding principles that clearly state Council’s priorities for management to understand
- Vision for next 5 years aligned with the demographic
- Staff buy-in needs to be developed, strong

5.2.10 What, if any, resource constraints do you feel need to be reviewed/considered to support strategic plan implementation and corporate capacity?

- Financial – what is affordable – not afraid to debenture
- Staffing is limited – having time to think – be proactive rather than reactive
- Clearly established levels of service that are realistic – money and people to implement
- CAO is needed to think strategically and not get into the weeds
- Need teamwork, review progress and how things need to change, get out of the box and let imagination run wild
- More conversation with the public – need people to buy into the plan
- Accountability should be built into the document

Council Feedback

5.2.11 What are the common messages you hear from constituents?

- They want their voices heard (more town hall meetings, more convenient meeting times)
- I get nothing for my taxes
- They don’t want to pay more for water or see taxes go up
- They don’t want a condo built in their back yard – resistant to growth



5.2.12 As a member of Council, how do you want to inform and guide the strategic plan? How involved should Council be in the operational aspects of the municipality?

- Council listens to constituents, chooses goals, prioritizes the plan
- Have vision, clear goals and objectives
- It must be evolving and agile
- Review the strategy regularly – inform the public, don't discount the strategy
- Council should give direction and let good people you hire do the work

Senior Management Feedback

5.2.13 How would you like to see your department involved in developing the Municipality's strategic plan?

- Prepare financing model, pursue grants, focus staff work
- Holistic involvement from all department
- Remind staff the strategy is Council's direction
- Other master plans need to be developed to support the Corporate Strategy

5.2.14 As a senior manager, how would you and your department support the Municipality's strategic plan? How can Council better support the efforts of staff in serving the constituents of South Bruce Peninsula?

- They are doing a pretty good job right now – not interfering, staying at the strategic level
- There is imbalance in – leadership needed through a CAO
- Avoid micromanagement, let staff have more responsibility and accountability
- Will allow staff to become more proactive
- Having the guiding principles conveyed is helpful, staff need to feel connected to goals
- Allow for community input

On July 15 and 23, 2020, managers, supervisors, and frontline staff attended engagement sessions to offer their insight and perspective into the development of the Corporate Strategic Plan. Staff involvement in the strategic planning process is important to the ongoing success of the Town.

5.3 Managers' Engagement Session

5.3.1 Overview

On July 15, 2020, managers and supervisors participated in an online engagement session to offer their insight and perspective into the development of the Corporate Strategic Plan.



5.3.2 Feedback

What are you hearing from people about how things are going in South Bruce Peninsula?

- Externally, the consensus is that taxpayers believe services are delivered well. In particular, positive comments have been received that the Town does a decent job with snow removal, waste. There are concerns that the municipality is not open for business and sometimes appears to be disorganized.
- Some residents are used to the level of public sector services in the Greater Toronto Area. Their expectations are far too great. Existing residents are used to a rural level of service. Not all citizens' expectations are the same. There are "12-month residents" and "six-month residents" and "six-week residents", the latter wanting their 12 months of tax value in six weeks.
- In terms of communications, there is a perception or misunderstanding that the municipality has a lack of transparency, even though the Town is using technology available. Some residents feel entitled to having their concerns fixed immediately. They want it done now, in the heat of the moment and don't care about any rule or legislation that stands in the way. Residents can't be forced to take the time to find the answer they need on the Town's website. Instead, they phone or drop in to ask. Some people expect staff to do the work for them. There is a lot of "babysitting" or "handholding" by staff of small issues that citizens could theoretically handle on their own.
- Some citizens contact the Mayor rather than contacting the appropriate department, as a result of an "easier path" that has developed between the citizen and politicians. While the "very involved politicians" are well-meaning, the issue can still be resolved if politicians didn't take on that burden.
- The Town has been challenged to respond during COVID. Businesses think the Town should be rolling out incentives like County.

What are the programs and services that we deliver best?

- Managers feel that many services are delivered well. In particular, snow removal, landfill, facilities, grounds, cemeteries, and parks maintained.
- Town staff respond to complaints and inquiries in a timely matter and are thanked for following up. Citizens do not have to make appointments for customer service compared to other municipalities where an appointment is required.
- There is only so much time and resources the Town can dedicate to programming.
- The Warton Willie Festival has put the Town of South Bruce Peninsula on the worldwide stage.

In what ways can our service delivery be improved?

Better customer service connections / follow up

- Customer service is "ad-hoc." Inquiries are often forwarded to staff in other departments, and those who handled the original inquiry don't know if it was followed up.
- There is no Customer Relationship Management (CRM) system in place, tracking things. It was suggested a best practice should be put in place to build more consistency, redundancy for customer service.

Upper-tier / lower-tier difficulties



- The land-use planning process is at County level, and the Town gets its marching orders from the County. Developers feel they get the run-around, and there is some confusion. Trying to align two levels of local government is difficult.
- Planning process should move to lower-tier level. More pre-consultations with local staff would be helpful to make the process more efficient and help expedite the process. A fee was suggested on some services to discourage inquiries of a frivolous nature.

Managing expectations

- Service level delivery is subjective. Different perceptions exist for each client. There needs to be definition, so staff and citizens are on the same page. For example, cut roadside weeds by a certain date, snow plowing complete within so many hours of snowfall, etc.
- Managers said the Town has robust policies and by-laws, but disgruntled citizens want the service level changed on the fly. This is complicated by Council access to the operational process and interaction (see previous comments).

How might staff be best supported to carry out their jobs?

Staffing levels, work plans, and space

Managers and supervisors predict a staff shortage in the near future due to anticipated retirements. Concurrently, the challenges of a thin staff complement result in deferred vacations or vacation payouts, especially among outside workers. Staff feels the Town should hire more seasonal workers in the warm months and develop a succession plan to address the impacts of inevitable retirements. Managers and supervisors report inconsistent work plans and loss of institutional memory as staff leave. Staff needs to allow time and resources for updating and documentation of changes, as well as training. Staff also reported the need for a better laid-out building, more storage space, and other facility needs.

Customer service support

Customer service could also be improved with the implementation of an affordable Customer Relationship Management (CRM) system, which would act as a record of projects and contacts as staff change. This would help to support businesses, too, since the Town currently has no business registry and little licensing. It is difficult to understand the types of businesses within the municipality so staff can tailor service delivery. A CRM would help.

Clear communication

Managers and supervisors felt they were supported by Council, and they acknowledge a transition is underway. However, they wish that support to be communicated more clearly by Council as a whole and individually. As a result, staff can share the vision and understand that Council has corporate culture and job satisfaction in mind.



When you think 20 years into the future, what three words do you hope will describe South Bruce Peninsula?

Answer: See Figure 31.

Figure 30



If you had your list of requirements and opportunities to go to Council with, what would be the top three (3) priorities that you would include?

- Collaboration, Communication, Consistency, and Corporate Culture
 - Develop more/better internal collaboration and communication
 - Review and evaluate policies to ensure that they are current and reflect Council's vision.
 - Improve corporate culture
- Service Level Review
 - For increased service levels, undertake a service level review
 - Consider fixed incomes of taxpayers/ability to pay for services
 - Focus on fiscal responsibility: Understanding from Council that the Town can't do everything. What should we focus on and offer to residents with funding available



- Streamline processes: online business submissions and registry, online payment process, online permit process
- Ensure adequate staffing, provide more seasonal staff to provide more services in the busy season
- Staff compensation review
- Finalize organizational structure allowing Council and staff to provide the best service
- Vision for Development, Infrastructure, and Services
 - Articulate a vision for who we want to attract to our municipality
 - Provide a better vision of the waterfront
 - Develop plans and improve the infrastructure of Wiaraton, Sauble Beach, and smaller beaches
 - Improve recreation facilities

5.4 Front Line Staff Engagement Sessions

5.4.1 Overview

On July 23, 2020, two members from MDB Insight (Clark Hoskin and Kai Liepins) and the Town of South Bruce Peninsula's Economic Development Officer (Danielle Edwards) completed two in-community workshops with frontline staff at the local community hall in the Wiaraton Arena. Each session lasted one hour, with around 20 staff members attending. A summary of potential actions identified from the discussions is included below, as is a detailed write-up of key themes gleaned from the sessions.

5.4.2 Key Themes

Be proactive instead of reactive

One of the core themes that emerged from the frontline sessions was the need for the Town of South Bruce Peninsula to be more proactive in its approach for dealing with problems. Examples provided by staff included fixing roads when a complaint was called in (reactive) instead of going out ahead of time to fix the known problem (proactive). Staff also felt that senior management is constantly reacting to problems as they arise and getting down 'into the weeds' instead of being more strategic and planning long-term.

Staff also wanted less talk and more action. They felt that they had been consulted several times previously (e.g., recent staff perception survey) but did not feel like anything has changed or that they have been informed of what the action was. They felt projects such as the Corporate Strategic Plan, are important, but it is critical the final report is used and implemented and does not just end up on a shelf.

Poor communication and inefficient allocation of resources

Poor communication between both departments, and from top-down messages from council/senior management staff was a key issue discussed in the sessions. A major complaint was the lack of cross-department staff meetings. Frontline staff expressed a desire for monthly or quarterly meetings where all Town staff could come together. Frontline staff also felt that they were not included in the decision-making loop and often found out about major developments or planned projects via the local



radio/news or from residents while on the job instead of via internal communications. As a result, they often feel unprepared, unprofessional, and not part of the team. It was expressed that some staff does not have access to a Town of South Bruce Peninsula email address, so group emails intended for all staff are only received by those with an account. Some staff relies heavily on their personal mobile phone devices for communication via phone call and text between team members. Providing official email access and greater access to computers was therefore suggested as being beneficial for staff members. For example, a staff member described how, a few years ago, there an email was sent to ‘everyone’ announcing that plows would stop clearing roads of snow, but the snowplow drivers were not on the email list. Improved communication tactics would help avoid this problem.

Staff also felt that the municipality could better allocate resources. They felt it is hard to get resources out of Wiarton to respond to issues across the rest of the municipality as there is still a mentality of ‘them versus us’ within the community. Additionally, establishing some work order system to better track job progress was suggested by staff. This system would help analyze how much materials are used for certain projects, among other measures and key performance indicators, and benefit long term planning activities. A work order system would also outline which jobs were outstanding, or help prioritize their importance or urgency.

Ensuring the chain of command is followed

Frontline workers also felt discouraged by senior management and members of the council breaking the chain of command and going over their managers’ and workers’ heads to make decisions about operational tasks. As South Bruce Peninsula is a small community, residents frequently reach out directly to elected officials to express issues or concerns. Reportedly, some politicians are then immediately acting on this feedback and halting work by frontline staff, instead of consulting with managers and supervisors. It was expressed that if frontline workers are expected to follow directions and their job descriptions, then the council and management should also follow theirs, too. Frontline workers also felt that sometimes management got too involved in day-to-day activities that frontline staff should be completing. It was felt management should instead step back and take a more strategic approach.

More training and staff input needed

When asked how staff could be better supported, it was expressed that more training would be beneficial. An example was given of a recently implemented software program for office staff. The system is complicated, and while some training was provided, more is needed. More cross-department staff collaboration activities (e.g., informal meetings) would help strengthen communication, share solutions, and create a sense of team. Frontline staff could also be trained in different department areas to provide professional development and to avoid management performing frontline tasks. From a more operational level, greater consultation of frontline staff is desired. For example, staff-related how management recently purchased a new road grader that had a different steering system that the operators were not trained on, and reportedly no consultation of staff on their requirements was conducted. While it was noted that staff preferences could not be met every time, at least having the conversation is a courtesy that increases the sense of collaboration. Overall, the message from the frontline staff was senior management needed to trust their team more to get the job done.

Respect for key leaders

Several frontline workers were satisfied with levels of support, leadership, sense of team provided by their department heads. While they do feel each department is siloed from each other, within the



departments, the work culture is usually positive. Workers reported feeling like management had their backs if they made a mistake and that they could approach them if they had any concerns.

Staff feel they are delivering good service and are happy generally

Staff frequently mentioned satisfaction with employment benefits and reasonably happy with wage levels, although it could always increase. They reported being proud of the quality of the service they provide to residents and how Town staff maintains the local parks and roads very well. Customer service was another strong point mentioned, with all staff indicating they generally enjoy resident interaction and help to direct inquiries to the correct department where possible. They love the local community in which they work and are proud of the region overall and hope it can fulfill its potential.

Vision for the future

When asked to describe their vision for the future of South Bruce Peninsula a decade from now, staff painted a picture of what they hoped for, but some felt nothing much would change. They hoped housing and other services in the region would still be affordable and not mirror the changes seen in communities such as Muskoka. They hoped the natural environment (which they described as beautiful, clean, and safe) would continue to be protected with easy access to recreation experiences for residents. The need for a strong focus on ensuring sustainable tourism occurs was also raised by staff. Overall, many hoped their children could find decent employment in the region so the community may continue to thrive in the long term.

5.4.3 Recommended Action Items

1. Ensure all employees of the Town of South Bruce Peninsula have a municipal email account, accessed by personal computers or mobile devices in the absence of a workstation, and if this is not possible, clearly explain the reason
2. Establish regularly scheduled staff meetings at the department and corporate levels at appropriate times and in a convenient location (e.g., weekly tailgate talks for outside workers)
3. Develop customer service protocols that ensure a client's concern is immediately directed via the established chain of command to be investigated and/or resolved as quickly and efficiently as possible, ensuring every client is treated fairly, consistently and appropriately given the situation
4. Consider implementing a low-cost Customer Relationship Management (CRM) system to manage and track inquiries and issues generated by citizens, businesses, tourists and others
5. Implement a low-cost work-order tracking system for internal and external tasks, logging requests, updating progress, allocating resources and other elements, for ongoing analysis and improvement
6. Develop a corporate-wide system to receive suggestions from staff on their needs, expected levels of service, equipment, and other purchases, and regularly and openly review and decide on actions related to suggestions
7. Determine the level of input staff should have in procurement processes, and the selection of vendors, equipment specifications and other purchasing criteria
8. Increase communication with staff on key projects, developments, or announcements to ensure everyone has the opportunity to remain aware.



9. Provide more professional development and training opportunities (e.g., cross-department experiences, lunch and learn workshops, facility tours, and open houses)
10. Regularly celebrate successes and outcomes attributable to specific teams or employees and communicate those stories internally and externally
11. Circulate information clearly explaining the roles and responsibilities of Council (strategic, policy, governance), Management (supervision, direction, management, team-building) and Staff (operations, programs, coordination, tasks)
12. Develop a plan for Council and Management to demonstrate they trust front line staff more to do their jobs
13. Consider implementing a Program Review to determine the organizational model for the Town of Bruce Peninsula

5.5 Interviews with Key Informants Summary

In July and August 2020, MDB Insight interviewed 25 key informants, individuals who are very familiar with South Bruce Peninsula, and offered their insights into shaping the municipality's Corporate Strategic Plan. The following are summaries of their responses to questions.

5.5.1 Strengths

Natural beauty

The natural, geographic beauty of the breathtaking landscapes and impressive waterfronts of South Bruce Peninsula was identified as the community's top strength. Lake Huron, Georgian Bay, islands, inland lakes, trails, beaches, and dark sky were mentioned as core attractions for people who choose to live or visit here. As a result of this environment, residents enjoy an enviable quality of life, and tourists arrive in high numbers in summer months due to the area's magnetic appeal.

Caring community

People are friendly in South Bruce Peninsula, and there is a true sense of community, even if it may be localized to settlement areas such as Wiarton, Sauble Beach, numerous hamlets, and rural areas. There is a sense of belonging, of "place," of civic pride, and caring for one another. One senior remarked how young people say hello to her. The community "takes care of itself and others," said another respondent. Residents get involved in local causes and fundraisers, and service clubs continue to play an important role in collaborative ways.

Basic local amenities

South Bruce Peninsula has "really good fundamentals," a comment that summed up overall recognition that the community has satisfactory basic infrastructure: hospitals, schools, beaches, and parks. For basic living, respondents said, the availability of resources is good. The airport and urban amenities in neighbouring municipalities were also identified as key strengths.

5.5.2 Challenges

Environmental degradation / infrastructure improvements



Towns, hamlets and rural areas of South Bruce Peninsula are over or near servicing capacity, with the serious potential to degrade the natural beauty of the area. Lake water levels are rising, and beaches are becoming smaller. Conversions of seasonal waterfront homes into permanent residences are increasing development pressure. South Bruce Peninsula lacks the financial resources to improve deteriorating local physical infrastructure, including water, sewer, roads, high-speed fibre internet. Local and inter-city public transit is non-existent and much needed to counter social isolation and stranded employment opportunities. An aging population is challenging the health care infrastructure, with fewer physicians and other professionals to serve the community adequately.

Business investment, housing, and jobs

The perceived complexity of the development process, “multi-level governing,” and local resistance is frustrating the desire for business expansions and new investment in South Bruce Peninsula that will move the local economy from seasonal to year-round. Better paying jobs that fuel disposable incomes would help reduce youth outmigration, a key challenge. The need for more housing – in particular, financially attainable housing for young families and seniors – was voiced strongly.

Growing social divides

Sometimes perceived, sometimes quantifiable, social divides appear to be growing in South Bruce Peninsula. The coronavirus pandemic lockdown highlighted an obvious divide between seasonal visitors and year-round residents, the latter in some cases more willing to accept less frequent road repairs or recreational facilities that are lacking. Accounts of tourists’ stunt driving on Hwy 6 exacerbate the “Us vs. Them” philosophy. Service club members expressed concern that citizens are exhibiting less responsibility toward the community, a growing unwillingness to “wear many hats” and participate in philanthropic pursuits. Increased substance abuse and mental health challenges are noted among the seasonally employed, not only in the local hospitality sector but agriculture, as well. Unresolved issues between settlement cultures and First Nations were also identified repeatedly.

5.5.3 Opportunities

Sustainable tourism

Numerous stakeholders identified year-round sustainable tourism development as a mindful option for economic opportunities in South Bruce Peninsula. In fact, some insisted the community should “double-down” on attracting visitors. Fashioning a tourism strategy that respects the desires of local residents and financially supports the local economy is doable. Entrepreneurial opportunities abound for service industries related to tourism, especially if the businesses focus on high-quality experiences aimed at affluent markets (e.g., tour boats), priced accordingly, rather than pursuing the lowest common denominator. Getting everybody on the same page – especially as it relates to the ecological health of the area and any associated development restrictions – will prove the green-minded visitors that the tourism experience is authentic and will inspire loyalty and more frequent trips.

Resident attraction / remote workers

Tourism is a gateway for resident attraction and new business investment. The pandemic has fired up an urban desire for rural living and home-based workplaces (e.g., freelance animator). Residential development could focus on infilling Wiarton, where water and sewer infrastructure services are already available. There is interest in seeing communal municipal servicing in Sauble Beach, which would increase the municipality’s assessment base through higher development density and/or seniors’



housing development there. Private-public partnerships, progressive social policy, and business incentive tools could support development opportunities that respond to new residents and address existing residents' needs. An increased population may translate into more retail stores, gas stations, and other businesses that locals wish they had. Alignment between what year-round tourism could bring and what local people need could attract the much-needed restaurants and nightlife that disappear in the offseason.

Efficient local government

Partnerships in municipal government service delivery are not a sexy opportunity to consider. Still, efficiency and productivity gains, improved customer service, and regional collaboration are important to moving the community progressively forward. Saving funds on operational savings may help finance the cost of debt on capital infrastructure improvements. There may be opportunities for joint service agreements among adjacent municipalities for procurement, IT support, human resources and staff development, recreational programs for seniors and youth, or other services. By increasing the critical mass, the ability to service the needs of the community may be less daunting. The Town's decision to work collaboratively with other municipalities on the waterfront hotel / mixed-use development is met with wide support.

5.5.4 What stands in the way

Connectivity and housing

Respondents identified the need for access to high-speed internet connectivity and affordable housing as key weaknesses.

Resistance to progress / Aversion to risk

A slower pace of life can beget a resistance to change. Ambitious, worldly newcomers are less risk-averse, so frustrations over political inertia divide the community and fuel negativity. Key stakeholders in South Bruce Peninsula want to see "less talk and more action" and point to a lack of collaboration between the local government and Bruce County. The strained relationship with First Nations was also identified several times. Others mentioned the willingness among officials to "attract cheapness," that is, the investment that is not aligned with the community's values of quality and integrity.

Financial and regulatory constraints

Financial realities plague every municipality, but the ability (and willingness) to pay taxes is amplified in South Bruce Peninsula by a high level of poverty in some areas, and high expectations of local government in others. Some see the area's churches and service clubs under threat, with several winding up their books and disbanding. Regulatory hurdles are perceived as a weakness.

5.5.5 Partnerships

Regional collaboration

Many of the opportunities identified could be facilitated more quickly and equitably if regional and area municipalities worked collaboratively on joint solutions. Bridgebuilding needs to begin now on political relationships between area and County governments. Rapport is civil at a staff level, but many stakeholders identified how positive action could be accomplished if the various levels of government worked together as one.



Relationships with First Nations

First Nations, one respondent explained, share the same level of interest in local development opportunities, but do not want to see the waterfront hardened or built upon. By financially supporting the indigenous consultation process, proposals by developers may see less resistance when First Nations' guiding principles are heard and treated with respect.

Health and social concerns

Health care stakeholders, service clubs, and non-profit organizations are primed for partnership. Hopefully, the municipality will continue to listen to their concerns and help address imbalances in needs among citizens, and service delivery challenges. Money is not always the answer, one stakeholder explained, if agencies and government could work together to attract new residents with means, not just taxpayers but new citizens willing to show responsibility when it comes to supporting their neighbours and community. New ways of addressing challenges, such as a cooperative building a seniors' housing development, should be explored.

5.5.6 Unique, Influencing Factors

During interviews, the high quality of life of South Bruce Peninsula was mentioned repeatedly as a unique, influencing factor for businesses and organizations to locate here. The vibe of South Bruce Peninsula resonates with outsiders, encouraging them to adopt this laidback pace of life and move here, start or buy a business. In some areas, internet connectivity is "half-decent", allowing for remote workers who enjoy natural amenities in their downtime. Real estate prices are low, comparatively, so urbanites can sell their expensive home and sock away from savings when moving here. The small-town atmosphere generally is perceived as welcoming for newcomers. One worker said she holds more meetings on porches than her previous position. Another commented: "You are not lost in the crowd. People say hello." Residents care about each other and support local business because they know the owners and employees.

5.5.7 Relationship with Town

Generally positive

When asked what they valued most in their relationship with the Town as an organization, those interviewed identified positive relationships with municipal staff. There was a sincere willingness to consult, share knowledge, and work together to improve the community as a whole. Several names of individual municipal staff were routinely offered by community stakeholders as positive relationships, as people who are "great to work with," "understanding," "kind," "helpful," "a great bunch." There was respect for the proactive, collaborative philosophy of Town representatives who reach out to other offices and agencies for ideas and solutions, as needs arise. One key informant explained that good communication is so important because then there are no surprises, and "no one gets annoyed."

Political representation was viewed as supportive, mature, and aware of what's happening in the community. There appeared to be a foundation of good communication between the Town and other human services: health and social services, education, police, and non-profit groups. A few of those interviewed identified a need for Council to "engage and motivate" their staff rather than be difficult and "overbearing," which could help turn more plans into action.

Ways to further develop that relationship



Although many stakeholders were generally pleased with the relationship, everyone agreed there is always room for improvement:

- More collaboration, including partnerships to provide greater community services.
- More interaction and communication would be helpful.
- More support for volunteer groups, such as paid staff to act as liaisons to ensure good communication and collaboration
- Addressing the relationship with First Nations
- Develop ways to shrink the huge service territory for first responders and other health and social supports.
- The Town should be more involved in regional and special projects and attempts to discern who does what.
- Inter-agency communication can always be improved, even though the pandemic has limited the ability for people to meet and develop relationships.
- Informal meetups can build culture and a sense of place and clear up small areas of confusion.
- Political representatives could improve the town by basing their opinions on facts before making decisions and acting.
- Council meetings should be live-streamed on the internet and recordings posted of past meetings.

5.5.8 Economic Changes in Next Decade

Dramatic economic changes or transformations may be experienced in the next decade, and stakeholders explained what they think will happen in South Bruce Peninsula.

- Wellness, outdoor spaces, and rural living will become more attractive to city dwellers.
- A major transition in property ownership as owners of single-family dwellings and vacation homes age out of the market, creating turnover to family members and others.
- Waves of people, relocation of population from Greater Toronto Area and other communities, and the resulting need for housing, amenities, internet, servicing, and quality of life.
- The cost of second homes will be driven upwards by short-term rentals, creating affordability challenges for worker housing.
- Without intervention, aging population will get even older, requiring more health and social services, as well as public transit in lieu of expanded recreational facilities
- Increased pressure to build on sensitive lands, such as natural areas, and rising water levels in lakefront communities severely impacting the quality of life and business investment
- More complex and nuanced issues will continue to clash with the traditional pace of life, requiring more professional leadership, diplomatic processes and solutions, and advice.
- Increased pressure on travel routes through the community, widening of Hwy 6 to four lanes, bypass around Wiarton, higher traffic volumes, more tourists.



- Fewer volunteers for service clubs and community groups, fraying social fabric, less community resilience, and altruism, more isolation, crime and alienation

5.5.9 How Town can address Change

Asked how the Town can plan to address expected changes over the next ten years, people provided several suggestions.

- Prioritize environmental conservation to preserve outdoor amenities.
- Secure a potable water source from Georgian Bay or Lake Huron.
- Purchase land to retain environmental assets and redirect housing development.
- Investigate partnerships and grant opportunities to fund infrastructure needs (water, sewer, roads, utilities) in area-specific ways (e.g., dire need for water and sewer in Sauble Beach).
- Ensure resilient health and social services supports, including keeping the hospital, adding child care spaces, and improving long-term care centres.
- Improve communications between Council, staff, community groups, businesses, and citizens
- Prepare for fewer service clubs and community groups providing social and charitable supports in the community
- Upgrade internet connectivity
- Develop public transportation networks and services.
- Attract younger entrepreneurs and remote workers to the area to balance the aging population.
- Develop the region's airport as a hub for inbound business connections, investment, tourism, and exports.
- Revitalize Wiarton, so people say "Wow" when they come through and want to stop and stay.
- Update land use policy and planning instruments to prepare for changes in housing and development patterns
- Retain and expand existing businesses and attract new investment through economic development initiatives, updated Community Improvement Plan incentives, streamlined planning, and building permits, and encouraging buy-local programs
- Develop and enforce policies around short-term rentals to discourage loss of housing stock to Airbnb hosts
- Implement a sustainable tourism strategy that considers transportation issues

5.5.10 Essential Infrastructure

Essential infrastructure improvements needed for South Bruce Peninsula include:

- Drainage plan, capacity study, hydrogeological study for Sauble Beach, Oliphant, and Hepworth
- Master Servicing Plan, addressing infiltration, stormwater management in Wiarton
- High-speed internet connectivity, including rural broadband



- Hospital and health care access, physicians
- Road improvements and expansions
- Walkable downtown revitalization
- Public Transit
- Newcomer services, more inclusive attitude, Immigration Partnership and settlement services
- Regional collaboration
- Improved education and income support for low-income households
- Parking and public washrooms for Sauble Beach
- Policing
- Airport expansion
- Sports and recreational programs for all ages
- Indoor pool and fitness facilities, walking track, gardens
- Restaurants, grocery stores, gas station, entertainment
- Build onto Bluewater Park
- Improve beaches and arenas



5.5.11 Community Values aligned with UN Sustainable Development Goals

Key informants were provided with an outline of the United Nations Sustainable Development Goals (see Figure 32) and asked which values are most important, from a local point of view.

One interviewee warned that locals conflate the United Nations with UNESCO Biosphere and do not respect the institution, adding there is a “libertarian spirit up here” that believes the UN wants to eliminate rural communities.

That said, the majority of stakeholders provided thoughtful feedback on the Goals, identifying the following as most important.

1. No Poverty
2. Good Jobs and Economic Growth
3. Quality Education
4. Climate Action
5. Good Health
6. Sustainable Communities
7. No Hunger
8. Peace and Justice
9. Responsible Consumption
10. Clean Water and Sanitation

Figure 31





5.5.12 Ten Years from Now

Stakeholders were asked to look forward and consider what they thought South Bruce Peninsula would look like ten years from now and how it would look better.

- South Bruce Peninsula is so beautiful: fresh air, environment. In ten years, people hope for the same natural beauty, with more families, industry, and community opportunities. Settlement areas as a focus of growth. Redevelopment rather than greenfield development. Maintaining native species and environmental areas and minimizing development of inland lakes. Conservation organizations working with municipality to manage natural areas and species.
- Greater diversification in the economy: entrepreneurship, remote workers work from home. A healthy year-round economy. Micromanufacturing, more jobs, more spending. Manufacturing hub and resort on Wiarton waterfront tied to the airport.
- Being on the map. Attracting housing projects, new population, and businesses to the region. Access to Sauble Beach, more investment, and tax revenue. Affordable housing to keep our young people. Increase in population, thriving town: economically, socially, education is thriving, more services, lots of jobs, and growth.
- Collaborative community that is welcoming of newcomers to the town. Opportunity to create a sense of growing the town. Increasing diversity, reflective of Canada. Communities working hard to be more inclusive. More accepting of tourists and welcoming. More diverse community. More programs for people. Help with the aging population. More people volunteering in the community. People will know each other better and respect each other.
- Youth focus will be tangible - spend time investing on small things. More opportunities for kids to have the education they are entitled to. Kids are taken into consideration in decision making, and they should know their voice is heard. Support parents—more recreational opportunities.
- By-pass has been constructed. Upgrades to the roadways. Public transit – not everyone is going to be driving. Everybody should have access to internet. Indoor swimming pool.
- New shopping centre in the town. More places to eat, parks and attractions, businesses more connected to tourists. More shopping. Great grocery stores with delivery to seniors apartments.
- Lots of political will. Leadership group supportive of new ideas, flexible and have the support they need to move forward on new visions. Council rising to challenge to make changes and have population growth and housing supply. Optimistic, good leadership. Staff capacity is there. Always thinking big. The communities would have all come together and are supported, all treated equally and no 'Us vs. Them mentality.'
- Lots of wonderful tourism supported and working very well, as a community, not just an individual area. Year-round sustainable tourism is key. Don't want tourism to grow because it will ruin the beauty of the area.
- Thriving partnerships between neighbouring municipalities. Resolution to outstanding land claim



5.6 Community Survey Results Summary

5.6.1 Introduction

The Community Engagement Survey for the Town of South Bruce Peninsula Corporate Strategic Plan was open to the public for responses from June 28, 2020, to July 27, 2020. The Town posted a link from its website and social media feed. There were 80 responses to the survey. The following introduction was available for all respondents to read before taking the survey.

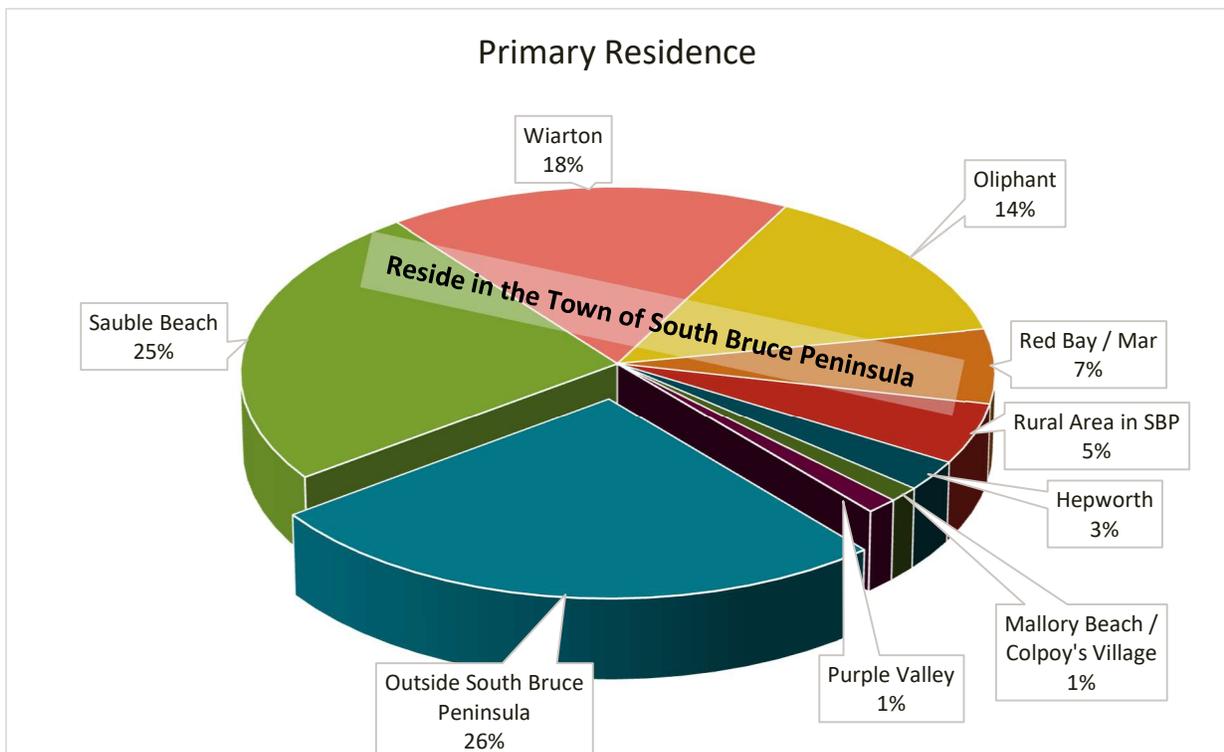
5.6.2 Respondent Profiles

Primary Residence

Question 1 – “Where is your primary residence?”

- 74% of respondents primarily resided in the Town of South Bruce Peninsula (Figure 33)
- 26% had primary residences outside of the municipality

Figure 32





Place of Work

Question 2 – “Where do you work?”

The majority of respondents are not in the workforce or work for an employer located outside South Bruce Peninsula.

- 51% currently not in workforce
- 25% worked for Employer located outside South Bruce Peninsula
- 24% worked for Employer located in South Bruce Peninsula

Question 3 – “Where is your workplace?”

Of those who specified a location, working from home received the highest number of responses.

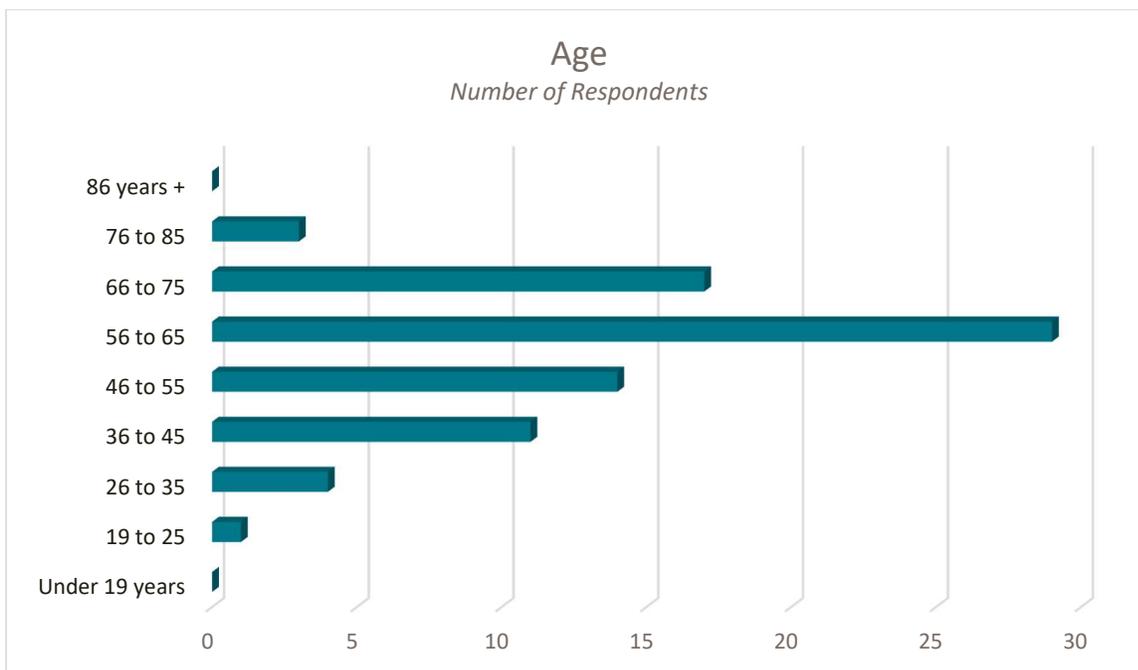
- 29% worked at home
- 19% worked at Employer’s property
- 6% worked on job sites
- 38% responded other
- 6% skipped question

Age

Question 4 – “Select the range that reflects your age.”

Most respondents were in the age ranges of 56 to 65, and 66 to 75 years (Figure 24).

Figure 33





Business Ownership

Question 5 – “Are you a business owner?”

Most respondents do not own a business.

- 80% do not own a business – 80%
- 14% own a business located in South Bruce Peninsula
- 6% own a business located outside South Bruce Peninsula

5.6.3 Views on South Bruce Peninsula

Why South Bruce Peninsula is a great place to live or work

Question 6 – “What makes South Bruce Peninsula a great place to live or work? Select your top 2 reasons”

Most respondents believed the access to nature and the water, as well as the rural, laidback lifestyle, are what makes South Bruce Peninsula a great place to live or work.

- 70% - Access to nature, Lake Huron and Georgian Bay
- 27% - Laidback and easy-going lifestyle
- 22% - Rural living with easy access to amenities
- 19% - Affordability
- 11% - Safe community
- 10% - My family is here
- 6% - Born and raised here
- 5% - Welcoming community
- 4% - Access to leisure activities (e.g. recreation programming)
- 1% - Available employment opportunities
- 1% - Available amenities (restaurants, social gathering spaces)
- 0% - Access to culture activities (theatre, music, arts)

Question 7 (Optional) - “If other, please specify”

5% of respondents selected “Other.” Examples of responses included:

- “Business opportunity in cottage rental business”
- “Family / friends / culture / seasonal employment for many years”
- “We have built a community of friends and family”

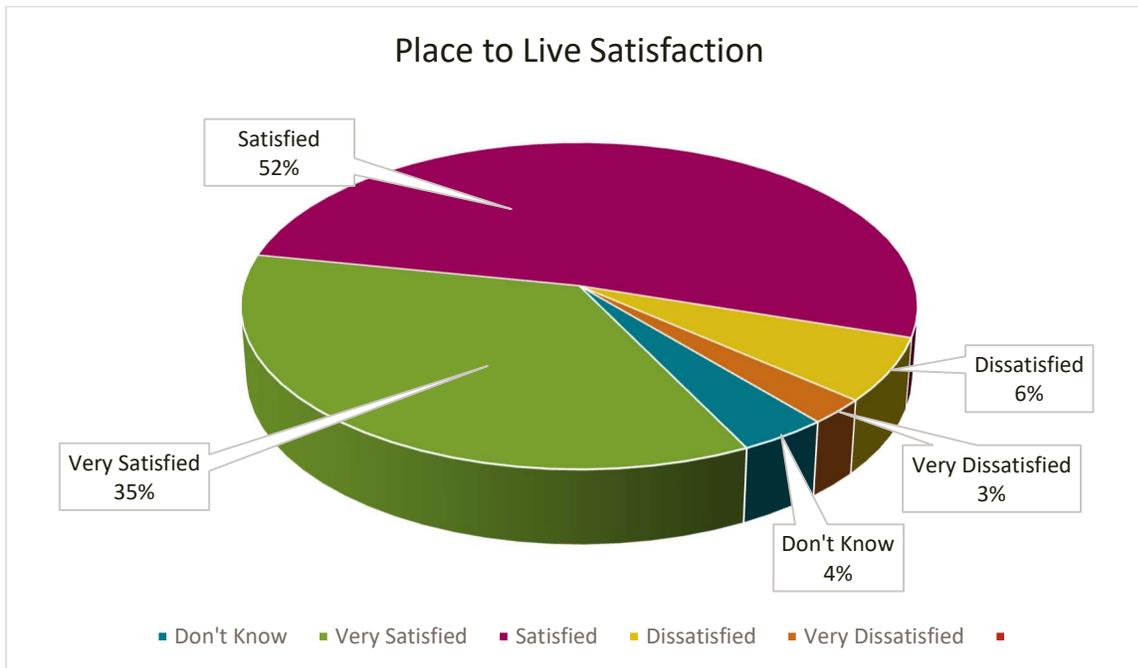


Question 9 – “Please tell us how you feel about the following points.”

How do you generally feel about South Bruce Peninsula as a place to live?

- Most respondents (87%) generally feel Satisfied or Very Satisfied (Figure 36) about South Bruce Peninsula as a place to live.

Figure 35

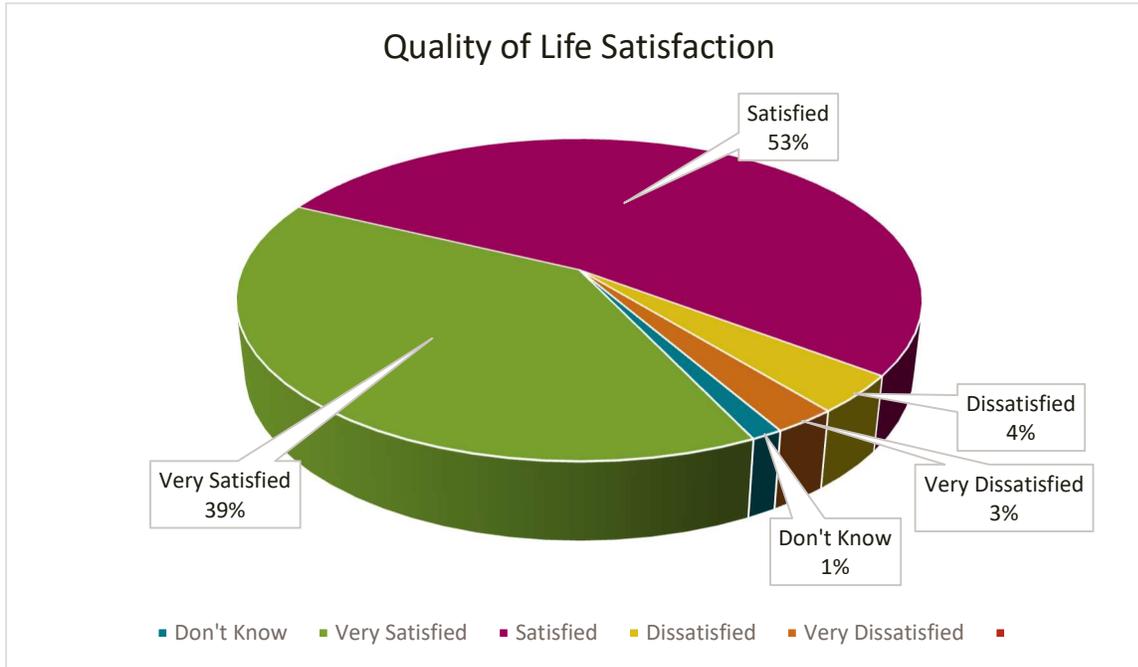




How would you rate the quality of life in South Bruce Peninsula?

- Most respondents (92%) were Satisfied or Very Satisfied (Figure 37) with the quality of life in South Bruce Peninsula.

Figure 36





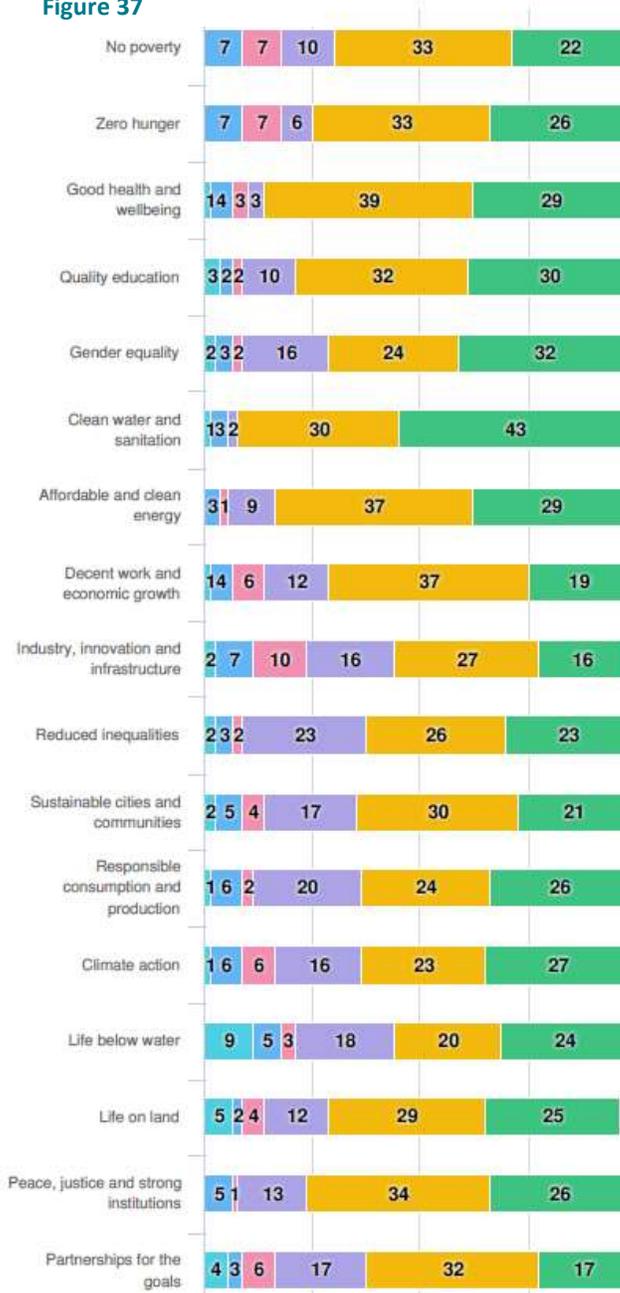
Valued Sustainable Development Goals

Question 10 – “The United Nations Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate change, environmental degradation, peace and justice. Please identify your level of agreement with the following Goals.”

Respondents agreed or strongly agreed most on the following goals: (Figure 38)

- Clean water and sanitation
- Good health and wellbeing
- Affordable and clean energy
- Quality education
- Peace, justice and strong institutions

Figure 37



Question options

- Don't know
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree



Question 11 – “Considering the United Nations Sustainable Development Goals listed in the above question, in which areas should Town Council focus locally? Identify up to 2.”

Respondents felt Council should respond to goals in the following order of focus:

1. Clean Water and Sanitation
2. Decent Work and Economic Growth
3. Good Health and Well-Being
4. Sustainable Cities and Communities
5. Industry, Innovation and Infrastructure
6. Affordable and Clean Energy
7. Zero Hunger
8. Peace, Justice and Strong Institutions
9. Climate Action
10. No Poverty
11. Quality Education
12. Partnerships for the Goals
13. Responsible Consumption and Production
14. Life Below Water
15. Life On Land
16. Gender Equality
17. Reduced Inequalities

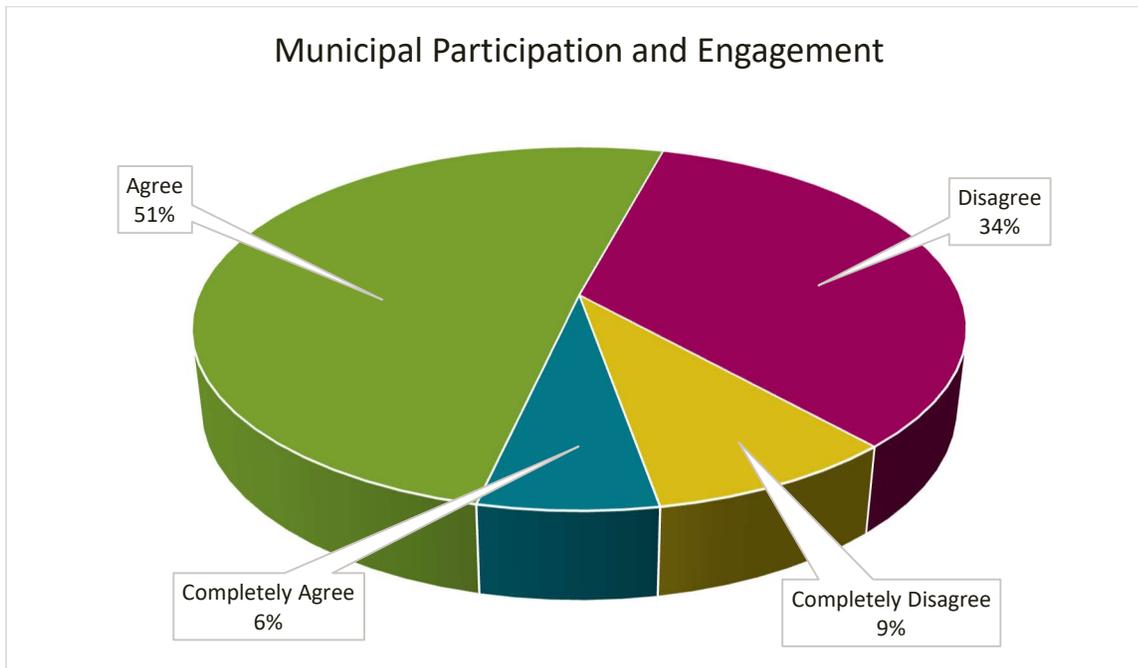


Communicating with the Municipality

Question 12 – “Do you agree or disagree that the municipality provides sufficient opportunities and information to allow you to meaningfully participate and engage with the Town?”

A slight majority of respondents agreed or completely agreed (57%). See Figure 39.

Figure 38



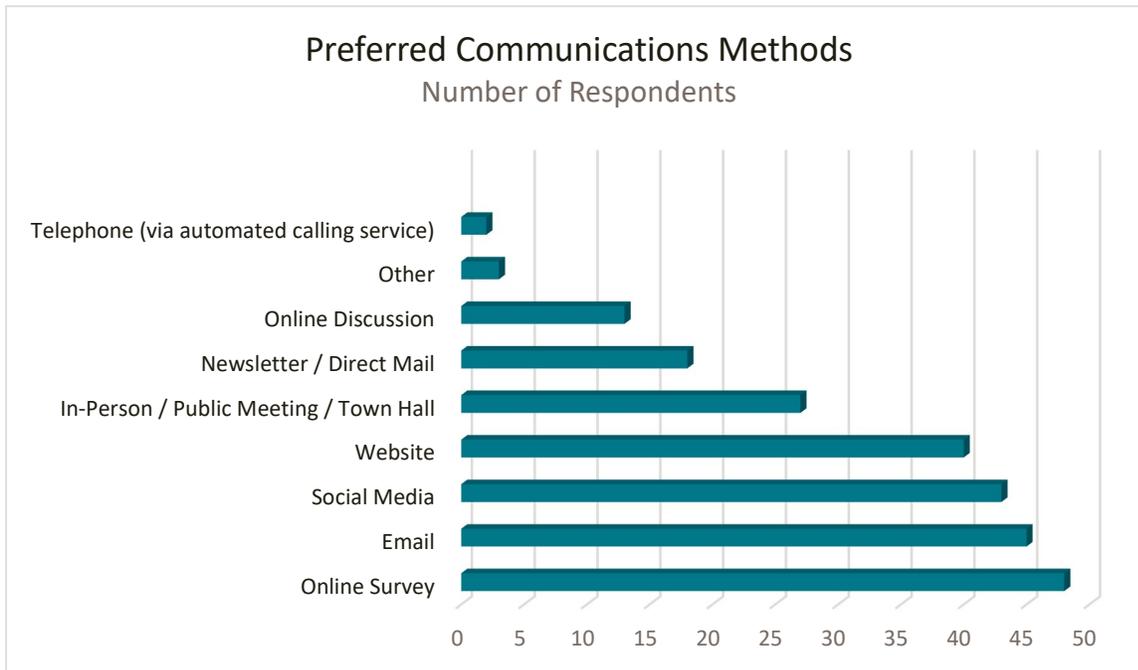
Question 13 – “What are your preferred methods of communicating and engaging with the Town? Select all that apply.”

Website, email, social media, and online surveys were selected most. In-person / public meetings / Town Hall, and direct mail, newsletters were also selected numerous times (See Figure 40).

Among the other modes specified, someone suggested: “live and recorded broadcast of Town meeting – always accessible”.



Figure 39





5.7 Council & Senior Management Engagement Sessions #2

5.7.1 Introduction

MDB Insight visited the Town of South Bruce Peninsula on August 18, 2020, and led two engagements sessions: one for Town Council and one for Senior Management.

5.7.2 Town Council Session

Trudy Parsons made the presentation, reviewing input received in summary from key stakeholders, frontline staff, management, and the community. Key themes from staff and stakeholder input were:

Key Themes of Feedback

Collaboration, Communication, Consistency

- Develop more/better internal collaboration and clear communication
 - Be proactive instead of reactive
 - Communicate key projects, developments, decisions, announcements
 - Improve upper-tier / lower-tier collaboration
- Better customer service connections & support / follow-up
 - Online business submissions and registry, payment process, permit process
 - CRM to track / manage inquiries and citizen expectations; work order system for tasks
 - Customer service protocols via established chain of command

Service Levels and Corporate Culture

- Program / service level review
 - Streamline processes, modify policies to establish clear org structure, reflect Council's vision
 - Consider joint service agreements with other municipalities on common tasks (e.g. HR, IT)
 - Ensure adequate staffing, work plans, office space, compensation, allocate resources fairly
- Improve corporate culture
 - Regularly scheduled staff meetings / tailgate talks; email access for all staff
 - Staff input for procurement, equipment specs, welcome suggestions in general
 - Celebrate successes, outcomes attributable to staff, build trust levels

Development, Infrastructure and Services

- Clarify vision of future
 - Articulate vision for who we want to attract to our municipality
 - Provide a better vision of the waterfront



- Improve recreation facilities
- Separate strategic from operational
 - Be clear about who does what
 - Explain exceptions to the rules

Strengths & Opportunities

Natural beauty

- Landscapes and waterfronts, inland lakes, trails, islands, beaches, dark sky, established tourism brand
- Sustainable year-round tourism: key to “doubling-down” on economic opportunities for locals

Caring community

- Friendliness, sense of community, belonging, civic pride, take care of each other
- Resident attraction: progressive policy, business incentive tools to build more housing

Basic local amenities

- “Good fundamentals” – schools, hospital, parks, nearby airport
- Efficient local government: technology, regional collaboration, joint service agreements

Challenges & Risks

Development pressures / obstacles

- Wellness, outdoor spaces and rural living attractive to city dwellers expecting urban amenities
- Environmental degradation: rising lake levels, servicing capacities limited, infrastructure deficits
- Major transition in property ownership as Boomers age out of homes, vacation properties

Growing social divides & needs

- Seasonal vs year-round, givers vs takers, settlement culture vs indigenous
- Ageing population will require more health care and social services, public transportation

Coordination of efforts

- Clash of resistance to / desire for progress: polarized opinions may create political inertia
- Business investment hindered: regulatory hurdles, “multi-level governing,” municipal finances
- Fewer volunteers, less community resilience; more isolation, alienation and crime

How can the Town address opportunities & challenges?

Regional partnerships and alliances welcome

- Think regional: bridge-building needs to begin now on relationships
- Health and social concerns: how to attract newcomers who believe in rural altruism
- Relationships with First Nations: focus on common desires rather than historic rifts



Better relations between Town and community groups

- More interaction and communications
- More collaboration and partnerships
- Increased staff support for volunteer community groups

Community Survey - Key Take-aways

- 92% feel 'Very Satisfied' or 'Satisfied' about the quality of life in South Bruce Peninsula
- 87% feel 'Very Satisfied' or 'Satisfied' about South Bruce Peninsula as a place to live
- 57% 'Agree' or 'Completely Agree' that the municipality provides sufficient opportunities and information to allow you to meaningfully participate and engage with the Town
- Preferred methods of communication are via online, email and social media, but some still prefer in-person communication

Council Discussion

Councillor Durst asked about the meaning of “givers vs takers”. Clark Hoskin explained that the phrase outlined a perceived shift in community volunteer involvement, from citizens participating regularly to people just wanting to consume a service.

Deputy Mayor Kirkland commented that during the pandemic, the area has experienced “a ton of people who want to move from City”, and wondered if the trend continue. Trudy replied that COVID-19 will have a positive impact on population growth in smaller communities: due to smaller number of cases, people feeling less exposed. Big companies are closing physical workplaces and having people work from home, but workers will need high-speed internet. Communities will need to take steps to make that happen.

Deputy Mayor Kirkland commented that we really must be aware that seniors need developers and young people to provide the housing and services. Trudy agreed, adding that there is an opportunity to sell a lifestyle, but need the Town needs infrastructure to create the desire to attract back the kids and families. You must have the environment to attract them and they can see it.

Trudy reviewed the feedback from 80 responses to the Town’s public survey. Most people are happy with the quality of life in South Bruce Peninsula, and over half think the municipality is engaging its citizens in an appropriate way. Deputy Mayor Kirkland commented that these must be different people than who Councillors talk to on a regular basis, because he only hears complaints.

Proposed Vision

Trudy outlined options for a new vision for South Bruce Peninsula.

Option 1: South Bruce Peninsula is a thriving, progressive, and vibrant rural community that respects our people, our history, and our natural beauty

Staff members were asked their opinion and most prefer Option 1. Deputy Mayor Kirkland commented about branding vs vision. He wondered if the Town supports its history, adding that he wished 100



historical plaques could be installed across the area so people can read up. Mayor Jackson commented that the community has deep generational roots. Councillor Durst commented that if history or heritage is mentioned in the vision, then the Town will have to put our money where our mouth is.

Deputy Mayor Kirkland wondered “how do we encourage people who don’t want to use email – how do we train you to relax? How do we go back to my parents’ way of life. How do we get you to slow down? You come from the City, you take a year to recalibrate your pace of life.” Trudy explained that a person’s desired pace of life is subjective, that if she could no longer use email it would raise her blood pressure. We need to be create the environment so people can make their choices on their time, she said.

Councillor Durst commented that in moving here, it’s amazing how that transition occurs in terms of your community. She said she is now “afraid and jittery” about driving in Kitchener-Waterloo. We need to be providing the infrastructure to help people adapty. Welcoming is a word that works, she said.

Councillor Bell asked about the meaning of “progressive and sustainable.” Trudy replied that progressive means the community has its finger on pulse, anticipating needs. The Town is changing to what the needs are and delivering them. It is responsive, proactive. In terms of “sustainable”, Trudy said the young generation is very conscious about environment.

Councillor Bell asked about the meaning of “attractive”. *Trudy replied it means we pay attention to what we look like. We have community pride, we are welcoming. Mayor Jackson suggested it means the community is stress-free. Trudy warned that we don’t want to over-promise.*

Councillor Durst commented that *if the Town uses the word “sustainable” it means we have a plan.* Deputy Mayor Kirkland wondered said he *likes a shorter vision, adding that we don’t need to say “South Bruce Peninsula”.*

Option 2: South Bruce Peninsula is a progressive, attractive, sustainable community with a caring heart and a welcoming smile

Clerk Cathrae was asked her opinion and she said she liked where this option was going. Whatever you say at the top, you better be prepared to move us toward that, she suggested.

Option 3: Thriving, growing, caring.

Councillor Bell suggested that the vision should be *short and to the point, striking.*

Chosen Adapted Draft Option: A progressive, attractive and welcoming community with a caring heart.

Other suggestions were “Caring, welcoming, growing, always.”

Proposed Mission

Option 1: The Corporation of the Town of South Bruce Peninsula is committed to delivering high-quality services in an efficient, effective, and fiscally responsible manner.

Option 2: To support our community through service delivery that is relevant, efficient, and financially responsible.



Option 3 (Chosen): Through responsible leadership, provide sustainable services that are efficient and equitable.

Guiding Principles for Consideration

The principles provide a broad philosophy that encompasses values of the community and the municipality. They serve as a lens through which to evaluate all decisions. They support the development of a company culture where everyone understands what is important. The principles extend beyond the life of the strategic plan.

- Honesty and integrity
- Respectful and healthy workplace
- Fiscal responsibility
- Service Excellence
- Open and transparent
- Safe, compassionate and caring

Councillor Durst asked of the guiding principles were an over-arching framework as to how are we judged. Trudy commented yes, everyone, including staff. Deputy Mayor Kirkland wished to see Honesty and Integrity left in.

Proposed Strategic Themes & Priorities

Draft Priorities and Objectives

1. Transparent & Accountable Governance Framework

- Long term decision-making in the best interests of the community
- Affordable and not overcommit
- Townhall meetings with a call-in, remote capability

2. Sustainable infrastructure

- Implement operational and capital programs to maintain existing infrastructure
- Create premium internet connectivity
- Cost-share opportunities

3. Collaboration & Partnerships

- Enhance communications with neighbor communities, e.g., grant applications
- Pursue relationships with community and local service groups on our initiatives
- Define the list of partners for each project and their role

4. Healthy, vibrant & safe communities

- Facilities for healthy living and affordable recreational opportunities
- Support groups engaged in keeping our community healthy
- Facilities to support active transportation



5. Stable economy supported by skilled labour & employment opportunities

- Foster economic development programs to attract professional services
- Implement fibre technology
- Update Town Official Plan
- Satellite post-secondary campus

Council was supportive of these priorities and objectives. Trudy explained that they would be reworded, based on input from Council, and presented for discussion at the afternoon management session.

5.7.3 Senior Management Session

On August Trudy Parsons led a feedback session with Senior Management. Management confirmed they will support Council's new vision and mission. The group discussed the Priorities and Objectives.

Transparent & Accountable Governance Framework

- **Objective: Long-term decision-making in the best interests of the community**
- Management's Proposed Actions:
 - **Develop long term capital planning strategy**
 - **Review existing plans on annual basis to confirm relevance and life span**
 - **Update statutory planning documents (e.g. Road Needs Study, Official Plan, Emergency Preparedness Plan)**
 - **Populate long-term capital forecasts with action items from management plans**
 - **Stay on top of trends and best practices**
 - **Develop the municipality as an Employer of Choice – cross training, mentorship, communications, work plan, succession planning, work/life balance**
- Discussed "Affordable and not overcommit (Decisions are made in a fiscal and informed manner)" – Management: Council wants us to be fiscally responsible and not overburden the taxpayer with projects but we cannot finish even though we collected the taxes for it
- Discussed "Townhall meetings with a call-in, remote capability (Municipality operates in a transparent manner)" – Management: Councillors wishing to be able to call in / continue COVID freedoms

Sustainable Infrastructure

- **Objective: Implement operational and capital programs to maintain existing infrastructure**
- Management's Proposed Actions:
 - **Create approved decision-making process to inform priorities for project selection**



- Discussed “convincing Council that funding is needed for road infrastructure – because they make conscious decision not to provide staff with the \$1.4 million need, and give us \$500,000”
- Discussed relying on engineer to inform on type of use, traffic, whether it is “now or never” - complicated by underground infrastructure – “we’re not going to dig up a brand new road to fix the community” - Close off bridge until it affects first responders
- **Objective: Plan for new infrastructure needs to position the community for sustainable growth**
- Management’s Proposed Actions:
 - **Implement recommendations in Master Servicing Study for Sauble Beach and environs**
 - **Explore installation of gas pipelines**
 - **Improve Water supply – Comments: “limited ability to produce, can’t allow development to proceed – Province blocks if not on municipal services”**
 - **Develop wastewater and storm-water solutions**
 - **Support fire prevention and suppression**
- Cost-share opportunities (move to 3 – under collaboration)

Collaboration & Partnerships

- **Objective: Explore opportunities for shared services and resources with neighbouring communities**
- Management’s Proposed Actions:
 - **Consult with neighbouring municipalities on joint opportunities for infrastructure**
 - Discussed enhancing communications with neighbour communities, e.g., grant applications
 - **Objective: Utilize partnerships to advance priorities**
- Management’s Proposed Actions:
 - **Help community group promote its programs and services to the community**
 - Advertise – include in user guide – avoid duplication
 - **Explore cost sharing / human resource sharing**



- Water fountains and gazebos – MOU to have group provide services in Town facility – “get building for free but revenues go to another facility improvements”
- Pursue pilot projects
- Builds bonds with service clubs, builds on transparency – equitability
- **Ensure programs keep facilities sustainable**
 - Risk of outsourcing is we have no money for ongoing cost
- **Define the list of partners for each project and their role**

Healthy, vibrant & safe communities

- **Objective: Enhance facilities for healthy living and affordable recreational opportunities**
- Management’s Proposed Actions:
 - **Build a new Town Hall, indoor pool, new arena**
 - We could optimize one facility with all these uses in one place
 - Discussed RFP – Town Hall, and Ross Winter Centre – Review - volatile discussion – yes pool, no pool
 - Continue to investigate the opportunity of a community hub
 - **Support for fire prevention measures**
 - **Advocate for affordable housing needs**
- **Objective: Support active transportation**
- Management’s Proposed Actions:
 - **Implement Master Plan for Bluewater Park**
 - Never completed – water levels affect it – paths never finished – part of Bruce Trail
 - **Develop a Multi-Use Trails Master Plan**
 - Need width and platform for everything from walking to horseback riding to ATVs, build a contiguous trail network
 - New round of green stream funding was specifically for getting people out and healthy – planning on applying for a grant
 - **Extend rural transportation networks**



- Coordinated rural transportation to connect Wiarton with Owen Sound – extend servicing to Sauble Beach

Stable economy supported by skilled labour and employment opportunities

- **Objective: Attract business investment and new residents**
- Management's Proposed Actions:
 - **Develop a gap analysis of professional services to inform priorities for business recruitment**
 - E.g. downtown businesses, physicians
 - **Encourage year-round tourism development with focus on destination development and management**
- **Objective: Inspire business confidence through streamlined approval processes**
- Management's Proposed Actions:
 - **Update Town's Official Plan**
 - **Establish economic recovery response for business**
- **Objective: Strengthen labour market development for stable year-round economy**
- Management's Proposed Actions:
 - **Explore satellite post-secondary campus to retain youth**
 - Discussed Fanshawe's tourism program and online remote learning, as well as exploring pilot projects for technology



6. SOARR Assessment

The SOARR Assessment sets up the Town of South Bruce Peninsula for a strategic plan that works and that our community can see itself in. The following observations are summaries of conversations held during all engagement sessions. SOARR stands for Strengths, Opportunities, Aspirations, Risks and Results.

6.1 Strengths

Natural beauty



The breathtaking landscapes and impressive waterfronts of South Bruce Peninsula was identified as the community's top strength. The lake, bays, islands, inland lakes, trails, beaches, and dark are core attractions for people who choose to live or visit here. Residents enjoy an enviable quality of life, and tourists arrive in high numbers in summer months due to the area's magnetism.

Caring community



People are perceived as friendly in South Bruce Peninsula, and there is a true sense of community. There is a sense of belonging, of "place," of civic pride, and caring for one another. The community takes care of itself and others. Residents get involved in local causes and fundraisers, and service clubs continue to play an important role in collaborative ways.

Basic local amenities

South Bruce Peninsula is recognized as a community with satisfactory basic infrastructure: hospitals, schools, beaches, and parks. For a simple way of life, the availability of resources is good. The airport and urban amenities in neighbouring municipalities are key strengths.

What can we build on?

- Unique, world-class natural beauty and recreation activities on water and land
- Welcoming, involved community
- High quality of life, small-town feel
- Easy access to health care and shopping
- Proximity to urban centres for potential tourists and retirees
- Untapped potential for opportunities and partnerships

6.2 Opportunities

Regional economic collaboration

The community and staff identified that bridgebuilding needs to begin now on political relationships between area and County governments. Positive action could be accomplished if the various levels of government worked together as one. Many of the opportunities identified could be facilitated more



quickly and equitably if regional and area municipalities worked collaboratively on joint solutions. Also, First Nations often share the same level of interest in local development opportunities, but do not want to see the waterfront hardened or built upon. By understanding the guiding principles of First Nations and supporting the indigenous consultation process, proposals by developers may see less resistance.

Partnering to address health and social concerns



Health care stakeholders, service clubs, and non-profit organizations are primed for partnership. Hopefully, the municipality will continue to listen to their concerns and help address imbalances in needs among citizens, and service delivery challenges. If agencies and government work together to attract new citizens willing to show responsibility when it comes to supporting their neighbours and community, the community will be presented with new ways of addressing challenges.

What are our best opportunities for leveraging strengths or addressing challenges?

- Collaboration among leaders, businesses, and citizens
- Development of housing, commercial and valued-added industrial
- Increase income and reduce poverty among citizens
- Import wealth by retaining and expanding sustainable tourism year-round

6.3 Aspirations

Sustainable tourism

Year-round sustainable tourism development which focuses aggressively on a yield model rather than visitor volume is a mindful option for economic opportunities in South Bruce Peninsula. Fashioning a quality-centric tourism strategy that respects the desires of year-round residents and financially supports the local economy is doable. Entrepreneurial opportunities abound for service industries related to tourism, especially if the businesses focus on high-quality experiences aimed at affluent markets, priced accordingly, rather than pursuing the lowest common denominator. Shepherding passions among citizens around the area's ecological health may prove to green-minded visitors that the tourism experience is authentic and will inspire loyalty. The goal would be to attract fewer tourists but enable them to spend more dollars per visit.



Resident attraction / remote workers

The pandemic has fired up an urban desire for rural living and home-based workplaces and tourism is a “gateway drug” to hook people into moving to South Bruce Peninsula or investing in business here.

Residential development through infilling in Wiarton may create the foundation for more consumer traffic and a demand for sustainable amenities, both recreational and commercial. Solving communal municipal servicing in Sauble Beach may increase the municipality's assessment base through higher development density and/or seniors' housing development. Private-public partnerships, progressive social policy, and business incentive tools may support development opportunities that respond to new residents and address existing residents' needs.





Efficient local government



Efficiency and productivity gains, improved customer service, and regional collaboration through partnerships in municipal government service delivery are important to moving the community progressively forward. Joint service agreements among adjacent municipalities for procurement, IT support, human resources and staff development, recreational programs for seniors and youth, or other services, are championed by staff and citizens. The Town's decision to work collaboratively with other municipalities on the waterfront hotel / mixed-use development may provide broad outcomes in the long terms.

What do we care deeply about and where do we want to be in the future?

- Collaboration among leaders, businesses and citizens
- Development of housing, commercial and valued-added industrial
- Increase income and reduce poverty among citizens
- Import wealth by retaining and expanding sustainable tourism year-round

6.4 Risks

Environmental degradation / infrastructure improvements



Towns, hamlets and rural areas of South Bruce Peninsula are over or near servicing capacity, with the serious potential to degrade the natural beauty of the area. Lake water levels are rising, and beaches are becoming smaller. Conversions of seasonal waterfront homes into permanent residences are increasing development pressure. South Bruce Peninsula lacks the financial resources to improve deteriorating local physical infrastructure, including water, sewer, roads, high-speed fibre internet. Local and inter-city public transit is non-existent and much needed to counter social isolation and stranded employment opportunities. An aging population is challenging the health care infrastructure, with fewer physicians and other professionals to serve the community adequately.

Business investment, housing, and jobs

The perceived complexity of the development process and local resistance is frustrating the desire for business expansions and new investment in South Bruce Peninsula, which is need to advance the local economy from a seasonal profile to one that operates year-round. Better paying jobs that fuel disposable incomes would help reduce youth outmigration, another key challenge. Financially attainable housing for young families and seniors is needed.

Growing social divides



Sometimes perceived, sometimes quantifiable, social divides appear to be growing in South Bruce Peninsula. The coronavirus pandemic lockdown highlighted an obvious divide between seasonal visitors and year-round residents, the latter in some cases more willing to accept less frequent road repairs or recreational facilities that are lacking. Accounts of tourists' stunt driving on Hwy 6 exacerbate the "Us vs. Them" philosophy. Citizens may be exhibiting less responsibility toward the community, including a growing unwillingness to "wear many hats" and participate in philanthropic pursuits.



Increased substance abuse and mental health challenges are perceived as increasing. There are unresolved issues between settlement cultures and First Nations.

How will we recognize and address potential risks?

- Address environmental contamination and emergency response, its effect on quality of life and tourism potential
- Address citizen's increased expectations of municipal services and taxpayers' ability to pay increases
- Explore options for solving budget deficits and reduced reserves
- Explore ways to placate citizen resistance to new development
- Focus on goals so strategies produce results

6.5 Results

Conserving natural beauty



With effort, South Bruce Peninsula can continue to be naturally beautiful, with fresh air, clean water, and a healthy environment that supports native species and their habitats. Settlement areas would be a focus of growth with redevelopment rather than greenfield development.

Economic development



Greater diversification in the economy would revolve around entrepreneurship, remote workers based at home, and a healthy year-round economy, thanks in part to high-speed internet connectivity. Targetted and sustainable tourism, micromanufacturing and value-added agriculture would translate into more jobs, increased investment, and higher consumer spending. The area would continue to see population increases. A highway by-pass will be constructed along with other upgrades so citizens and tourists can navigate the area more safely and conveniently.

Welcoming community-minded newcomers

Communities in South Bruce Peninsula would work diligently to be more inclusive, increasing diversity, being reflective of Canada. More people would value the community's basic caring nature and volunteer for local non-profits and charities. People will know each other better and respect each other. The area would become known as a new home for newcomers who want to give back to their community.

Political unity



Council will show optimism and good leadership, thinking big and rising to challenges, ensuring the capacity and capabilities of staff are well matched to prioritized demands from citizens. Communities would come together to champion common causes, local and regional, and feel equitably and fairly treated. A focus on youth development will be tangible, creating leaders for the future. There will be respectful and thriving partnerships between neighbouring communities and societies, including First Nations.



How will we know we are succeeding?

- New partnerships and collaborations
- Water and sewer infrastructure improvements
- Clean, safe tourist attractions
- High-speed fibre internet connectivity
- Efficient, less invasive government services
- Happy staff, Town as a preferred employer
- More engaged, satisfied citizens seeing the value in Town services



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