

Our Future **Huron-Kinloss**

Our Future Huron-Kinloss Sustainability Plan

Strategic Priorities for Our Future

Report by:



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This document was prepared by Lura Consulting, under the direction of the Steering Committee of the Township of Huron-Kinloss.





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(Top left to right) Matt Farrell, Hugh Nichol, Councillor Don Murray, Councillor Jim Hanna, Councillor Carl Sloetjes, Deputy Mayor Wilf Gamble, Mike Fair, and Councillor Jeff Elliott
(Bottom left to right) Councillor Lillian Abbott, Mary Rose Walden, Mayor Mitch Twolan, Jodi MacArthur, and Sonya Watson

Message from Mayor Twolan and Council

As Mayor of the Township of Huron-Kinloss I am thrilled to have worked with Council, Staff and our community to define and work towards a sustainable future. On behalf of Council, it is my pleasure to present *Our Future Huron-Kinloss*, a Sustainability Plan for our community that outlines a long-term vision and identifies strategic priorities for our future. *Our Future Huron-Kinloss* has been developed as a planning strategy that will guide the current and future Councils towards the elements of Huron-Kinloss that we all love, while outlining specific areas that could be improved upon for a more sustainable future.

We are all fortunate to live in what I consider one of the most beautiful and prosperous areas of Ontario. We thrive from agriculture, tourism, and the nuclear industry and it is essential we continue to support our natural attributes and diverse communities, yet plan for growth in a sustainable manner. *Our Future Huron-Kinloss* was developed as a collaborative conversation about our future of our community. Residents, business, local organizations, Township staff and Councillors were engaged in a variety of conversations about our current values, thoughts, ideas, and aspirations for the future.

As Chair of the Steering Committee and having participated in the Working Groups and Staff and Council sessions I am confident the community has been actively involved in the creation of this plan. *Our Future Huron-Kinloss* will act as a roadmap to ensure Huron-Kinloss remains a prosperous community that continues to grow in a sustainable manner, a vibrant community that values our uniqueness and creativity, a spirited community that takes pride in calling Huron-Kinloss home and welcoming others, an accessible community that offers opportunities for everyone, and an environmentally conscious community that are good stewards of our natural environment. These five areas have emerged as important to our community and frame the core of this plan. They provide direction to work towards our ideal future for 2024 and will influence the future decision making of Council and Staff to help reach our shared vision for the future.

On behalf of the Township of Huron-Kinloss Council I wish to thank everyone who has contributed to the development of *Our Future Huron-Kinloss* and look forward to continuing this journey as we begin to implement the strategies in a responsible manner.

Sincerely,



Mitch Twolan
Mayor

Acknowledgements

We would like to thank the following individuals and organizations that contributed their time, energy, and/or ideas to create the Our Future Huron-Kinloss Plan. Your insights and dedication to our community are reflected in this Plan.

Our Future Huron-Kinloss Steering Committee

Wilf Gamble, Deputy Mayor
Kelly Lush, Project Coordinator
Jodi MacArthur, Treasurer

Mitch Twolan, Mayor
Mary Rose Walden, Administrator
Sonya Watson, Clerk

Our Future Huron-Kinloss Working Groups

Environmental

Lisa Courtney
Matt Farrell
David Grant
Gail Lock
Joanna Malott
Adrienne Mason
Hugh Nichol
Bill Smith
Jutta Splettstoesser
Lana Splettstoesser

Social

Mike Fair
Fran Farrell
Ron Finlay
Wilf Gamble
Christine Heinisch
Dwight Irwin
Christine MacDonald
Kylie Pike
Sonya Watson

Cultural

Lillian Abbott
Tracey Howe
Joye Hunt
Taralyn Martin
Wilda McArthur
Ruth Anne Robinson

Economic

David Brown
Russ Coultrup
Jim Farrell
Morten Jakobsen
Kelly Lush
Jodi MacArthur
Diane McCulloch
Heather Pletsch
Ralph Splettstoesser
Lynne Taylor
Rob Thompson
Mitch Twolan

Township of Huron-Kinloss Council and Staff

Township Council, department heads, and all staff members had an important ongoing role participating in the development of the Plan and supporting its implementation. A special thank you to Kelly Lush for ongoing project coordination and engagement activities.

Huron-Kinloss Public and Stakeholders

Numerous community groups and organizations participated in conversations to provide valuable input to the Plan. Many community members also participated in the Community Forum and shared ideas through comment cards and the online survey.

Consulting Team

Liz Nield, Project Director – Lura Consulting
Jeff Garkowski, Project Manager – Lura Consulting
James Knott, Coordination & Engagement – Lura Consulting
Nishanthan Balasubramaniam, Support – Lura Consulting
Lauren Waters, Graphic Design – Lura Consulting

Introduction

What is Our Future Huron-Kinloss?

Our Future Huron-Kinloss is a long-term strategic plan for the Huron-Kinloss community that is rooted in the principles of sustainability. It is a roadmap to guide decision-making for the Township over the next 10 years. The Plan establishes a community Vision, long-term Goals and Directions based on guidance from the Huron-Kinloss community provided through an extensive community engagement process. It also includes tangible Actions to achieve our Goals and Vision.

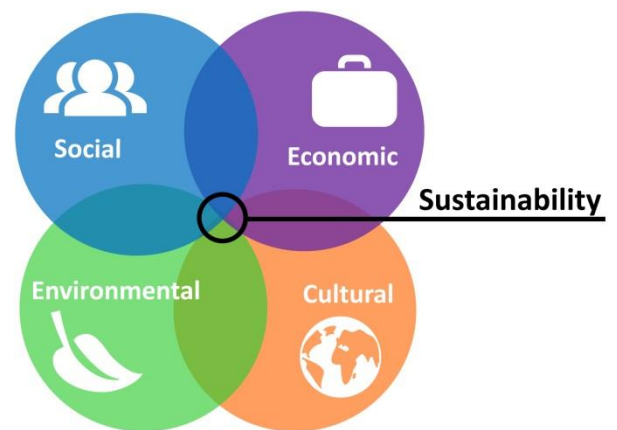
What is Sustainability?

“...development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” (Bruntland Commission, 1987)

Sustainability is the core of the Our Future Huron-Kinloss plan. Sustainability is a widely used term that has different meaning for all communities. One common theme being that consideration be given to balancing meeting the needs of today with those of future generations.

Sustainability seeks to find a balance between environmental, social, cultural, and economic pillars, in recognition of the fact that social and economic development is bound by environmental constraints. Our Future Huron-Kinloss is an integrated plan that considers all four of these pillars and works to find a balance between them.

Sustainability is also about maintaining what makes us, us. It's about identifying our values and sustaining those for our future generations to also enjoy. Our Future Huron-Kinloss identifies what we love about our community and works to mitigate threats to our future.



Who Developed the Plan?

Over 650 people were engaged in a conversation about our future. Residents, businesses, local organizations, Township staff, and Councillors all contributed to developing our Vision, Mission,

Goals and Directions, and Actions. Four Working Groups, each representing one of the four pillars of sustainability – environmental, social, cultural, and economic – provided checks and bounds throughout the process by applying each one of their pillar perspectives or “lenses” to ensure each component of the plan appropriately reflects each and all of the pillars.

For a full overview of our conversation about the future of Huron-Kinloss, please see *Appendix A – Community Engagement Summary*.

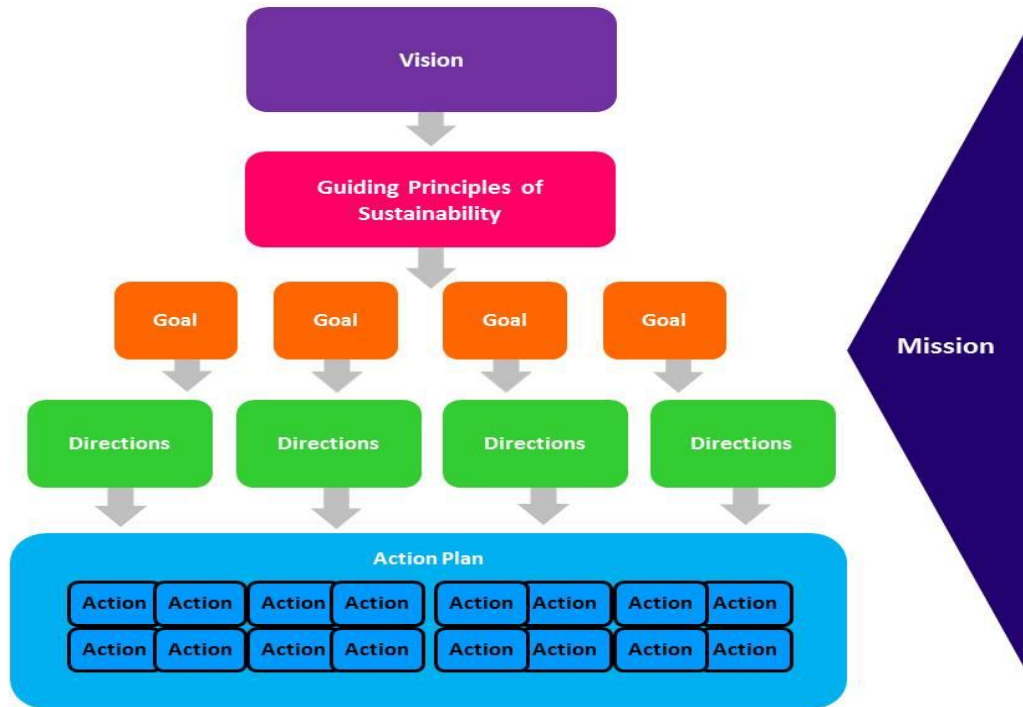
How was the Plan Developed?

Our Future Huron-Kinloss was developed in collaboration with the Township, a Steering Committee, four Working Groups, organizations and the community. It followed a six phase process.

1. Structuring the Process (Jan – Feb)	This phase established and confirmed the process that was followed during the development of the Plan. It ensured that community engagement was heavily integrated into the process and the four pillars of sustainability were well considered and represented.
2. Understanding Current Conditions (Mar – May)	This phase involved assessing trends and patterns in current plans, policies and programs within Huron-Kinloss through an analysis of the strengths, weaknesses, opportunities, and threats of the Township. Presented through the “lenses” of the environmental, social, cultural, and economic, the assessment provided a baseline to identify the gaps between what the current situation is and where we want to go in the future (Vision and Goals) – informing development of meaningful action plans.
3. Vision, Mission, Goals & Directions (Mar – Jun)	Through ongoing community engagement and involvement, this phase defined the direction that the community wants the Township to go. Based on the community input, one Vision and Mission were crafted. Five Goal areas also emerged as being important to the community, and a number of Directions to further support each Goal were identified.
4. Identifying & Prioritizing Actions (Jul – Aug)	This phase also built on the input received through the community engagement and from the analysis of the current conditions. A major component of this phase was refining and shaping potential actions to reflect the ideas that emerged from the community.
5. Implementation and Monitoring Framework (Aug – Sep)	This phase served to bridge the gap between planning and action. Action planning workshops were held with the Township’s senior staff members to define how ideas would become reality. Moreover, key to any Plan’s success is establishing an effective implementation framework and mechanisms to measure progress.
6. Final Plan Preparation (Sep – Oct)	A draft Plan was prepared for review by community members and the Township before preparation of a final Plan for Council’s adoption.

How does it Work?

The Our Future Huron-Kinloss Plan has been developed by components, or layers. The Plan outlines a Mission and Guiding Principles, sets a Vision for the community, and establishes Goals, Directions, and Actions to achieve that Vision. The following is an overview of how the Plan works. Each component is explained further below.



Vision	Statement of highest aspirations for Huron-Kinloss. All Goals, Directions, and Actions should move the Township towards its Vision.
Mission	Statement of purpose for the Plan, serving to provide direction and guide decision-making. The Mission helps to integrate the core concept of sustainability to all components of the Plan.
Guiding Principles of Sustainability	Principles or “accepted truths” that are used as a basis for decision-making. They emulate the four pillars of sustainability to integrate sustainability into development of the Plan and to provide guidance to ongoing decision-making.
Goals	Five Goal areas have emerged as priorities for the Huron-Kinloss community. Each of these areas have a Goal associated with it, which is a statement of highest aspirations for that specific theme.
Directions	High-level objectives that provide guidance on getting from the present-state (Current Condition) to end-state (Goal).
Actions	Tangible initiatives that can be undertaken over the short, medium, and long-term that ultimately contribute to realizing one or more Goals and the Vision.
Implementation Plan	Updated annually, the Implementation Plan outlines each Action with associated responsibility, potential partners, and measures of success. Each year Actions will be integrated into annual departmental work planning processes to ensure that the implementation of the Plan is continually moving forward.

Our Future Huron-Kinloss

Our Vision
Huron-Kinloss celebrates a unique mix of welcoming communities and natural beauty

Our Mission
Support the communities of today to inspire the generations of tomorrow

Guiding Principles of Sustainability
Our Decisions will Equally Consider...



Our Goals...



We are a **prosperous** community that continues to grow in a sustainable manner



We are a **vibrant** community that values our uniqueness and creativity



We are a **spirited** community that takes pride in calling Huron-Kinloss home and welcoming others



We are an **accessible** community that offers opportunities for everyone



We are an **environmentally conscious** community that are good stewards of our natural environment

By 2024...

We are a **prosperous** community that continues to grow in a sustainable manner...

- ✓ By retaining and expanding our existing businesses and attracting new ones
- ✓ By diversifying our economy
- ✓ By growing a diversity of tourism opportunities
- ✓ By strengthening our agricultural and agri-business sector
- ✓ By investing in infrastructure

Where We Are Now

We live in a community where our economy has remained strong. The main economic sectors that have contributed to our strong economy are agriculture, tourism, energy, and commercial/retail. Bruce Power is the region’s largest employer; the nuclear industry is a major contributor to the strength of our economy. With such a strong job market, unemployment rates have remained below the provincial average. Many of our local businesses are small and medium sized family businesses that are rooted in the history of our community – 61% of businesses have operated for over 11 years in the Township.

Agriculture – both large and small farms – is the strongest economic sector in Huron-Kinloss and the surrounding area and continues to grow and flourish. A significant portion of our land base has historically been used for agricultural activities and we recognize that this sector is a major contributor to our economic base. Agriculture also plays an important role in our culture and tourism. Agri-tours have been emerging to provide a unique perspective of Bruce County and helps visitors indulge in rural areas.

The beautiful natural landscape that surrounds us attracts visitors from all over Ontario. The Lake Huron shoreline is home to many cottages and beach visitors and is a significant draw. Our Township is a member of the Lake Huron Shoreline Tourism Partners and Bruce Coast Lighthouse Partners and also boasts numerous cultural activities that attract people to the area.



By 2024...

vibrant

We are a **vibrant** community that values our uniqueness and creativity...

- ✓ By creating places where people want to be
- ✓ By celebrating what makes us unique
- ✓ By preserving and protecting our history and heritage
- ✓ By supporting and growing the arts and creativity

Where We Are Now

We are proud of our vibrant communities and rich history. The Township has provided a progressive cultural landscape that offers residents of Huron-Kinloss the opportunity to celebrate our cultural identity. We express our unique history and culture through annual festivals and events, the performing and visual arts, community centres, places of worship, as well as our built heritage. Local heritage sites we are known for include Point Clark Lighthouse, the Township of Huron-Kinloss municipal building, Lucknow Townhall Library Building, South-Kinloss Presbyterian Church and St. Peter's Anglican Church. The Point Clark Lighthouse is a National Historic Site and was one of the first "imperial towers" to flash its light.

Our rich history is celebrated all over the Township. Annual events in the Township such as Lucknow's Strawberry Summerfest, Canada Day Celebrations, Ripley Artisans' Festival, Music in the Fields Festival, Lucknow Fall Fair, Ripley Fall Fair, and Lucknow and Ripley's Christmas home tour and merchants' open houses contribute to our cultural identity. The Huron-Kinloss Ice Cream Trail™ is an important and well-known community event in the summer that invites families to participate in a photo scavenger hunt around the entire Township.

Visual and performing arts are an important part of our culture. A non-profit community theatre group dedicated to showcasing local talent in theatre productions, the HAWK Theatre Group has been operating since 2002. The theatre group performs two productions each year in the spring and winter at the Lucknow Town Hall. Ripley's artisan community is one of the largest in Bruce County, with artisan shops in Ripley's downtown providing support. We have an active artisan community locally, with many artisans working in their homes.



By 2024...

We are a *spirited* community that takes pride in calling Huron-Kinloss home and welcoming others...

- ✓ By supporting a diversity of lifestyles
- ✓ By maintaining a sense of connection and cohesion with each other
- ✓ By engaging in our community
- ✓ By retaining our youth

Where We Are Now

Our community supports a diversity of lifestyles and is welcoming and close-knit. Our community offers a variety of lifestyles that ensure anyone can call Huron-Kinloss home. From the rural and small-town village lifestyle to cottages and shoreline living to agriculture and Mennonite communities, Huron-Kinloss is full of community spirit and rich histories dating back more than 150 years. Although we relate to the smaller communities we are from, we are also proud to be part of the broader Township of Huron-Kinloss.

We have a variety of clubs and organizations in both our urban and rural settlement areas that provide our residents with numerous social and recreational opportunities. We participate in our community. A dedicated pool of volunteers ensure that our service clubs are strong, annual fairs and festivals are well attended, and faith-based and other community groups are active. Being actively engaged in our community has helped develop a strong sense of community while providing connection and cohesion across all of our communities.

Our Township Council and staff are known in the community and always accessible and involved in numerous community events. The Township is proud of being a transparent municipality that has built a welcoming relationship with fellow community members.



By 2024...

accessible

We are an **accessible** community that offers opportunities for everyone...

- ✓ By ensuring people have a place to live
- ✓ By having amenities and services nearby
- ✓ By being age friendly
- ✓ By enhancing our mobility
- ✓ By being accessible for those with disabilities
- ✓ By being open and transparent

Where We Are Now

Our community offers housing that is affordable and amenities and services that are widely available. Within a short drive, most of us can access shopping plazas, employment, and other amenities to meet our needs. Our strong broadband telecommunications networks have helped our community members and businesses connect locally and globally.

We have two schools in Huron-Kinloss – Ripley-Huron Community School and Lucknow Central Public School. We benefit from having community centres and sports complexes that are easily accessible, which are equipped with a skateboard park, tennis court, arena, baseball diamond, outdoor skating rink, and offer indoor fitness classes. We also have access to numerous parks and nature trails found throughout the Township, each offering a selection of active and passive recreational opportunities. The Township is working to strengthen the trail networks for additional recreational opportunities, as well as active forms of transportation, such as walking and cycling. The trail networks keep us active and healthy while giving opportunity to explore all corners of our community.

The South Bruce Grey Health Services and Listowel Wingham Hospitals Alliance promote and protect the health of Huron-Kinloss residents by providing a wide range of medical services to address the needs of our community. Medical centres and long-term care facilities are available in the settlement areas which offer a range of programs and services. The facilities offer physical activities, rehabilitation programs, individualized assessment and care planning and family council.



By 2024...

We are an **environmentally conscious** community that are good stewards of our natural environment...

- ✓ By protecting our natural assets
- ✓ By using our resources wisely
- ✓ By being aware and taking responsibility

Where We Are Now

Our natural landscape is one of our greatest and most valuable assets. Huron-Kinloss and our surrounding area includes many natural features that make us unique, such as significant woodlands, groundwater recharge areas, wildlife and fish habitat, and watercourse and upland forested corridors. One of our most notable natural assets is Lake Huron and the shoreline. Our shoreline area includes the Pine River watershed, vegetation in the Lakeshore Urban Area along the Algonquin bluff, Pine River, and Clark Creek. The Township has been progressive in preserving and protecting our natural assets and resources. The combined efforts of the Township, Bruce County, Provincial and Federal Ministries, and countless other organizations have helped to ensure environmental integrity is maintained in our community, both on public and private land.

A number of very successful programs have helped our community participate in protecting our natural resources. A tree conservation By-law is in place to prohibit and regulate destruction of trees and woodlots on private property, drinking water monitoring and protection efforts are ongoing, waste reduction and management programs are available, and a septic system re-inspection program is in place to protect our water quality.



Implementing Our Plan

Implementation Plan

Implementation of Our Future Huron-Kinloss is ongoing. A detailed Implementation Plan outlining the Actions that support each Goal and Direction is included as a separate component to this Plan (see Appendix B). It includes a lead for each action, identifies potential partners, measures of success, and implementation. Each year the Implementation Plan will be updated to reflect progress on implementation and align with work planned for the next year.

Annual Review and Work Planning

Each year Township staff will review the Implementation Plan and report on how the Plan is moving forward. The Actions identified in the Implementation Plan will be incorporated into the annual work plans developed by the Department Heads in collaboration with the Administrator and presented to Council for their consideration.

When assessing potential Actions for any given work plan, there are key questions that should be considered:

- Does it move us towards our Vision?
- Is it consistent with our Mission and Guiding Principles of Sustainability?
- Is it a stepping stone towards future improvements?
- Are the resources available to implement it? What potential partners can assist?
- Are other initiatives already underway that can be tapped into or help support it?

In the annual work programs, individual staff members will be assigned responsibility for overseeing the implementation of specific initiatives.

Communication and Outreach

Development of Our Future Huron-Kinloss was based heavily on community participation and input (see Appendix A for full details). Many of Huron-Kinloss' community members took the time to share their ideas and contribute to the Plan's development. Keeping them informed of and involved in the Plan's implementation is critical to maintaining both interest and transparency. Ongoing updates and an annual progress report or report card should be presented to the public.

Decision-Making Alignment with Sustainability

To keep Our Future Huron-Kinloss and the principles of sustainability top-of-mind and integrated into decision-making, all Staff Reports to Council should demonstrate alignment with the Plan. An example of an alignment checklist has been prepared that can be completed with each Staff Report (see Appendix C).