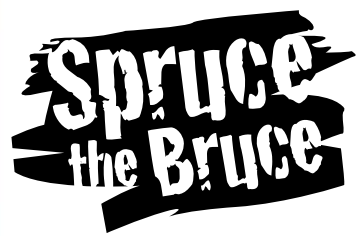


Lion's Head

A Community of North Bruce Peninsula



Community Toolkit



Credits

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Introduction

The Municipality of Northern Bruce Peninsula (NBP) covers an area of 782 square kilometers and is the most northerly community in Bruce County. This municipality boasts a permanent population of 3,850 year round residents. Highway 6 traverses through the middle of NBP bringing record numbers of visitors to the peninsula each year.

The peninsula itself is surrounded on the east by Georgian Bay and on the west by Lake Huron. The area is host to Fathom Five National Marine Park, Bruce Peninsula National Park, the Bruce Trail, Cabot Head and Lion's Head Nature Reserves, two First Nations Hunting Reserves and a large Bruce County Forest Tract. In 2004, NBP was proclaimed as a "dark sky community" in the hope of preserving and protecting the night time environment and their heritage of dark skies from the adverse effects of light pollution.

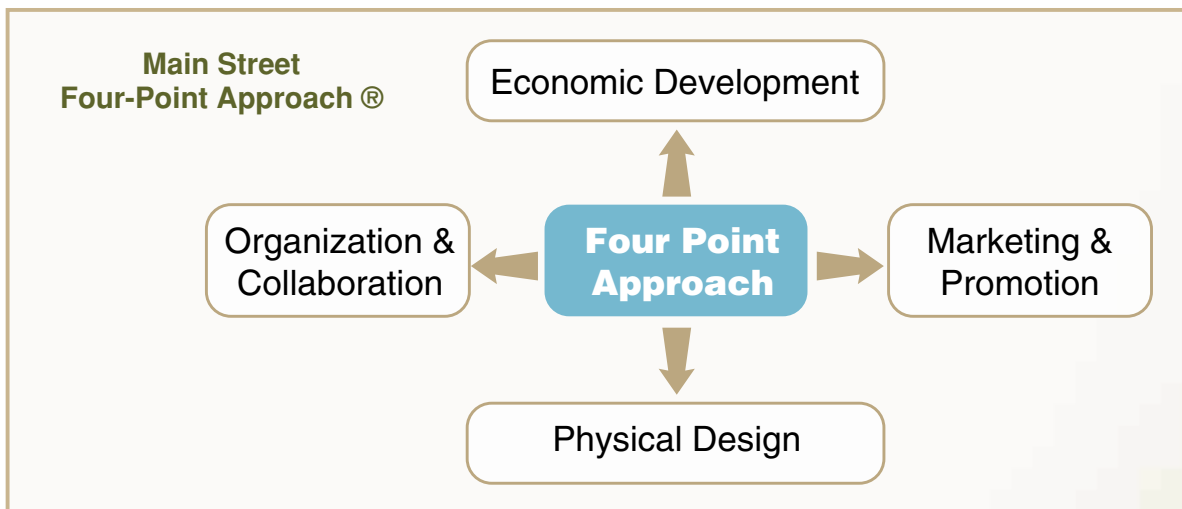
In 2010, NBP participated in the County of Bruce's Spruce The Bruce program. One of the initial steps to this program is the identification of a community's identity. This toolkit documents the process and outcomes and while each community in Northern Bruce Peninsula possesses a unique character and history they are part of the amalgamated Municipality of Northern Bruce Peninsula. The goal of these individual Toolkits is to showcase each community's unique identity for the purpose of enhancing their distinctive characteristics and inherent charms. Lion's Head and Tobermory's Toolkits are complementary to one another and contain consistent elements to indicate that they are part of the broader Corporation.



2 Why Mainstreets Matter

We all know where our mainstreets are, but do we know *what* they are and *why* they matter? Whether they are named First Avenue or King Street, are a County Road or Provincial Highway, what they represent is universal. Mainstreet is the economic engine, the big stage, the core of the community. Bruce County's mainstreets represent over 70 % of our commercial assessment and are our main point of contact with tourism dollars – our second largest industry. Our mainstreets tell us who we are and who we were, and how the past has shaped us. We do not go to our commercial strips to learn about our past, explore our culture, or discover our identity. Our mainstreets are the places of shared memory where people still come together to live, work, and play.

The Spruce the Bruce process is not a new concept, but has been specifically adapted for Bruce County. The bones of the program come from the National Trust for Historic Preservation in the United States and their Main Street® program. The Preservation first got its roots in 1947 centred on protecting national historic sites and buildings. In 1980, they established the National Main Street Centre and over the past 30 years, the Main Street movement has transformed the way communities think about the revitalization and management of their downtowns and neighborhood commercial districts. Cities and towns across the United States and Canada have come to see that a prosperous, sustainable community is only as healthy as its core.



So what is Main Street®? When we talk about Main Street®, we are thinking of real places doing real work to revitalize their economies and preserve their character. The Main Street Four-Point Approach® is a unique preservation-based economic development tool that enables communities to revitalize downtown and neighborhood business districts by leveraging local assets - from historic, cultural, and architectural resources to local enterprises and community pride. The Four-Point Approach® is the basis of the Spruce the Bruce program and is a comprehensive strategy that addresses the variety of issues and problems that challenge traditional downtowns.



3 Purpose of this Community Design Toolkit

This Community Toolkit showcases Lion's Head and its unique identities and opportunities that, if applied consistently, will provide the community with the potential to enhance its downtown both economically and aesthetically. Lion's Head has the advantage of being situated at one of the most spectacular locations on the Niagara Escarpment. Lion's Head enjoys tourist traffic from the marina and its local motels and Bed & Breakfasts; however it also has the potential to play an increased tourism and economic role within the County.

By focusing efforts and being strategic with both public and private undertakings, we have the potential to create an atmosphere that attracts more visitors, businesses, and creates a vibrant, self-sustaining community for our residents. This Toolkit is intended to foster leadership and creativity while at the same time providing some guidance in terms of next steps and how to move forward in a consistent and coordinated manner. It provides a summary of the community's identity; an action plan and some tools to help get started. In order to support a coordinated approach, it is recommended that all community partners from business owners and community groups to Town Council and staff embrace this Toolkit and follow this guide as closely as possible, recognizing that it is a living document that will evolve with time.

While sweeping changes are not expected overnight, community-wide participation and implementation through small incremental changes that use the tools outlined in this document will, over time, allow the vision for downtown Lion's Head to be realized!



4 Roles

Role of the Community

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

Role of Businesses

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

Role of Municipality

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

Role of County

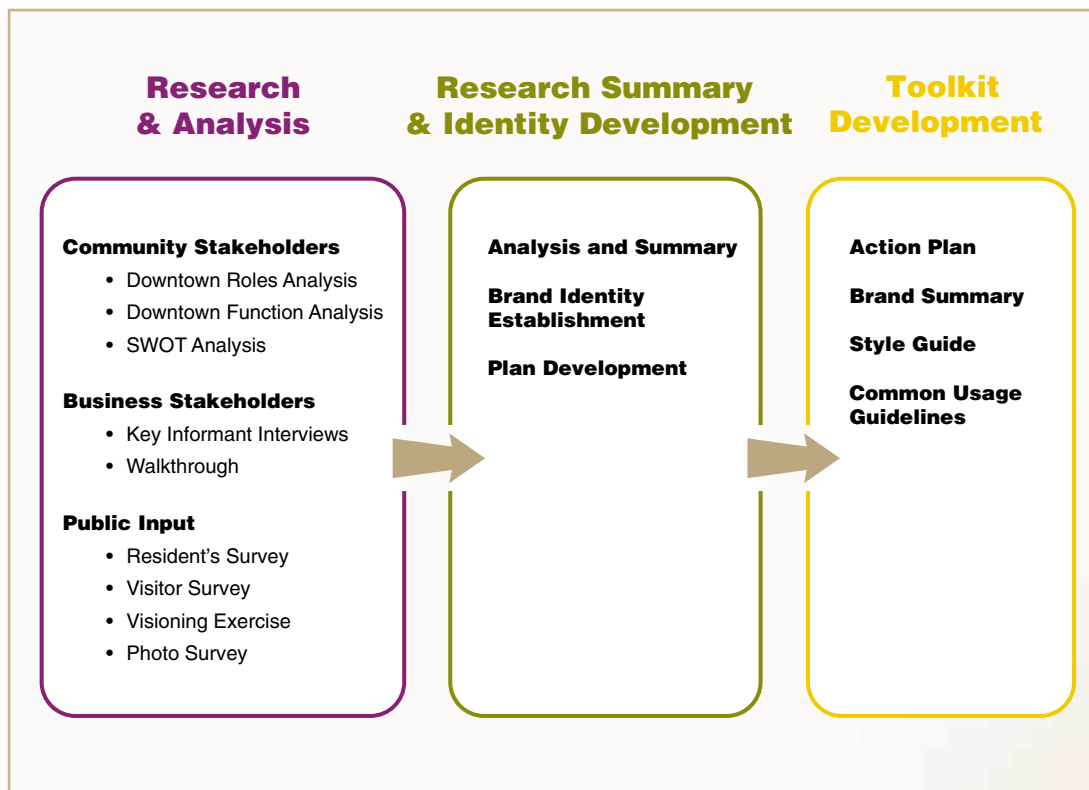
- Be proud and support the local identities and brands of communities in The County;
- Promote the individual identities in County marketing materials;
- Use the individual identities to create a unique tourism product offering; and
- Assist municipalities with the delivery of projects to enhance their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



5 Process

The Community Toolkit development process began in the spring of 2010 with the launch of the Spruce the Bruce Committee in Northern Bruce Peninsula. The Committee is composed of key staff at the Municipality as well as community stakeholders from both Lion's Head and Tobermory.

The Toolkit development process was a 10 month process involving an extensive research phase that culminated in the formation of this Toolkit. The Toolkit includes an Action Plan, Brand Summary, Style Guide, and Common Usage Guidelines which are essential to the revitalization of downtown Lion's Head.





The Research

6 This is what you told us!

The key to any successful downtown revitalization program is to build a solid foundation. Research from the Main Street® program indicates that this foundation is centred on four pillars: Organization; Economic Development; Marketing and Promotion; and Physical Design.

In the summer of 2010 the Spruce the Bruce (STB) team collected background information regarding the health of downtown Lion's Head in order to develop a structured and focused downtown revitalization program. The team solicited feedback from a number of sources and this document represents a summary of those research findings.

The sources were:

- Community stakeholders which undertook Downtown Diagnostic exercises;
- Business stakeholders through Key Informant interviews;
- Public input through a Resident's Survey, Visitor's Survey and Photo Survey.

These research findings form the basis of the Brand Summary, Style Guide, Common Usage Guidelines and Action Plan for Lion's Head to support their revitalization efforts.



6.1 Community Stakeholders

Key members of the Lion's Head community and the Spruce the Bruce Committee used two diagnostic tools to determine how the downtown was functioning. The first tool (***Downtown Function***) used 25 characteristics of a well-functioning downtown. These were broken down into four components - organization, marketing, economic development and design. Participants were asked to provide a score out of 4 for each characteristic.

The second tool was a ***SWOT analysis*** (strengths, weaknesses, opportunities and threats). Participants again were asked to assess the function of the downtown. Each area of the SWOT was divided up into four categories and a summary: organization, marketing, economic development, and design.

Downtown Function Tool

This diagnostic tool asked participants to give the downtown a score out of 100 by ranking 25 separate characteristics on a scale from 0 to 4:

- 0 Does not meet criterion
- 1 Weakly meets criterion
- 2 Meets criterion moderately well
- 3 Meets criterion reasonably well
- 4 Very strongly meets criterion

The characteristics are organized into four components. The first component was Organization. The average score for the characteristics in this component was 0.4/4. This indicates that Lion's Head does not meet these criteria at all. Currently, the downtown lacks a functional group to help accomplish the goals set out by this committee. Marketing, the second component, had an average score of 2/4 suggesting that the downtown meets the criteria moderately well. Event organization was rated the highest with a score of 3/4. Economic Development was the next component and Lion's Head meets these criteria reasonably well with an average score of 3/4. Low commercial vacancies, a good base of neighbourhood retail, and social services were the strongest characteristics in this component. The final component is Design indicated a resulting average score of 1.67/4 therefore meeting the criterion weakly to moderately well. In total, the score for Lion's Head is 46 out of 100.

This score indicates that although the downtown meets several criteria weakly to moderately well, the downtown needs a complete revitalization strategy that focuses on organization and design.



SWOT Analysis

The other diagnostic tool used was a SWOT analysis. There were some significant discussion points that arose from each of the areas in the SWOT and they are highlighted below.

- Strengths:** Lion's Head's key strengths include the clustering of the shops within the downtown core. There is also a strong core of full service neighbourhood retail that draws in surrounding communities. This is the only town that offers these amenities in the middle Bruce Peninsula. Community-minded residents are tremendous assets for accomplishing goals for this community.
- Weaknesses:** The lack of a sewer system in Lion's Head limits some new potential businesses including a coin laundry and a carwash. The sidewalks could use some cleaning up and not all the businesses are accessible. Some of the buildings on the main street need to be fixed up as well. There are also no strong business organizations to help pull a long-term strategy together.
- Opportunities:** One of the opportunities that were identified was piggybacking off of the great events that take place at the arena and bringing people into the downtown core. Another opportunity that was identified was extending the operating season of some local businesses. In terms of design, there is an opportunity to better link the harbour and beach area to the downtown core using lighting, sidewalks etc.
- Threats:** Without a strong organization in place, it can be difficult to accomplish some of the major goals. There are some "personality" issues that can prevent the creation of a well run business or residents organization. Leakage is another large threat, especially in the off season. Since businesses do not offer as many regular hours as they do in the summer, residents will shop in towns that do offer convenient hours such as Wiarton or Owen Sound.



6.2 Business Stakeholders

Key Informant Interviews

Key Informant Interviews were conducted in August 2010 with the businesses owners and operators in downtown. The goal was to determine what is currently working and not working in the downtowns as well as what changes they would like to see that would help to improve the business environment of the downtown area.

The first set of questions asked respondents to rate characteristics of the downtown as excellent (4), good (3), fair (2), or poor (1). The questions were broken down into seven categories: Physical setting, Transportation, Parking, Gateway/ Entrances, Storefronts, Competitive position, and Joint marketing/ promotion. The average for each characteristic was fair. Some of the highest rated characteristics included the organization of special events, the quality and range of price of the items located in the downtown core and cooperation amongst businesses. The lowest ranked characteristics were the roadside advertising to bring people into Lion's Head, the exterior appearance of downtown facades, and storefront displays.

The next section asked respondents whether their business would benefit from any programs, grants or services including façade improvement grants, joint marketing ventures, and improvements to the physical infrastructure. The response was yes and respondents felt they could benefit from more joint marketing initiatives and improved signage leading into Lion's Head.

When the respondents were asked to provide suggestions for improving the retail environment, improved signage was the number one suggestion followed by attracting more niche market and specialty stores. The latter suggestion might be more difficult as there are virtually no commercial vacancies in the downtown core.

Lastly, respondents were asked (1) why people were coming downtown; (2) one thing they would like to see improved to downtown; and (3) what they thought was preventing downtown from being a success. The survey concluded that people are coming downtown to satisfy their neighbourhood retail needs as well as visit the beach and harbour areas; they would like to see improvements to the general design of the downtown including façade improvements and generally a growth in the economy; the economy and a lack of funding to make improvements were major concerns limiting efforts to maximize the downtown potential in Lion's Head.



6.3 Public Input

Residents Survey

Every household in Northern Bruce Peninsula was mailed a survey in July 2010 asking them specific questions regarding the town they lived closest to (i.e. either Lion's Head or Tobermory). The questions touched on marketing and economic development elements in the downtown. The survey concluded with some basic demographic questions. In total, 2200 surveys were mailed out and 162 (7%) responses were received.

Marketing: Residents were asked if they were familiar with any specific identity elements for both their Municipality and their community. They were also asked if they felt that these elements were recognized by visitors and if they thought these elements represented their community. 63% indicated that they were familiar with the identity elements for the Municipality but only 25% indicated they were familiar with identity elements for Lions Head. Those who were familiar with identity elements were asked to name the elements that they were familiar with. Most respondents indicated the Northern Bruce Peninsula logo for the Municipality. The Lion's Head, 45th parallel and the lighthouse were identified as elements the respondents were familiar with for the village of Lion's Head. However, 71% of respondents felt that these elements did not accurately reflect the community, and 77% felt that visitors to the community did not recognize these identity elements.

Residents were then asked what unique features of the community would draw people in as well as what positive images or aspects of downtown should be promoted. Generally respondents indicated that their best assets were the harbour and beach, Bruce Trail and the amenities that were available downtown. Respondents also felt that the quiet, quaint atmosphere of the community was something that could draw people there. The majority of respondents indicated that they had attended at least one event within the community in the last year, most commonly the Canada Day Parade, Christmas Parade and the Farmer's Market.

Economic Development: Respondents were asked about their shopping habits to help determine the local attitude towards the businesses environment in town as well as the overall economic health of the community. The majority of respondents strongly agreed or somewhat agreed with the statements that they "tried to shop locally whenever possible"; "stores in my downtown are open when I want to shop"; and, "businesses in my downtown sell the products/services that I want". The majority of respondents did respond that they somewhat disagree or strongly disagree with the statement that "I prefer to shop outside my community's downtown". Respondents were also asked if they would take advantage of extended hours for businesses – 44% indicated they would use extended hours on Thursday and Friday night and 28% indicated that they would like to see businesses opened longer into the off season.



Respondents were asked what new businesses they would like to see in downtown. The top four responses were more restaurants/coffee shop, recreation facilities, a coin laundry and carwash.

Finally, respondents were asked to provide some general feedback regarding the retail environment in downtown. Most people felt that downtown lacks character and visual appeal which could be improved by planting trees, fixing the sidewalks and sprucing up some of the decaying buildings. Respondents did indicate that they liked the clustering of the stores within the downtown, where most businesses are within walking distance of one another.

Visitors Survey

Visitor surveys were available throughout Lion's Head. Surveys were also available online. Respondents were asked three questions: Why did you come to Lion's Head? How would you describe it to someone who's never been here before? Are you a resident, cottager or visitor? The purpose of this brief survey was to help determine a direction for the brand of the community. The first question was intended to determine the specific reasons why people were coming to the area, for example, hiking, festival, boating, etc. Most of the responses gathered were generic and included to work, to see family or they lived there, or have retired here. Some responses did include hiking or getting their groceries. The second question was intended to gather words, phrases and images that the brand could be built from. The majority of the responses were once again generic and included friendly, unspoiled, peaceful and great area. Of those who responded, 56% of the respondents were residents. This tool did not yield the intended types of responses and therefore was not effective.



Photo Survey

In June 2010, disposable cameras were handed out to a variety of people (i.e. student; senior; visitor; resident; business owner; etc) within the community of Lion's Head in order to get a visual sense of what defined their community. The participants were given 3 weeks to take photos of Lion's Head and all the cameras were returned at which time staff sorted all the pictures into like groupings. The themes that were highlighted through this exercise were:

- **Natural Environment** – with pictures of escarpment; Bruce Trail; Flora, etc.;
- **Downtown** – with pictures of the streets and shops;
- **Water / Harbour** – with iconic pictures of the lighthouse; boats; startling water; and
- **Community** – pictures of neighbours, friends and family.

The photo analysis gave direction to the professional photos that were taken of Lion's Head that were used to express the brand identity as further developed in the next section.



Natural Environment



Downtown



Water / Harbour

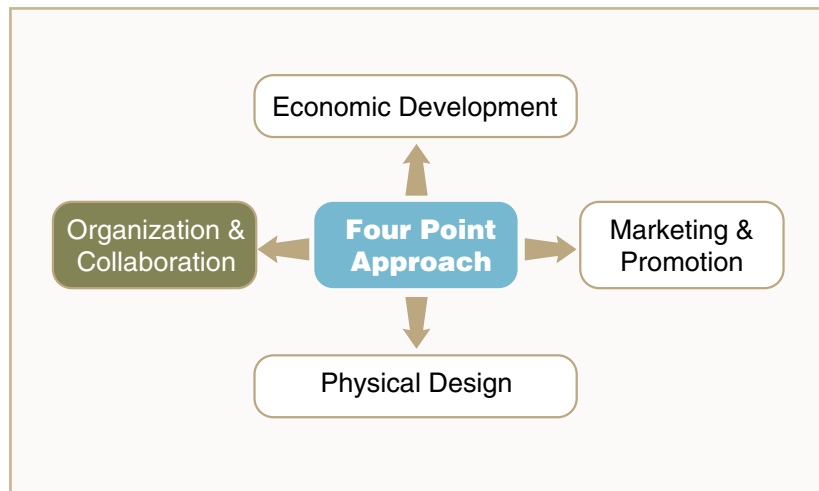


Community



7 Research Summary

Each of these research tools provides insights into achieving continuous downtown revitalization in Lion's Head. As noted, downtown revitalization is focused around four key pillars: Organization; Economic Development; Marketing and Promotion; and Physical Design. The priority areas for Lion's Head are primarily **Organization** and a coordinated approach to **Physical Design** and **Economic Development**.



A consistent **identity** is key to developing a coordinated approach to physical design and economic development. The research gathered indicates that Lion's Head is struggling to identify a single consistent identity and brand message. A successful downtown revitalization effort for "Lion's Head" needs to be built on an authentic brand that is established and embraced by all stakeholders. This brand needs to capture enough interest to draw people into the downtown.

The Spruce the Bruce team has been working with local municipalities to develop a strategic plan for the entire County within which each town has a specific and important function. Lions Head functions as a **vacation retreat**. Its strength is that it remains "undiscovered" and it needs to attract people who are looking to get away from the hustle and bustle of their everyday lives. Lions Head appeals to a different market than Tobermory and offers a complementary experience for those who are looking for a more relaxing outdoor experience.

Lions Head is, however, better known for its spectacular outdoor setting and experiences than for its downtown. It is essential to connect the setting and experiences with the downtown.

As a result of the research, the following community identity or brand has been developed for Lion's Head. This brand was positively received by various stakeholders when presented in October / November 2010.



The Plan

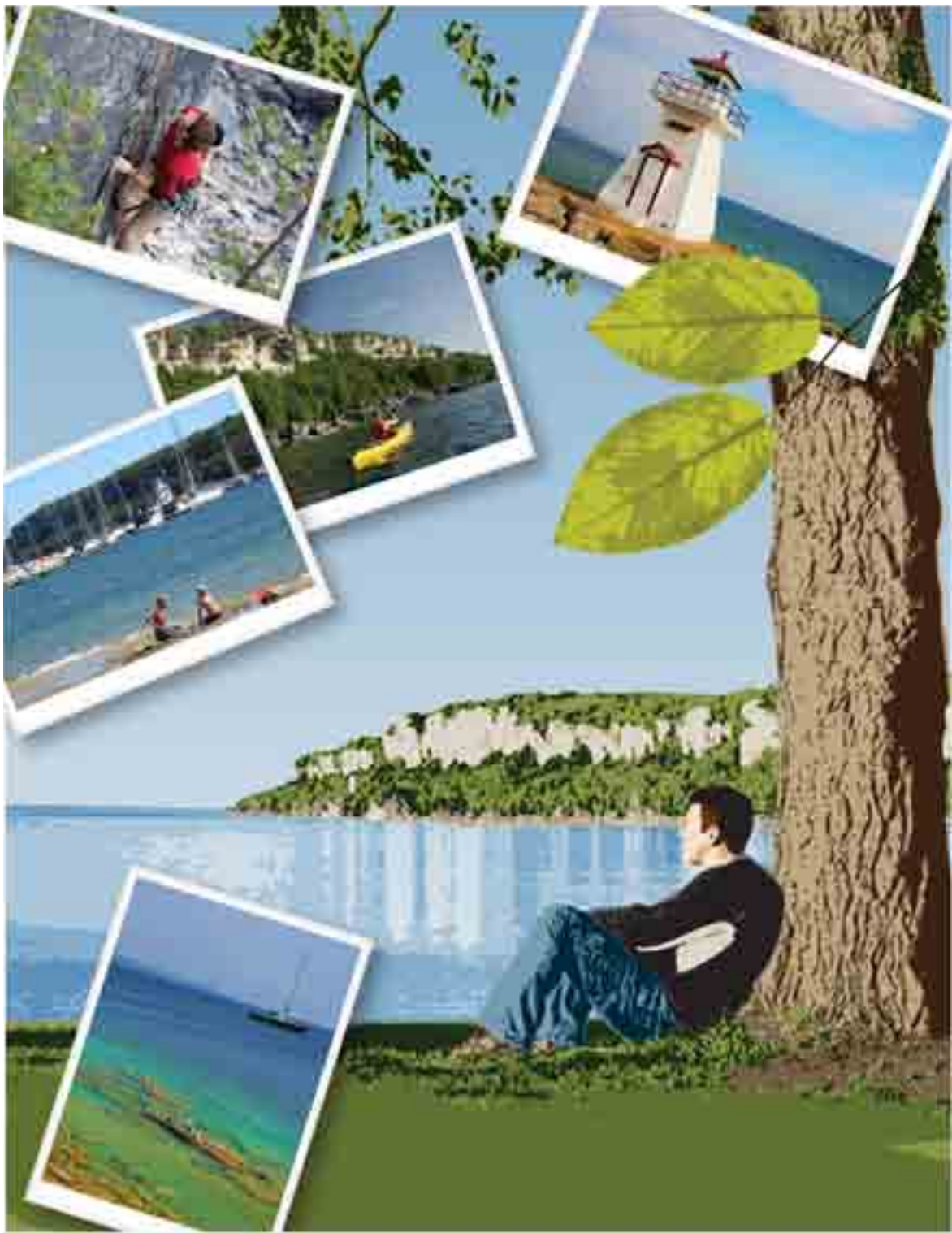
9 The Identity – Shhh. Don't Tell!

The backdrop for the Lion's Head brand should feature its dramatic setting. The downtown is within one of the most dramatic landscape features in the County. Imagery that comes to mind are places like small coastal communities. Lion's Head echoes the experiences found in a quaint Newfoundland village hugging jagged cliffs on the Atlantic ocean. The rugged cliffs coupled with the warm hospitable local flavour define this community.

Lion's Head should embrace the contrast between the stunning escarpment and the turquoise waters of Georgian Bay. Lion's Head is intriguing and draws visitors to explore its coastlines, escarpment, trails, marina and adventure sports. The community's dedication to maintaining a balance of development and natural environment through its dark skies initiative is a strong asset that enhances its distinct setting.

Lion's Head is a place to get away, relax, and enjoy the meeting of blue and green under the shadow of the majestic escarpment, an appealing place for both local residents and tourists alike. The calm, peaceful nature of the Town is in sharp contrast to those areas of the County that are high energy and oriented for day trippers. Lion's Head needs to promote its uniqueness, its tranquility and its vacation retreat potential.





8 Establishing the Identity

The backdrop for Lion's Head's brand should feature its dramatic setting. Lion's Head's downtown is within one of the most dramatic landscape features in the County. Imagery that comes to mind are places like the small coastal communities. Lion's Head echoes the experiences found in a quaint Newfoundland village hugging jagged cliffs on the Atlantic ocean. The rugged cliffs coupled with the warm hospitable local flavour define this community.

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10 Developing the Plan

As noted, before tackling any of the revitalization pillars for downtown, both the community and the revitalization program must first get organized. ***Developing the Plan*** starts with articulating common goals and objectives as well as outlining the steps necessary for achieving them.

It is important to distinguish between a vision and a brand. Much has been written about brands in general; many 'branding' consultants have attempted to give relatively unknown cities, downtowns, and businesses clever branding treatments – catchy slogans about whatever the downtown wants to be. Brands seek to place in the prospective visitor's head a belief that "this is the place to go for.....". The key distinction between a brand and a vision is that a brand describes the image you want people to have of your downtown right now, while a vision describes what the downtown will look like at some point in the future.

Defining a Vision for downtown Lion's Head is essential as it establishes the 15-20 year perspective for the community and looks beyond the current planning documents to the kind of place that the community aspires to become. It takes that community identity (Shhh. Don't Tell!) and conveys a sense of personality, character and identity for downtown. A Vision is a description of a desired condition at some point in the future. That Vision guides the mission, goals, objectives and actions of the revitalization plan and makes the connective link between the desired / authentic Identity and the Plan to move the community there.



Vision

The result of the exploratory or research phase was the establishment of the following **VISION** for downtown Lion's Head:

Downtown Lion's Head is where blue meets green and where residents and tourists alike come to enjoy this unique and dramatic setting. Lion's Head is in the business of providing a unique experience that is unparalleled. Nowhere else can you enjoy such rugged cliffs, scenic trails, starry skies, pristine waters and adventure sports. The businesses will be bustling in Lion's Head supporting these intriguing experiences and supporting this community's dedication to environmental preservation. The calm, peaceful nature of the Town will be preserved and its tranquility will be its vacation retreat draw.



Mission

A Mission statement takes Lion's Head's Vision and translates it into a stated purpose for the downtown revitalization effort; it can be viewed as the public statement for accomplishing the Vision and the pathway in order to get you there. The mission statement for downtown Lion's Head is:

To establish a range of businesses in Lion's Head that will support the local needs and cater to the unique experiences that are available and improve the physical environment to support economic growth.



Goal statements transform the Mission statement into priority areas for downtown. The Spruce the Bruce committee undertook a strategic planning session in September 2010 in order to transform the mission statement into strategic directions. The following Goals were established for downtown Lion's Head as priority areas:

GOAL 1: To foster an environment of organization, leadership and management;

Before tackling design, promotion, or economic development activities, a revitalization program must first get organized. What became apparent through the research phase of Spruce the Bruce was that Lion's Head needs to get organized if it is to have any success at strengthening its downtown. Without this organizational component in place, there is little rationale for moving onto the other three pillars and into the other goal areas. Organization should be the communities focus for at least the first 6 to 12 months. However, the STB Committee did identify a number of Goals related to the other three pillars that could be developed once the Committee is up and running:

GOAL 2: To strengthen the connection of the downtown to the area's natural assets;

GOAL 3: To increase the range of businesses and support the viability of existing businesses;

GOAL 4: To improve the physical design of the main streetscape;

GOAL 5: To improve the physical appearance and functionality of mainstreet buildings;

GOAL 6: To develop a marketing and promotion strategy for Lion's Head and to attract traffic from Highway #6 to downtown.



11 Putting the Plan to Work

In order to enact change and begin to see some tangible results in Lion's Head, the Spruce the Bruce team recommends that Lion's head focus its initial program on both the **Organization** pillar with **Physical Design**, **Economic Development** and **Marketing and Promotion** pillars following once the organizational pillar is established. While any revitalization strategy requires broad-based support and organization of both the public and private sector in order to achieve success, it has been our experience that laying the foundation and ground-work for success on the organizational pillar should be completed before a broad-based program is developed.

The Lion's Head Spruce the Bruce Committee should focus for the first year on organizing, assessing, and planning. This is a critical mobilizing phase that develops the vision / mission, partnerships, strategies and actions and will begin to yield results that further mobilize the program. Through the 2010 Spruce the Bruce process a number of preparatory steps were accomplished including:

- identifying the resources;
- assessing the community;
- developing the community identity;
- developing the revitalization vision; and
- determining the short-term actions.

Setting up the organizational structure and developing a more detailed work plan over the next six months to a year (on goals 2-6 that will set out the tasks and steps for the next 3-5 years) will take the knowledge gained from the exploratory phase and begin to develop a plan to move forward. It is important for the Lion's Head STB committee to tackle some visible, high impact, short-term projects throughout these preliminary months while the less visible supporting documentation is being developed. The following is the organizational action plan as it relates to downtown Lion's Head.



12 Action Plan

The next step to a downtown revitalization plan is to develop action items for each of the priority goals which ensure that the plan remains dynamic and produces results. This Action Plan focuses on the First Priority Goal only for Lion's Head as it is essential to starting the process on the right path. When each Goal is developed it is important to consider how the Actions will touch on all four points of the revitalization strategy with emphasis placed on each, in the following order: Organization or Leadership; Economic Development; Physical Improvements; and Marketing and Promotions.

GOAL 1: To foster an environment of organization, leadership and management;

1. **Organization and Leadership Action:** To create a Lion's Head (LH) specific Spruce the Bruce Sub Committee with representation on the NBP Spruce the Bruce Committee.

Recruiting the appropriate resources by building support from a variety of stakeholders is essential because these people can serve as future volunteers, members, financial contributors, donors of in kind services, advocates, event participants, and customers. The LH STB Sub Committee may transform an already existing committee, adding members and expanding their focus or it may be a completely new entity recruiting new members. Wherever it starts, it is essential to attract to the committee those members of the community that are already hard at work making positive change happen.

Primary Responsibility: LH STB Committee

Proposed Timing: Initial start-up

Budget Implications: None

2. **Economic Development Action:** To attract representatives to the LH STB Committee from the business community.

As the core group of individuals begins to establish the LH STB program, it must identify people who have a vested interest in revitalizing the commercial district. Involving a broad range of interests in the process will show various groups that they share a common goal and facilitate the overall objective of a healthy successful downtown. A Lion's Head BIA does not exist therefore as part of this action the LH STB committee should undertake a cost / benefit analysis to their establishment.

Primary Responsibility: LH STB Committee

Proposed Timing: Year 1 - Initial

Budget Implications: None



3. **Physical Improvement Action:** To attract representatives to the LH STB Committee and solicit their participation.

As noted above, you can't lead a community-wide effort without the support of others. As the Identity of Lion's Head speaks to, its assets are related to its outdoor and adventure sports. Connections to the groups that maintain and organize these assets needs to be made as they are already interested in the promotion and beautification of Lion's Head and it is essential that they be involved in the revitalization effort. Stakeholders to draw into the committee may include representatives from the Dark Skies Committee, Ontario Access Coalition, Ontario Parks, and Peninsula Bruce Trail Club, etc.

Primary Responsibility: LH STB Committee

Proposed Timing: Year 1 - Initial

Budget Implications: None

4. **Marketing and Promotion Action:** Communication of this Toolkit to other stakeholders (i.e. Bruce Peninsula Tourism) and solicit their participation.

Grassroots organizing starts with articulating common goals and the steps necessary for achieving them, and disseminating this information to the widest audience possible. You will need to build momentum for the revitalization effort among community stakeholders to create public support and involve enough people to get broad-based participation. Without the support and involvement of all groups, it is doubtful that any revitalization program will achieve long-lasting success

Primary Responsibility: LH STB Committee

Proposed Timing: Year 1 - Initial

Budget Implications: None



Action Plan Summary

These Action steps will begin to organize the committee base in order to achieve long-lasting success.

Once the Committee structure is in place it is important to undertake two initial steps:

- (1) Short Term Wins (identified below) and
- (2) Develop the long range plan related to the other Priority Goals and three pillars.

The other Priority Goals then become the road-map for the revitalization of the Lion's Head downtown over the next 10 years.

It should be noted that the STB team reviewed the Streetscape Guidelines that were produced for the Municipality of Northern Bruce Peninsula in May 2003 by Northwood Associates Landscape Architects. The materials presented in these Streetscape Guidelines are consistent with the direction that the STB team recommends with regard to the Brand and Identity for Lion's Head. The following list has taken the Streetscape Study recommendations and coupled them with the goals and objectives that were highlighted through the STB process to develop a list of Municipality driven successes for Lion's Head.

- **Enhance the waterfront area by phasing out the municipal campground and converting the space to public space for festivals and community events;**
- **Extend the waterfront walkway in Lion's Head southward through the campground to the south end of Town (school and hospital) and continue the walkway into downtown;**
- **Improve the state of the sidewalks in downtown Lion's Head and the key streets that lead to the waterfront;**
- **Provide consistent, legible municipal / public signage throughout downtown;**
- **Incorporate street trees to create visual rhythm, a more uniform edge to the streetscape, to provide shade and to highlight the communities dedication to environmental awareness;**
- **Develop interpretive signage (rock puzzles) and public art opportunities that relate to the natural features that Lion's Head is renowned for;**
- **Encourage landowners to screen other unsightly structures adjacent to the street**
- **Enhance both visual and physical linkages between the downtown and waterfront;**
- **Add floral displays at focal points and areas of high pedestrian traffic;**
- **Develop Highway billboard signage that markets the uniqueness of Lion's Head and will draw traffic off Highway #6; and**
- **Develop murals where possible that echo the identity of Lion's Head (i.e. a mural of the actual Lion's Head)**





The Tools

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

Brand Summary

Keywords

DRAMATIC SETTING

ESCARPMENT

HOSPITABLE LOCAL FLAVOUR

TURQUOISE WATERS

ENVIRONMENTAL AWARENESS

VACATION RETREAT

Materials



Board & Batten



Ship Lap Siding



Tongue & Groove



Glass



Brick

New development in Lion's Head should strive to use the historic buildings and develop vacant areas within the downtown that reflect a cozy, quiet 'seaside' town.

Building materials are board and batten, ship lap siding, tongue and groove, beach stone and lime stone as appropriate that capture the natural and serene environment.

Materials: board and batten, ship lap siding, tongue and groove, beach stone and limestone

Graphic Elements such as banners, perpendicular signage or advertising should pay careful attention to the theme. Street furniture and improvements should reference the natural resources and unique features through street furniture and public displays of art.



Summary Direction

Colour Palette



Green / Yellow
Pantone: 390 C



Olive
Pantone: 5753 C



Blue
Pantone: 294 C



Teal
Pantone: 3278 C



Red / Brown
Pantone: 4705 C

Primary Font

TRAJAN PRO BOLD

AABBCCDDEEFFGGHHIIJJKKLLMMNNOOPPQQRRSSTTUUVVW-
WXXYYZZ123456789

TRAJAN PRO REGULAR

AABBCCDDEEFFGGHHIIJJKKLLMMNNOOPPQQRRSSTTUUVVW-
WXXYYZZ123456789

Complimentary Font

Hoefler Text Regular

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Helvetica Light Black

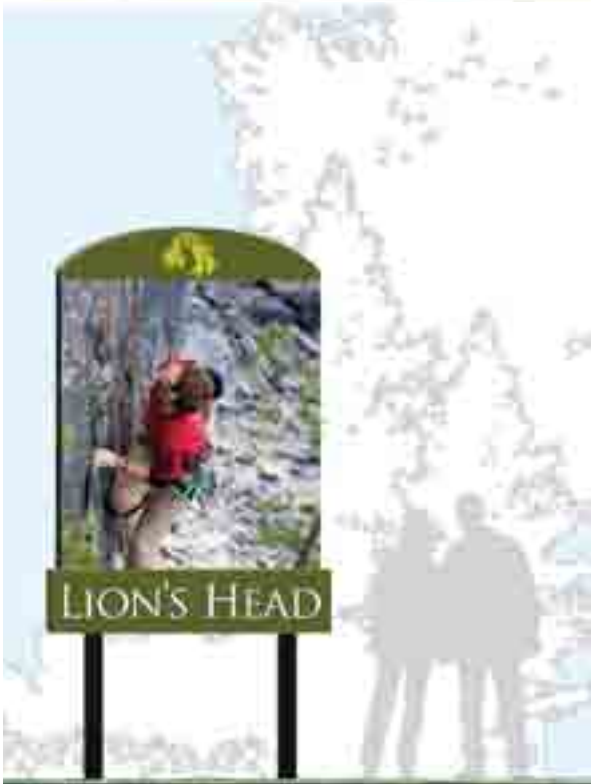
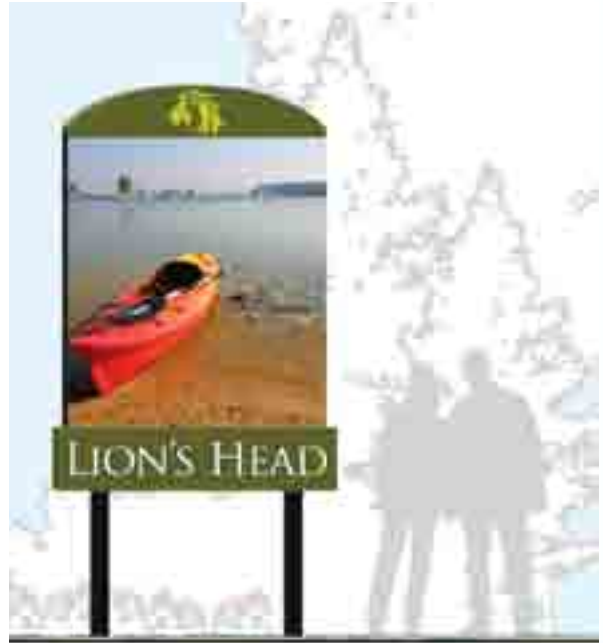
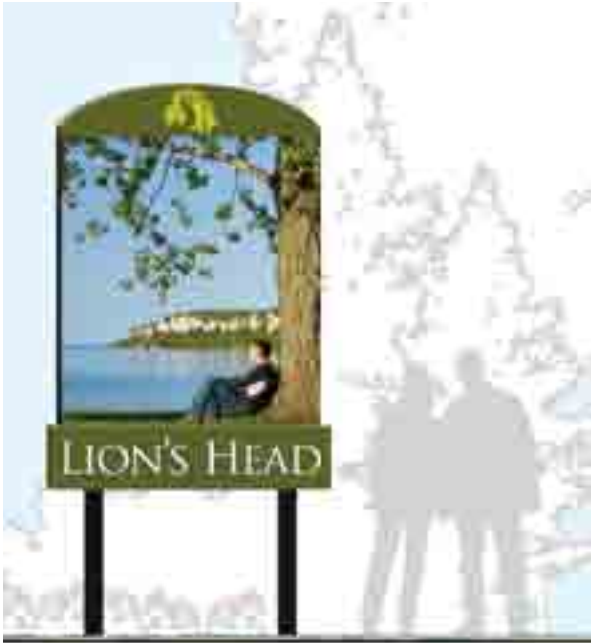
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wXxYyZz123456789**



Gateway Entrance Signage



Economic Development Boards



Street Banners





Signage
Headers

Bike Racks



Unique bike rack is made of iron sheets and is located in German. The opportunity to replicate the bike rack in Lion's Head that reflect the natural features.



Benches & Planters



The planter and bench combination creates a unified downtown element and can improve the use of public spaces.

Planters

Maintained planters create an inviting streetscape environment. The natural wood resource is concise with the bench and other selected planters.



Benches

Benches can offer comfort while visitors explore the downtown shops and harbour in Lion's Head.



Public Art

The opportunity for the community of Lion's Head to create public spaces and displays of art to reflect the local talent and industries.



Carved wood resource



Polished carved rock- rippled water



Metallic shapes provide seating in Melbourne, Australia



Mural example



Detailed Rock, Scotland



Lighting



Light Wall

Green Earth Lighting Impact Quarter Sphere HPS – wall mount luminary has a full cut off distribution of light and would provide adequate lighting to the exterior walls of buildings.

LUMCA IDA approved/ HPS Model CP6419



Light Street



Light Bollard

Holophane H100 series Dome bollard, with a CFL bulb (option to select a warm yellow hue or use a low watt HPS)



Facades



Existing



Artists rendering



Summary

In summary, STB has worked with the community of Lion's Head to develop a Toolkit that creates the basis for a successful revitalization program for downtown. Ownership is the key to developing an authentic and believable brand identity for a community. All members of the community have a role to play in developing and fostering the brand identity and in moving the Action Plan for Lion's Head forward. The methods employed to create this Toolkit combined with positive community feedback ensures that this Toolkit is destined for success if the organizational capacity is developed and the Toolkit is applied consistently. In closing, we offer the following inspiration.

1. Creating successful downtowns is about more than planning and many great plans get bogged down because they are too big, too expensive and simply take too long to happen. Short-term actions, like planting flowers, can be a way of not only testing ideas, but also giving people the confidence that change is occurring and that their ideas matter. Short-term actions need to occur at the outset and then be evaluated while longer term planning is in progress.
2. Money is not the issue. All too often money is used as an excuse for doing nothing, which is why you hear people say "It can't be done!". In fact, too much money or money spent on consultants actually discourages the inventiveness and creativity required to create a great street or downtown. When money becomes an issue, it is generally an indication that the wrong concept is at work. So don't worry about the money, just get started!
3. You are never finished. Creating a great place is not about developing a plan or a design. It is based on community passion and vision and on an ever evolving Action Plan. Part of any plan has to be the management of the downtown. No matter how good the buildings look or how many hanging baskets are hung, the downtown will never be successful unless it is well managed by the Lion's Head Spruce the Bruce Committee.

This Toolkit is a starting point and illustrates possibilities. For more information or support with your local project please contact the Municipality of Northern Bruce Peninsula or the Spruce the Bruce team at sprucethebruce@explorethebruce.com.

