



STRATEGIC PLAN

Municipality of Northern Bruce Peninsula

June 2008

Revised

July 2015

MUNICIPALITY OF NORTHERN BRUCE PENINSULA

STRATEGIC PLAN



Our Profile

Northern Bruce Peninsula is a municipal corporation that commenced operations on January 1, 1999. It encompasses the former Townships of Eastnor, Lindsay and St. Edmunds and the Village of Lion's Head. Many other hamlets within NBP are Tobermory, Stokes Bay, Pike Bay, Miller Lake, Barrow Bay, Ferndale, Dyers Bay and the Lindsay 20 communities.

The Municipality of Northern Bruce Peninsula is the northerly neighbouring community to South Bruce Peninsula, Highway 6 traverses northerly through NBP. The peninsula itself is surrounded on the east by Georgian Bay and on the west by Lake Huron. We are home to Fathom Five National Marine Park, Bruce Peninsula National Park, the Bruce Trail, Niagara Escarpment, UNESCO World Biosphere, Cabot Head and Lion's Head Nature Reserves, two First Nations Hunting Reserves and a large Bruce County Forest Tract.

NBP covers an area of 781.51 square kilometers boasting a permanent population of 3,900 year round residents and just over 5000 households. The Public Works Department maintains 475 kilometres of roads and streets, some of which are paved, some gravelled. Some roads provide year round access while others enjoy only summer accessibility.

In 2004, NBP was proclaimed as a "dark sky community" in the hope of preserving and protecting the night time environment and our heritage of dark skies through the use of quality outdoor lighting and goals established which are intended to stop the adverse effects of light pollution.

Tourism is a major draw to Northern Bruce Peninsula; vacations specializing in a multitude of interests are offered, such as birding, boating, camping, cycling, diving, fishing, golfing, hiking, kayaking, canoeing, lighthouse tours, swimming, shipwrecks, wildflowers, wildlife.

The Municipality of Northern Bruce Peninsula is governed by a five member Council comprised of a Mayor, Deputy Mayor and three Councillors. Full time staff includes a Chief Administrative Officer, Clerk, Deputy Clerk, Treasurer, Public Works Manager and Assistant to the Public Works Manager, Fire Chief, Facilities Supervisor, twelve outside Public Works employees, four Administrative staff and eighteen seasonal employees in various departments.



Our Vision

To provide a safe, progressive municipality committed to sustainable growth and providing a welcoming, diverse and environmentally sustainable community enhancing the quality of life for all.



Our Municipal Services

General Government:

- Administration
- Policy and Planning
- Treasury
- Human Resources
- Information Technology
- Cemeteries
- By-law Enforcement
- Property Standards
- Building Code Enforcement

Public Works:

- Roads & Sidewalks
- Municipal Drains
- Waste Management
- Water and Waste Water Treatment
- Sewer and Water Infrastructure Maintenance and Management

Parks, Recreation and Facilities: Parks
Arena
Airport
Community Centres
Marinas and associated operations
Campground and related amenities
Open spaces

Fire: Fire Protection
Emergency Preparedness
Emergency Services Training
Fire Operations

Policing: Ontario Provincial Police (not contractual)



Our Strategic Planning Consultation Process

BACKGROUND

Following the 2006 Municipal Election, Council and Senior Municipal Staff initiated the development process for a Strategic Plan for the Municipality of Northern Bruce Peninsula. Key priorities and actions were identified during this process. In early 2007, Council expressed its interest to undertake a community consultation to seek feedback from local residents and community groups in order to assist in the development of a strategy and action plan. A consultant from the Ministry of Agriculture, Food and Rural Affairs was enlisted to conduct the community consultation sessions in Lion's Head and Tobermory. These consultations were viewed as an opportunity for the public to provide candid input and dialogue regarding the various priorities that had been identified resulting in Council having the directional focus on the priorities needing to be addressed.

COMMUNITY CONSULTATION PROCESS

Two public consultations were held, one being in Tobermory and the second in Lion's Head. In addition, surveys were mailed and/or faxed to the Municipal Office. Approximately sixty-four residents participated in the discussion at the consultations.

The five priorities discussed during the consultation process were as follows:

- Conservation and protection of our unique natural environment while encouraging well-managed growth
- Enhancement of health, safety and education within our community
- Development and promotion of cultural and recreational opportunities
- Encouragement of citizen involvement
- Development and implementation of economic development strategies for the municipality

Certain questions were discussed relating to each of the five identified priorities being:

- What steps and/or goals do we need to take in order to achieve this priority?
- What assets do we have within our Municipality to assist in achieving this priority?
- What issues within our Municipality may prohibit us from achieving this priority?
- What other resources do we need to assist in achieving this priority?

Resulting from dialogue and discussion during the public consultations and responses received by the Municipality by way of mail and/or fax were the following thoughts:

- Citizen committees should be established due to the number of highly skilled individuals within the Municipality who would offer considerable knowledge and expertise to Council thereby assisting Council to address certain issues and find local solutions
- Ongoing maintenance and support of the excellent medical services currently offered within the community
- Enhanced communication between Council and local residents
- Creation of a Municipal Vision
- Promotion and attraction of small technical businesses to the community in order to create local employment opportunities and strengthen the local economy
- Consideration to having the Municipality designated with the Northern Ontario status
- Creation of an Economic Development Officer position within the Municipality to establish, develop and promote an economic development strategy

2015 REVIEW OF STRATEGIC PLAN

In February 2015 the Council undertook a review of the Strategic Plan. The purpose of the review was to first consider the relevance of the 2007 Strategic Plan and to make sure that the "Vision" and the "Priorities" were in line with the current council's thoughts and objectives.

After a thorough review, Council decided that the 2007 Strategic Plan was still a valuable & relevant tool and therefore commenced a revision process in place of undertaking a new strategic planning process.

The entire 2007 document was examined and amended with minor word changes and formatting changes to the "Action Plan" and "Accomplishments" sections of the document.

New "Action Items" that tied into existing "Strategic Priorities" were also discussed and added to the document for 2015.

Council agreed to continue to practice of reviewing the Strategic Plan on an annual basis to gauge the success of its implementation.



Our Strategic Priorities

#1 – To maintain a well-managed and fiscally responsible municipal government

- Continue initiatives that recognize and support a well trained and highly motivated workforce
- Open lines of communication with citizens through newsletter, customer satisfaction surveys
- Foster a culture of quality customer service in all areas of the corporation through improved effective and efficient services and open communication
- Establish customer service standards
- Development and implementation of a human resources strategic plan which will include issues such as competitive compensation, training and development, recruiting, succession planning, incentive and staff recognition programmes
- Continued enhancement of Municipal website
- Develop a management philosophy

#2 – To conserve and protect our unique natural environment while encouraging well-managed growth

- Support local industry, agriculture and forestry
- Encourage the opportunity for development, while balancing our natural environment, recognizing our community as the host to the Niagara Escarpment World Biosphere Reserve, home of two National Parks, Diving Capital of Canada and Dark Sky Community leader
- Lead by example through energy consumption reduction at Municipal facilities and the use of Municipal vehicles
- Maintain the benefits of the Dark Sky Compliance proclamation throughout the community
- Support and promote regular environmental monitoring programmes
- Preserve solid waste disposal space
- Maximize diversion efforts community wide
- Conserve water
- Protect natural, cultural and heritage features
- Prevent water and soil contamination



Our Strategic Policies – continued

#3 – To enhance the health, safety and education of our community

- Ensure public safety considerations are integral to community planning
- Develop strategies to deal with continued maintenance of the Municipality's Emergency Plan
- Assist with health and education issues by working with other levels of government
- Support community and government approaches to maintaining and improving the quality of surface and ground water
- Develop and implement waste management solutions
- Development of recreational programming
- Continued support of health centre and doctor recruitment efforts
- Continued provision of adequate police protection
- Foster co-operative education by determining methods by which to involve students in vocational and professional studies
- Improvement of the Municipal road system
- Development of an equipment replacement plan
- Pursue enhancements to response times in Northern Bruce Peninsula
- Development and promotion of barrier free activities for all ages within the community

#4 – To develop and promote cultural and recreational opportunities

- Explore opportunities from the province relating to culture and recreation
- Enhance and promote Municipal cultural and recreational facilities
- Support local and area associations to promote and develop all season trails
- Improve local recreational facilities such as the arena, ball parks and community centres
- Provide public washrooms in the hamlets of Ferndale and Tobermory
- Assess recreational and cultural programmes such as skateboard parks, basketball courts and playgrounds
- Develop a Recreation Master Plan
- Support and encourage the Bruce County Museum towards the development of items such as travelling exhibits and educational programmes
- Evaluate current and future use needs of municipal facilities



Our Strategic Policies – continued

#5 – To encourage citizen involvement

- Encourage citizen involvement in municipal matters
- Promote information services, volunteering, group partnerships, resource networking, recognition of people and services
- Recruit volunteers and foster volunteerism
- Recognize the dedication and commitment of local volunteers
- Promote and communicate public awareness of emerging municipal issues

#6 – Develop and implement economic development strategies for the Municipality

- Development of visitor services delivery programme
- Recognition of tourism as a significant economic driver of the Municipality
- Identification of Municipal wide signage and streetscapes
- Investigate the need for parking, washroom and similar tourism driven amenities
- Improve the pedestrian experience
- Recognition of the Municipality's special environmental attributes
- Improve community communication technology
- Explore economic development strategies at the various levels
- Investigation of affordable housing opportunities
- Encouragement and support of commercial, agricultural and industrial development in order to sustain year round full time employment within the community
- Link partners from within the Municipality to collaborate with the Bruce Peninsula Tourist Association and local Chambers of Commerce to develop promotional material



Action Plan and Accomplishments

Establishment of a website policy and protocol - SP #1

- Creation of new website
- Ongoing improvements to website and additional info added

Development of Citizen Involvement & Volunteerism Strategy -SP #5

- Annual Volunteer Recognition Ceremony
- Multiple municipal committees with community members and sector specific members to assist with municipal initiatives

Investigation of Energy Audit programmes for Municipal facilities-SP #2

- Energy Audits on most facilities
- Replacement of old lighting ballasts with high efficiency T8 lights utilizing Hydro One grants

Development of Human Resources Strategic Plan - SP #1

- Comprehensive staff policy document (compiled with assistance of a human resources lawyer and approved by Council)
- Remuneration and pay equity review in 2013 for all staff

Community Communication Development Improvements - SP #1

- Currently working with Bruce County and SWEA on the SWIFT initiative to bring high speed broadband to every household in Southwestern Ontario
- WiFi offered at both marina's and Ferndale Park & Info Centre

Development of strengthened communication lines between the Municipality, residents and businesses - SP #5

- Increased newspaper, news mail out, website presence
- Council Members involved with external groups and agencies such as PACE, Meeting Place, Chamber of Commerce, Multi-municipal Wind Turbine Working Group, Parks Advisory Committee to increase and improve communication.

Creation of an Environmental Monitoring Programme - SP #2

- Partner with Bruce Peninsula Biosphere Assoc. and the creation of the "Conservation and Stewardship Plan" for the Bruce Peninsula
- Dark Sky Proclamation & inclusion in all new development agreements
- Ongoing compliance monitoring of drinking water, Landfills and water quality at Lions Head Beach (Health Unit)

Partnership in a Trail Development Plan - SP #4

- Ski trail partnership with Bruce County at Lindsay Tract
- Off Leash dog park concept in partnership with local residents
- Several improvements to Bruce Trail parking lots and signage

Annual Review of Municipal Emergency Plan - SP #3

- Ongoing

Implementation of a Streetscape Plan - SP #6

- Project in Lion's Head on Webster Street
- Tobermory Downtown and Harbourfront Streetscape Plan completed in 2014

Continued enhancement of the delivery of Visitor Services - SP #6

- Wayfinding Signage in Lions Head
- Spruce the Bruce Program in its fifth year
- Contracted Visitor Info services to BPTA and Tobermory Chamber
- Bruce County Tourism support & promotion via programming & advertising
- Constructed Ferndale Park & Info Centre
- Development of Community Profile

Ongoing efforts towards waste diversion targets - SP #2

- Waste Management Master Plan
- Establishment of Waste Diversion Group
- Added diversion programs 1) re-use buildings 2) mattresses 3) single stream recycling 4) depot site improvements 5) weigh scales 6) batteries 7) e-waste 8) composters

Continued support of health services and doctor recruitment - SP #3

- Recruitment and Retention Committee created
- Financial incentive offered to new doctors
- Ownership of new medical centre in Tobermory

Develop a recognition programme for local volunteers - SP # 5

- Annual Volunteer Recognition ceremony/day

Implementation of a Recreation Master Plan - SP #4

- Completed in 2011
- Recreational facilities upgrades 1) Tobermory ball diamond lights 2) accessible playground equipment at various locations 3) new arena boards and upgrades to refrigeration equipment 4) Preliminary design layout for proposed Lion's Head Community centre expansion including accessible change rooms 5) upgrades to Tobermory and Lion's Head Harbours 6) Skatepark 7) ski trails Lindsay Tract 8) storage addition Tobermory Community Centre.

Collaboration with Bruce County relating to Tourism signage - SP #6

- Completed standards manual and have installed multiple signs in Lions Head

Development of community-wide recreational programming-SP #4

- Partnered with Meeting Place to organized activities in Tobermory area 2010
- Added martial arts programming in 2015
- Continued swimming program
- Skate Park initiative

Create inventory of Municipal facilities for assessment purposes - SP #1

- Complete

Assess amenities & needs associated with the tourism industry - SP # 6

- Partnerships with RTO 7 pertaining to wayfinding signage
- STB program and local committees
- New accessible washroom facilities at Tobermory Harbour and Ferndale

Develop an Economic Development Strategic Plan - SP # 6

- A \$10,000 contribution partnership with Bruce County Tourism for an Economic Development Study to be completed this year

Incorporate policy measures which will contribute to a safe living and working environment - SP # 3

- Adopted accessibility policies for all Municipal Facilities
- Majority of municipal staff trained in First Aid, CPR and Defibrillator training
- Enhanced Firefighting training including high angle rescue and training all fire fighters to new NFPA standards
- Replacement of all undersized watermains in Lion's Head
- Winter maintenance of roads via provincial Minimum Maintenance Standards
- Emergency Services Equipment replacement program
- Enhanced training opportunities and incentives for Municipal employees
- Five Year Roads Needs Study and replacement program



New for 2015

Municipal surplus lands - SP # 2 & 4

- Review inventory with council
- Create policy for securing and or disposal of surplus lands

Short Term Accommodations - SP #2 & 3

- Seek public interest and/or concerns pertaining to impacts and the possible increased municipal involvement
- Recommend changes to comprehensive zoning by-law, if required

Rotary Hall - SP # 4

- Undertake structural analysis prior to discussions on future use of facility
- Consider facilities requirements and necessary upgrades/renovations to meet the communities needs
- Prepare a financial plan to address capital and operating costs

Economic Development - SP # 6

- Create a Northern Bruce Peninsula Economic Development Committee with members representing and having experience several sectors.
- Create a terms of reference that will improve economic development opportunities
- Continue to work with upper tier partners to improve broadband capabilities within all areas of Northern Bruce Peninsula

Zoning Bylaw Review - SP # ALL

- Clarify Hazzard and Natural Area criteria
- Produce improved and credible mapping
- Commence review of comprehensive zoning by-law 2002-54



Our Contact Information

For more information, please contact Cathy Robins, Chief Administrative Officer at (519) 793-3522, X225 or by email to billjones.nbp@eastlink.ca or visit our Municipal website at www.northbrucepeninsula.ca.

