

TOWNSHIP OF HURON-KINLOSS COMMUNITY IMPROVEMENT PLAN FOR THE URBAN AREAS OF LUCKNOW AND RIPLEY

1. INTRODUCTION

1.1 Background

The Township of Huron-Kinloss is geographically comprised of the two former Villages of Lucknow and Ripley, two hamlet communities, a lakeshore area and a rural area.

Lucknow and Ripley have been selected for the Community Improvement Plan for two reasons: 1) Lucknow and Ripley are identified as primary urban communities in the County of Bruce Official Plan and contain their own Secondary Plans within the Township of Huron-Kinloss Official Plan; and, 2) several studies and recommendations have been prepared identifying the desire and need for community improvement in Lucknow and Ripley. Each community possesses a unique character and history and although they are part of the amalgamated Corporation of the Township of Huron-Kinloss this plan aims to address them each individually.

The goal of this Community Improvement Plan is to create a tool for community improvement that will encourage the rehabilitation and revitalization of downtown and commercial areas within the Township.

The Township of Huron-Kinloss has undertaken a number of initiatives and studies related to improving the health and function of its downtown and commercial areas. By focusing efforts and being strategic with both public and private undertakings, the intent is to create an atmosphere that attracts more visitors and businesses and creates a vibrant, healthy, self-sustaining community for local residents.

1.2 Overview of Issues

The Provincial Policy Statement 2005 states that long-term economic prosperity, environmental health and social well-being depend on wisely managing change and promoting efficient land use and development patterns. By supporting and maintaining the health of our downtown and commercial areas we are supporting strong, liveable and healthy communities that facilitate economic growth. To set the stage for the policies and programs of the Community Improvement Plan, the following are offered as a rationale and overview of the issues that support the creation of the Community Improvement Plan.

a) Physical Conditions

In rural municipalities the downtown and commercial areas are the heart of the community. Not only are they the main economic generators (2/3 of countywide commercial assessment is from downtowns) they are also the social centre of the community. Additionally, in Bruce County, our downtowns and commercial areas are our main point of contact with tourism dollars. This is particularly important as tourism is the 2nd largest industry in the County and most of the County's tourism attractions, such as the Bruce Trail, are non-gated. However, lately our

communities are struggling with retail leakage to bigger centres. As a result, our downtowns are:

- Lacking a definitive 'sense of place' in each community resulting in conflicting projects and improvement work.
- Suffering from poorly maintained buildings and facilities throughout the commercial core.
- Lacking clear connections for pedestrian, cycling, and other modes of transportation to residential neighbourhoods and other community amenities.
- Underdeveloped, with accessibility constraints, low open space usage and limited programming in public spaces and facilities.

b) Social Issues

Based on Statistics Canada 2011 data, there is a large group of adults nearing or at retirement age that reside in the Township of Huron-Kinloss; this is higher than the national average. As well, there is an above national average of young adults and children residing within the Township.

In terms of household income, there are areas in the Township where there are a number of families and individuals living below the poverty line, but also areas where there are a number of families and individuals living at or exceeding the national average household income.

Due to these diverse statistics, it is important that improvement projects are undertaken at a steady and sustainable pace and funds be leveraged through grants and public/private partnerships wherever possible so as to not put added pressure on taxpayers. Improvements to public spaces and facilities should take the above into consideration.

c) Environment Considerations

Any revitalization projects should recognize the environmental attributes of the project areas through green design and achieve environmental sustainability while meeting user needs and addressing development pressures.

The Township has full sewer and water facilities in Lucknow and Ripley. Any revitalization efforts should consider the provision of full services to support increased development pressures.

Finally, initiatives should reflect, wherever possible, continued involvement and support of existing environment initiatives including the Pine River Watershed Initiative Network and surface water quality monitoring and environmental projects.

2. GOALS AND OBJECTIVES

2.1 Purpose of the Community Improvement Plan

The purpose of the Community Improvement Plan is to establish a framework for the Township's support and implementation of a program(s) to encourage development in the downtowns and commercial areas of its two main urban areas. This Plan is intended to improve the existing physical landscape and to stimulate rehabilitation and revitalization of the two main downtown and commercial areas by using, reusing, and restoring lands, buildings and infrastructure. In future years, Township Council may review the inclusion of other areas within Ripley and Lucknow, lakeshore urban area and hamlets to be included in this Community Improvement Plan.

2.2 Goal

The goal of this Community Improvement Plan conforms to and is a refinement of the Official Plan. The goal is:

To improve facilities and infrastructure in the Township's two primary urban areas that will contribute to community health, social, environmental and economic priorities.

2.3 Objectives

Progress towards the achievement of the goals of the plan will be advanced through the following objectives:

1. To improve the physical appearance and economic health of the downtown and commercial areas and recreational areas/facilities of the Township.
2. To encourage development and redevelopment by the private and/or public sectors to improve the appearance and functionality of the downtown and commercial areas and recreational areas/facilities of the Township.
3. To improve and enhance the existing downtown and commercial areas by encouraging improvements to street beautification, facade improvements, store front signage and community signage.
4. To increase tourism and to elevate the Township's status as a destination by coordinating stakeholders to promote each of the communities unique identity.
5. To ensure a built environment that supports and encourages active transportation while reducing automobile dependency.
6. To encourage joint public and private involvement in projects to improve the appearance, functionality or efficiency of commercial and institutional areas/facilities of the Township.
7. To involve the public in identifying areas in need of improvement and encourage their participation in the process of improvement and rehabilitation projects.

2.4 Project Area

The Community Improvement Plan applies to the downtown and commercial areas of Lucknow and Ripley as outlined in Schedules 'A-1' and 'A-2' in Appendix 'A' attached.

3. SUPPORTING STUDIES AND PUBLIC CONSULTATION

3.1 Supporting Initiatives

Huron-Kinloss Action Plan

Since amalgamation in 1999, the Township has been actively involved in enhancing the downtown core areas of Lucknow and Ripley through supporting and promoting local businesses, beautification and revitalization projects and attracting business, development and tourism. In 2003, the Township created the Huron-Kinloss Action Plan which identified the following priorities for improvement:

- Small business and industry;
- Tourism and agriculture;
- Seniors; and,
- Youth.

A subcommittee was established to tackle each priority. Since 2003, the priorities have received various levels of completion and success. For instance, in terms of tourism, Lucknow has an annual music festival (Music in the Fields) that attracts thousands of local residents and tourists to the event for one weekend a year. Though many of the committees have disbanded, the foundation for completing the identified priorities remains with various local service groups and the Township itself (see Appendix 'B').

Streetscapes

In 2002, the Township undertook a streetscape study for Ripley and Lucknow. The results of this study recommended the following for implementation of streetscape improvements:

- Incorporating the necessary policies into the Township of Huron-Kinloss Official Plan;
- Township financial investment (i.e. budget allocations) for projects;
- Undertaking detailed design and specifications for streetscape improvements to be constructed in conjunction with future Public Works projects; and,
- Maintaining and/or creating public/private partnerships with local businesses, groups and organizations to assist with implementation.

Since 2002, the Township has adopted the necessary policies for the Official Plan, completed the Ripley streetscape project and Lewis Park revitalization project and created and maintained public/private partnerships that continually work on streetscape improvements for both Ripley and Lucknow (see Appendix 'C').

First Impressions

In 2010, the Township invited the Ontario Ministry of Agriculture Food and Rural Affairs to perform a "First Impressions" evaluation of the Township, specifically the two urban communities. The purpose of the evaluation was to obtain a structured and unbiased first impression of the community's appearance, services and infrastructure prepared by people who lived and worked outside of the Township. This was to be the basis for positive community action focused on downtown revitalization, tourism development,

investment attraction, quality service improvements and broader community strategic planning efforts (see Appendix 'D').

A report for Lucknow identified the following considerations for improvement:

- The need for more economic development/employment;
- A lack of cohesion with signage;
- The need for more visually pleasing streetscapes and storefronts.

A report for Ripley identified the following considerations for improvement:

- A lack of wayfinding signage;
- Older commercial building restoration; and,
- Develop a plan to attract and retain the creative economy that exists.

Community Design Toolkit

In 2011, the Township through the County of Bruce's Spruce the Bruce program undertook a Community Design Toolkit development process that showcased the Township and the unique identities of each of its two urban areas. The Toolkit surveyed both residents and visitors to identify characteristics that summarize each community's individual identity.

The Toolkit provides guidelines to ensure that all stakeholders are working towards a common vision. Each Community Toolkit defines a 'brand' or common identity for developing a memorable, valuable and appealing community identity that will draw visitors to the area(s). In order to achieve 'brand' consistency the Toolkit presents design elements to be used in a range of applications from media opportunities to municipal infrastructure projects. Council approved in principle the Community Design Toolkit in May 2011 (see Appendix 'E') with modifications to proposed logos for each community.

Business Retention and Expansion (BR+E) Report

In 2012, the Township of Huron-Kinloss created the Huron-Kinloss BR+E Task Force, comprised of community volunteers, business owners and government representatives. The Task Force interviewed a sampling of the business community of Huron-Kinloss, asking questions specific to community businesses to get a more in-depth look at key issues. This formed the basis of the report. Results from the questions showed 6 key issues requiring greater attention: 1.) business attraction; 2.) tourism development and promotion of communities; 3.) business support and communication; 4.) beautification and downtown revitalization; 5.) retail leakage; and, 6.) workforce development. An action plan within the report was prepared to address these issues. Most of the actions given can be implemented immediately and addressed on an on-going basis. The ultimate long-term goal is to attract new businesses and residents (see Appendix 'F').

Township of Huron-Kinloss Cultural Plan

In 2011, the Township of Huron-Kinloss was awarded a grant under the Creative Communities Prosperity Fund and intends to complete a cultural mapping exercise and develop a Municipal Cultural Plan. The goal of this project is to increase awareness of the Township's cultural assets and showcase the community's uniqueness. Community consultation will occur with residents to provide an education/awareness presentation on Municipal Cultural Planning and discuss what culture means to the residents of the Township of Huron-Kinloss. The project started in June 2012 and it will be finished with the preparation of a Municipal Cultural Plan by 2013.

Township of Huron-Kinloss Strategic/Sustainability Plan

In 2013, the Township of Huron-Kinloss intends to prepare a strategic/sustainability plan. The process will engage Council, staff, residents and other community stakeholders in community consultation (focus groups) to establish a clear vision for the future of the Township and develop policies for adapting the delivery of Township services to achieve this vision. The focus group discussions will target the agricultural sector; industrial/commercial sectors; social/quality of life (education, health and cultural/recreation); transportation; youth and seniors. The strategic/sustainability plan will build upon and complement the Township's current Official Plan, Business Retention and Expansion Plan, Cultural Plan and proposed Community Improvement Plan.

3.2 Process & Public Consultation

The Spruce the Bruce (STB) team collected background information in the summer of 2010 regarding the health of downtown Ripley and Lucknow in order to develop a structured and focused downtown revitalization program. The STB team solicited feedback from a number of sources. The sources were:

1. Community stakeholders which undertook a number of Diagnostic Tool exercises;
2. Business stakeholders through the Key Informant interviews;
3. Public input through the Resident's Survey; Photo Survey; and Public Workshop.

Strong public support for revitalization projects within the Community Improvement Plan areas were expressed in a variety of settings leading up to the preparation of the Community Design Toolkits for Ripley and Lucknow.

Specific comments made through public consultation processes have led to the prioritization of six focus areas within this Community Improvement Plan:

- Façade Improvement Grant Programs;
- Storefront Sign Improvement Programs;
- Streetscape Beautification, Signage and Landscaping Improvements;
- Public Space, Parks and Recreation Works;
- Infrastructure Works/Building Restoration and Accessibility Enhancements; and,
- Community Energy Efficiency.

3.3 Supporting Planning Policies

Township of Huron-Kinloss Local Official Plan

The Township of Huron-Kinloss Local Official Plan establishes local authority and criteria for selecting Community Improvement Areas and for implementing the Community Improvement Plan.

Criteria for Selection of Community Improvement Areas

The following criteria shall be used in the selection of a community improvement area(s):

- 1) Deficiencies in the condition and adequacy of commercial areas including areas within commercial building or building facades which exhibit structural deficiencies or need for rehabilitation, inappropriate signage, insufficient off- street parking, the need for improvements to the commercial streetscape, etc.
- 2) Deficiencies in pedestrian access to commercial businesses and recreational assets or inadequate vehicular access or traffic circulation within the commercial areas.
- 3) Deficiency in the availability and/or condition of municipal hard services such as roads, sanitary sewers, water systems, storm water drainage, sidewalks, street lighting, or hydro.
- 4) Deficiencies in the availability and/or condition of municipal recreation facilities such as parks, playgrounds, arenas, community centres or trails, etc.
- 5) Deficiencies in the availability and/or condition of municipal, social and cultural facilities such as administration offices, meeting rooms, galleries or libraries, etc.

Implementation Guidelines

In order to carry out the Goals and Objectives of the Community Improvement Plan, Council may:

- 1) Provide for the preparation of a "Community Improvement Plan" for a Community Improvement Project Area pursuant to Section 28(4) of the Planning Act, R.S.O. 1990, as amended.
- 2) Designate by By-law the Community Improvement Project Area pursuant to Section 28(2) of the Planning Act, R.S.O. 1990, as amended.
- 3) Participate and coordinate with senior levels of government. The County of Bruce Official Plan Section 6.13 encourages local municipalities to prepare Community Improvement Plans where appropriate.
- 4) Cooperate with groups and organizations whose objectives include community improvements and rehabilitation initiatives.
- 5) Utilize public funding available to municipalities from provincial and federal programs to assist in implementing community improvements.
- 6) Support and encourage the business improvement area organizations in their efforts to maintain a strong and vibrant business area.

Community Improvement Project Area

The boundaries of the Community Improvement Project Area are established through the Community Improvement Plan and are considered approximate and minor adjustments may be made without an amendment to this Plan, provided that the overall intent is maintained.

It is the Official Plan's intent that community improvement projects be undertaken in identified areas as needed, whenever funds are available, provided Council is satisfied that the municipality can reasonably finance and afford the cost or its share of the cost.

Phasing

It is the intention of this policy that a prioritized list of Community Improvements be identified in a Community Improvement Plan and not as part of the Community Improvement policies of this Official Plan.

In considering the phasing of improvements, priority will be given to those projects that will most substantially increase the safety, stability and aesthetic quality of the community. The public consultation may be utilized as a basis for the phasing of improvements and rehabilitation projects.

It is the intention of this policy that Community Improvement priorities are subject to a review as a result of changes in economic, social or environmental considerations, and the availability of funding.

4. AUTHORITY

The Township of Huron-Kinloss has identified a Community Improvement Project Area for each of the two urban communities within the Township boundaries (see Appendix 'A'). Under Section 28 and 17 of the Planning Act, RSO 1990, these Official Plan provisions give the Township the authority to:

- 1) Designate by by-law areas as Community Improvement Project Areas.
- 2) Prepare and adopt a Community Improvement Plan for the Project Areas.

This Plan gives the Township the authority to offer incentives notwithstanding certain statutory limitations in the Municipal Act, 2001.

The Community Improvement Plan is consistent with Provincial Policy, legislation and guidelines and implements the County of Bruce Official Plan and Township of Huron-Kinloss Local Official Plan, Ripley and Lucknow Streetscape Study, Community Design Toolkits, and Township of Huron-Kinloss Zoning By-law.

5. COMMUNITY IMPROVEMENT PROGRAMS

All programs and initiatives undertaken in the Community Improvement Plan Project Areas should strive to enhance the identity highlighted in the Community Design Toolkits as approved by Township Council in 2011 and as amended. The goal of each of these programs is to create a sense of place and make the local community successful and realize the economic and social benefits available to each of the Project Areas.

5.1 Façade Improvement Grant Program (Financial Incentive-Based Program)

As a result of the Huron-Kinloss Action Plan, First Impressions and Streetscape Study, the Spruce the Bruce Committee of the Township suggested implementing a Façade Improvement Grant Program.

As per Section 28(7.3) of the Planning Act, all grants, loans and tax assistance may not exceed the eligible cost of remediating the lands and/or buildings. It is the intent of the Township of Huron-Kinloss to provide assistance grants and /or loans available for a

portion of the project costs for exterior improvements to the visible facade of existing buildings in the Ripley and Lucknow CIP Project Areas.

5.2 Storefront Sign Improvement Program (Financial Incentive-Based Program)

Downtown and commercial buildings and establishments define the street and are a major contributor to the character of the community. Clear and effective storefront signs have a large role to play in communicating the services and features on offer and in encouraging passers-by to stop and discover what that town has to offer.

As per Section 28(7.3) of the Planning Act, all grants, loans and tax assistance may not exceed the eligible cost of remediating the lands and/or buildings. It is the intent of the Township of Huron-Kinloss to make available through this Community Improvement Plan a financial incentive grant and /or loan program to promote businesses to revamp their storefront signs and awnings. These incentives will be available to cover a portion of the project costs of the exterior sign and / or awning improvements on an existing building in the two CIP Project Areas.

5.3 Streetscape Beautification, Signage & Landscaping Improvements (Township-Driven Program)

The Township of Huron-Kinloss recognizes that healthy and vibrant downtowns and commercial areas are key components in defining a community's identity. The Township has committed extensive revitalization efforts in Ripley and are committed to ongoing revitalization efforts through the Streetscape Study for Ripley and Lucknow including: replacing/adding light standards, street furniture (benches, banners, planters, garbage/recycling receptacles) and improved signage.

5.4 Public Space, Parks and Recreation Works (Township-Driven Program)

The Township has engaged in three major capital projects geared to enhance, preserve and derive more economic benefits from public spaces within the CIP Project Areas including: (1) outdoor street furniture in downtown Ripley and Lucknow; (2) increased signage in downtown Lucknow; (2) replacement of light standards in downtown Ripley; and, (3) revitalization of Lewis Park in Ripley (including seasonal public washroom facilities).

In the future, the Township wishes to engage in more major capital projects including: (1) replacement of light standards in downtown Lucknow; and, (2) work with the County of Bruce Highways Department to implement traffic calming measures on Bruce Road 86 in the downtown Lucknow area.

5.5 Infrastructure Works/Building Restoration and Accessibility Enhancements (Financial Incentive-Based Program)

The Township recognizes that in order to attract business owners and encourage shopping by local residents and tourists, there needs to be the availability of structurally sound buildings and safe public access for physically-challenged individuals to

patronage businesses. The Township of Huron-Kinloss intends to establish a Tax Increment Equivalent Grant (TIEG) program to provide tax assistance to private land owners in order to encourage private sector investment in properties and buildings. The TIEG program will provide tax assistance equal to all or a portion of the municipal property tax increase (increment) following the completion of a project owned by a private land owner that has resulted in an increase in the assessed property value. The time period for the TIEG program is subject to Council's discretion up to a maximum of 10 years per project, or until eligible remediation and redevelopment costs have been offset, whichever comes first. It is the intention of the Township of Huron-Kinloss to provide the TIEG program to the Ripley and Lucknow CIP Project Areas for the following:

1. Remediation purposes to assist in bringing existing buildings up to current Ontario Building Code standards; and,
2. Accessibility enhancements to downtown and commercial businesses for wheelchair accessible entrances and ramps.

5.6 Community Energy Efficiency (Financial Incentive-Based Program)

Energy efficiency and energy conservation are important to the environmental, social, physical and economic health of a community. The Township of Huron-Kinloss is committed to energy efficiency and conservation in all of its Township-owned buildings and intends to establish a financial incentive grant program to provide assistance to downtown and commercial private property owners in Lucknow and Ripley for energy efficiency and conservation for the following:

1. Construction of new green buildings that meet LEED (Leadership in Energy and Environmental Design) certification standards;
2. Retrofit of existing buildings for energy efficiency (i.e. replacement of lighting, doors, windows, insulation, heating, etc.); and,
3. Alternative energy generating sources (i.e. rooftop solar panels).

6. IMPLEMENTATION

6.1 Program Criteria

Township Council may prepare and adopt a set of Program Guidelines and procedures to establish the specifics of how the Plan components will operate. The Guidelines will address such issues as the nature of improvement projects that will be approved, the application and approval procedures, requirements for legal agreements, and in the case of competing projects (where applicable) how decisions will be made as to which project receives priority approval.

6.2 Program Guideline Framework

The Community Improvement Program(s) development shall be based on the following framework:

1. Introduction / Overview
 - i) Program objective and details

2. Program Funding
 - ii) Overview of Municipal funding
3. Design Criteria and Guidelines
4. Eligibility and Program Area
 - i) Eligibility Criteria (see below)
 - ii) Financial Incentive (see below) and Program Funding
 - iii) Applicant responsibilities
 - iv) Considerations (compliance with guidelines)
 - v) Area of application
5. Methodology / required elements (creativity, innovation, public participation)
 - i) Review Criteria
6. Program Administration
 - i) Application process (submission deadlines and other requirements, timelines, number of grants per year, etc.)
 - ii) Improvements eligible for funding (i.e. signage, illumination, awnings, painting, cladding, etc.)
 - iii) Administration (review, evaluation, approval, agreements, inspections, completion)
 - iv) Program Monitoring
 - v) General Terms
 - vi) Other Program Participation

6.3 Eligibility Criteria

1. Township Council, upon recommendation from Township staff, shall determine those properties eligible for the program based on, among other matters, the condition of existing buildings, the level of Township participation in the project (if any) and other relevant considerations.
2. Only applications for commercial properties within the designated Community Improvement Project Areas will be eligible. The Township's approval process for applications is to be in the Program Guidelines.
3. An application for a Community Improvement Incentive under the above noted programs must be consistent with the Official Plan, Community Improvement Plan, and any other design guidelines that may be implemented for the Community Improvement Areas. Priority will be given to those applications which most closely meet the Program Guidelines that will be developed with the Framework as outlined below. Additionally, the Township at its sole discretion may elect to offer partial funding of any application.
4. Priority for commercial properties within the designated Community Improvement Plan Project Areas will be given for the following programs:
 - i) Façade Improvement Grant Program
 - ii) Storefront Sign Improvement Program

- iii) Infrastructure Works/Building Restoration and Accessibility Enhancements
 - iv) Community Energy Efficiency
- 3. Any applicant to a Community Improvement Plan Program must be the registered owner of the property or an authorized agent. If a tenant wishes to apply, a letter from the building owner approving the work to be done is required.
- 4. The total of the financial incentive (refunds, grants, loans, and tax assistance) shall not exceed the cost of improvements made to any buildings or lands.
- 5. Projects must be completed and invoices paid within the same calendar year of the applicable Program or the date of agreement whichever comes first.
- 6. Eligible proposals may receive reduced funding if they are already receiving public assistance from other sources.
- 7. Financial Incentives are not permitted to be retroactive, and only projects commencing following the approval of the project funding will be considered.
- 8. Eligible project costs must be actual cash outlay to third parties acting at arms' length and which can be documented through original invoices or proofs of payment. Applicants will provide a minimum cash contribution to the project as outlined under Financial Incentive depending on the type of Incentive that is implemented.
- 7. Applicants must not be in default of any municipal taxes or local improvement charges.
- 8. Applicants must comply with all provincial and local laws and regulations pertaining to licensing, permits, building code and zoning requirements. The Applicant is responsible for obtaining all building and other required permits and must be in conformance with all applicable health and safety standards.
- 9. The owner/ applicant who is the recipient of funding from an incentive program shall enter into an agreement with the Township stipulating at a minimum:
 - i) Terms of the financial agreement;
 - ii) Timetable for provision of agreement and completion of the project; and,
 - iii) An undertaking by the owner to satisfy all municipal and other relevant laws and requirements for the project.

6.4 Financial Incentive

1. Township Council, at its sole discretion and on an annual basis, shall determine the monies to be made available to both the Financial Incentive-Based and Township-Driven Program(s). Council will determine the maximum contribution to be made available to the various programs under this Community Improvement Plan for the current year. Council reserves the right, where project numbers exceed expectations, to offer financial incentives to eligible projects on

a 'first come first served' basis. References to monetary values and formulae identified in brackets are included as examples only, and are at the discretion of Council.

2. Where applicable, financial incentive can be administered to the various Community Improvement programs in the following ways:

- i) Grant Financial Incentive

- i) Where a proposed project satisfies the relevant Township guidelines, a grant to cover up to 50% of the capital cost of the improvement to a maximum of \$10,000 may be available on approved applications. Capital costs may include professional design fees, material, labour and taxes necessary to complete the eligible work. In the event a project involves a second improvement, a grant of up to 50% of the capital cost to a maximum of \$15,000 may be approved.

The grant would be payable after the applicant executes a Commitment Agreement with the Township, construction is complete and has been inspected by the appropriate approval authority, and upon presentation of proof of accounts paid for the completed project. A maximum of one year is allowed for completion. The Agreement would specify eligible works and require no changes to work on the improvement for five years without municipal approval.

- ii) Where a proposed project satisfies the relevant municipal guidelines, a grant to cover up to [33%] of the eligible cost of the improvement to a maximum of [\$10,000] may be available on approved applications. Eligible costs may include professional design fees, material, labour and taxes necessary to complete the eligible work. In the event a project involves a second improvement, a grant of up to [50%] of the eligible cost to a maximum of [\$15,000] may be approved.

The grant would be payable after the applicant executes a Commitment Agreement with the Township, construction is complete and has been inspected by the appropriate approval authority, and upon presentation of proof of accounts paid for the completed project. A maximum of one year is allowed for completion. The Agreement would specify eligible works and require no changes to work on the improvement for five years without Township approval.

- ii) Loan Financial Incentive

Where a proposed project satisfies the relevant municipal guidelines, an interest-free loan to cover up to [33%] of the eligible cost of the improvement to a maximum of [\$10,000] may be available on approved applications. Eligible costs may include professional design fees, material, labour and taxes necessary to complete the eligible work. In the event a project involves a second improvement, a grant of up to [50%] of the eligible cost to a maximum of [\$15,000] may be approved.

The loan would be payable after the applicant executes a Commitment Agreement with the municipality, construction is complete and has been

inspected by the appropriate approval authority, and upon presentation of proof of accounts paid for the completed project. A maximum of one year is allowed for completion. The Agreement would specify eligible works and require no changes to work on the improvement for five years without municipal approval. The Agreement will stipulate the repayment schedule.

iii) Tax Increment Equivalent Grant (TIEG) Program Financial Incentive

Where a proposed project satisfies the relevant municipal guidelines to bring buildings up to current Ontario Building Code standards, a TIEG may be available on approved applications. The TIEG program provides tax assistance equal to all or a portion of the municipal property tax increase (increment) following the completion of a project owned by a private land owner that has resulted in an increase in the assessed property value. In year one of the program, the grant to the property owner is equal to 100% of the tax increment. Thereafter, the grant decreases by 10% per year (i.e. year two = 90%, year three = 80%, and so on up to year five).

6.5 Participation

In order to carry out the Community Improvement Goals and Actions of this Plan, the Township may participate and coordinate in grants or loans with other levels of government pursuant to Section 28(7.2) of the Planning Act, R.S.O. 1990 for the purpose of carrying out a Community Improvement Plan.

7. MONITORING

The Township will conduct an annual review of the programs being implemented under this Community Improvement Plan with a report to Council to determine their effectiveness and whether funding levels should be increased or decreased, or whether modification to the programs should be made.

The Township shall ensure the Community Improvement Plan programs operate in accordance with any applicable Provincial legislation and any other applicable policies.

The Township may conduct a review of the use of incentives for any approved project, as it determines necessary. Further, the terms and conditions of the Financial Incentive Program(s) may be amended as a result of the monitoring efforts, or the Program(s) may be discontinued.

The CIP will be monitored on an **annual** basis to determine the following:

- Whether established targets for each Program uptake are being met;
- If the desired outcomes for the CIP areas are being achieved;
- If the program participants are completing their commitments; and
- An analysis of the full benefits and costs of each program.

8. FINANCIAL MANAGEMENT

8.1 Timeframe

It is the intent of the Township that the provision of any grant or loan as described herein will be implemented over a ten (10) year period. All incentive programs contained in the Community Improvement Plan shall commence following the approval and adoption of the Plan. Any costs incurred prior to approval and adoption of the Community Improvement Plan will not be eligible for reimbursement.

8.2 Amendments

Terms and conditions of any grant or loan program and administrative procedures may be changed, altered, amended or modified by the Township of Huron-Kinloss without the necessity of an amendment to this Community Improvement Plan. The Township may discontinue, or cancel any program, or decrease program funding without requiring an amendment to this Plan.

Amendments to the Community Improvement Plan may be required for:

- A change or expansion in the geographical area to which financial or land programs outlined in the Community Improvement Plan apply;
- A change in eligibility criteria;
- The addition of new municipal assistance programs involving grants, loans, tax assistance or land; and
- An increase to a financial incentive to be offered to a program(s), regardless of its significance.

The Township will also pre-consult with the Ministry of Municipal Affairs and Housing on all amendments in order to assess additional liability which may be incurred by the Township.

9. DURATION

This Community Improvement Plan shall be in effect for 10 years, subject to the date of approval and adoption of the Plan. After a ten year time period has ended, the Township shall adopt a new Community Improvement Plan.

Schedule A-1

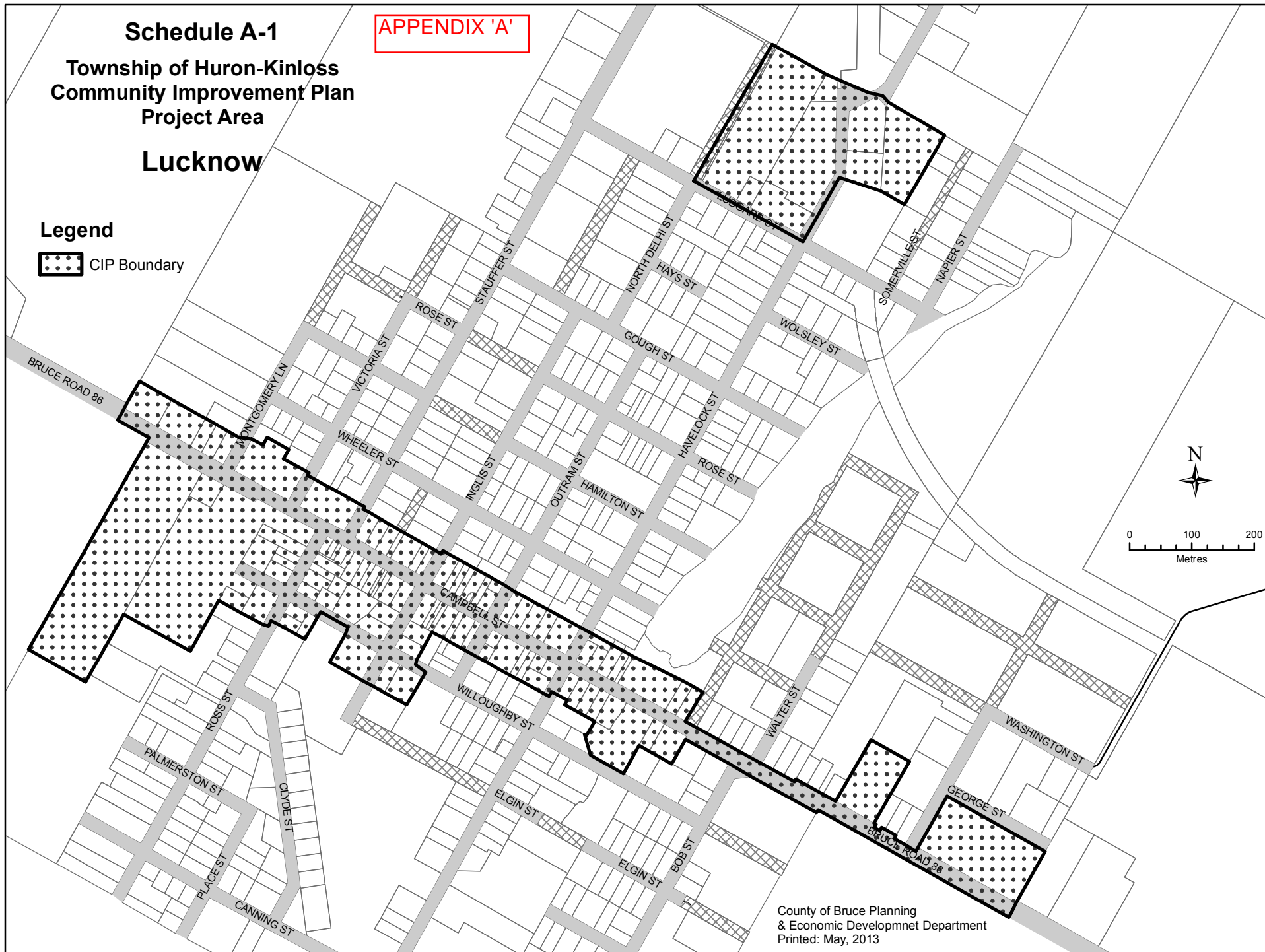
Township of Huron-Kinloss Community Improvement Plan Project Area

Lucknow

APPENDIX 'A'

Legend

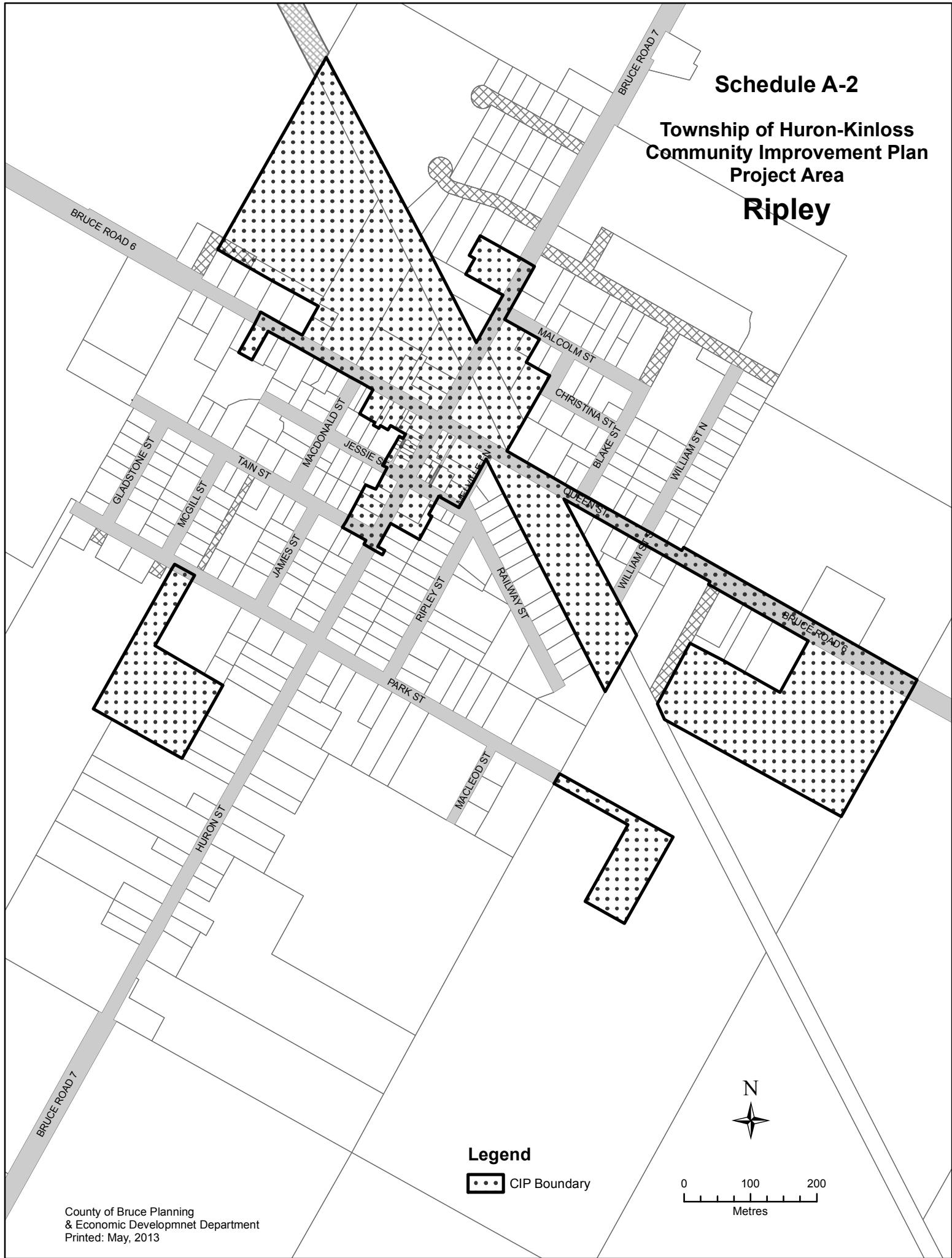
 CIP Boundary



Schedule A-2

Township of Huron-Kinloss Community Improvement Plan Project Area

Ripley



Huron-Kinloss

VISIONING COMMITTEE



Action Plan

Huron-Kinloss

PROMOTION & DEVELOPMENT COMMITTEE

ACTION PLAN

Community Resource Center - Municipal

- Closed in Summer 2003 – lack of funding – now have Service Ontario in Kincardine

Pro-Business Environment – Municipal & Bruce Community Futures Development Corp.

a) Official Plan

- Completed

b) Industrial & Commercial Data Base – Municipal & BCFDC.

- the website www.bruceinvest.com contains available industrial & commercial properties

Tourism Development - Huron-Kinloss Promotion & Development Committee

a) Events Co-ordinator

- No co-ordinator hired due lack of funding

b) County Music Festival Team

- Lucknow's Music in the Fields

Natural Gas

- Not feasible

Lucknow Town Hall Theatre – Huron-Kinloss Promotion & Development Committee

- Hawk Players Community Theatre Group is active

Downtown Beautification – Theme – Municipal & Huron-Kinloss Promotion & Development Committee

a) Ripley

- Ongoing

b) Lucknow

- Ongoing

c) Ripley's Downtown Improvement – Municipal

- Infrastructure – completed
- Façade Improvement - ongoing

d) Community Improvement Plan – Municipal

- OP policies adopted, need to develop plan

Trails Development – Municipal & Trail Committee

a) Ripley

- Property purchased

b) Marketing

- Implement Master Plan
- Develop a marketing brochure featuring all trails – Lucknow, Point Clark, Ripley & County Forests

Franchise & Distributorships - Huron-Kinloss Promotion & Development Committee

- Resource Centre had information available - dated

Industry Search- Huron-Kinloss Promotion & Development Committee

- Defer to a much later date

Business Retention & Expansion - Huron-Kinloss Promotion & Development Committee

- Never completed.

Business Association - Huron-Kinloss Promotion & Development Committee

- Two events per year - St. Patrick's Day & Fall
- Last event for March 2003
- Huron-Kinloss Business Association never materialized

Accommodations - Huron-Kinloss Promotion & Development Committee

a) Promote Bed & Breakfasts

- Fee for service through Community Resource Centre

b) Accommodations

- Fee for service through Community Resource Centre

c) Investment Package

- Attract motel/hotel – never completed
- Attract residential development – never completed

Farm Practices- Municipal

- Nutrient Management provincial responsibility
- Safety – held some seminars - OMAFRA

Niche Market Development & – Value-Added Processing -Private Sector

- Bruce Huron Produce Auction & Grassroots

Seniors Housing/Retirement Community – Municipal

- R-Villa Expansion – Nine Mile Villa – Inverlyn Estates – Several Private Developments

Senior Transportation & Senior Connect - Municipal

- Through Resource Centre establish connections

Youth Council – Job Fair – Trade School- Huron-Kinloss Promotion & Development Committee

- Lost momentum when members left for school – one job fair

Huron-Kinloss

PROMOTION & DEVELOPMENT COMMITTEE

April 29th, 2003

7:30 pm – Municipal Office - Ripley

AGENDA

MEMBERS

Tracy Meurs	[P]
Pat McKillop	[P]
Joye Hunt	[P]
Rick McMurray	[P]
Randi Edwards	[P]
Mitch Twolan	[P]
Paul Zinn	[P]

RESOURCE PEOPLE

Mary Rose Walden, Administrator	[P]
Marilyn Fischer, Resource Centre	[P]

1.0 CALL TO ORDER

2.0 DISCLOSURE OF PECUNIARY/CONFLICT OF INTEREST

Name	Item	Nature of Interest
------	------	--------------------

3.0 ADOPTION OF MINUTES

ADOPT MINUTES

3

Moved by Joye Hunt
Seconded by Pat McKillop

THAT the Huron-Kinloss Promotion & Development Committee hereby adopts the February 20th, 2003 meeting minutes as written.

Carried

4.0 DELEGATIONS

5.0 REPORT OF SUB-COMMITTEE CHAIRS

5.1 Youth

Randi will report on the Youth Committee.

ACTION: Recruiting new members all members currently are graduating except for one, we have recruited one new member. We are advertising with flyers at the school and word of mouth. We are

organizing a reading challenge within the schools whoever is the top reader wins a pizza party and a prize. We are also planning the job fair for the fall of 2003 and the Preteen dance at the winter carnival.

6.0 MEMBER REPORTS

7.0 PRIORITIES OF THE HURON-KINLOSS PROMOTION & DEVELOPMENT COMMITTEE

7.1 Your Resource Centre

Marilyn has prepared a proposal, which is attached.

STAFF COMMENTS: The Committee will have to decide whether or not to approve the proposal. If approved we will forward to Council for ratification and pursue funding options. Sharon Stasuik will be in Ripley June 18, 2003 at the Resource Centre.

ACTION: HRDC will not find further fund the program; there is already employer assistance subsidy in Kincardine and Wingham. The Committee would also request a detailed business plan before any funding is applied for.

Moved by McKillop
Seconded by Hunt

RESOURCE CENTRE	4	THAT the Huron-Kinloss Promotion & Development Committee hereby adopts the Resource center principal and request Council approval to further seek funding option.	Carried
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7.2 Community Improvement Program

Attached is a report presented to Council during budgeted deliberations.

STAFF COMMENTS: Council has approved developing a Community Improvement Program. Would you like to appoint a sub-committee or would you like to work on it as a group?

ACTION: Tracey Meurs and Joye Hunt would like to be on the sub-committee.

8.0 FINANCE

8.1 Huron-Kinloss Business Dinner – April 5th, 2003

Below is the statement

<u>Revenue</u>		<u>Expenses</u>	
Registrations (17.50 each)	\$1,470.00	Catering by Willoughby's	\$1,215.00
Bar Sales and Returns	\$ 474.00	Gary Ballagh - Speaker	\$ 380.24
Resource Centre	<u>\$ 380.24</u>	Ripley-Huron Community Centre	\$ 508.79
		Everlasting Flowers & Gifts	\$ 99.90
		Beer/Liquor (wine \$210.)	\$ 523.57
		License	\$ 75.00
Total	\$2,324.24		

Tablecloths	\$ 275.28
Total	\$3,077.78
Grand Total Revenue/-Loss	\$ (753.54)

STAFF COMMENTS: Thanks to everyone for their assistance

ACTION: Received a letter from Point Clark Business Association regarding how much they enjoyed the Dinner. It was further reported that Marilyn has Sharron Stasuik coming to Ripley on June 18th, 2003.

9.0 NEW BUSINESS/GENERAL COMMENTS

9.1 Future of the Committee

I was requested to place this on the agenda.

STAFF COMMENTS: None at this time.

ACTION: The Committee shall review and update the action plan

Moved by McMurray
Seconded by McKillop

THAT the Huron-Kinloss Promotion & Development Committee hereby elect Tracy to prepare a summary of accomplishments of the committee concluding with a recommendation to the committee that will address any issues within the scope of our mandate.

Carried

9.2 Stop & Shop Sign

STAFF COMMENTS: We have nine confirmed spots; the LCBO is awaiting approval from head office. I have approached the Strawberry Summerfest Committee but have had no reply. I am just waiting for approval from Huron County on the location and budget approval.

ACTION: Noted

10.0 ADJOURNMENT

Moved by Paul Zinn
Seconded by Mitch Twolan

ADJOURN

THAT the Huron-Kinloss Promotion & Development Committee does now adjourn to meet again on the Call of the Chairperson.

Carried

Huron-Kinloss

PROMOTION & DEVELOPMENT COMMITTEE

ACTION PLAN

Community Resource Center - Municipal

- Grand Opening in December

Pro-Business Environment – Municipal & Bruce Community Futures Development Corp.

a) Official Plan

- should be completed by the end of the year
- zoning will be worked on this winter

b) Industrial & Commercial Data Base – Municipal & Bruce Community Futures Development Corp.

- the website www.bruceinvest.com contains available industrial properties and soon will list available commercial properties

Events Co-ordinator – Joye Hunt, Mike Fair & Crystal Elliott

- wind festival, lighthouse festival & strawberry festival
- hiring one person to co-ordinate all three festivals – profits in the second year would pay the wage
- approach Council in April 2003

Lucknow Town Hall Theatre – Huron-Kinloss Promotion & Development Committee

- Anthony Sharp has volunteered to be the Theatre Co-ordinator
- HK Players Community Theatre Group is active

Downtown Beautification – Theme – Municipal & Huron-Kinloss Promotion & Development Committee

a) Ripley

- Sign By-law – Pat will review by-laws
- Theme promotion education – Friends of Ripley

b) Lucknow

- Sign By-law - Pat will review by-laws
- Theme promotion – education – Mary Rose will have brochure out by the end of the year

c) Ripley's Downtown Improvement – Municipal

- Promotion and education through Friends of Ripley

d) Community Improvement Plan – Municipal

- Tied to the Official Plan – February 2003

Trails Development – Municipal & Trail Committee

a) Ripley

- Township of obtain ownership – work with Friends of Ripley & Trail Committee

b) Marketing

- Connect Ripley & Lucknow utilizing County forests.
- Develop a marketing brochure featuring all trails – Lucknow, Point Clark, Ripley & County Forests

Franchise & Distributorships - Huron-Kinloss Promotion & Development Committee

- Resource Centre will have information available

Industry Search- Huron-Kinloss Promotion & Development Committee

- Defer to a much later date

Business Retention & Expansion - Huron-Kinloss Promotion & Development Committee

- Contact Bruce Community Futures Development Corp.

Business Association - Huron-Kinloss Promotion & Development Committee

- Two events per year - St. Patrick's Day & Fall
- Schedule an event for March 2003

Accommodations - Huron-Kinloss Promotion & Development Committee

a) Promote Bed & Breakfasts

- Fee for service through Community Resource Centre

b) Accommodations

- Fee for service through Community Resource Centre

c) Investment Package

- Attract motel/hotel
- Attract residential development

Updated October 17th, 2002

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BACKGROUNDER

The Huron-Kinloss Promotion and Development Committee has been the driving force behind the development and presentation of the following Huron-Kinloss Action Plan. This committee of interested local business and community residents convened in May 1999, with two stated objectives:

- a) To create a local marketing tool for use in the attraction of workers and their families related to the Westcast development (location of new foundry operations in Wingham bringing hundreds of jobs);
- b) The development of a Huron-Kinloss "VISION" related to the economic development of Huron-Kinloss, including the identification of economic development issues, priorities and specific actions.

In October 1999, the first objective was successfully completed with the release of the community location brochure titled "Discover Lucknow". This activity was finalized prior to the initiation of the second objective and therefore does not fall within the scope of this report.

Focus was then dedicated toward the second objective being the process and resources needed to conduct a community-based visioning process. The following report has been prepared to provide details related to this major project initiative, including:

- Project Objectives and Scope
- Funding Partners
- Community Consultation Process
- Highlights of Findings
- Identified Priority Actions
- Recommendations for Implementation

With acceptance of this report, the Huron-Kinloss Visioning Committee will have satisfied the major objective. As Chair of the Huron-Kinloss Visioning Committee, I respectfully submit the following report.

Barb Fisher
Barb Fisher, Chair – HKVC

ACKNOWLEDGEMENT

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

Committee Members:

Tracy Meurs, Chair	Mitch Twolan
Tracey Londry	Pat McKillop
Paul Zinn	Rick McMurray
Chris Freeman, Recorder (staff)	

Many Huron-Kinloss residents also volunteered as sub-committee members. Special recognition is extended to the Huron-Kinloss Visioning Committee members:

Small Business/Industry

Joye Hunt	Lillian Abbott
Crystal Elliott	Rick McMurray
Wilf Gamble	Jim Hanna
Steve Freeman	Dianne Heinisch

Tourism & Agriculture

Dorothy Needham	Peter Steer
Judi DeBoer	Walter Dickie
Mitch Twolan	Joye Hunt
Grant Collins	Mike O'Neil
Gerald Doelman	Susan Christie
Vicky Morrison	Pat McKillop

Seniors

Gwen Harrison	Howard Harrison
Tracy Londry	Teresa Driver
Hugh Mason	Leo Murray
Wilda McArthyr	Janet Cress
Paul Zinn	

Youth

Christine Heinisch	Jim Needham
Mike Fair	Mark Elliott
Joan Black	Keith VanDerHoek
Tracy Meurs	Shannon Walden
Candice VanDerHoek	Alicia Thacker
Sarah Mann	Elyse DeBruyn

The Committee also had available ex-officio representatives who provided assistance and information:

Resource Persons:

Maureen Schmidt, Human Resource Development Canada, Walkerton

Charly Christiansen, Ministry of Training, Colleges & Universities

Lauri Cunningham, Bruce Community Development Corporation

Mary Rose Walden, Huron-Kinloss Municipal Office

Laura Haight, Huron-Kinloss Municipal Office

VISIONING PROCESS - RATIONALE

Two key factors directly account for the decision to embark on an economic strategic planning process, being:

Municipal Amalgamation

In January 1999, the new municipality of Huron-Kinloss was formed. This included the Villages of Ripley and Lucknow as well as the Townships of Huron and Kinloss. It was determined that a community-based strategic planning process would be timely and assist with enhancing the economic understanding and linkages within the new municipality.

Wescast Industries

In the winter of 1999, Wescast Industries announced a new foundry facility to be located in Wingham situated twenty kilometers southwest of Lucknow. This was the deciding factor in creating a promotional tool to attract workers to locate in Lucknow and area. As a result of the new manufacturing plant, Wescast projected short-term employment requirements of over three hundred workers with an additional two hundred employees over the next two-three years. The Huron-Kinloss Promotion and Development Committee saw this as an opportunity to promote Huron-Kinloss as a residential location as well as a source of new worker recruitment. Further, it was felt that the Wescast operations could create additional spin-off small business opportunities.

Other factors supporting the initiation of such a process included:

➤ **Tourism**

Growing awareness of the shift in tourism trends and increased emphasis on tourism as an "economic generator", to which Huron-Kinloss could be well positioned to take advantage.

➤ **Senior Community**

Recognition that Ontario and Bruce County demographics demonstrate the increase demand in senior life-style amenities, and that action is needed to take economic advantage of this trend.

➤ **Small Business**

Appreciation of the upswing trend toward self-employment and small business activity, and the desire to be pro-active in helping small business develop and expand in Huron-Kinloss.

➤ **Ontario Hydro – BNPD**

Continuing economic impact and uncertainty related to the 1998 decision by Ontario Hydro to lay-up Bruce Nuclear Generating Station "A", and resultant transfer of workers out of the area.

Based on these factors, the Huron-Kinloss Promotion and Development Committee was formed. The first task was to research resources that could offer support and assistance toward the task of gaining community input and insight into the economic direction and future of the new municipality.

FUNDING PARTNERS

The Huron-Kinloss Promotion and Development Committee was successful in obtaining financial contributions from Huron-Kinloss Council, Human Resources Development Canada (HRDC) and the Ministry of Training, Colleges and Universities with in-kind contribution from Bruce Community Development Corporation. Funds were provided to initiate a 'community visioning process' resulting in the economic strategic plan that this document outlines.

Federal and Provincial government partners each contributed funding. The Township of Huron-Kinloss also approved a financial contribution signaling municipal recognition and commitment to the process. The nine-month visioning process began in January 2000, with completion in September 2000.

1.0 EXECUTIVE SUMMARY

The following report highlights the findings and recommendations related to advancing economic sustainability and development in Huron-Kinloss. This report is based on a community economic development process that recognizes and encourages a high degree of community consultation. Based on this principle, the directions and recommendations were formulated with the concurrence of the Visioning Committee and Sub-Committees.

It is important that two of the key recommendations be adopted, the creation of a "Community Resource Centre" and the hiring of an Events Co-ordinator. These will ensure the implementation of most of the priorities as identified through the sub-committees. It was the consensus that these community resources will provide the best opportunity to build a stronger, more unified community while developing new economic activities.

These resources, combined with other programs and investments, will support the priorities and recommendations of the sector sub-committees, including:

Small Business & Industry:

- Downtown Beautification
- Explore Industry and Business Opportunities
- Implement "Business Retention & Expansion" initiative
- Expand the Chamber of Commerce

Tourism & Agriculture:

- Develop a major Country Music Festival
- Promote increased Accommodation facilities
- Investigate Trail Development
- Identify agricultural Niche Market potentials
- Promote input into Farm Practice changes
- Explore value-added processing opportunities

Seniors:

- Promote expansion of senior housing
- Improve access to transportation for seniors
- Establish a seniors network and registry to offer support and skills

Youth:

- Create a Youth Council as a formal link to decision-making
- Host a Job Fair
- Investigate the possibility of a Trade School

2.0 SCOPE OF THE VISIONING PROCESS

The completion of this document represents the first economic strategic plan specifically prepared for the new municipality of Huron-Kinloss. A defining objective set out by the Committee and funding partners was that the Visioning Process provide full opportunity for input from all residents (both full-time and seasonal). It was intended that key sectors of the economy be included throughout the planning process.

It was decided that a consultant or project manager would be retained to provide expertise and leadership in the design of the process, analysis of information and input, as well as the preparation of the final report. After review of several possible candidates, the Committee retained the services of Barb Fisher, President of StratDev. Inc. The major stated outcome of the letter of engagement with StratDev. Inc. was:

“...Prepare a final report at the end of the visioning exercise, which will identify what the visioning process has yielded. It shall also identify what specific short and long-term goals or projects will be undertaken and which group or body is responsible to ensure the project is carried out. The report shall also outline a recommended procedure to follow which will help ensure that the visioning exercise will have a life of its own and carry on in the future.”

A strong working relationship was forged between the Huron-Kinloss Promotion and Development Committee and StratDev. Inc., with full discussion and input into the planning process design and the tools used to generate public comment. As the initiators of this strategic planning process and lead agents in the community, Committee members actively participated in all aspects of the process including public relations, sub-committee work, group facilitation as well as advertising and promotion.

3.0 COMMUNITY PARTICIPATION:

As stated previously, the intent of the community visioning process was to maximize opportunity for input from all Huron-Kinloss residents. The process developed was designed to meet and exceed this objective and an active outreach component was undertaken. The following provides a summary of the major activities undertaken to satisfy full access and input into the planning process.

3.1 Huron-Kinloss Visioning Committee (HKVC)

To ensure broad sector representation to help guide the planning process, the Chair (Barb Fisher) and the Huron-Kinloss Promotion and Development Committee established a Huron-Kinloss Visioning Committee. Its sole mandate was to work with the Chair in developing a program that would solicit community input into the economic development issues and needs of Huron-Kinloss. This committee met on a monthly basis, offering input and direction as to the public meeting consultations, survey design and analysis, and identification of priorities and strategies.

This committee was initially composed of members of the Huron-Kinloss Promotion and Development Committee, but was subsequently expanded to include a liaison representative from each of the sub-committees, which were formed following the first public forum.

3.2 Public Meeting – Lucknow

The first major task of the Huron-Kinloss Visioning Committee was to host a public forum to:

- Explain the purpose of the "Visioning Process";
- Introduce the Huron-Kinloss Promotion and Development Committee & Huron-Kinloss Visioning Committee;
- Introduce the Consultant (Barb Fisher) retained to lead the strategic planning process;
- Outline the program to gain community comment and input related to the economic direction and priorities for the future;
- Provide opportunity for participants to identify issues, concerns and needs regarding key economic sectors;
- Recruit interested members of the public to participate on sector sub-committees.

Prior to the February 17, 2000 public forum in Lucknow, an aggressive advertising campaign was undertaken. This included editorials and ads in the Lucknow and Kincardine weeklies, invitations to various community groups and a mailout to all households.

Over eighty residents attended the evening session. This attendance is considered a strong response and confirms the interest of local residents to have input into the economic future of the area.

The forum was structured to be interactive. Everyone had the opportunity to discuss in small groups various factors considered important to the health and prosperity of Huron-Kinloss. Group facilitators and recorders used a prepared sector questionnaire to prompt discussion. Working tables of no more than eight persons were encouraged to identify issues or concerns related to:

- Small Business
- Industry/Manufacturing
- Tourism
- Agriculture
- Youth
- Seniors

Following the small group discussions, the Chair asked for interested individuals to volunteer their time and talent as members to one (or more) of the sector sub-committees. These sub-committees were established based on the above listing.

A detailed summary of the public forum input, by sector grouping, was prepared and subsequently submitted to the Huron-Kinloss Visioning Committee for consideration. Concurrently, the summary was distributed to those from the public meeting who indicated a desire to receive a copy.

3.3 Public Meeting – Point Clark

An observation following the first public meeting in Lucknow suggested that a separate meeting might afford seasonal residents the opportunity for input, while offering a convenient second opportunity for year-round residents. Therefore a second public meeting was held in Point Clark on May 23, 2000.

Approximately twenty residents attended the meeting. The objective of providing seasonal residents an opportunity for comment was achieved. The input from this meeting was distributed to the Huron-Kinloss Visioning Committee as well as Sub-Committees for their review and consideration.

3.4 Sub-Committees

As a follow-up action, the Chair established six sector sub-committees. Each had representation from the Huron-Kinloss Promotion and Development Committee, recruits from the public forum and others who expressed an interest in volunteering. Based on consensus, the six sub-committees were realigned into four, combining Tourism & Agriculture as well as Small Business & Industry. Sub-Committee participation also

included various government and area agency representatives as 'resource persons' offering information relevant to sub-committee considerations. The sub-committees met on a regular basis with the responsibility to guide community consultation processes, assess issues and gaps, review community input received, identify priorities and make suggestions regarding possible actions to address priority needs. The Chair of the Visioning Committee also Chaired each of the sub-committees.

From each of these sub-committees, a liaison representative was designated to also attend regular meetings of the Huron-Kinloss Visioning Committee. Liaison representatives reported on the activities of the sub-committee, contributing to improved communication and awareness of other sub-committee and planning process activities.

3.4.1 Small Business & Industry Sub-Committee

This committee undertook two major activities to gain information related to small business and industry in Huron-Kinloss. The sub-committee utilized an amended "Consumer Household Survey" originally produced by the Bruce Community Development Corporation (Bruce CDC). This survey was distributed to all households via the mail. To raise the awareness of this survey, a newspaper article alerted residents of its purpose and application. In addition, a cover letter accompanied each survey, asking for participation and indicating that individual responses/comments would be kept confidential.

The main purpose of the household survey was to help identify shopping trends and patterns, perspectives on local shopping factors and offer comments as to what opportunities may exist to strengthen or enhance local shopping decisions. Of the 3611 distributed surveys, 658 were returned, an 18% response rate, which is considered well above average for mail-in surveys.

A second survey was focused on obtaining input from the Huron-Kinloss business community. Again, the sub-committee altered the survey design provided by the Bruce CDC, to reflect more detailed local consideration. This survey was hand-delivered to all identifiable businesses in Huron-Kinloss, again noting that specific responses and comments would be held in confidence.

The survey was intended to solicit business perspectives on local business conditions, competitiveness with other shopping areas outside the Huron-Kinloss community as well as opportunities for new/expanded business development. One hundred and twelve surveys were returned, signaling a moderate response rate.

Detailed summaries of both surveys, combined with public forum meeting input and working committee discussions, provided the framework necessary for the Small Business & Industry Sub-Committee to complete a facilitated SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis. Based on these processes the sub-

committee identified priorities to address key needs and opportunities. These form the basis for the action plan presented in this report.

3.4.2 Tourism & Agriculture Sub-Committee

The Tourism and Agriculture Sub-Committee contributed strong input during the Visioning Process. The committee considered those factors identified through the public meetings, community surveys and discussion points raised through sub-committee meetings and the SWOT analysis process.

Based on the input received, the committee recognized the need to profile key action items to address tourism growth and agricultural concerns. As such, the priorities identified are intended to take advantage of tourism trends and agricultural factors influencing the business future of agriculture.

3.4.3 Seniors Sub-Committee

Throughout all facets of the "Visioning Process" the participation level by seniors in Huron-Kinloss was very strong. Insights and ideas generated by and for seniors were evident at both public meetings as well as through the high response to the 'Consumer Household' survey. Using this information, the Senior Sub-Committee completed a facilitated SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis.

This clearly revealed consistent themes and trends in what seniors believe to be community assets and liabilities, as it relates to their circumstances. Whereas, the seniors community is satisfied with the core services related to housing, medical care and recreational amenities, some gaps were noted as they relate to more specialized seniors housing complexes (e.g. "gated communities"). In addition, input received identified gaps in services and programs and/or lack of knowledge of available programs/services to help seniors maintain independence and involvement in the community.

Huron-Kinloss is home to a growing number of seniors. There exists both economic opportunities and challenges to sustaining and expanding programs/services and housing alternatives that reflect the needs and wants of current senior residents as well as those seniors who are looking at locating to the community. Based on these consistent themes, the Senior Sub-Committee was unified in identifying priorities for action.

3.4.4 Youth Sub-Committee

The youth representatives on the Sub-Committee were committed to the process and participated fully. Overall however, youth participation at the public meetings and

through the survey instruments was less than hoped. Regrettably, this lack of participation may signal an example of the lack of youth involvement within decision-making processes at the community level.

Despite this restriction, the committee worked to identify needs and concerns. It was recognized that Huron-Kinloss youth have no formal means of conveying issues or concerns to the broader community and there is a lack of access to decision-making and decision-makers. From the committee perspective, this is fundamental to effectively making recommendations that involve actions to address issues of particular interest to youth.

Based on the information available, the Youth Sub-Committee undertook a facilitated SWOT analysis, resulting in identified priorities.

4.0 ACTION PLAN – IMPLEMENTATION COMMITTEE

This "Action Plan" is the result of a number of dedicated individuals who have volunteered time and talent toward improving the economic and social health of Huron-Kinloss.

The Huron-Kinloss Promotion & Development Committee was the founding committee, taking the lead to initiate a community planning process. A "Visioning Committee" was established to guide the development of the "Huron-Kinloss Action Plan" process and recommendations. This committee comprised of all members of the Huron-Kinloss Promotion & Development Committee and was expanded to include liaison representatives from each of the sector sub-committees (Small Business/Industry, Tourism & Agriculture, Seniors and Youth) of the Visioning process.

With the release of this Action Plan, significant work and community outreach is necessary to undertake both the general recommendations as well as the sector specific recommendations identified in this report. A broad-based community committee will be a cornerstone to the successful implementation of the plan. To maximize community involvement and participation as this Action Plan unfolds, it has been agreed that the committee responsible for the plan be expanded.

IMPLEMENTATION RECOMMENDATION:

That the Huron-Kinloss Promotion & Development Committee be formally expanded to include:

- Current Huron-Kinloss Promotion & Development Committee members
- Three representatives from Ripley
- Three representatives from Point Clark
- Liaison representatives from each of the sector sub-committees (retain those currently on the Visioning Committee who have indicated an interest in continuing)
- A Council Member be dedicated to each of the sub-committees and as such are members of the Huron-Kinloss Promotion & Development Committee

5.0 GENERAL RECOMMENDATIONS

Several themes consistently surfaced throughout the "Visioning Process" and in most cases arose as a key priority in sub-committee discussions. In this regard, the following general recommendations may be considered as core strategies to provide the framework that will support sector priorities being undertaken. The following general recommendations reflect strategies that address the input and suggestions gathered through community surveys, sub-committee deliberations and public meetings.

In addition to the need for additional human resources noted earlier in the Executive Summary, it is recognized that financial resources will be needed to effectively enact some of these recommendations. Further, that a partnership of funding sources will be necessary to enable the Huron-Kinloss Action Plan to advance.

5.1 GOAL #1

COMMUNITY RESOURCE CENTRE

To create a year-round, full-time staffed Huron Kinloss Community Resource Centre.

Rationale:

Consistently identified throughout the planning process was a lack of timely and accurate information related to the delivery of programs, services, events, resources and assistance available to meet the needs of residents of Huron-Kinloss, seasonal residents and vacationers.

Purpose:

To explore the feasibility of establishing and operating a central vehicle through which:

- Seniors may access information and support related to a broad range of matters;
- Youth have local access to information related to post-secondary education, training/apprenticeship options, local employment needs & mentoring opportunities;
- Tourists have a central source of information and referral for accommodations, cottage rentals, events & attractions;
- Small Business & Industry are provided with a broader range of business related information resources (government, local, planning etc.) similar to what is offered through Small Business – Self Help Offices.

Time Frame:

The objective is to have this operational as of March 31, 2001. It is recognized that there is a pre-planning stage necessary to identify operating parameters.

- September 2000 – November 2000: Investigation of possible operating models and financing options;
- December 2000 – March 2001: Preparation of funding proposals and operating policies for presentation and approvals.

Lead Agent & Partners:

- Huron-Kinloss Council (lead agent)
- Chamber of Commerce
- Huron-Kinloss Promotion and Development Committee
- Provincial Government
- Federal Government

Funding Sources:

- Municipal
- Provincial
- Federal
- Private

5.2 GOAL # 2

PRO-BUSINESS ENVIRONMENT

To critically review Huron-Kinloss policies, procedures and practices and identify steps that are needed to either eliminate barriers or enhance opportunities that contribute to business development.

Rationale:

Three of the four sub-committees clearly articulated a need to fully review those obstacles to business development that are impeding growth.

Purpose:

To better provide Huron-Kinloss with the necessary tools to enable expansion of business and industry or the attraction of new investment in the community, there is need to:

- a) Critically review existing official plans and by-laws and make amendments that are business friendly
- b) Create a complete inventory of industrial and commercial properties – and maintain this inventory for future use and application
- c) Engage the business community in a process that helps to identify barriers to growth – this is often accomplished using the 'Business Retention & Expansion' (BR&E) program model

Time Frame:

- a) September 2000 – December 2000: undertake a review of the existing official plan and municipal by-laws in preparation for a public input process through the municipality;
- b) December 2000 – February 2001: an industrial property database is being undertaken by Bruce CDC and will be complete within the next three months, however, the development of a commercial database remains necessary;
- c) January 2001 – November 2001: Secure financing and proceed with implementation of a 'Business Retention & Expansion' (BR&E) program as a tool to advance small business and industry retention and development in Huron-Kinloss.

Lead Agent and Partners:

- a) Huron-Kinloss Promotion & Development Committee
Chamber of Commerce
Community Interest Groups
Municipal Council

Funding Sources:

Not Required

Lead Agent and Partners:

- b) Business & Industry Sub-Committee (Huron-Kinloss Promotion & Development Committee)
Chamber of Commerce
Bruce Community Development Corporation

Funding Sources:

Municipal Council

Lead Agent and Partners:

- c) Municipal Council
Business Owners
Business Retention & Expansion (BR&E) Consultant
Ministry of Training, Culture & Universities (MTCU)
Ontario Ministry of Agriculture, Food & Rural Affairs (OMAFRA)
Human Resource Development Canada (HRDC)

Funding Sources:

Council
OMAFRA
HRDC
MTCU

5.3 GOAL # 3

EVENTS COORDINATOR

To provide the community with a new dedicated position, providing talent and expertise in event/attraction development and coordination, resulting in increased tourism traffic and new opportunities for service sector growth.

Rationale:

Through the planning process (specifically the community questionnaires and tourism sub-committee) recommendations were made in support of the development of events and attractions that would contribute to increased tourism in the area.

Purpose:

To initiate, develop, promote and manage identified community events and attractions.

Time Frame:

October – September 2001

It is expected that the success of this position will warrant continuation after the first year.

Lead Agent & Partners:

Huron-Kinloss Promotion & Development Committee

Tourism Sub-Committee

Chamber of Commerce

Municipal Council

Funding Sources:

Human Resource Development Canada (HRDC)

OMAFRA

Council

** It is expected that 'seed' funding is needed to initiate this position, however, that the Coordinator will generate sufficient activity revenues to accomplish self-sustainability starting in the second year.

5.4 GOAL # 4

NATURAL GAS

To locate residential and commercial gas to all areas of Huron-Kinloss.

Rationale:

The lack of access to natural gas was identified as a shortfall in providing the full range of energy options for consumers and businesses.

Purpose:

To be competitive with other areas, it was deemed access to this infrastructure is important.

Time Frame:

'Best Efforts' to be made over next two years. Further, that if appropriate, joint action be taken with other municipal neighbours related to franchise negotiations.

Lead Agent and Partners:

Municipal Council

Funding Sources:

Municipal Council
Private Sector

5.5 GOAL # 5

TOWN HALL THEATRE

To explore the demand and feasibility related to converting the Lucknow Town Hall into a self-sustaining arts/music theatre facility.

Rationale:

Some input received through the 'Visioning Process' identified a need for non-athletic programs to meet resident interests.

Purpose:

To provide an arts/music/theatre recreational alternative for Huron-Kinloss residents and visitors.

Time Frame:

July 2001 – December 2001

Lead Agent and Partners:

Huron-Kinloss Promotion & Development Committee

Funding Sources:

Municipal Council

Ministry of Citizenship, Culture & Recreation (Trillium)

6.0 SMALL BUSINESS & INDUSTRY PRIORITIES

6.1 PRIORITY # 1: DOWNTOWN BEAUTIFICATION

a) RIPLEY/LUCKNOW

PURPOSE: To develop a common theme to enhance the attractiveness and shopping experience of the downtown cores of Huron-Kinloss

ACTION: Contract expertise to study and make recommendations related to a community theme.

TIME FRAME: September 2000 – April 2001

LEAD AGENT: Huron-Kinloss Promotion & Development Committee

PARTNERS: Chamber of Commerce
Municipal Council

FUNDING SOURCES: OSTAR
HRDC
Huron-Kinloss Council

b) RIPLEY'S DOWNTOWN IMPROVEMENT

PURPOSE: To upgrade the infrastructure and building facades of Ripley's downtown, creating a more attractive business environment.

ACTION 1): Identify municipal infrastructure weaknesses (water, sewer, roads, lighting, and sidewalks) that could be addressed to improve business investment attractiveness.

TIME FRAME: September 2000 – December 2000

LEAD AGENT: Municipal Council

PARTNERS: Chamber of Commerce
Business Owner/Operators

FUNDING SOURCES: Not required

ACTION 2): Encourage business property owners to repair and paint downtown facades.

TIME FRAME: May 2001 – April 2002

LEAD AGENT: Property Owners

PARTNERS: Chamber of Commerce
Municipal Council

FUNDING SOURCES: Summer Youth Programs (federal & provincial)

6.2 PRIORITY # 2: EXPLORE INDUSTRY & BUSINESS OPPORTUNITIES

a) FRANCHISE & DISTRIBUTORSHIPS

PURPOSE: To investigate franchise opportunities such as mini Tim-Hortons, McDonalds, TSC stores etc.

ACTION: Research potential franchise & distributorship opportunities. Short list based on established criteria. Initiate contact with 'high-probability' opportunities, and proceed with opportunity development.

TIME FRAME: September 2000 – March 2001

LEAD AGENT: Huron-Kinloss Small Business/Industry Sub-Committee

PARTNERS: Huron-Kinloss Promotion & Development Committee
Chamber of Commerce

FUNDING SOURCES: Not Required

b) INDUSTRY SEARCH

PURPOSE: To identify possible industrial spin-off opportunities to meet existing local & area industrial needs.

ACTION: Through interview process, identify local and area industry purchasing patterns outside the area, by product type (Example – Wescast). Further, to explore local capacity and opportunity to offer local production of such products and services.

TIME FRAME: April 2001 – September 2001

LEAD AGENT: Huron-Kinloss Small Business & Industry Sub-Committee

PARTNERS: Huron-Kinloss Promotion & Development Committee
Private Industry

FUNDING SOURCES: Not Required

6.3 PRIORITY# 3: BUSINESS RETENTION & EXPANSION (BR&E)

PURPOSE: To inventory issues and obstacles facing existing small business. To develop strategies which address problems and contribute to business sustainability and growth.

ACTION: Initiate a BR&E program based on active municipal and community support.

TIME FRAME: January 2001 – September 2001

LEAD AGENT: Municipal Council with BR&E Consultant support

PARTNERS: Chamber of Commerce
Small Business/Industry Sub-Committee
Tourism & Agriculture Sub-Committee
Huron-Kinloss Promotion & Development Committee

FUNDING SOURCES: Municipal Council
OSTAR
HRDC
MTCU

6.4 PRIORITY #4: HURON-KINLOSS CHAMBER OF COMMERCE

PURPOSE: To extend Chamber of Commerce programs, services and benefits to all businesses within Huron-Kinloss.

ACTION: Facilitate a joint meeting of the Chamber of Commerce, business associations and other interested business operators, to strengthen business networks and structures.

TIME FRAME: January 2001 – March 2001

LEAD AGENT: Chamber of Commerce

PARTNERS: Ontario Chamber of Commerce
Small Business/Industry Sub-Committee
Tourism & Ag. Sub-Committee
Huron-Kinloss Promotion & Development Committee
Municipal Council

FUNDING SOURCES: Not Required

7.0 TOURISM & AGRICULTURE

7.1 PRIORITY #1: TOURISM DEVELOPMENT

a) COUNTRY & MUSIC FESTIVAL

PURPOSE: To develop a major event showcasing a Country & Music theme, with consideration given to how this may compliment or compete with existing events.

ACTION 1): The Events Coordinator and Country & Music Festival Team research and confirm the feasibility of initiating such an event.

TIME FRAME: January 2001 – June 2001

LEAD AGENT: Events Coordinator and Country & Music Festival Team

PARTNERS: Tourism & Agriculture Sub-Committee

FUNDING SOURCES: OSTAR
HRDC
Municipality
Private Sector

ACTION 2): Based on demonstration of festival feasibility, commence the necessary planning functions to meet the scope and needs of the event.

TIME FRAME: July 2001 – August 2002

LEAD AGENT: Events Coordinator & Country & Music Festival Team

PARTNERS: Tourism & Agriculture Sub-Committee
Small Business/Industry Sub-Committee
Huron-Kinloss Promotion & Development Committee
Municipality
Bruce County (tourism)

FUNDING SOURCES: Corporate Sponsors
Trillium
Municipality
OSTAR

7.2 PRIORITY #2: ACCOMMODATIONS

PURPOSE: To increase the visitor and tourism accommodation inventory as well as improve access to information and referral of existing available accommodation vacancies.

ACTION 1): Promote the expansion of Bed & Breakfast (B&B) facilities through such activities as hosting workshops on start-up costs of opening a B&B, running a profitable B&B, customer service for B&B's, etc.

TIME FRAME: September 2000 – January 2001

LEAD AGENT: Huron-Kinloss Promotion & Development Committee

PARTNERS: B & B operators and associations
Chamber of Commerce

FUNDING SOURCES: Not Required

ACTION 2): Prepare an investment package designed to attract private sector investment in a motel/hotel facility.

TIME FRAME: January 2001 – June 2001

LEAD AGENT: Huron-Kinloss Promotion & Development Committee with assistance from a Consultant

FUNDING SOURCES: HRDC
Municipality

ACTION 3): On a fee for service or membership fee basis, provide cottage, B&B, campground and other accommodations vacancy information and booking/referral services.

TIME FRAME: May 2001 Initiation

LEAD AGENT: Resource Centre Coordinator in cooperation with Tourism & Agriculture Sub-Committee

PARTNERS: Tourism Groups
Chamber of Commerce
Real Estate
Property (rental) owners

FUNDING SOURCES: Not Required

7.3 Priority # 3: TRAILS DEVELOPMENT

PURPOSE: To develop a series of trails for multi-use recreational use.

ACTION 1): Determine to what extent the Huron-Kinloss trails are being considered in the Bruce-Grey All Seasons Trail Network "Master Planning" process, and participate in its implementation.

TIME FRAME: September 2000 – January 2001

LEAD AGENT: Tourism & Agriculture Sub-Committee

PARTNERS: Municipal Council
Bruce-Grey All Seasons Trail Network
Bruce County (planning)

FUNDING SOURCES: Not Required

ACTION 2): Using the existing trails developed in Ripley and Lucknow, take the necessary steps to link the communities.

TIME FRAME: February 2001 and ongoing

LEAD AGENT: Tourism & Agriculture Sub-Committee

PARTNERS: Municipal Council
Bruce-Grey All Seasons Trail Network
Bruce County Planning Dept.

FUNDING SOURCES: Municipal Council
OSTAR
Ministry of Culture and Recreation

7.4 PRIORITY 4: NICHE MARKET DEVELOPMENTS (Agriculture)

PURPOSE: To identify niche market opportunities for agricultural products.

ACTION 1): As part of the Business Retention & Expansion (BR&E) process, develop a specific agricultural component to determine possible niche market products based on input from local farmers and agricultural interests.

TIME FRAME: January 2001 – September 2001

LEAD AGENT: BR&E Consultant in cooperation with Tourism & Agriculture Sub-Committee

PARTNERS: Private Sector
OMAFRA
Bruce County Federation of Agriculture

FUNDING SOURCES: Not Required

ACTION 2): Host a meeting with OMAFRA to discuss emerging trends in agricultural products.

TIME FRAME: September 2000 – December 2000

LEAD AGENT: Tourism & Agriculture Sub-Committee

PARTNERS: OMAFRA
Commodity Groups
BR&E Consultant
Agriculture Society

FUNDING SOURCES: Not Required

7.5 Priority # 5: FARM PRACTICES

PURPOSE: To ensure broad based community participation in the public hearing process related to proposed Nutrient Management Legislation. Further, in support of growing concerns related to Farm Safety Practices, identify steps being taken and offer input toward the development of policies and 'best practices' to address these concerns.

ACTION 1): Track the development of the Nutrient Management legislative process. Critique the proposed Bill and work with farm and tourism groups toward making a presentation at the Public Hearings. Ensure that Municipal Council and Bruce County Council are aware of the views of the committee related to this legislation.

TIME FRAME: September 2000 – February 2001

LEAD AGENT: Tourism and Agriculture Sub-Committee

PARTNERS: OMAFRA
Municipal Council
Bruce Federation of Agriculture
Agricultural groups
Bruce County Council

FUNDING SOURCES: Not Required

ACTION 2): Support a community dialogue related to the development of stronger Farm Safety Practices.

TIME FRAME: January 2001 and ongoing

LEAD AGENT: Tourism & Agriculture Sub-Committee

PARTNERS: OMAFRA
Bruce Federation of Agriculture & Ontario Federation of Agriculture
Municipal Council & Bruce County Council
Agricultural Groups

FUNDING SOURCES: Not Required

7.6 Priority # 6: VALUE-ADDED PROCESSING

PURPOSE: To identify value-added processing opportunities related to agricultural products.

ACTION: Through the Business Retention & Expansion (BR&E) process, explore agricultural product processing readiness and product applications.

TIME FRAME: January 2001 – September 2001

LEAD AGENT: BR&E Consultant and the Tourism & Agriculture Sub-Committee

PARTNERS: OMAFRA
Private Sector farmers
Bruce Federation of Agriculture

FUNDING SOURCES: Not Required

ACTION 2) : Include value-added processing trends in the workshop to discuss niche market opportunities with OMAFRA.

TIME FRAME: September 2000 – December 2000

LEAD AGENT: Tourism & Agriculture Sub-Committee

PARTNERS: Commodity Groups
BR&E Consultant
Agricultural Groups/Society
OMAFRA

FUNDING SOURCES: Not Required

8.0 PRIORITY: SENIORS

8.1 Priority #1 *SENIORS HOUSING/RETIREMENT COMMUNITY*

PURPOSE: To enhance and expand the variety and availability of senior housing in Huron-Kinloss. This would encompass a "gated seniors community" as well as single family dwelling units.

ACTION: Inventory serviced and unserviced available lots and make recommendations related to the development options of other properties not currently zoned residential.

TIME FRAME: January 2001 – June 2001

LEAD AGENT: Huron-Kinloss Senior Sub-Committee

PARTNERS: Municipal Council
Bruce County Planning
Senior Citizen's groups
Private Developers
Real Estate Agents

FUNDING SOURCES: Not Required

8.2 Priority #2 TRANSPORTATION

PURPOSE: To establish a means by which seniors may access affordable daily, emergency and recreational transportation.

ACTION: Through the "Resource Centre" develop a registry of available volunteer drivers to be matched with those requiring transportation assistance.

TIME FRAME: March 2001 – June 2001

LEAD AGENT: Seniors Sub-Committee

PARTNERS: Resource Centre Coordinator
Seniors Groups

FUNDING SOURCES: Not Required

ACTION 2): Prepare a business plan and determine viability of a commercial transportation operation.

TIME FRAME: September 2000 - December 2000

LEAD AGENT: Seniors Sub-Committee

PARTNERS: Bruce CDC
Existing Taxi Operators
Chamber of Commerce
Municipal Office

FUNDING SOURCES: Not Required

8.3 Priority # 3: SENIOR CONNECT

PURPOSE: To provide a means through which seniors may share skills, talents, camaraderie and volunteerism.

ACTION: Through the Resource Centre, develop a senior's handyperson directory whereby senior volunteers will offer casual assistance to perform minor household duties and property care.

TIME FRAME: January 2000 – June 2000

LEAD AGENT: Seniors Sub-Committee and Resource Centre Co-coordinator

PARTNERS: Seniors
Construction and Trades people
Youth

FUNDING SOURCES: Not Required

ACTION 2): Develop a senior's buddy system to help offset issues of isolation and loneliness. Further, that this outreach service be used to improve their awareness of programs in the community.

TIME FRAME: January 2000 – June 2000

LEAD AGENT: Seniors Sub-Committee and Resource Centre Co-ordinator

PARTNERS: Community Care Access Centre
Health Care Professionals
Clergy
Family members
Seniors Groups

FUNDING SOURCES: Not Required

9.0 - YOUTH PRIORITIES

9.1 Priority #1 YOUTH COUNCIL

PURPOSE: To establish a more formal link to the decision making process and recognize the role that youth have in building the Huron-Kinloss community.

ACTION: Establish a Youth Council with the mandate to focus on providing leadership for youth, act as a liaison between Council and youth, and develop and implement youth oriented projects.

TIME FRAME: September 2000 and ongoing

LEAD AGENT: Youth Sub-Committee

PARTNERS: Municipal Council
School Board
Promotion and Development Committee
4 H Club and Junior Farmers
Church Groups

FUNDING SOURCES: Municipal Council

9.2 Priority # 2 JOB FAIR

PURPOSE: To highlight employment and career opportunities as well as related training and education requirements.

ACTION: Plan and deliver a "Job Fair" including exhibits and workshops from education providers, small business, industry, health care, technology, agriculture and government.

TIME FRAME: November 2000 – November 2001

LEAD AGENTS: Youth Sub-Committee and Promotion and Development Committee.

PARTNERS: School Board & College
Federation of Agriculture
Chamber of Commerce
Telecommunication Providers

OMAFRA/MTCU/HRDC
Businesses and Industries
YMCA Employment Services
Public Library

FUNDING SOURCES: HRDC
School Board
Exhibitor Fees

9.3 PRIORITY #3: TRADE SCHOOL

PURPOSE: To locate a trades training facility in adherence with Apprenticeship Branch requirements in the Municipality of Huron-Kinloss, to both retain local youth in the area as well as attract others from outside.

ACTION: Determine through a meeting with Ministry Staff the feasibility of locating a facility within the municipality and further to identify potential properties for use.

TIME FRAME: January 2001 – June 2001

LEAD AGENT: Youth Sub-Committee, Promotion and Development Committee

PARTNERS: MTCU
 Georgian College
 Municipal Council
 School Board
 Local Trades Council

FUNDING SOURCES: Not Required

10.0 HURON-KINLOSS ACTION PLAN IMPLEMENTATION SCHEDULE

2000			2001										2002 & beyond									
Sept	10	11	12	Jan	2	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	Aug-Dec

SMALL BUSINESS & INDUSTRY

PRIORITIES

- #1 Downtown Improvement
a) Lucknow & Ripley
b) Ripley Downtown Improv.
Ripley Facades

- ## #2 Franchise & Distributorship Industry Search

- ### #3 Business Retention & Exp.

- #### #4 H-K Chamber of Commerce

TOURISM & AGRICULTURE

PRIORITIES

- #1 Country Music Festival**
Feasibility
Development

- ## #2 Accommodations

- B&B's**
Motel/Hotel
Bookings/Referrals

- ### #3 Trail Development

- #4 Niche Markets (agriculture)**
OMAFRA

- ## #5 Farm Practices

- Nutrient Plan**
Farm Safety
Value-added

SENIORS

PRIORITIES

- ## #1 Seniors Housing

- ## #2 Transportation

- Strategy**
Taxi study

- ### #3 Support Programs

- Registry/Directory**
Buddy System

YOUTH

PRIORITIES

- ## #1 Youth Council

- ## #2 Job/Career Fair

- ### #3 Trade School Feasibility

11.0 HURON-KINLOSS SUB-COMMITTEE LONG TERM PRIORITIES

All sub-committees were able to identify short term and long term priorities. The following long term priorities are intended to be the secondary list of potential activities to be undertaken at the conclusion of the implementation of the short term priorities.

SMALL BUSINESS & INDUSTRY SUB-COMMITTEE

1. Marketing (of area)
2. Community Map/Cassette
3. Destination attraction on Lakeshore

TOURISM & AGRICULTURE SUB-COMMITTEE

1. Pool/Spa/Fitness Centre – destination point in Ripley
2. Tourism Marketing

SENIORS

1. Mentorship for High School Credit
2. Senior Citizens 'Well Being' clinic
3. Expansion of identifying 911 locations

YOUTH

1. Career Planning
2. Beach Volleyball
3. Organize social activities for 13 – 18 year olds
4. Bike and roller blade trails

APPENDIX 'C'

Property of the
Township of
Huron-Kinloss
PLEASE RETURN



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RIPLEY STREETSCAPE STUDY

Administrator Copy

Prepared for:

The Township of Huron Kinloss

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RIPLEY STREETSCAPE STUDY

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RIPLEY STREETSCAPE STUDY

0.0 ACKNOWLEDGEMENT

We would like to thank the residents and business owners of Ripley and Lucknow who assisted us in this project. Your attendance at stakeholder meetings, design workshops and open houses has provided us with valuable input and information that we could not have obtained otherwise. Your commitment to maintaining and improving the viability of your communities will be a key factor in ensuring their future. Special thanks is also extended to Jennie Scott who shared some of her photographs with us. We also appreciate the time and effort extended by Township and County staff to provide us with background information, mapping and comments.

RIPLEY STREETSCAPE STUDY

1.0 INTRODUCTION

In January, 2002, Stantec Consulting was retained by the Township of Huron Kinloss to undertake the Downtown Ripley Streetscape Study. This study is intended to provide the Township with a framework and strategy to improve the streetscapes of Ripley and Lucknow through the development of a streetscape master plan for Ripley and themes for both communities.

Towns and villages everywhere have unique features that contribute to their identity and sense of place. These features may be a result of their geographic setting, the architectural and cultural heritage that exists and from the activities, events and people who inhabit them. By identifying and promoting key features and characteristics of Ripley and Lucknow through their streetscapes, the history and context of these communities can be conveyed to a greater extent.



This can contribute to increased community pride and may generate greater interest from residents and visitors alike to use local shops and services.



1.1 BACKGROUND AND CONTENTS

Ripley and Lucknow are two communities located in the Township of Huron Kinloss in Bruce County. They were originally settled in the 1850's, primarily by Scottish settlers. Many of the buildings in the business districts of these two communities date back to the late 1800's and early 1900's. Ripley, being geographically located near the heart of the Township, has long been regarded as the "Hub of Huron". While a small community with a population of approximately 500, it has been and continues to be an important part of the surrounding agricultural community, providing goods and services to that sector. In recent years, the downtown area has seen some physical and economic decline, with a number of buildings vacant and/or in need of repair.

Lucknow, near the south boundary of the Township of Huron Kinloss, is located along Highway 86 west of Wingham. A larger community than Ripley, it has a population of approximately 1,200, with a greater number of businesses. However, concern exists in the community that travelers tend to pass through Lucknow and that more of this traffic could be 'captured' to purchase goods and services. Streetscape improvements are viewed by the municipality as one way of attracting travelers' interest and encouraging them to stop and shop in Lucknow.

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RIPLEY STREETSCAPE STUDY

INTRODUCTION



The need for a streetscape study was identified by the Huron Kinloss Action Plan undertaken in 2000. 'Downtown Beautification' was identified as the number one priority by the Small Business and Industry Sub-Committee at that time, in order to "develop a common theme to enhance the attractiveness and shopping experience of the downtown areas of Huron Kinloss."

As reconstruction of a portion of Huron Street in Ripley is scheduled for 2002, the development of a streetscape master plan in advance of that road work presents an opportunity for design and implementation of some components at the same time.

1.2 PURPOSE AND SCOPE OF STREETSCAPE STUDY

The intent of the Downtown Ripley Streetscape Study, as stated in the original Request for Proposal is to:

- establish a comprehensive, short and long term strategy plan for the streetscape improvement of Downtown Ripley;

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RIPLEY STREETSCAPE STUDY

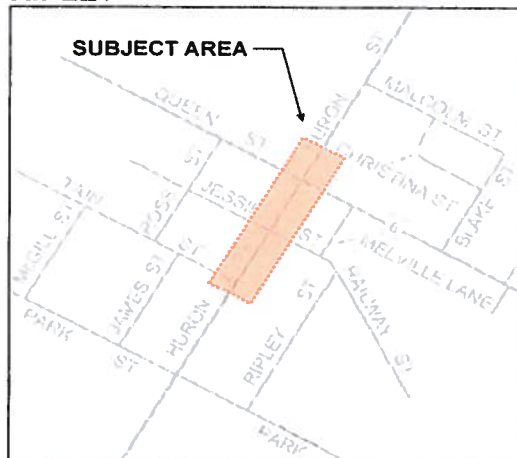
INTRODUCTION

- create a user-friendly blue print for the physical (functional and aesthetic) treatment of the public realm, while acknowledging the architecture of the private realm; and
- provide an overall theme for each of the former Villages of Ripley and Lucknow including colour schemes and sign requirements.

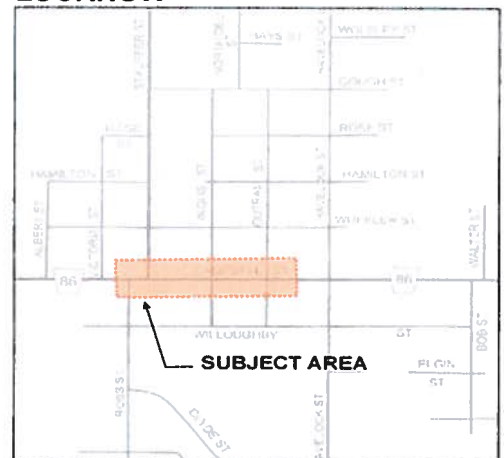
The primary areas of interest for this study are the main business sections of Ripley and Lucknow, further defined as follows.

- Ripley – Huron Street from Tain Street to the north limit of Gore Park and Queen Street from MacDonald Street to the east limits of Gore Park;
- Lucknow – Campbell Street business district.

RIPLEY



LUCKNOW



1.3 PROCESS

Development of the Downtown Ripley Streetscape Study was undertaken in four stages:

- Background inventory and assessment;
- Concept plan development;
- Concept selection and refinement;
- Preparation of final streetscape study recommendations.

During this process, Stantec's approach focused on involving Ripley and Lucknow residents and stakeholders as much as possible to obtain information, input and feedback. This involvement included an initial meeting with Township and County staff, two stakeholder meetings, a design workshop for Ripley and two open houses to present concept plans and themes and obtain feedback regarding preferred options and any areas of concern. Questionnaires were also provided for residents at the beginning of the project and after the open houses to provide opportunities for written input and to

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allow those who were unable to attend the consultation sessions to submit their ideas and information.

1.4 GOALS AND OBJECTIVES

At the outset of the study, the following goals and objectives were established by the Project Team after consultation with Township and County staff, then presented to key stakeholders for review and confirmation:

- To build on the existing character of Ripley and Lucknow to establish a specific, unique identity.
- To enhance the visual appearance of downtown Ripley and Lucknow.
- To create and maintain a warm, friendly atmosphere for residents and visitors of Ripley and Lucknow.
- To ensure pedestrian and vehicular safety.
- To consider cost effectiveness and ease of maintenance.
- To enhance physical and visual linkages between the street, park and trail system in Ripley.

A number of additional goals and objectives were identified by the stakeholders in each community for consideration during the Streetscape Study:

Ripley

- To improve the building stock;
- To make Ripley and its streetscape unique;
- To capitalize on existing assets;
- To focus on and build upon successful events;
- To bring in people year round;
- To integrate activities with streetscape themes and elements;
- To enhance the economy.

Lucknow

- To identify implementation mechanisms needed for the plan.

These additional goals and objectives have been considered throughout the study within the context of streetscape design and theme development.

1.5 KEY CHARACTERISTICS

Input regarding key features and characteristics in Ripley and Lucknow was requested from local residents to help provide direction for the development of the streetscape themes and concepts. It was evident that residents have a strong attachment and commitment to their communities and that a number of physical, social and economic characteristics exist that help define the communities. Important characteristics identified by participants included:

1.5.1 Ripley

- There is an integration of rural and residential aspects (a "blend of agricultural and town stuff");
- Ripley is in a good location, being only five minutes from major highways;
- Convenience – everything is within a short walking distance of any parking space;
- Ripley has good demographics, with people of all ages residing in the community;
- It is an important service and supply centre to the rural community;
- There is a central focus on customer satisfaction;
- The community has a strong agricultural heritage as well as some Mennonite heritage;
- It is a friendly, welcoming place with a strong community base and great community spirit;
- Ripley is the "epitome of small town life" and people live in Ripley because they want to, not because they have to.

1.5.2 Lucknow

- Lucknow has a good location and traffic flow;
- It has a bustling nature, due to the number of businesses, events and facilities;
- The business district is quaint and compact and the community has well kept facilities;
- There is a sizeable number of successful, small businesses;
- Lucknow exhibits a great deal of friendliness;
- The community has small town character and tradition;
- There is a strong agricultural background that can be promoted (e.g. – events such as the rodeo).

RIPLEY STREETSCAPE STUDY

2.0 INVENTORY AND ASSESSMENT

Site visits and photographic documentation of Ripley and Lucknow were undertaken in January and February to obtain information about existing streetscape features and conditions, with additional information obtained from stakeholders and residents during the consultation sessions. Following is an overview of the conditions, opportunities and constraints in Ripley and Lucknow, as identified by the inventory and assessment stage.

2.1 RIPLEY

2.1.1 Street Character and Use

- The small number, but diverse range, of uses and businesses on main street (commercial, agricultural service, residential, recreational) can contribute to vitality and interest.
- Gore Park is open to two streets at a key intersection, creating visibility and opportunities to create a focal point and hub of activity for special events / community functions.
- Overall appearance of the Huron and Queen Street business district appears somewhat run-down or 'tired' and conveys little sense of welcome and vitality.
- Street and streetscape components do not reflect a sense of identity or specific theme.
- Compact downtown area makes it easier to concentrate improvements resulting in visible impact and lower cost.
- The location of Gore Park, adjacent to the former railway line, provides an opportunity to create or enhance pedestrian and cycling linkages between the park, commercial area and recreational facilities.

2.1.2 Buildings

- A number of buildings contain attractive architectural detail and heritage features, primarily on upper storeys. Others are poorly maintained and are in need of repair and/or painting.



Stantec

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- Building height (primarily two storey with some one storey) provides good proportion and sense of human scale
- Cladding and renovations to a number of buildings, particularly on the main floors, have obscured architectural features and detract from their overall appearance.



- Some newer buildings do not reflect the character of the original buildings and streetscape due to inconsistent style, colour and materials.
- Steps from the sidewalk into some buildings limit accessibility for some users.
- Many buildings have the potential for residential (or other) uses on the second floor.
- Buildings are primarily brick, creating a relatively cohesive appearance in terms of material, texture and colour, particularly on the upper floors
- Absentee landlords were cited as a problem with regard to property maintenance. It may be more difficult to garner interest and support for façade improvements or repairs from absentee landlords.
- Local business owners may find renovation and repair to their buildings too costly to justify economically, if business is slow or fewer people are shopping in Ripley.

2.1.3 Street Furnishings / Amenities

- No street amenities (benches, waste receptacles, bike racks, planters) were visible on Huron or Queen Street during our site visits.



- The current sidewalk width, combined with the steps into many buildings, results in insufficient space for benches and other street furnishings without impeding pedestrian traffic to some extent.

2.1.4 Pedestrian Elements and Circulation

- Little distinction exists between the sidewalk, parking lanes and roadway, in terms of material, colour or texture and there are no visual or textural changes to distinguish crosswalks at main intersections.
- Few canopies or awnings exist along the street to shield pedestrians from heat and adverse weather.
- All businesses, services and recreational areas are within a short walking distance of each other and the parking areas which enables convenient, efficient shopping.

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INVENTORY AND ASSESSMENT

- No sidewalk exists on the northwest side of Queen Street, in front of the bank and welding shop, between Huron Street and important community buildings (former school, Township offices, arena and community centre).
- Snow clearing and storage must be considered in conjunction with any streetscape improvements.

2.1.5 Lighting

- Street lighting is composed of standard 'cobra head' street lights that lack pedestrian scale and visual interest.
- Street lights do not reflect any theme or architectural characteristics of the community.
- Existing overhead wiring may impose some constraints for new street lighting.

2.1.6 Signage

- A number of signs are relatively small or not very prominent, making it more difficult to identify businesses along the street.



- Most signs are wall / fascia signs (i.e. - flat on the building face), providing little variety or street texture.
- There does not appear to be a coordinated approach to signage colour, style or theme.



2.1.7 Traffic and Circulation

- Good vehicular and pedestrian circulation exists due to short street blocks, the grid street system and visibility.
- Traffic along Huron Street was considered by a number of residents to travel too fast, making it difficult and unsafe for people to cross the street, particularly elderly residents.
- Both streets are used by farm equipment (tractors, combines, hay wagons, etc.) as well as transport trucks, particularly at certain times of the year (spring and fall).

2.1.8 Gateways and Focal Points

- No distinctive gateway or feature exists to delineate the downtown area from the residential areas.
- Mix of architectural styles and building scale at the main intersection of Huron and Queen Streets creates a somewhat disjointed and uneven appearance.

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- The view of Gore park is obscured by snow storage in winter and an assortment of signage, poles, etc. in front of the park.
- The Huron and Queen Street intersection is a key element in the Town and could function as a focal point for many visitors who pass through this area on their way to local businesses and services.



2.1.9 Street Vegetation

- There is very little vegetation (trees or planters) in the core commercial area, resulting in a somewhat barren appearance along this section of Huron Street.
- Opportunities for placement of street trees or planters are currently limited due to the sidewalk / boulevard width.
- There is no opportunity to use hanging planters or banners on the existing street lights.
- Trees that are located on the side streets, in Gore Park and beside the Royal Bank provide some contrast and screening of some buildings and pavement.



2.1.10 Parking

- Parallel parking is located along the full length of Huron Street on both sides and on one side of Queen Street (south side).
- No parking metres are situated along the street, which helps keep the sidewalk open and uncluttered.

2.1.11 Gore Park

- There is no delineation between public and private space at the rear of Gore Park due to the lack of a physical boundary between the park and feedmill property. Owners of the feed mill indicated that people regularly stray onto their property, presenting safety issues for all parties concerned.
- There is no fencing or 'edge' to Gore Park along Huron and Queen Streets. Participants in the design workshop identified a concern with young children running onto the street while they are playing.



Stantec

2.2 LUCKNOW

2.2.1 Street Character and Use

- Campbell Street gives the impression of a busy community

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with a wide variety of stores and services.

- Window displays in a number of buildings contain antiques, historic artifacts and other items of interest. These provide colour, interest and convey a sense of the community's and individual business's historic and cultural roots.

- The T-intersection of County Road 86 (Campbell Street) and County Road 1 (Stauffer Street) creates a visual termination point that currently contains an assortment of signs and building characteristics. The Township has recently



purchased a piece of property southeast of the water tower.



This property, contained by a gabion wall with an old house at its peak, has a strong visual presence upon entry to Lucknow from County Road 1. Its topographical elevation, relative to Campbell Street, provides an opportunity to create a distinctive feature that physically and visually links with Lucknow's main business district.

2.2.2 Buildings

- Many of the buildings in downtown Lucknow contain excellent architectural detail, particularly on the upper storeys. The majority of these buildings are constructed of brick, with a small number made of stone.
 - Renovations and/or replacement of windows, doors and trim on a number of buildings are not consistent with the original styles and sizes.



- Buildings are typically one to two storeys in height, providing an excellent sense of human scale and proportion.
- Awnings, although not in use during our winter site visits, appear to exist on some buildings. These would provide shade and shelter from adverse weather conditions when in use.
- Some buildings appear to have their original facades clad with wood or metal siding, which has obscured the original windows, architectural details and materials.

2.2.3 Street Furnishings and Lighting

- Spring themed banners were attached to the light standards in March, providing seasonal interest.
- No benches, waste receptacles or other street furnishings were evident during our site visits. However, we are



RIPLEY STREETSCAPE STUDY

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aware that some of these items are placed on the street during other seasons.

- Victorian style pedestrian lighting is located along the main business district in Lucknow creating a friendly, human scale environment.



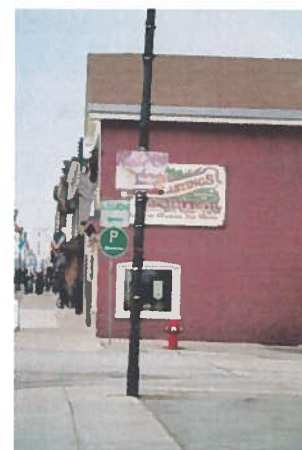
2.2.4 Street Signage

- Lucknow's entrance signs are in good condition and incorporate a number of icons that reflect local culture and history, including the horseshoe and Scotsman. However, these elements are somewhat difficult to see when driving by, due to their size and the amount of detail on the sign. In addition, a speed limit sign in very close proximity to the entrance sign partially obscures it.
- Some of the evergreen shrubbery at the base of the entrance sign appears to be dead or in poor health, detracting from the overall impression.
- A number of signs pointing to local destinations (i.e. – medical centre, nursing home, legion) are small, difficult to see and inconsistent in their appearance and placement. Others, such as the sign for the LCBO are broken and in need of repair or replacement.



2.2.5 Building Signage

- A mix of sign types exist on Campbell Street buildings, including hanging / projecting signs, wall / fascia signs, illuminated signs and sandwich boards. Some of these are very well done and appropriate to the architectural style and details of the building. Others detract from the overall appearance of the street and building due to their state of disrepair, style or placement.



2.2.6 Gateways and Focal Points

- There is a fairly clear distinction between the main business district of Lucknow and other areas, due to the presence of pedestrian scale street lighting, a decorative paving band on the sidewalks and banners on the street light poles.

2.2.7 Street Vegetation

- No trees or vegetation were evident along the main business district on Campbell Street. While the street lights contain brackets for planters and banners, the posts themselves

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are apparently not strong enough to support the weight of most hanging baskets. However, it is our understanding that some planters are located on the street during the summer and maintained by the horticultural society.

2.2.8 Colour

- Some buildings have used heritage or other appropriate colours for doors and trim, creating very attractive façades.



RIPLEY STREETSCAPE STUDY

3.0 CONCEPT DEVELOPMENT AND REFINEMENT

3.1 OVERVIEW OF PRELIMINARY CONCEPTS & THEMES – RIPLEY

A Streetscape Design Workshop was held on February 16, 2002 in Ripley for members of the public. Approximately 20 people were in attendance. The workshop provided a 'hands-on' opportunity for participants to identify some of the key features and ideas that they wished to see incorporated into the streetscape concepts. Based on the ideas and input from this workshop, two streetscape concept plans with different themes were developed for Ripley by Stantec's design team and presented at an Open House on March 23, 2002. Copies of these concepts and associated information, along with a summary of the public input related to these concepts, are provided in Appendices A and B. A brief description of the two concepts is provided below.

Early Canadian Village Theme

The 'Early Canadian Village' theme was developed to recognize the period in which Ripley was originally settled and developed. It focuses on the retention and reinstatement of some of the elements that were originally in place on Ripley's streetscape in the late 1800's and early 1900's such as trees and awnings. These features are evident in a number of early



street furnishings is also a key component of this concept plan, as such items were identified by residents and stakeholders as important features to incorporate.

photographs of portions of the Queen and Huron Street business districts. A wide sidewalk area, sufficient to incorporate trees and pedestrian scale lighting along with groupings of benches, planters and other



This theme incorporated the 'hub' motif in signs and signposts to reinforce Ripley's 'Hub of Huron' image. A richer, more vibrant colour palette that coordinates with the primarily yellow and beige brick in Ripley was suggested for signage, building trim and awnings to recall the vibrant nature of early Ripley. Additional features of this concept plan included:

Ripley Streetscape Study

CONCEPT DEVELOPMENT AND REFINEMENT

- Creation of a metal and stone gateway feature at the entrance to Gore Park;
- Incorporation of a hub motif, through the use of material and/or colour variation at the two main intersections to Ripley's business district;
- Incorporation of a metal post and chain fence with accent shrubbery to define the edge of Gore Park;
- Greater use of projecting building signs on metal brackets.

Agricultural Heritage Theme

The 'Agricultural Heritage' theme focused on Ripley's agricultural roots by incorporating agricultural images with the hub motif. This theme was intended to depict more of a peaceful, rural village image and relied on simpler elements, natural materials and a more muted natural colour palette. Trees were incorporated only at key intersections to create a focal point at these locations and hanging planters were suggested to provide some interest and colour along the street. Additional features of this concept plan included:

- Creation of a wooden arbor / gateway feature at the entrance to Gore Park;
- Construction of a cedar rail / timber fence at the perimeter of Gore Park to define the park edge and prevent children from running into the street;
- More use of wall / fascia signs on the front of the buildings rather than projecting signs.

3.1.1 Summary of Public Comments /Concerns

An Open House, attended by approximately 25 to 30 people, was held on March 23, 2002 to present the plans. Based on the responses at the Open House, along with a number of returned surveys, the 'Early Canadian Village' theme and concept was preferred by the majority of people. Preference for this concept was generally based on the inclusion of street trees, the street lighting concept and proposed directional signage materials and image. A number of comments were provided regarding the concept, but few revisions were suggested. Two issues that did arise, primarily after the open house, related to:

- The width of the proposed street and sidewalk, as some members of the community expressed concern that the newly designed street would not allow the passage of farm equipment and transport vehicles which pass through Ripley from time to time.
- The location of potential trail linkages at the rear of Gore Park and the need for a physical barrier to prevent trail users from trespassing onto adjacent lands.

Based on these responses, some revisions and refinements were made to the preferred theme to address these issues while still recognizing the strong desire that was expressed by most participants throughout the process for trees and pedestrian lighting in the streetscape plan.

3.2 OVERVIEW OF PRELIMINARY THEMES – LUCKNOW

Two themes were proposed for the community of Lucknow and presented at an Open House on March 23, 2002. These themes were based on suggestions provided by participants at a stakeholders meeting on January 31, 2002. A brief description of the two themes and associated components is provided below, with copies of the image boards provided in Appendix C.

Historical Village Theme

The Historical Village theme was developed to reflect the historical and architectural heritage of Lucknow that is evident in its buildings and to focus on the vibrant, welcoming nature of the community. Key elements of this concept theme included:

- The use of logos and images that incorporated buildings, architectural components (i.e. – a door) and the horseshoe symbol;
- A greater use of ornamentation and metal, in sign posts, sign brackets, planters, etc. to reflect some of the Victorian characteristics evident on the street;
- A rich, vibrant colour palette for signage, building trim and awnings to symbolize the vibrancy of the downtown business area and to attract the attention of travelers.
- The incorporation of banners on streetlight poles and window boxes in front of businesses along Campbell Street to create colour and interest.

Rural Heritage Theme

The 'Rural Heritage' theme was developed to recognize the agricultural context that is associated with Lucknow and some of its businesses. The intent of this theme was to convey the image of a peaceful, rural village. Key elements of this concept theme included:

- The use of grains and tools in the logo and images;
- A softer, more natural colour palette;
- The use of wood for signs and sign supports.

3.2.1 Summary of Public Comments / Concerns

An Open House to present the concept themes was held on March 23, 2002 in Lucknow, which was attended by approximately 15 – 20 people. Residents and business owners at the Open House expressed a preference for the 'Historical Village Theme'. Some residents also expressed a desire to incorporate the Rural Heritage image / logo in some way. Participants also wished to have some direction regarding potential building façade improvements and colour schemes to assist in future renovations and improvements. The main priorities identified for implementation in Lucknow were building signs, building façade improvements, street signs and planters or window boxes. Items of lower priority included banners, awnings, murals and new entrance signs for Lucknow.

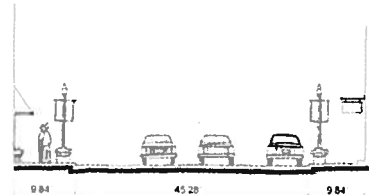
4.0 RECOMMENDED STREETSCAPE PLAN - RIPLEY

4.1 DESCRIPTION OF STREETSCAPE CONCEPT AND THEME

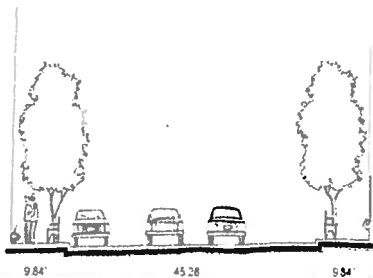
The Recommended Streetscape Master Plan is based on the 'Early Canadian Village' concept that was presented at the Open House. Some modifications have been made to address specific issues and comments received at and subsequent to the Open House presentation. The plan was also circulated to Township staff, engineers (B.M. Ross and Associates) and the County for review and comment. Both the County and Township engineers advised that, notwithstanding local concerns, all road and parking lane dimensions provided on the original concepts (3.66 and 2.4 metres respectively) were in conformity with the required engineering standards and revisions to these dimensions were not required. However, due to public concern, the Project Team has reduced the originally proposed sidewalk width and increased the parking lane / road width to address specific issues. Turning radius at the corners has also been increased. The key features of the concept plan are illustrated on the following page with associated recommendations for specific components of it described below.

4.2 VEHICULAR CIRCULATION AND PARKING

- The traveled portion of Huron Street is to be proposed to be 4.05 metres (13.3 ft.) per lane. This exceeds the County standards for roads of this type and is proposed to help provide additional space between parked vehicles and those traveling on Huron Street, particularly when large trucks and/or farm equipment are using the street.
- On-street parking should continue to be permitted on both sides of Huron Street for the majority of the time. A parking lane of 2.85 metres (9.4 ft.) including gutters, consistent with the County standards, is recommended.
- A parking lane of 2.85 metres (9.4 ft.) including gutter, should be created on the north side of Queen Street, adjacent to Gore Park. This will provide additional parking area for park users as well as downtown businesses.
- At key times during the year (i.e. - spring and fall) consideration could be given to



restricting parking to the west side of Huron Street for a short period of time. The specific duration and/or hours of this restricted parking should be established by the Township in consultation with residents, business owners and the agricultural community. This restriction is proposed to address the use of Huron Street by large volumes of farm equipment (i.e. – tractors, wagons, etc.) during seeding and harvest time.



Ripley Streetscape Study

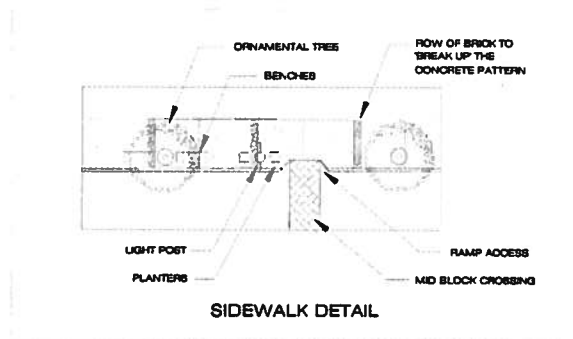
RECOMMENDED STREETSCAPE PLAN - RIPLEY

Alternative parking at these times to make up for the temporary removal of parking on the east side of Huron Street can be provided on side streets, where available, in the parking lot beside the Township offices, and in the additional parking spots that are recommended for Queen Street, adjacent to Gore Park.

- At the present time, parking is generally considered to be sufficient, however, if new businesses are established, additional parking may be required in the future. Potential opportunities for a future parking area should be considered by the Township. Some residents suggested that the buildings at the southeast corner of Huron and Queen Street be purchased by the Township and demolished to create a parking lot. It is our recommendation that this be considered only if the buildings are found to be structurally unsound and require demolition. If this is undertaken at some future date, it will be essential to develop a well designed parking lot with perimeter landscaping and edge definition to ensure that the streetscape character at this intersection is maintained, and enhanced as much as possible.
- A designated delivery time and loading area should be considered for key deliveries (i.e. – to the grocery store). On-street public parking should not be permitted during this time to prevent double parking by delivery vehicles.
- The parking lot beside the Township offices should be identified by signage so that it can be used to a greater extent by visitors to the downtown area.

4.3 PEDESTRIAN CIRCULATION

- New sidewalks, 3 metres (9.8 ft.) in width, are recommended for Huron Street, extending from Jessie Street to Queen Street. This width will provide an unobstructed 1.5 metre pedestrian area, 1.2 metres for the location of street trees and benches, and .3 metres to accommodate areas where steps are required to access some buildings. The sidewalks should incorporate Interlocking brick, paving stones, or coloured and textured concrete bands, for contrast.
- 1.5 metre (5 ft.) wide sidewalks, with a grass boulevard are recommended on Huron Street between Jessie and Tain Street. This will provide a transition between the business and residential areas and focus attention on the main shopping district. Specific areas for benches and street trees have also been identified along the sidewalks within the transition area.
- 1.2 metre (4 ft.) sidewalks are recommended on Huron Street and Queen Street, at the perimeter of Gore Park, to provide better access and connection between the park and Ripley's main business district.



Ripley Streetscape Study

RECOMMENDED STREETSCAPE PLAN - RIPLEY

- It is our understanding that the detailed engineering design for the Huron Street reconstruction intends to match sidewalk grades with building entry grades to the greatest extent possible, to minimize the places where steps are required at building entrances. All efforts to address this issue are strongly supported and recommended.
- Paving stones or the use of other appropriate material differentiation (interlocking brick, coloured / textured concrete) should be used at key intersections (Huron and Queen, Huron and Jessie) to reflect the proposed theme and to provide a visual reminder to drivers that they are approaching an intersection where pedestrians are likely to cross.
- This same material is also recommended for two mid-block crossing points to provide additional visual cues for drivers to slow down and to delineate specific crossing points for pedestrians.
- Ramped access between the sidewalks and intersections is required to provide access for wheelchairs, strollers and the mobility impaired.
- Resurfacing (asphalt/pavement) of the area in front of the Welding Shop is recommended at the time road improvements are undertaken to repair broken pavement/asphalt.

4.4 LIGHTING

- New pedestrian scale street lighting is recommended for installation along both sides of Huron Street, from Jessie Street to the limits of Gore Park. A simple 'Victorian' or similar lighting style is recommended to coordinate with the overall 'Early Canadian Village' theme.



- Light standards are to contain brackets to allow for banners and/or hanging planters in the future and must be strong enough to support the weight of these items.
- Overhead power lines should be buried underground, if financially and technically feasible to minimize the visual intrusion of these lines on the streetscape and to improve the overall appearance of the business district. Alternatively, 'tidying up' of the existing power poles and overhead lines may help minimize their impact on the streetscape.

4.5 STREETSCAPE FURNISHINGS

- Benches are to be provided at appropriate locations along the street, as identified on the concept plan. They should be of metal construction on the ends, with seats and backs composed of recycled / polymer materials designed to look like wood. These materials are



Ripley Streetscape Study

RECOMMENDED STREETSCAPE PLAN - RIPLEY



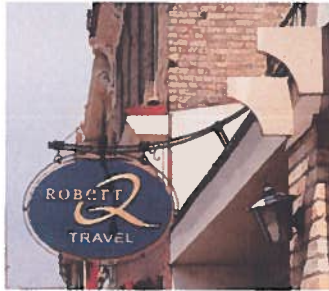
long lasting, low maintenance and comfortable.

- Coordinating waste receptacles and planters are recommended for groupings as shown on the Master Plan concept.

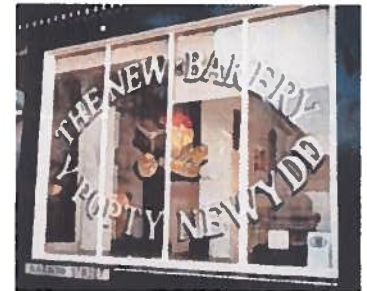


4.6 BUILDING SIGNAGE

- A mix of projecting, wall/fascia, and painted window signs is encouraged on buildings to provide variety and texture along the streetscape. Preferred materials are painted, carved or stained wood or materials with similar appearance with lettering styles that reflect the traditional, historic character of the community.

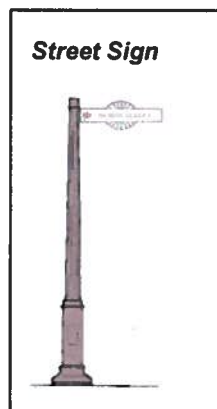


- Back-lighted and electronic message display signs are discouraged within the downtown areas. The preferred type of sign illumination is shielded, incandescent lighting at the top or side of signs.

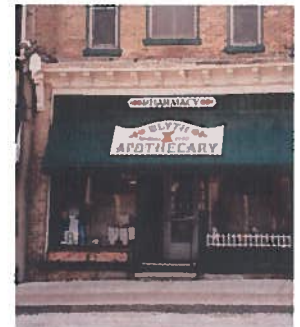


- The size and scale of building signs should correspond to the building. Signs which obscure architectural details are discouraged.
- The use of awnings and canopies with incorporated signage is also encouraged to provide street texture, interest and pedestrian comfort. Awning colours should relate to the building materials and adjacent buildings.

4.7 STREET AND DIRECTIONAL SIGNAGE



- Street signs incorporating the hub motif are recommended at all intersections along Huron Street.
- Directional signage should be erected at appropriate locations to provide more visible direction to the arena and community centre, Gore Park and other facilities or areas of interest (i.e. – parking areas, medical clinics, library, etc.). Signs incorporating the hub motif at the top are proposed for directional signs to make them easily identifiable.



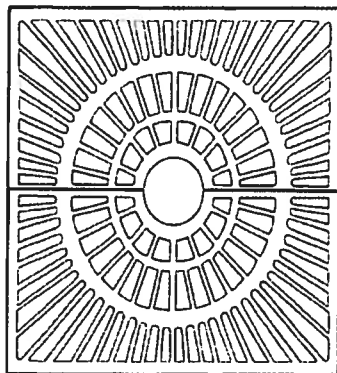
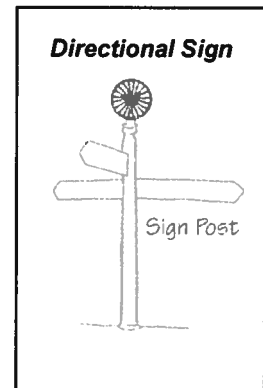
Ripley Streetscape Study

RECOMMENDED STREETSCAPE PLAN - RIPLEY

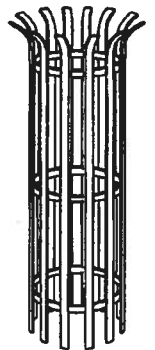
- The visibility and impact of the entrance signs to Ripley could be improved by incorporating additional landscaping at the base of the sign. Low maintenance ground covers and native grasses, with the possible addition of trees behind some signs would create a stronger entrance statement. Additional hubs could also be incorporated into the landscaping to reinforce Ripley's image as the 'Hub of Huron'.
- Consideration should be given to illuminating the entrance signs at a future date to improve their visibility at night or in poor light conditions. Appropriate lighting could also enhance the visual appearance of any additional landscaping put in place.

4.8 VEGETATION / PLANTERS

- Street trees are recommended along both sides of Huron Street from the limits of Gore Park to Tain Street at the locations shown on the Streetscape Master Plan. Some street trees are also recommended on Jessie Street and Queen Street. Specific varieties are to be selected during the detailed design stage and should be relatively small scale so as not to overwhelm the street or intrude too far into the traveled portion of the street when fully grown. Species should also be drought resistant and salt tolerant.
- Potential species include:
 - Thornless Honeylocust Varieties (*Gleditsia triacanthos*)
 - Shademaster & Skyline
 - Maple Varieties (*Acer platanoides*)
 - Columnare, Crimson King & Deborah
 - Ornamental Pear Varieties (*Pyrus calleryana*)
 - Little Leaf Linden Varieties (*Tilia cordata*)
 - Glenleven



- Tree grates or tree guards should be used to protect trees from vandalism and injury from snow clearing and street cleaning activities.
- Planters, as recommended in conjunction with the bench groupings, will provide opportunities for additional colour and seasonal displays. Planters should be constructed of metal or combination of metal and wood-like material for durability and to coordinate with the overall theme and other street furnishings.



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4.9 BUILDINGS

- Painting of original brick facades is discouraged and maintenance and repair of original facades and architectural details is encouraged. If painting is the only feasible option, or if

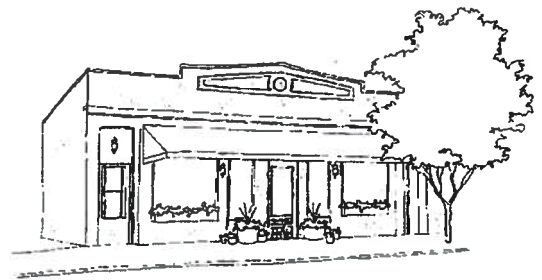


Ripley Streetscape Study

RECOMMENDED STREETSCAPE PLAN - RIPLEY

original brick was intended to be painted for structural soundness, colours should be consistent with the original brick colour or an appropriate period colour to assist in fulfilling the theme and maintaining the original building and street appearance as much as possible.

- A mural should be considered on the west face of the building located at the northeast corner of Huron and Queen Streets, to relieve the somewhat sterile façade that faces Huron Street. A painting that integrates existing architectural details (i.e. – windows) and depicts architectural features (i.e. - first floor windows, doorways, mouldings, etc.) appropriate to the architectural style and period of the existing building may be particularly effective.
- Window displays should be considered in vacant store fronts, where possible and accessible, to provide visual interest along the street. Potential display material could include local historical artifacts, local event promotion materials, seasonal decorations and art displays from community schools.
- Façade improvements, through the removal of cladding, repair or replacement of trim with original materials, and reintroduction of windows, doors and awnings appropriate to the original style, material and scale of those details is encouraged wherever possible to enhance the architectural and visual character of the street. Awings should be retractable to address changes in weather. Illustrative examples showing some façade restoration and/or signage are shown below.



Before



After



Ripley Streetscape Study

RECOMMENDED STREETSCAPE PLAN - RIPLEY

4.10 GORE PARK

- A gateway entrance feature is recommended for Gore Park at the corner of Queen and Huron Streets to create a focal point. This feature area should incorporate seating, vegetation and low walls, pillars and/or wrought iron work to define the space and create a distinct visual identity for the Park that is visible from the adjacent streets and downtown area.
- To create a defined edge to the public space and improve the safety of Gore Park, a physical barrier should be constructed at the rear boundary of the park adjacent to Thompson's Feedmill. It is recommended that this barrier consist of a fence with low maintenance vegetation, such as ivy, ornamental grasses, coniferous trees and shrubbery, to prevent pedestrians and cyclists from inadvertently trespassing on the feedmill property. A vegetated barrier will also create a visual screen to improve the overall appearance of the park.
- A low barrier, consisting of shrubbery and metal fencing is recommended along the perimeter of the park adjacent to Huron and Queen Streets to help define the edge and prevent children from running onto the street during play. Openings in the fence should be provided at appropriate spots to provide access points from Huron and Queen Street. Fencing should be designed to have some removable sections to facilitate snow removal in the winter.
- Additional features recommended for Gore Park include public art /sculpture, a fountain and additional pathways and seating. These items can help reflect Ripley's history and create more interest and activity.
- A shrub border is also recommended along the edge of the Royal Bank property to echo the plantings at the perimeter of Gore Park.



4.11 COLOURS AND MATERIALS

- Bronze colour fixtures are recommended for light fixtures, metal work on benches and sign posts. This colour is proposed as it coordinates with the existing brick colours but is neutral enough to work with all paint colours. It will also provide some distinction from the typical black fixtures that are frequently used. If bronze fixtures are not available, black fixtures are recommended.
- It is recommended that street signs also use the bronze colour as an outline around the sign and for lettering. This will provide a coordinated appearance that is legible from a distance.



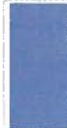
BRONZE



RIPLEY STREETSCAPE STUDY

GENERAL COLOUR GUIDELINES

YELLOW / BEIGE BRICK BUILDINGS



RED / BROWN BRICK BUILDINGS



is intended to provide general guidance for potential existing buildings in Ripley and Lucknow that are brick or red and brown tone brick. Preferred colours are the same as the original brick or a relatively neutral colour. Preferred colours and other coordinating colours, primarily in shades of brown, blue and burgundy. The colours illustrated have been selected for buildings and signage should be based on the following general guidelines:

Similar in colour to the original brick or a relatively neutral colour for the main building.

Deeper shades, with light coloured lettering and trim, can be used for larger areas.

Lighter shades, therefore should be used for smaller areas. Signage and cladding are also suitable for signs.

Lighter shades are the brightest or provide the most contrast to the background. For the smallest areas, in proportion to the overall building, specific details or trim on buildings, and attract attention on buildings.

Lighter shades and cladding are also suitable for lettering and trim.

Dark shades (black) are also suitable for signage in conjunction with lighter shades.

Buildings are also acceptable for yellow/beige brick or aluminum siding, in conjunction with the previous guidelines.

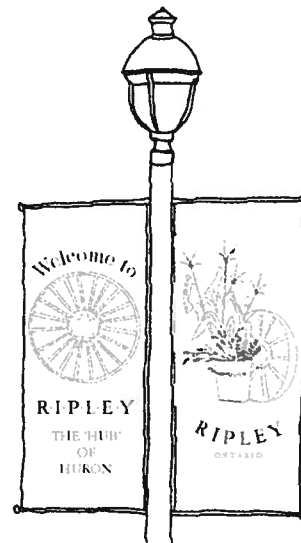


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Ripley Streetscape Study

RECOMMENDED STREETSCAPE PLAN - RIPLEY

- In general, awnings and building signs should use rich, warm earth tones and heritage colours to create a coordinated appearance on the street. Primary and neon colours should be avoided except for details and trim. Preferred colours for signage on different types of building facades are shown on the following page.
- General colour scheme recommendations are shown on the following page. This palette provides a range of colours that co-ordinate with the existing original brick colours. In addition to the colours shown, neutral colours (i.e. – white, cream, beige) are also appropriate for buildings and signs.
- Banners should be considered for attachment to the proposed light standards. The banners would provide an opportunity to reflect the theme; add colour and vitality to the street and provide seasonal interest.



5.0 RECOMMENDED STREETSCAPE THEME - LUCKNOW

5.1 DESCRIPTION OF THEME

The preferred theme identified at the Open House was the Historical Village Theme, although a number of participants indicated a desire to also incorporate some of the images used in the Rural Heritage Theme. Further development of the theme and associated recommendations focused on reinforcing the overall image of a vibrant, historic village with an emphasis on its architecture, people, history and culture. Two motifs, incorporating a door to symbolize the welcoming nature of Lucknow, and a streetscape including some of the existing buildings have been used to convey the Historical Village theme.



5.2 BUILDINGS

- There are a number of buildings in Lucknow that have been attractively and sensitively renovated, repaired and/or repainted. Renovations (i.e. removal of cladding, window replacement, etc) and/or minor enhancements (i.e. painted trim, new signage) to other buildings in key locations could result in substantial impact to the overall streetscape. Illustrative examples of some buildings with façade modification are shown below.



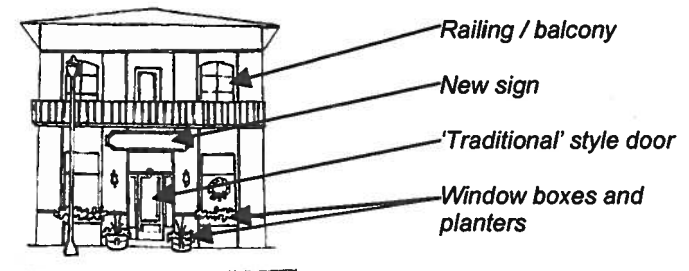
Before



After



Before



After

Ripley Streetscape Study

RECOMMENDED STREETSCAPE THEME - LUCKNOW

- Preservation of original building materials, architectural details, and façade design is strongly encouraged in the downtown core. Where such features and materials have been obscured by cladding or removed through previous renovations, consideration should be given to façade restoration wherever possible.
- Painting of original brick is not recommended as this can hold in moisture which can contribute to the decay of the brick. Where painting has already occurred and repainting is required, paint colours should be similar to the original brick colour to maintain the overall architectural character of the building and street. When original building features such as windows, doors, cornices, mouldings, etc. need to be repaired or replaced, it is recommended that similar size, style and materials be used to retain the architectural integrity of the building.



5.3 BUILDING SIGNAGE

- Greater use of projecting signage is encouraged, particularly on buildings with architectural and heritage features, to provide variety and texture along the streetscape, to prevent architectural details from being obscured, and to enhance the pedestrian experience. Projecting signs are encouraged to use decorative metal supports (i.e. wrought iron, wrought aluminum or similar materials).



- Wall / fascia signs are more appropriate for newer buildings and those which have less architectural detail.



- Preferred materials for both types of signs are painted, carved or stained wood, or materials of similar appearance, with lettering styles that reflect the traditional, historic character of the community. Signage should coordinate with the overall scale, style and character of the building.
- Back-lighted and electronic message display signs are discouraged within the downtown area. The preferred type of sign illumination is shielded, incandescent lighting at the top of signs.
- The use of awnings (fixed or retractable) with incorporated signage is encouraged to provide street texture and interest. Awning colours should relate to the building materials and adjacent buildings.

5.4 STREET AND DIRECTIONAL SIGNAGE

- New street signs and directional signs should be developed for Campbell Street to better reflect the 'Historical Village' theme. Directional signs should be used to provide information and directions to specific buildings and services, such as the medical centre, arena,



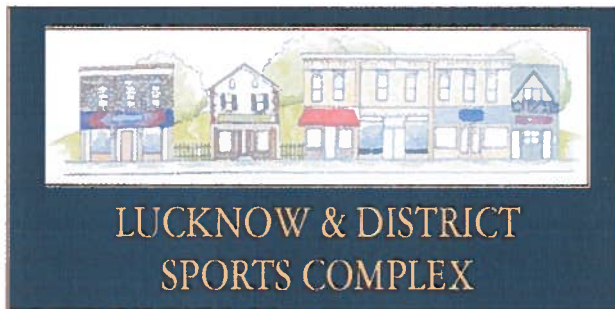
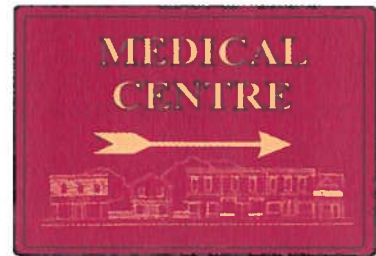
Ripley Streetscape Study

RECOMMENDED STREETSCAPE THEME - LUCKNOW

nursing home, parking areas and the trail system. Conceptual designs and colour schemes are illustrated below.

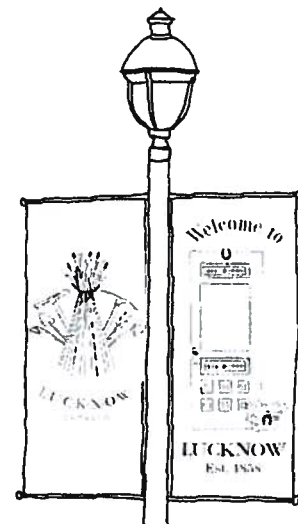
- The proposed street sign uses a band of green at the base, to co-ordinate with the green used in Lucknow's entrance sign. Directional signs are proposed to be a deep rusty red colour, with gold lettering, to also reflect some of the colours in the entrance signs and to reflect the selected theme.
- Specific locations for directional signs include Campbell and Bob intersection for the Nursing Home; Havelock and Campbell for Medical Centre and churches; Inglis and Campbell for Legion and LCBO; Campbell and Stauffer for walking trail and park system and Campbell and Ross Street for arena signs.
- Plaques incorporating the 'welcome door' symbol (or other logos) should be considered for placement on buildings of historic interest to provide residents and visitors with the opportunity to become more aware of Lucknow's architectural and cultural history.

Directional Sign



- Lucknow already has some seasonal banners for attaching to the light standards. Additional banners, incorporating the Historical Village and agricultural theme images could be considered to reinforce the theme and for specific events or seasons.

- Consideration should be given to erecting signs for Lucknow and Ripley on local highways and snowmobile or other trail systems to alert users to the businesses, services and attractions that exist in these communities.



Ripley Streetscape Study

RECOMMENDED STREETSCAPE THEME - LUCKNOW

5.5 VEGETATION

- Business owners are encouraged to use window boxes (free standing or wall mounted) at the front of their buildings for flowers, plants and seasonal displays to increase the colour and vitality of the street. Preferred materials are wrought aluminum or iron, wood and combinations of these materials. Size, height and style of window box planters should be appropriate for the individual building.



5.6 INTEGRATING THE THEME

In Lucknow, the Historical Village theme can also be integrated with other streetscape components and community activities to convey a more distinct overall image and identity. Potential ideas to integrate the Historical Village theme include:

- The use of antique furniture and household items, photos of original buildings, and architectural 'artifacts' in window displays throughout the community. A number of businesses are already doing this and if the majority of businesses adopt such displays, as appropriate for their businesses, a strong identity and street interest will be created.
- Consider a second walking tour that focuses on Lucknow's architecture and historic events, by developing a brochure (similar to the Greenway project brochure) that provides information about architectural features, building practices, former businesses and citizens associated with various buildings.
- Should a parkette be developed on the site beside the water tower, consider the use of horticultural and floral elements, fountains and statuary that reflect a Victorian theme.
- If additional murals are considered, paint town and village scenes that incorporate architectural features and historical / cultural events to convey Lucknow's heritage.
- Incorporate a common image or logo onto banners, plaques, signs and other materials to develop a 'multi-component' coordinated approach that reinforces Lucknow's theme and identity.
- Residential property could also be involved in promoting the theme through signs, decorations on their dwellings, similar use of colours for trim and dwellings, use of wrought iron/metal fixtures, fence details, etc.

RIPLEY STREETSCAPE STUDY

6.0 IMPLEMENTATION

6.1 COST ESTIMATES AND PHASING

Proposed phasing for the recommended streetscape improvements is intended to make the most effective use of dollars while also ensuring visible and functional improvements are undertaken up front. Input from the public meetings and survey questionnaires in Ripley indicated that the highest priorities for streetscape improvements were generally trees, new street lighting, benches and building façade improvements. Lower priority items tended to be banners and new entrance features for Ripley. The following charts identify estimated costs and proposed phasing for the streetscape improvements, along with potential means of implementation which are further described below.

Ripley – Estimated Costs

Improvement	Unit Cost	Quantity	Total Cost Estimate	Phasing Program & Associated Costs (\$)				
				2002	2003-4	2005-6	2007-8	2009-10
New Sidewalks	\$32/m ²	1,700 m ²	54,400	*40,000		15,000		
Street Trees	\$250	43	10,750	4,500	2,500	2,500	1,250	
Planters	\$600	10	6,000		3,000	3,000		
Benches	\$1,300	18	23,400		9,100	9,100		5,200
Waste receptacles	\$600	5	3,000		1,800	1,200		
Decorative Intersection Paving	\$30-\$60/m ²	350 m ²	10.5-21,000	7,500	7,500			
Gateway Feature in Gore Park			15-45,000				20,000	20,000
Banners	100	12	1,200			1,200		
New Streetlights	\$2,400	12	28,800	28,800				
New Street Signage	\$300	16	4,800		4,800			
Entrance Sign Enhancement			1,000-3,000				2,000	
Underground Wiring			25,000	25,000				
PHASE TOTAL				105,800	28,700	32,000	23,250	25,200
OVERALL TOTAL (2002 \$)								214,950

* Reflects cost of replacing existing sidewalk plus additional width and details.

RIPLEY STREETSCAPE STUDY IMPLEMENTATION

The above costs reflect installed prices for typical streetscape improvements and elements. Actual costs will be dependent on the ultimate styles, materials and quantities specified at the detailed design stage. Efforts should be made to source materials locally, wherever possible, to contribute to the local economy.

Ripley – Priorities and Implementation

Improvement	Priority	Total Cost Estimate	Implementation Mechanism(s)
New Streetlights	H	28,800	Capital budget - in conjunction with roadwork
New Sidewalks	H	54,400	Capital budget - in conjunction with roadwork
Street Trees	H	10,750	Capital budget - in conjunction with roadwork
Planters	H	6,000	Capital budget; partnerships
Benches & Street Furniture	H	26,400	Capital budget, partnerships, bequests/donations
Underground Wiring		25,000	Capital budget - in conjunction with roadwork
New Street Signage	M	4,800	Capital budget
Gateway Feature in Gore Park	M	15-45,000	Ripley Reunion, partnerships, capital budget
Decorative Intersection Paving	M-L	10.5-21,000	Capital budget – in conjunction with roadwork
Banners	L	1,200	Partnerships, capital budgets
Entrance Sign Enhancements	L	1,000-3,000	Capital / operating budget; partnerships
Building Façade Improvements	H	Varies	Private funding, grants; façade improvement programs; tax incentives
Awnings	L	2,500-3,000 ea	Private funding, façade improvement programs
Improvements in Gore Park	M	Varies	Capital budget, grants, partnerships
Building signage	H	1,500 ea	Private funding

Lucknow – Cost Estimates, Priorities and Implementation

Improvement	Priority	Cost Estimate	Time Frame	Implementation Mechanism(s)
Building Signage	H	\$1,500 ea	Ongoing	Private funding; façade improvement programs, tax incentives
Building Façade Improvements	M	Varies	Ongoing	Private funding, grants; façade improvement programs; tax incentives
New Street Signage (18)	M	\$5,400	2002-2004	Capital budget
Window box planters	M	\$80-400 ea	2002-2004	Private funding, partnerships
Banners	L	\$100 ea	2003-2005	Partnerships
Awnings	L	\$2,500-3,000 ea	Ongoing	Private funding, façade improvement programs
New Entrance Signs for Lucknow	L	\$1,000-3,000	2005-2007	Capital budget, partnerships
Murals	L	Varies	2005-2007	Partnerships, grants, private funding

6.2 FINANCING AND IMPLEMENTATION

Financing of the proposed streetscape improvements can be undertaken through allocating funds in the Township's annual capital budgets as well as through potential outside funding sources such as grants and donations. The costs of streetscape components, such as

sidewalks, intersection paving treatments, street lighting and street trees should be covered primarily through capital budgets, coordinated wherever possible with ongoing road improvements to maximize cost effectiveness and minimize disruption. Financing or assistance for other features, including benches and other street furnishings, façade improvements, banners and gateway features, could be undertaken through a combination of capital expenditures, grants, financial incentives and partnerships. Following are some suggested mechanisms for various components:

6.2.1 Grants

Grants for partial funding of facade renovation and building restoration projects may be available through the Ontario Heritage Foundation. In 2000, the Heritage Challenge Fund was established to assist non-profit organizations and municipalities in preserving, restoring and maintaining their heritage properties. While this fund has been fully allocated, new initiatives may be put forth in future provincial budgets. The Township should maintain close contact with the Ministry of Citizenship, Culture and Recreation and the Ontario Heritage Foundation to determine if / when new grant programs may be established.

Grants are also available for a range of projects from the Trillium Foundation for non-profit organizations and partnerships. Capital funding is provided by the Foundation for a range of repairs, renovations and improvements to lands and buildings. Recent grants provided by Trillium for projects in southwestern Ontario, including Bruce County, have covered the renovation of buildings to improve accessibility, development of sculpture gardens, trail development and improvements, creation and/or maintenance of murals that promote heritage, culture and tourism, historical exhibits, restoration of heritage sites, etc. These grants could be particularly appropriate to assist non-profit organizations in Ripley and Lucknow in implementing some of the recommended streetscape features, such as murals, building renovations and improvements to Gore Park. (e.g. – trail development / improvements, commemorative fountains and public art / sculpture, etc.).

6.2.2 Tax Incentives

A number of municipalities have instituted various tax incentive programs to assist building owners with the financial costs of façade restoration. The Ontario Government has recently amended the Municipal Act to authorize tax reductions and refunds for improvement of designated heritage buildings. This program allows a municipality to refund from 10% to 40% of the property taxes for properties that undertake improvements to these buildings. To minimize the burden of the reduced taxes, the Ontario government offsets the education portion of the tax bill. The Township should investigate these programs further to determine their feasibility. Property owners must also be aware that heritage designation of their buildings is a prerequisite.

6.2.3 Loan Programs

Some municipalities, particularly in the United States, have instituted loan programs to assist businesses with the cost of undertaking facade improvements (including signage) and building renovation / restoration projects recommended by streetscape and urban design studies. These loan programs can take the form of low interest or interest free loans, up to specific amounts, to businesses who wish to undertake improvements.

Other municipalities have made use of deferred loan programs, where loans are provided to assist businesses with projects that promote retail activities and contribute to improving neighborhood character and heritage preservation. Loans, up to a maximum amount and/or percentage of the total project costs (as determined by the Township) are repaid when the business or property is closed, sold or transferred.

In both cases, it is important for municipalities to establish clear guidelines regarding eligibility requirements for such loans, the maximum amount and/or percentage of loans, payback expectations and requirements, timeframes in which the work must be completed, and other restrictions or requirements related to design, plan review, quality of work, etc. While these mechanisms are not very common in Ontario, the Ministry of Citizenship, Culture and Recreation has advised that nothing precludes such programs from being implemented.

6.2.4 Façade Improvement Programs

The Township may wish to consider a local grant program to provide partial assistance for façade improvements. Façade improvement programs have been instituted by many other municipalities, whereby the municipality offers technical and/or financial assistance to building owners who wish to improve the physical appearance of their buildings. These programs typically provide one-time grants up to a certain percentage of the total cost of the renovations, and up to a maximum dollar value. The establishment of a façade improvement program, similar to establishing a loan program, requires that the municipality establish clear criteria regarding eligibility and requirements. Façade improvement programs may also provide design assistance, through Municipal staff or knowledgeable volunteers /committees, to help local business owners identify appropriate improvements for their buildings.

Some municipalities also establish design review committees to ensure that proposed renovations and/or redevelopment to buildings in their downtown cores retain their architectural character and are consistent with any guidelines and streetscape master plans developed for the area. While this would not appear to be necessary for Lucknow and Ripley at this time, it may be something that should be considered if future circumstances warranted such action (i.e. – if significant demolition, rebuilding or renovation to buildings in the downtown cores was imminent).

6.2.5 Partnerships and Programs

Partnerships and programs with local service clubs and organizations are recommended to help implement some aspects of the streetscape master plan. These could include:

- Provision of funding by service clubs to assist in the purchase of banners and building plaques;
- Bequest and donation programs for memorial trees, benches, fountains and sculpture / public art in park areas or suitable locations on the street;
- Chamber of Commerce / Business Improvement Organizations for street directional signage;
- Historical / agricultural societies for window displays, signage, banners;
- Schools for displays / artwork in windows of vacant buildings;
- Public / private partnerships such as the 'Main Street' program.

The Ripley Reunion that is held every 10 years is also an excellent opportunity that could be used to implement some of the streetscape recommendations. Funds raised by this reunion could be utilized particularly for the proposed gateway feature to Gore Park. The gateway could be designed in such a way that it functions as an ongoing commemorative structure to record the history of Ripley and its reunions.

6.3 POLICIES AND BY-LAWS

Appropriate policies that support the improvement of downtown areas, heritage preservation, establishment of grant and incentive programs to facilitate improvements, establishment of design guidelines and signage guidelines / by-laws, etc. should be incorporated into the new Official Plan. This will ensure that the Township has the necessary policies and authority to undertake new initiatives if and when they desire.

A sign by-law (or sign guideline document) may also be a useful tool to assist the Township with providing guidance for signage in the downtown areas and to provide direction for style, size and placement.

6.4 OTHER

The residents of both Lucknow and Ripley identified a desire and need to address economic issues in their respective communities. The streetscape improvements proposed by the Streetscape Master Plan are only one component of downtown revitalization. On their own, they will improve the appearance of the communities and may encourage businesses to undertake some additional improvements. However, they are unlikely to be sufficient to generate a substantial amount of new economic development. The Township of Huron Kinloss may wish to investigate the merits of establishing a Main Street program (officially or unofficially) to address some of these economic issues. Main Street programs have been used in many locations throughout Canada and the United States to successfully revitalize downtown areas of all sizes. Key components of a Main Street program include:

- Organization
- Promotion

RIPLEY STREETSCAPE STUDY IMPLEMENTATION

- Economic Restructuring
- Design.

Volunteer working groups, such as the Friends of Ripley, as well as the sub-committees formed for the Action Plan may want to obtain further information regarding Main Street programs in an effort to undertake or assist some of those roles (i.e. promotion, organization, etc). Alternatively, consideration could be given to applying for grant funding to hire a co-ordinator for this purpose.

In addition, coordinated marketing and 'cross-promotion' of Ripley and Lucknow should be undertaken to promote the communities and associated businesses and attractions so that visitors, surrounding communities and other organizations have a greater awareness of what Ripley and Lucknow have to offer. This could also be a component of the Township's existing promotional efforts.



RIPLEY STREETSCAPE STUDY

7.0 SUMMARY

The Ripley Streetscape Study provides a framework and phasing program for improvements to the downtown areas of both Ripley and Lucknow. The concept plan and associated recommendations prepared for Ripley are intended to create a functional, visually attractive area that conveys a distinct sense of identity to residents and visitors. Proposed streetscape features and elements build on some of Ripley's existing functional and architectural characteristics, image (i.e. – the Hub of Huron) and historical context. Similarly, the recommendations for the theme and associated components (e.g. – signage, façade improvements, planters, etc.) for Lucknow are also intended to reinforce the identifiable physical and social characteristics and strengths that are evident in Lucknow and further develop its sense of place.

It should be noted that the images used on this report are intended to provide illustrative examples of the general types and style of various streetscape components envisioned, such as lighting, signage, benches, park entrance features, etc. The specific styles, materials and manufacturers of these items should be determined at the detailed design stage, in consultation with Township and County staff.

Important 'next steps' that are required for implementation of the streetscape improvements include:

- Incorporating the necessary policies into the new Official Plan;
- Allocating budgets for those improvements that the Township wishes to implement in the near future;
- Undertaking detailed design and specifications for streetscape improvements to be constructed in conjunction with the road works planned for Huron Street;
- Maintaining and/or forging new partnerships with local businesses, groups and organizations to assist with the implementation of some aspects of the streetscape program.

Ripley and Lucknow are fortunate to have many committed, caring citizens in their communities. The ongoing commitment by residents and local organizations will be essential, not only to implement the streetscape improvements, but more importantly to continue to support local businesses and services in order to maintain and strengthen the economic vitality and revitalization of the communities.

RIPLEY STREETSCAPE STUDY

REFERENCES AND SOURCES OF HISTORICAL PHOTOGRAPHS

A Century in Retrospect: A History of the Village of Lucknow 1858-1958
Edited and Compiled by Campbell and Margaret Thompson

"A Glimpse of the Past" – A Historical Chronicle of Lucknow, "The Sepoy Town", 1858-1983,
Edited by Don and Beverley Thompson, Mildmay, Ontario:
The Town and Country Crier, June 1983.

A Pictorial History of Bruce County Prior to 1918.
Edited by Gwen Smith Harrison, St. Jacobs Printery Ltd. 1989

Families and Farms of Huron with its Hub – Ripley,
Edited by Gwen Smith Harrison, Ripley-Huron Reunion Committee. Owen Sound: Stan Brown
Printers Limited, 1985

Huron Kinloss Action Plan
September 2000.

Official Plan of the Village of Ripley Planning Area

Ripley 1875-1992:
Huron's Hub, Ripley Historical Group, 1994



Stantec

APPENDIX A

PUBLIC CONSULTATION SUMMARY

RIPLEY

STAKEHOLDER MEETING RESULTS – FEBRUARY 7, 2002

BEST CHARACTERISTICS:

Physical

- Integration of rural and residential aspects / "Blend of agricultural and "town stuff"
- Good location – 5 minutes from major highways
- Convenience – everything is within short walking distance of any parking space

Economic

- Good demographics
- Service and supply centre to rural community

Social / Cultural

- Agricultural heritage
- Friendly and welcoming
- Central focus on customer satisfaction
- Strong community base
- "Mennonite angle"
- Community spirit
- People
- Epitome of small town life
- Strong sense of community
- People want to be in Ripley

ADDITIONAL GOALS AND OBJECTIVES

- Improve the building stock
- Make Ripley / streetscape unique
- Capitalize on existing assets
- Focus on and build upon successful events
- Bring in people year round
- Integrate activities with streetscape themes and elements
- Enhance the economy

OPPORTUNITIES AND CONSTRAINTS

Opportunities

- 'Open up' the park
- Need to do something with some of the buildings and properties

- Agritourism
- Identify locations for future parking
- Building space available for new business
- Old school could be used for new functions (e.g. – art school, trade school, etc.)
- More vegetation / greenery (trees, ivy, planters)
- Use of murals
- Create a 'Town Square' at intersection of Huron and Queen Street, across from Gore Park
- Create a water feature in Gore Park
- Make town square a hub of activity
- Create something visible at four corners (Huron and Queen intersection)
- Capitalize on "come as you are" / relaxed attitude

Issues / Constraints

- Attractions (e.g. – Pine River Cheese) are 5-7 miles away therefore town doesn't get those visitors
- Buildings need repair
- Puddles / standing water on streets (poor drainage)
- Roads are within County jurisdiction – may contain what residents want
- Absentee landlords of some buildings
- Lack of viable economy
- Lack of accommodation
- Park is not a "defined" area
- Need to attract youthful entrepreneurs

STREETSCAPE COMPONENTS / IDEAS / NEEDS

Safety / Maintenance

- Low maintenance, long term streetscape components
- Needs to be safe to walk
- Accessible to elderly (significant component of Ripley demographics)

Signage

- Use of awnings and improved signage

Street Furniture

- Benches
- New street lighting
- Potential for banners and/or planters
- Tie-ups for Mennonites' horses

Vegetation

- Street trees / some type of vegetation

Parks / Activities

- Components / equipment for kids in the park

POTENTIAL THEME IDEAS

Agricultural

- Focus on what is grown in the area
- Sign improvements - use of rural symbols on sign (wagon wheels, farm machinery, rural background "things")
- Appropriately designed / themed street lights
- "Hub" motif

"Feels Like Home"

- ?? – how to depict?

Heritage

- Set off buildings to best advantage
- Depict Ripley as historical 'hub of Huron'
- Lots of plantings

Garden Village

TOWNSHIP OF HURON KINLOSS DOWNTOWN STREETScape STUDY

STAKEHOLDER QUESTIONNAIRE - RIPLEY

Stantec Consulting is undertaking a Downtown Streetscape Study for Downtown Ripley. This will include the development of a streetscape theme and master plan concept. We would like your input regarding key factors that you feel should be addressed along with your thoughts and ideas about preferred features and potential themes for the Streetscape Plan.

1. What are the top three opportunities and issues / constraints that should be addressed by the Ripley Streetscape Study?

Opportunities	Issues / Constraints
_____	_____
_____	_____
_____	_____
_____	_____

2. What do you consider to be the key characteristic(s) of Ripley that contributes to its identity?

3. What streetscape 'theme' would you like to see developed for Ripley and why?

4. What streetscape features do you think should be considered in the development of streetscape concept plans and recommendations?

	Yes	No	Comments
Benches / seating	_____	_____	_____
Parking improvements	_____	_____	_____
Banners	_____	_____	_____
Coordinated signage	_____	_____	_____
Building façade improvements	_____	_____	_____
Bicycle racks	_____	_____	_____
Decorative lighting	_____	_____	_____
Street trees	_____	_____	_____
Planters	_____	_____	_____
Gateway feature	_____	_____	_____
Decorative paving	_____	_____	_____
Traffic calming	_____	_____	_____
Other	_____	_____	_____

Please return by faxing to (519) 645-6575 or e-mail comments to mzjones@stantec.com

TOWNSHIP OF HURON KINLOSS DOWNTOWN STREETScape STUDY

STAKEHOLDER QUESTIONNAIRE – RIPLEY SUMMARY OF RESPONSES

1. What are the top three opportunities and issues / constraints that should be addressed by the Ripley Streetscape Study?

Top Opportunities Responses / Comments	# of Responses
Two large buildings at corner of Huron and Queen need outside decoration on barren walls	1
Improve facades of commercial areas	6
Make commercial area more attractive to investors	2
Town has become a dormitory town for Kincardine and Wingham, therefore promote a residential friendly main street	1
More people moving to area – need to make ideal setting a reality	1
Should cater to boomers	
Beautify by planting trees, planters.	2
Need new uniform lighting	5
Need park benches, awning and new entrance to park	1

Top Issues / Constraints Responses / Comments	# of Responses
Improve street drainage and safety	2
Don't copy other municipality's features	1
Leave streets and sidewalks accessible for winter maintenance machinery	1
Maintain connection to agriculture	1
Ned to attract youthful entrepreneurs	1
Agricultural businesses downtown	1
Damaged / covered up storefronts	4
Arena is more of the heart of Ripley than the downtown or park	1
Cost, convincing owners	1
Agreeing on a theme, deciding on a style to be tied into theme	1
What areas should get improvements	1
Age of most business owners – nearing retirement	1
Seed mills in downtown core	1
Ease of maintenance	1
Height of some stores above grade / steps into stores	2
Need to enforce cleanup of front yards	1
Width of street	1
Parking	1
Ned sidewalk repairs	1
Crosswalk lighting or signage at main intersection	1

2. What do you consider to be the key characteristic(s) of Ripley that contributes to its identity?

Comment / Response	# of Responses
Supply & service to surrounding farms / rural based community	2
Full age range – youth to seniors	1
Small town friendliness and caring	7
Older buildings	4
Tree lined streets	1
Crofter settlers, railway heritage, agricultural	1
Family orientation	1
Ripley fall fair, Little's Restaurant, entrance signs to town	1
Park on corner	2

3. What streetscape 'theme' would you like to see developed for Ripley and why?

Comment / Response	# of Responses
Anything that contributes to rural nature of community	1
Heritage theme to set off some buildings to best advantage	6
Agricultural / historical	1
Hub of Huron	1
Garden village	1
No theme – make it more comfortable for residents and emphasize calm environment	1
Rural routes	1
Modern ideas which would balance with old historic look	1

4. What streetscape features do you think should be considered in the development of streetscape concept plans and recommendations?

	Yes	No	No answer
Benches / seating	12	1	2
Parking improvements	9	3	3
Banners	5	5	5
Coordinated signage	10	3	2
Building façade improvements	15	0	0
Bicycle racks	7	3	5
Decorative lighting	11	3	2
Street trees	10	2	3
Planters	12	0	3
Gateway features	6	3	6
Decorative paving	9	0	6
Traffic calming	1	7	8
Other	3		12

RIPLEY STREETSCAPE STUDY – OPEN HOUSE

MARCH 23, 2002

We'd like your feedback regarding the proposed streetscape themes and concept plan options prepared for the Ripley Streetscape Study. Please fill out this form and leave it with us or fax it back to Stantec Consulting at (519) 645-6575.

1. Which streetscape theme do you prefer?

Early Canadian Village _____ Agricultural Heritage _____

2. Which concept plan do you prefer?

Early Canadian Village _____ Agricultural Heritage _____

3. Do you have any concerns / issues regarding your preferred concept plan? If so, what are they?

4. What changes or additions you would like to see to this theme and/or concept plan, if any?

5. What are your priorities for implementation, in order of preference?

Decorative paving at intersections		New streetlights	
Building façade improvements		New street signage	
Gateway feature in Gore Park		Awnings	
Benches		Street trees	
Improvements in Gore Park		Planters / hanging baskets	
Banners		Entrance features to Ripley	
Other (please specify)			

6. Do you have any other comments or suggestions?

THANK YOU FOR YOUR INPUT!

Ripley Streetscape – Concept Selection and Refinement

Summary of Questionnaire Responses from Open House – March 23/02:

Preferred Streetscape Theme	# of Responses	Other Comments
Early Canadian Village	11	Street sign concept (1)
Agricultural Heritage	4*	*Preferred colour only (2) **Use accessories from EC theme

Preferred Concept Plan	# of Responses	Other Comments
Early Canadian Village	11	
Agricultural Heritage	3	EC concept is too busy

Issues / Concerns Identified	# of Responses
Don't want trees too big – leaf maintenance	1
Both sides need street lights and trees for symmetry	2
Would like to see some of the agricultural ideas used	
Prefer Agricultural Heritage theme but would like to use early Canadian village street sign	
Use recycled plastic benches from Early Canadian Village theme	
Need signage on access roads – Highways 21, 9, 86	
Bear in mind storeowners won't support a lot out of their pockets and over half are close to retiring	
Plan needs to take into account winter weather – snow, ice & wind	
Coloured brick work is not necessary for streets / corners – doesn't suit Ripley	

Changes or Additions	# of Responses
Not sure maple leaf in hub is a good idea.	2
Need a natural division between park and Thompson's feedmill – don't want a 'practical' 10' fence that feels like a huge barrier	
Incorporate a fountain at 4-way stop corner where park starts	
Actual drinking fountain design of theme for corner of Jessie St. where plumbing of old fountain now exists in summer	
Don't like metal benches – hot in summer	
Need trees and benches all along the street – no more cobra lights	
Leave road width as is to accommodate current usage	

Implementation Priorities	Responses (As Ranked by Priority)													
Decorative paving at intersections	5	9	1*	10	6	7	8		9			No	1	✓
Building facade improvements	7	4	1*	1	5	8	11	1	4	✓	✓	5		✓
Gateway feature in Gore Park	4	10	1*	6	7	5	9	6	6			2		4
Benches	8	7	1*	8	8	2	4	3	5	✓			✓	5
Improvements in Gore Park	6	8	1*	5	9	3	5	2	8		✓	1	✓	7
Banners	10	11	1*	12	10	10	10		11					
New streetlights	3	6	1*	2	1	4	2	5	1	✓		3		2
New street signage	9	5	1*	7	2	6	6	4	10	✓		4	✓	6
Awnings	2	2	2**	11	3	9	12		12					
Street trees	1	1	2**	4	3	1	1		2	✓	✓		✓	1
Planters / hanging baskets	11	3	2**	3	4	7	3		3				✓	
Entrance features to Ripley	12	12	1*	9	11		7		7		✓	No	✓	
Other														

* Need to be done now

** Could be later or donated from service clubs and families

Other Comments / Suggestions	# of Responses
Please recommend concept for gateway signs & lighting	
Suggest colour for lamp posts and street sign posts	
Please recommend physical border for Thompson feed.	
Concept 2 – put planters at corners of intersections also	
Prefer faux architecture murals instead of sports theme murals	
Trees will make the biggest difference	
Show more conceptual drawings of what existing buildings could look like with new facades.	
Keep bulk of plantings in park and possible street planters with perennials so change of planters provides enlargement of park gardens. Money spent provides longer lasting plantings.	
Light fixtures should be focused downward to avoid light pollution.	
Need to get businesses to improve their buildings (i.e. – paint, etc.)	
Looks good but need to keep it easy maintenance – the area is a rural area	
Planters will have to be maintained – watering, winterizing, etc.	

LUCKNOW

STAKEHOLDER MEETING RESULTS – FEBRUARY 7, 2002

BEST CHARACTERISTICS:

Physical

- Location and traffic flow
- Bustling nature
- Quaint and compact
- Well kept facilities

Economic

- Number of small businesses and their success
- Bustling nature

Social / Cultural

- Friendliness
- Tradition
- Small town character,
- Agricultural background
- Western promotion and rodeo

ADDITIONAL GOALS AND OBJECTIVES

- Implementation mechanisms needed for plan

OPPORTUNITIES AND CONSTRAINTS

Opportunities

- Availability of business space
- Seasonal traffic (May to September)
- Associate golf course with Lucknow, not Kincardine
- Capture snowmobile traffic through signage
- Sign guidelines for consistency
- Hostelling and accommodation opportunities (needed)
- On the Greyhound bus route
- Cycling routes connect to other areas / communities

Constraints

- How to involve residential properties in overall concept and theme
- No family restaurant
- Money (lack of)
- Parking lots not marked
- Truck traffic goes too fast – can be difficult to cross streets

- Current signage does not provide psychological slow-down (i.e. re: speed / fines)

STREETSCAPE COMPONENTS / IDEAS / NEEDS

Signage

- Illuminate overhanging signs and wires are unattractive
- "Tasteful" signs are more important than the specific type of sign (e.g. – projecting vs. flat/building front signage)
- Bring out theme via signs, in terms of shape, colour, design, etc.

Murals

- Use murals to bring out theme
- Could be painted on buildings at end of blocks for impact
- Can be used to celebrate heritage, events
- Cost and maintenance is an issue

Colour / Materials

- Red and yellow brick
- Lighter colour brick conveys Scottish heritage
- Use heritage colours

Vegetation

- Snow removal is an issue with trees / planters
- Horticultural society does a good job of planters in the summer
- Light posts are not strong enough for hanging planters
- Consider window boxes instead – can be used for seasonal variety and vegetation

Activities

- Mill ponds can be integrated with walking trails – should promote via signage, for picnics, etc.
- Heritage walk / celebrations could be organized on specific days (e.g. Sundays) or in association with specific events

Parks

- Consider linear parks to bring green into downtown area and provide connections
- Interpretive walks with existing trail system
- Potential for parkettes along main street

POTENTIAL THEME IDEAS

Historical

- Architecture

- Walking tour – original railway station location, grist mills, etc.
- Paint the water tower with historical scene / event
- A museum is in discussion stages – 'mobile' or 'satellite' museum in interim in store fronts with changing displays

Agricultural

- Machinery (farm implements)
- Seasonal changes
- Recognize local production of grains, corn, livestock
- Depict through murals

Scottish Theme

- Clan tartans
- Founding fathers / mothers on street names
- Caledonian games / sports
- Might be difficult to compete with Kincardine's focus on Scottish heritage

STREETSCAPE STUDY – LUCKNOW OPEN HOUSE

MARCH 23, 2002

We'd like your feedback regarding the proposed streetscape themes and associated components prepared for the Streetscape Study in Lucknow. Please fill out this form and leave it with us or fax it back to Stantec Consulting at (519) 645-6575.

1. Which streetscape theme do you prefer?

Historical Village _____ Rural Heritage _____

2. Which colour scheme do you prefer?

Rich / Vibrant Palette _____ Heritage Colours _____

3. What kind of signage would you prefer as the 'recommended' or dominant type in Lucknow?

Projecting from Building Face _____
Flat on Building Face _____
Mix of Projecting and Flat Front Signs _____

4. What are your priorities for streetscape components that should be integrated with your preferred theme, in order of preference?

Building signs		Awnings	
Street signs		New / enhanced entrance signs to Lucknow	
Murals		Building façade improvements	
Banners		Planters / window boxes	
Other (please specify)			

5. Do you have any further comments?

THANK YOU FOR YOUR INPUT!

Lucknow Streetscape Theme Selection and Refinement

Summary of Questionnaire Responses from Open House – March 23/02:

Preferred Streetscape Theme	# of Responses	Other Comments
Historical Village	6	
Rural Heritage	1	

Preferred Colour Scheme	# of Responses	Other Comments
Rich / Vibrant Palette	5	
Heritage Colours	2	

Preferred Type of Signage	# of Responses
Projecting from building face	2
Flat on building face	1
Mix of projecting and flat front signs	4

Implementation Priorities	Responses (As Ranked by Priority)							
Building signs			✓	1	2	1	1	
Street signs	2	3		7	1	5	4	
Murals			✓	6	3		8	
Banners		2	✓	5	6	6	2	
Awnings				2	8	4	5	
New/enhanced entrance signs to Lucknow				8	5		7	
Building façade improvements	1	1	✓	4	4	3	3	
Planters / window boxes		4	✓	3	7	2	6	
Other								

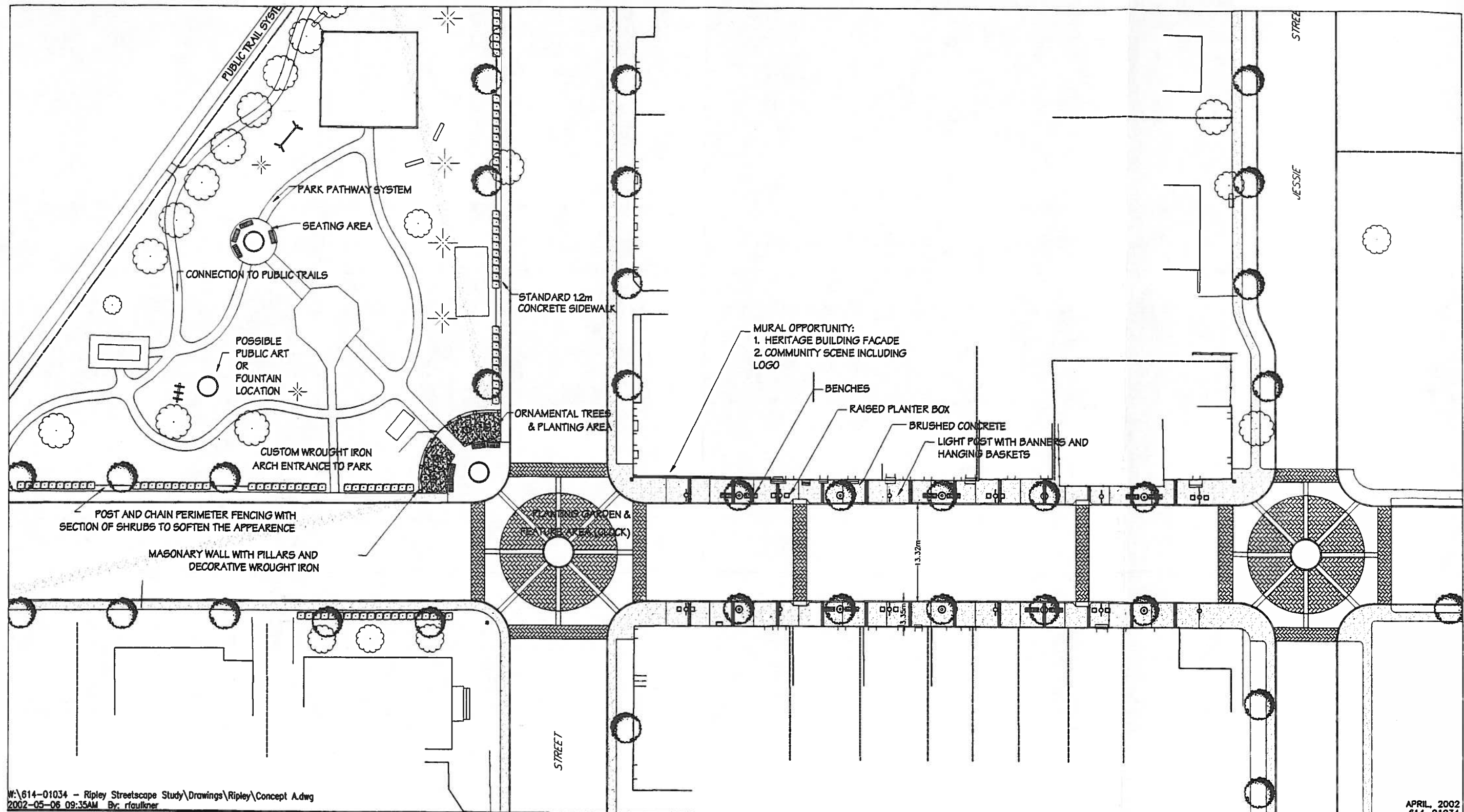
Other Comments / Suggestions	# of Responses
Projecting signs should be limited in size and incorporate wrought iron	
Signs at entrances were done recently so could be left until later	
Need some size restrictions on signs	



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APPENDIX B

RIPLEY PRELIMINARY CONCEPT PLANS



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 2002-05-06 09:35AM By: rfoulkner

APRIL, 2002
 614-01034

ORIGINAL SHEET - ANSI B



Stantec Consulting Ltd.
 171 Queens Avenue
 London ON Canada
 N6A 5J7
 Tel. 519.645.2007
 Fax. 519.645.6575
 www.stantec.com

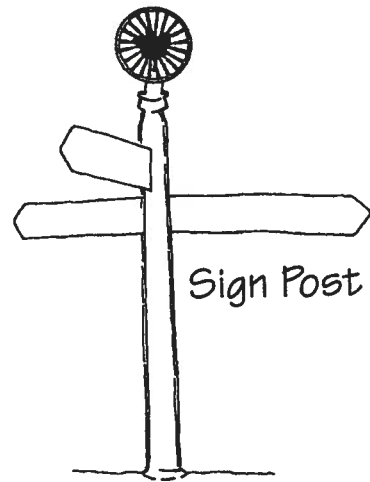
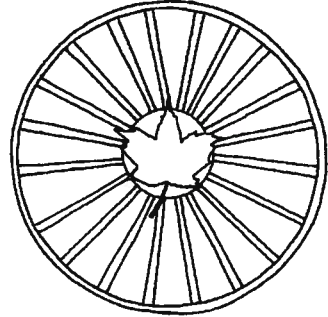
Client/Project
**TOWN OF RIPLEY
 RIPLEY STREETScape STUDY**

Figure No.
1.0

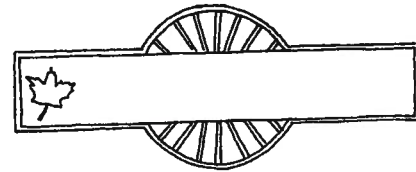
Title
**EARLY CANADIAN VILLAGE
 CONCEPT**

Ripley - Early Canadian Theme Development

Early Canadian Logo



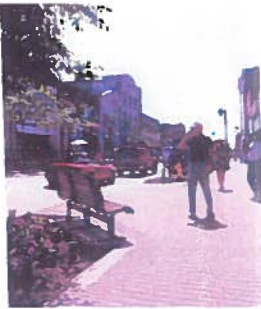
Street Sign Concept



Interesting Awnings



Paving Patterns



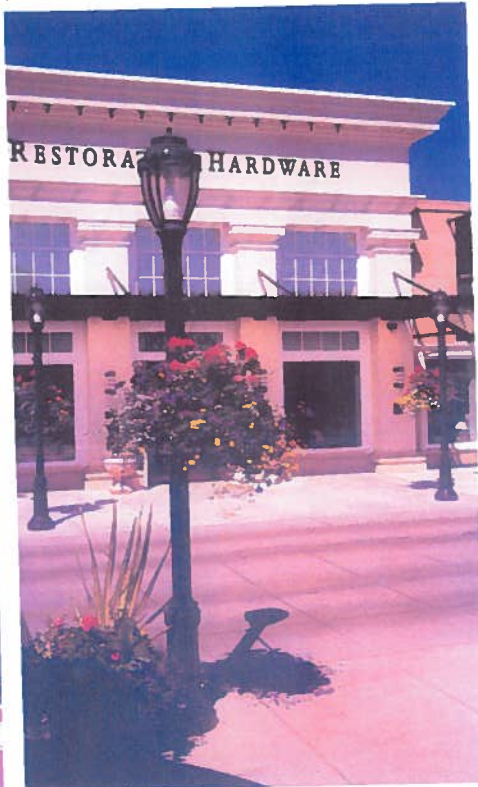
Benches and Planters



BEFORE

Ornamental Street Tree

Lighting Recommendations



Banners



Interesting Awnings



Signage Styles



Accessories

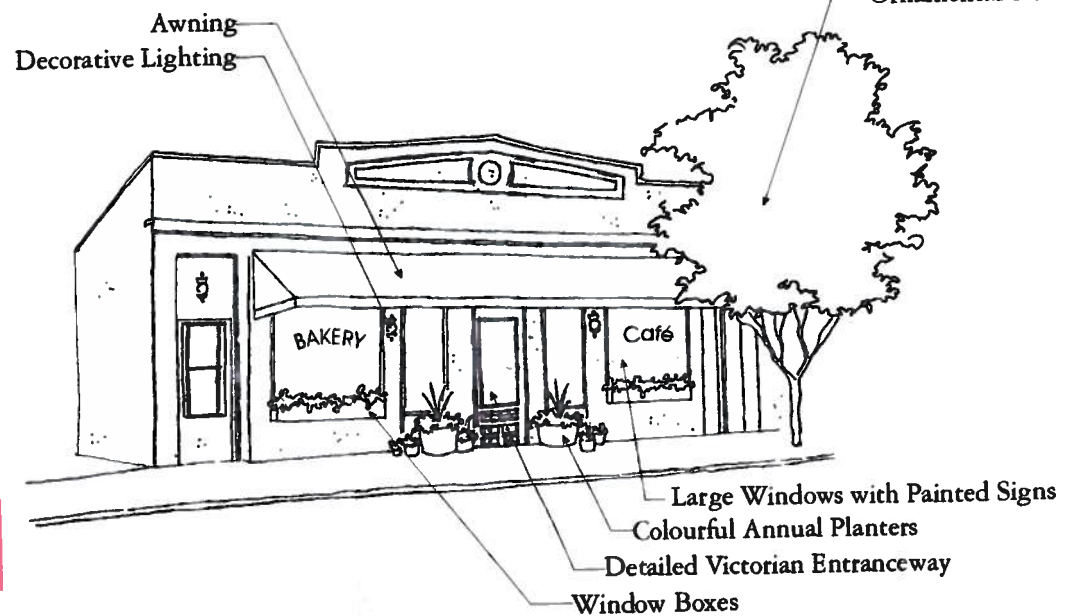


Post and Chain Fencing for Park

Early Canadian Colour Palette



Awning
Decorative Lighting



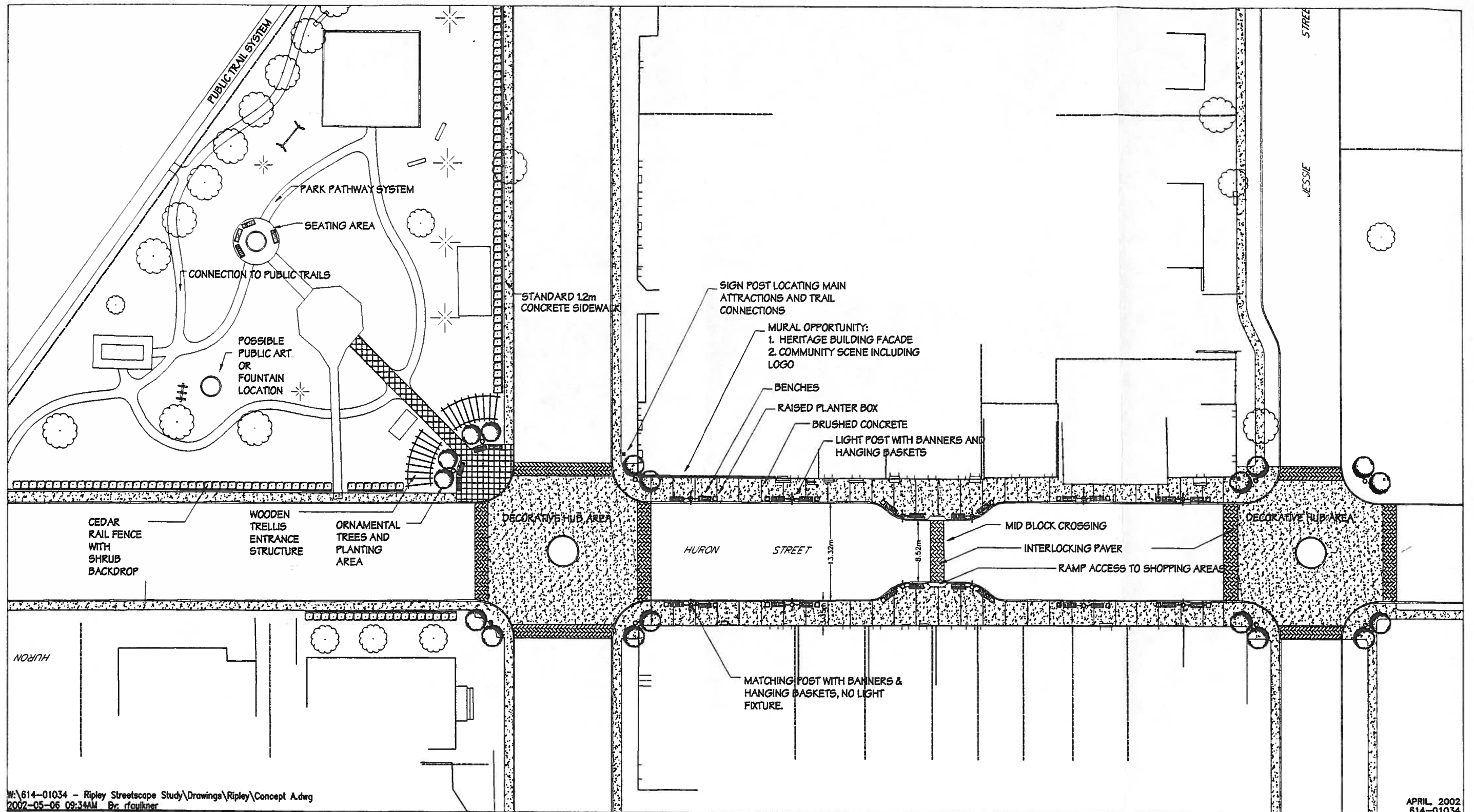


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2002-05-06 09:34AM By: rfaulkner



APRIL 2002
614-01034

Client/Project
TOWN OF RIPLEY
RIPLEY STREETScape ATUDY

Figure No.
1.0

Title
AGRICULTURAL HERITAGE
CONCEPT

Ripley - Agricultural Heritage Theme Development

Lighting Recommendations



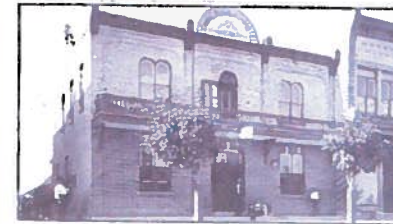
Agricultural Logo



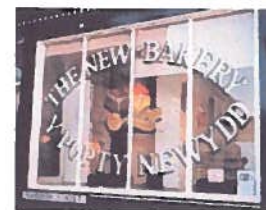
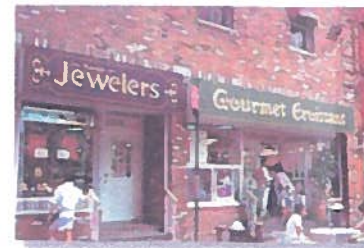
Agricultural Logo Option 2



Signage and Streetscape Images



Queen Street (South) (Gladys Huston)



Planters



Benches



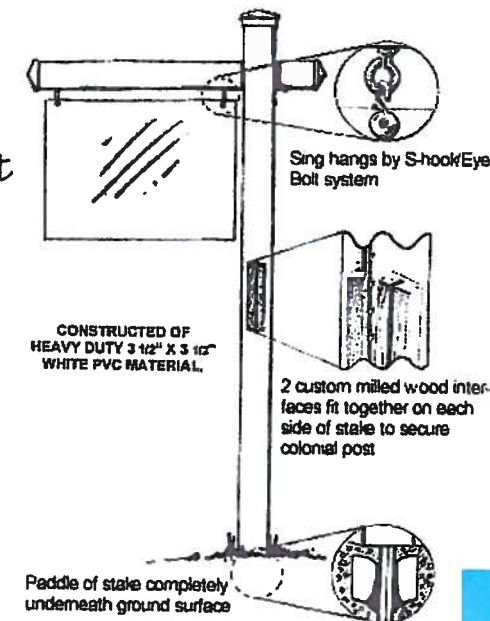
Agricultural Colour Palette



BEFORE



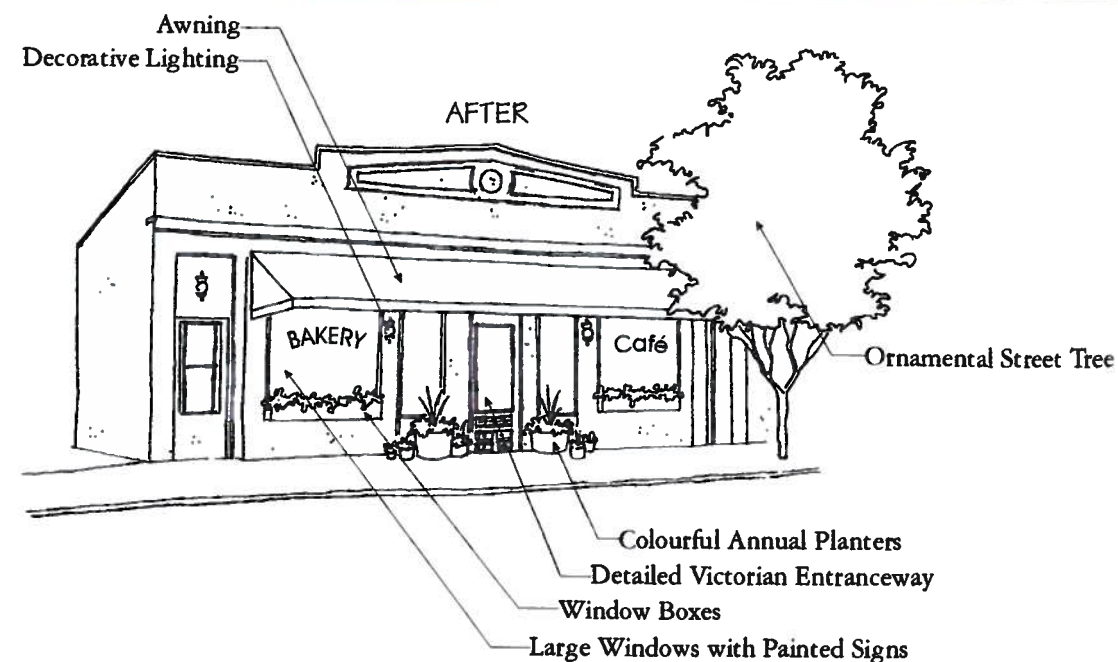
Sign Post



Banners



Cedar Rail Fence for Park



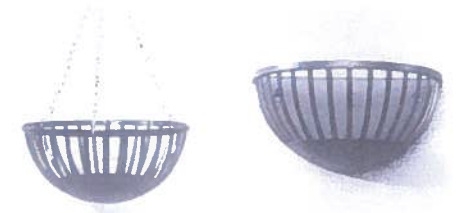


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APPENDIX C

LUCKNOW PRELIMINARY CONCEPT THEMES

Lucknow - Historical Village Theme Development



Storefront Accessories



Horseshoe Decorations



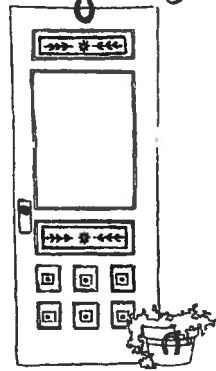
Awnings



Bright Colour Palette



Welcome to



LUCKNOW
Est. 1858



- Existing Light Post
- Colourful Signage on Face of Each Building
- Interesting Balcony
- Horseshoes Over Each Doorway
- Decorative Lighting
- Large Windows with Horseshoe Wreath
- Bright Window Boxes

- Victorian Doors
- Cheerful Annual Planter Continuing Horseshoe Motif



LUCKNOW
Est. 1858



- Bright Window Boxes
- Interesting Awning Treatments

- Decorative Lighting
- Victorian Doors and Interesting Screens
- Colourful Window Displays

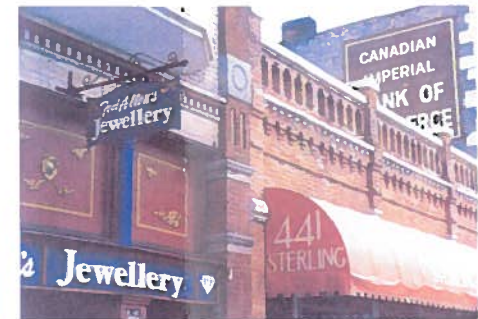
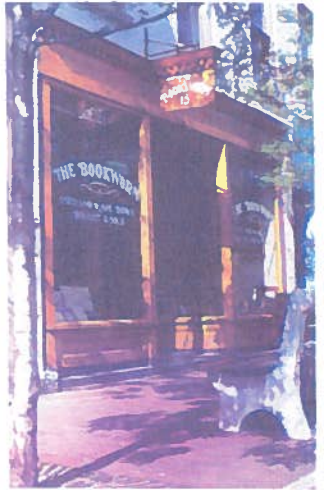
- Colourful Signage Perpendicular to the Face of Each Building
- Large Windows with Painted Signage
- Cheerful Annual Planters
- Wood Panels to Dress-up Front Facades



Banners



Interesting Streetscape Images



Lucknow - Rural Heritage Theme Development



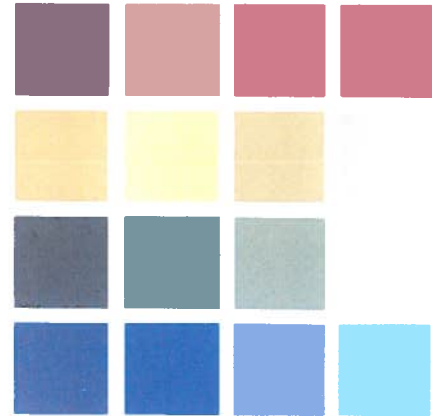
Colourful Planters



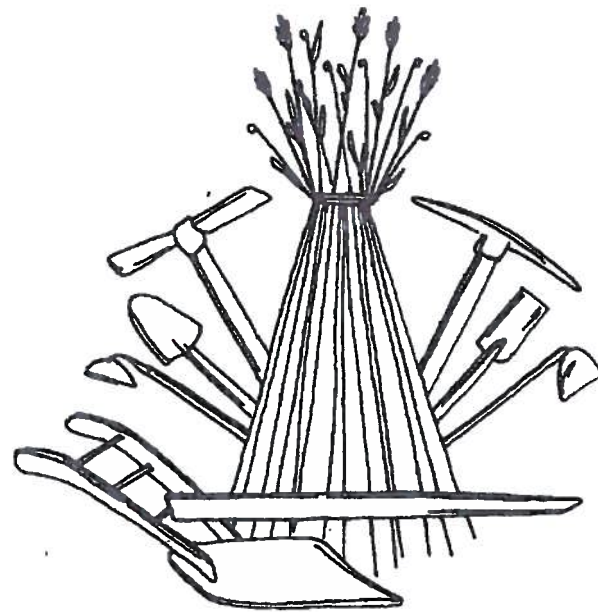
Banners



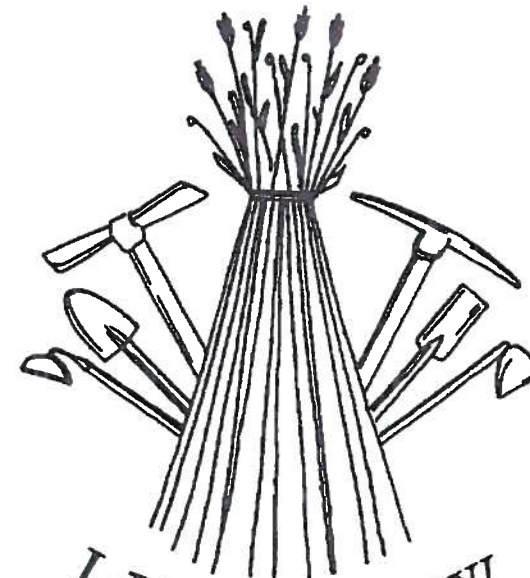
Historical Colour Palette



Streetscape Images

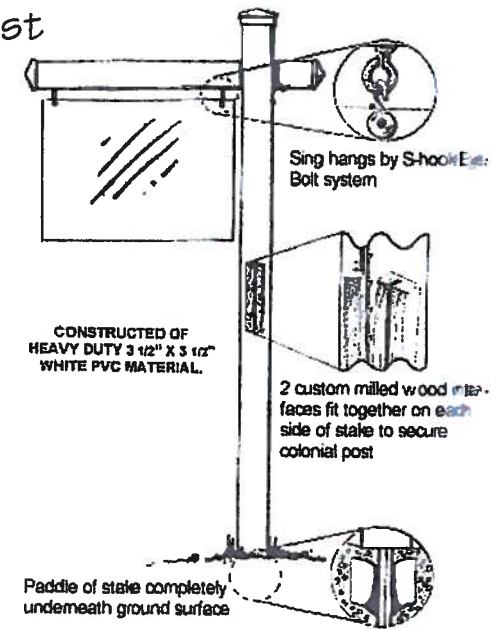


L·U·C·K·N·O·W
ONTARIO



L·U·C·K·N·O·W
ONTARIO

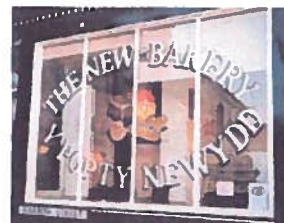
Sign Post



Historical Ripley



Queen Street (South) (Gloria Huson)



Ripley



Historical Lucknow



Interesting Awnings



First Impressions Community Exchange (FULL PICTURE)

Community Visited: Lucknow

Date of Visit: November 1, 2010

Visit Completed by (community): Palmerston (Town of Minto)



Remember to use this reporting template as a guide. Some questions may not be applicable to the community you visited. There may be variations to the questions from community to another. If not, please make note that the question is not applicable.

Visiting Team Member Information	Page 2
Before You Visited the Community	Page 3
Visit Atmosphere	Page 3
First Impressions	Page 4
Entering the Community	Page 4
Housing and Residential Areas	Page 5
Education	Page 6
Health, Social and Emergency Services	Page 6
Downtown	Page 8
Businesses and Industry	Page 9
Local Government Information	Page 10
Tourism, Entertainment and Recreation	Page 12
Public Infrastructure	Page 13
Culture and Heritage	Page 14
Environmental Sustainability	Page 15
Welcoming Community	Page 15
Wrap Up	Page 16

FICE –FULL PICTURE (*Final Report*)

VISITING TEAM PROFILE

Name: Belinda Wick-Graham	Age: 28	Gender: Female
Address: Harriston		
Professional background: Economic Development		
Phone: 519-338-2511 ext. 241	E-mail: belinda@town.minto.on.ca	

Name: Mandy Hansen	Age: 23	Gender: Female
Address: Harriston		
Professional background: Student		

Name: Ron Elliott	Age: 56-70	Gender: Male
Address: Palmerston		
Professional background: Councillor		

Name: Elaine Elliott	Age: 56-70	Gender: Female
Address: Palmerston		
Professional background: Postal worker		

Name: Marg Sorenson	Age: 56-70	Gender: Female
Address: Palmerston		
Professional background: Real Estate Owner/Agent		

Name: Barb Beier	Age: 56-70	Gender: Female
Address: Palmerston		
Professional background: Retiree		

FICE –FULL PICTURE (*Final Report*)

BEFORE YOU VISITED THE COMMUNITY

What was your impression of the community before your visit? What were you expecting to see? Please comment on what you knew about this community.

- Good recreation facilities: ball diamonds, pool, arena, parks...
- Home of Paul Henderson
- Small, quiet rural community

Find information about the community you are about to visit.

How easy was it to get information by internet, mail and telephone about the community you visited?

- Mail out of information was requested, but we were directed to the internet instead

Are you satisfied with the quality of information you received?

- The information online that we received was good

If you received information by mail, did the information arrive in a timely fashion?

- N/A was not delivered

Comment on the community's online materials and information.

- The online material was very beneficial but could use a bit of updating

VISIT ATMOSPHERE

Date of Exchange: November 1, 2010

Weather during visit: cool & sunny with partial clouds

Time spent in the community: 2 – 3 hours

FICE –FULL PICTURE (*Final Report*)

FIRST IMPRESSIONS

After taking a five-minute drive through the community without stopping, what was your first impression?

- Scottish theme
- Lots of businesses
- Banners, interlocking brick, lighting is very nice
- Car restoring garage is a distraction
- Coming in on Highway 86 from Wingham makes Lucknow appear empty and not inviting, whereas coming in from the lake on 86 has a much nicer appearance to it.
- There is a good variety of stores available to the residents of Lucknow (bakery, grocery store, travel agency, pharmacy, hardware etc.)
- The entrance signs are hard to read, would benefit from more plantings
- More directional signage would be a benefit
- Natural landscaping is beautiful

ENTERING THE COMMUNITY

How favourable an impression of the community did the entrances provide?

- Highway 86 from Wingham needs improvement

Specific signage:

- Entrance signs are difficult to read
- Some signs need a little bit of touch-up paint
- More directional signage would be an asset

Other types of entrances such as airport, bus terminals, passenger rail and/or harbour:

-N/A

Comments:

Rating of community entrances as a whole:

Two different ratings:

Coming in from Wingham on Highway 86 = 2.3

Coming in from the lake on Highway 86= 6.7

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Needs Urgent Attention				Satisfactory			Excellent		

FICE –FULL PICTURE (*Final Report*)

HOUSING AND RESIDENTIAL AREAS

Comment on the overall quality, affordability, and availability of housing in the community?

- Good mix of housing
- Lots of apartment buildings
- Some houses are older and could use some attention
- No sidewalks on some streets
- “dead end” signs are pointed down the wrong street; possibly hit by a snow plow?

Mix of housing to suit a variety of income levels:

- Newer single detached housing
- Apartment buildings
- Town houses and semi-detached
- There is a good mix for all income levels (less newer developments though)

What were the most appealing features of the housing in this community and why:

- The housing was well maintained and reflected a growing community
- The housing was situated on beautiful natural landscaping

What were the least appealing features of housing in the community and why:

- None noted

Comment on the quality and availability of residential infrastructure (e.g. roads, sidewalks, lighting, public transportation, green space and indicators of environmentally conscious practices).

- Use of blue boxes
- Well maintained roads and sidewalks
- Good lighting
- Lots of parks for the community to enjoy, more signage would be a benefit

Overall rating of housing and residential areas, by type of housing and overall appeal:

Quality Type of Housing (rate 1 – 10)	
Existing/Older Homes	8
Senior Citizen Housing	8.3
New Construction	7.5
Apartments/Rental Housing	8.6

Overall appeal of housing for (rate 1 – 10)	
Single young adults	8.3
Young families	7.6
Middle income	6.3
Senior citizen	9
Upscale/professional	4

FICE –FULL PICTURE (*Final Report*)

EDUCATION

Pre-school/Daycare:

-Daycare appeared to be closed

Primary/Elementary:

-Public School (Lucknow Central Public School), signage would be a benefit so that it is easier to find

High School or College/University:

-No High School; students are bussed out of town to Wingham

Comments about education services in the community:

-Residents seemed to be pleased with their school services

Availability and appearance of schools:

-Nice, clean appearance, reflected positively upon the community

Ease of locating the school(s):

-Signage would be a benefit for anyone that is looking for the school that does not live within the community

HEALTH, SOCIAL AND EMERGENCY SERVICES

Healthcare Facilities

Hospitals in the community:

-No hospital located within the community, Residents travel to Wingham

Physician and dentist offices and clinics:

-Lucknow Dental Care

-Lucknow Medical Centre, appears run down without any signage

Long-term care and nursing home facilities:

-Pine Crest Manor, long term care is in a new building and looks very nice

Other health services (e.g., chiropractor, physiotherapy, naturopath, massage):

-Lucknow Chiropractic Wellness, beautiful building

FICE –FULL PICTURE (*Final Report*)

Ease of locating these facilities:

- These buildings could be easier to find if there was some more signage to compliment there locations

Residents (young and old) thoughts about the quality and availability of healthcare facility and services:

- Services were good, but closed on Mondays
- Were unable to speak to many residents and get their thoughts as it was a quiet day
- Signage would be an asset for new residents or people that are from out of town

Social and Support Services

Social services (e.g., day care, senior's centre, counselling):

- Day Care appeared to be closed
- Arena has many programs available to the community!

Types of not-for-profit organizations and clubs:

- | | |
|-------------------------------|-----------------------|
| -Lions Club | -Kinsmen |
| -Chamber of Commerce | -Optimist Club |
| -Masons | -Agricultural Society |
| -Kinettes | -Eastern Star |
| -Scouts, Beavers, Girl Guides | |

Ease of locating these services/organizations:

- Internet had contact information

Comments:

Emergency Services

Adequacy of fire, ambulance and policing services:

- New Fire Station on Main Street was beautiful!
- New Ambulance, and area police services

Comments:

- Beautiful building! The electronic sign in front of the Fire Station is a great addition

FICE –FULL PICTURE (*Final Report*)

DOWNTOWN

Variety of shopping:

-Good variety of shopping available for visitors and for residents, especially for the size of the community

Customer service:

-Customer service was excellent! Very friendly and knowledgeable staff, had a positive attitude towards their community.

Window displays:

-Could use some attention, found them to be very confusing- displays didn't match signage on buildings
-Not overly exciting and lead to asking questions due to products in windows not matching signage
-Were these vacant businesses with displays or just stuff left over?

Signage:

-Some building signs could be improved to really showcase the products inside. Facade and Signage program would be beneficial.

Variety and quality of merchandise:

-For the size of the community there was a large amount of variety for residents and visitors to select from

Quality and availability of parking:

There was an abundance of parking available; arena, grocery store, as well as on-street parking

Quality (e.g., appearance, adequacy, etc.) of lighting:

-The lighting throughout the downtown was very nice

Ease of locating the downtown area:

-Very easy to locate the downtown area

Potential for the downtown to play a greater role in tourism:

-Could play a bigger role in tourism as it is on a well travelled road in the summer

Desirability to live downtown:

-Seeing as the road is so well travelled in the summer months, we would not want to live downtown just due to the noise pollution

Rating of the overall impression of the downtown:

1	2	3	4	5	6	7	8	9	10
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FICE –FULL PICTURE (*Final Report*)

Needs Urgent Attention

Satisfactory

Excellent

BUSINESS AND INDUSTRY

Retail

Mix of retail shopping:

- Good mix of retail shopping for the size of the town
- Many stores were closed on Mondays which meant that we were unable to see or experience them

Overall appearance:

- The overall appearance of the downtown was good. Most facades were in good condition and there appeared to be many empty storefronts.

Variety of shopping and merchandizing:

- | | |
|---------------------|-----------------------|
| -LCBO | -Bakery & Bulk Food |
| -Studio Salon & Spa | -Knechtel Food Market |
| -Home Hardware | -Rona |
| -Lucknow Travel | -Pharmasave |

Customer service:

- Wonderful customer service in all stores, we were greeted with smiles and merchants seemed to be positive Ambassadors for their community.

What goods do local residents appear to need to travel to surrounding communities to buy?

- Clothing, shoes, sportswear, furniture

Stores or services were missing that you would expect to find?

- A “big box” store

Commercial and Professional Businesses

Convenience of bank and ATM locations:

- BMO bank

Convenience of bank hours of service:

-

Availability of other professional services (e.g., accounting, legal, etc.):

- | | |
|---------------------|---------------------------------|
| -McDonagh Insurance | -Crawford, Mill, Davies Lawyers |
| -Real Estate | -West Coast Financial Services |
| -Newspaper | -Ford dealership |

FICE –FULL PICTURE (*Final Report*)

Professional services that are missing:

Industry

Major industrial sectors in the community (e.g., manufacturing, construction, transportation):

-Agriculturally based

Major employers in the community:

-Snobelen Farms Ltd- 20

-Montgomery Motors- 20

-Bruce Power (3,800)- Huron-Kinloss

-Porter's Manufacturing Concrete Products

-Gordon T. Montgomery school bus/charter

Major types of manufacturing in the community:

Major types of primary industry in the community (e.g. agriculture, fishing, mining, etc):

-Agriculture

Noticeable dependence on any one type of industry:

-none noted

Industrial park or serviced land where industries could locate or expand:

-No industrial park makes it difficult to attract new industry

Appearance/maintenance of industrial facilities:

-n/a

Community's desirability as a location for industrial development:

-Without the industrial park it is difficult to appear desirable to new industry

LOCAL GOVERNMENT INFORMATION

Convenience of municipal office locations:

-Municipal office is located in Ripley

Information such as Community Brochure/Guide, Business Directory, Community Profile:

-Tourism and Chamber of Commerce is located in the arena, which enhance the public presence

-It was staffed with knowledgeable employees that were able to give information and point us in the direction we wanted

-Recreation Leisure Guide was out of date (2007) when we picked it up at the COC & Tourism office

-Picked up Business Resource Guide at the Newspaper, should be available at the COC & Tourism office

FICE –FULL PICTURE (*Final Report*)

Availability of information on the website:

- Provided a lot of information online

Availability of contact information and location of the Business Improvement Association on the website:

- There was plenty of information available online about the businesses

Ability to find adequate information to make informed retail, commercial and/or industrial:

- Needs some improvement

Public Infrastructure and Municipal Services

Public Transportation:

- N/A

Sidewalks, Streets, Drinking Fountains, Benches, etc.:

- Sidewalks were well maintained, two garbage cans in the downtown core
- Banners reflected the heritage in the community
- no benches

Landscaping, Trees:

- A suggestion would be to have street trees to add landscaping appeal to the downtown
- Obvious that some work had been done at the arena to break-up parking and sidewalk, well done.

Public Restrooms, Pay Phones, Public Internet Access:

- Public Restrooms were available at the arena
- A pay phone was available outside the arena
- Did not see access to public internet

Street Signage, Lighting:

- Lights were very nice in the downtown
- Signage to the parks, school, etc. would be an asset, show people how to get to the many amazing things you have to offer.

Conflicting land uses in the community (e.g., a residential subdivision next to a pulp mill):

Appropriate or inappropriate land-use (e.g., commercial, residential, green space, etc.):

FICE –FULL PICTURE (*Final Report*)

Traffic or pedestrian congestion:

-No traffic or pedestrian traffic when we were there, we assume that in the summer time during peak travelling months this would change though

General accessibility of community facilities and infrastructure for individuals with disabilities:

-The accessibility of community facilities appeared to be very good

TOURISM, ENTERTAINMENT AND RECREATION

Strength of tourism sector:

-Minimal, does not appear to be a destination but rather a stop on the way

Community slogan/brand:

-Scottish theme, but no slogan or brand noted

Well known attraction, event or festival:

- Lucknow Music in the Feilds
- Fiddlers Jamboree (1st week in August)
- Strawberry Summer Fest Craft Sale

Community events that could be expanded and/or developed to become tourist attractions:

- Fiddlers Jamboree
- Location helps to create a side destination, opportunity for shopping and eating if these areas were enhanced

Attractions (natural or man-made) that could be developed to draw tourists:

Underdeveloped attractions:

- Build on “Hockey Town” and Paul Henderson’s name
- Continue to grow Music in the Fields- Perhaps all weekend to extend the tourist stay and spin offs in the community

Services for Tourists

Visitor’s Centre, Chamber of Commerce office, or other facility:

-Tourist office and the Chamber of Commerce office are located in the arena which is in the downtown. This is a perfect location for these offices!

Tourism staff, facilities, location, signage, marketing material, maps, etc.:

- The staff was very knowledgeable
- Recreation Guide from tourism office was very out of date 2007

FICE –FULL PICTURE (*Final Report*)

Quality and availability of public restrooms:

-We found the public restrooms at the arena, they were well maintained

Quality and appearance of existing tourist attractions:

-N/A

Tourism businesses (group tour operators, bus/rail tours, boat rentals etc.):

-N/A

Restaurants and Accommodations

Eateries, restaurants, etc. that could cater to tourists:

- | | |
|---|---|
| -B Kool Ice Cream Parlour (seasonal) | -Pizza Plus |
| -Mahdeen B&B | -Sommerville Court |
| -Maple Breezes Manor | -Armstrong's Home Bakery (AMAZING butter tarts) |
| -Restaurant was closed on Mondays and the other burnt down (fixing it at the present) | |

Facilities that can accommodate a conference and/or a large number of visitors:

-N/A (maybe the arena)

Recommended places to stay or eat:

- Finlayson's Village Dining & Drink
- Mary's Family Restaurant (burnt down)

PUBLIC INFRASTRUCTURE

Public Recreation Facilities:

- | | |
|-------------------------------------|---|
| -Community Centre | -Pool |
| -Soccer Fields | -Baseball Diamonds |
| -Lawn Bowling | -Town Hall (houses the library, and Hawk Theatre) |
| -Lucknow and District Sports Centre | |

Private Recreation Facilities:

- Fit Point Fitness Centre (24 Hours)
- Private golf course in Huron-Kinloss; Blackhorse Ainsdale

Parks:

- Good parks, however signage and roads could be updated/ upgraded

FICE –FULL PICTURE (*Final Report*)

Residents' thoughts regarding the availability of community events:

N/A

Popular community events:

- Strawberry Summer Fest & Craft Sale
- Music in the Feilds

Entertainment options:

- Hawk Theatre Productions (Town Hall) however, residents would be able to participate at different events at the community level

Residents thought regarding availability of entertainment options:

- "We tend to go to the city for any real entertainment"

Nightlife:

- none noted

Recreation activities and facilities:

- Great variety fro community of this size

Rating of the overall suitability of facilities for each of the following groups:

overall suitability (rate 1 – 10)	
Children (13 and under)	9.3
Families	8
Teens	6
Singles, young adults	4.6
Senior citizens	7.3
Newcomers	5

CULTURE AND HERITAGE

Availability and maintenance of heritage buildings:

- Mural for Paul Henderson on the side of the building was beautiful and added character, as well as told history about the community

Number, appearance, and selection of religious buildings in the community:

- Lucknow Christian Reform
- St. Peter's Anglican Church
- South-Kinloss Presbyterian Church
- United Church

FICE –FULL PICTURE (*Final Report*)

ENVIRONMENTAL SUSTAINABILITY

Businesses and retail specializing in reused or organic merchandise:

-Recycling in the businesses downtown

Advertisements, billboards and/or fliers advocating recycling, green energy or other “green” practices:

-N/A

Evidence of recycling (curb side recycling, recycling bins throughout the community, availability of reusable bags):

-Blue boxes at arena

Use of public transportation:

-N/A

Evidence of using sources of alternative energy:

- Wind Turbines
- Pine River Watershed Initiative Network
- Septic Inspection Program
- Environment Farm Plants

Local attitudes about environmental sustainability and “green” practices:

-Noted on the website that residents were not in favour of Wind Turbines

WELCOMING COMMUNITY (NEWCOMERS ARE DEFINED AS INDIVIDUALS, FAMILIES AND IMMIGRANTS WHO COME TO LIVE AND/OR WORK IN THE COMMUNITY).

Employment or job placement services:

-Most employment opportunities are outside of the community

Translation services:

-Available at the County

Services or businesses operated by newcomers:

Legal services:

-Crawford, Mill & Davies Barristers & Solicitors

FICE –FULL PICTURE (*Final Report*)

Ethnic diverse population downtown:

-None noted

Immigration services:

-None noted

Housing information:

-Real estate offices would have some information on this. There were several houses at different price levels to suit different income levels

Community or youth centres:

WRAP-UP

Perception versus Impression

Was your perception prior to the visit accurate?

- Small, rural, farming community was accurate
- Had more businesses than expected for size of community
- Didn't expect the large number of recreation facilities
- Beautiful arena
- Didn't realize the impact of Scottish history in the town

In what ways was the community different from what you expected?

-See above

Did the information you collected prior to the visit accurately reflect what you observed/experienced? Why or why not?

-Yes the information we collected on the internet prior to our visit was accurate,

Community Residents

Were community residents knowledgeable about their community?

-Yes, we were able to ask someone in the grocery store parking lot. She was able to give us a lot of information about her community

Did they refer you to someone else who would help? If yes, who?

-They were good to give us recommendations about where to eat, shop and find information

In general, did residents you spoke with have a positive or negative attitude toward their community? Why? Did you sense community pride?

FICE –FULL PICTURE (*Final Report*)

-The community residents were very positive, they expressed that the community catered to a “bedroom community” but that there was always a lot of support.

Did residents identify any particular issues to be of major concern (e.g., safety)?

- Residents were very proud of their community
- They were a little concerned about the agriculture community
- They had great attitudes overall and were great spokespeople for their community

Senses

Taste

Was there any specialty food item, bakery, restaurant or candy store that you will remember?

- Excellent Bakery
- The bakery butter tarts were amazing!

Smell

Is there a scent that characterizes the community?

- No specific scent, however, the bakery smell should be blown into the streets, it is so warm and inviting!

Sight

Was there a colourful or striking feature that made an impression on you?

- The mural of Paul Henderson
- The arena and landscaping

Sound

What sounds did you hear? Please comment on the level of noise in the community.

- A little traffic, tractors and transport trucks travelling by
- Very quiet community, noise pollution does not seem to be an issue
- In the summer the streets are probably busier with cottage traffic

Other

How would you describe the overall environmental health of the community (e.g., air quality, litter, noise pollution, etc.)?

- No litter laying around in the streets and the air quality appeared to be good.

What if anything, did you experience that had a strongly negative or positive impact on the way the community felt to you? Be specific.

FICE –FULL PICTURE (*Final Report*)

- The Medical Centre looked like it could use some “TLC”
- The business owners were fantastic, very positive and good ambassadors for the community

About this Community

What is the most outstanding feature of this community?

- Recreation Facilities
- Arena -Ball diamonds
- Pool -Mural of Paul Henderson

What will you remember most about this community six months from now (positive or negative)?

- The mural of Paul Henderson was beautiful

What local restaurant, specialty shop or attraction would bring you back to this community in the near future?

- The bakery would bring me back

Would you consider this a suitable location for:

A young family?

- Yes, safe and rural community

A retired person?

- Yes, relaxing atmosphere and there are a lot of resources in the downtown core

Young, single adult?

- No, needs some nightlife or something to entertain young people

A tourist?

- No, not as a destination.
- Might be able to get people to stop while they are travelling through to their destinations

A new retail or service business?

- Possibly, if the Town were to build on destination clusters

A new manufacturing business?

- Is there land for manufacturing?
- May be too far from 400 series, larger urban centres and no rail

FICE –FULL PICTURE (*Final Report*)

A new immigrant?

Five positive things you observed about this community

1. The people were friendly and knowledgeable
2. The recreation facilities are amazing
3. Proximity to Lake opportunity to stop traffic
4. There is an abundance of apartment buildings and availability for seniors
5. There is a good variety of retail

Four potential opportunities available to the community:

1. Promoting tourism (ie. Paul Henderson)- Build on “hockey town” idea
2. Find ways to stop traffic- (improving facades & streetscapes), if they stop they will shop!
3. Development of recruitment materials to attract new businesses
4. BR+E program to retain existing businesses

Five biggest obstacles/challenges facing this community:

1. Employment (industry)
2. Medical facility
3. Locals shopping outside of the community and retaining local businesses
4. No entertainment or Night life
5. Could visually stimulate the downtown businesses

Looking at tomorrow...

Which action would you recommend that this community take on right away (quick win)?

- Get traffic to stop on their way through to destination
- improve signage
- improve some downtown facades

Look forward three years...

What would you like to see changed in this community? or remain the same?

- Promote the community more “hockey town” or Scottish history

FICE –FULL PICTURE (*Final Report*)

-Give travellers a reason to stop (increase the tourism industry)

Turn inward and reflect on your own community

What have you learned here that has changed your impression of your own community?

- We need better signage in our own community (directional signage)
- We could use more nightlife in our community to keep young people engaged
- We could promote our community more

Has this experience given you any new ideas about what is needed in your own community?

- Yes, we could use better signage to increase public awareness
- If the community could get some nightlife, then young people would be more willing to live in our town

ONE idea that you would like to borrow for use in your own business/community and describe how you would start to implement it within the next 72 hours!

- The mural on the side of the building depicting the communities past

Additional Comments:

Rating of overall experience as a volunteer visitor

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Would not do it again				Satisfactory				Great fun! Lots of learning! Sign me up for the next one!	

First Impressions Community Exchange (FULL PICTURE)

Community Visited: Ripley

Date of Visit: November 1, 2010

Visit Completed by (community): Palmerston (Town of Minto)



Remember to use this reporting template as a guide. Some questions may not be applicable to the community you visited. There may be variations to the questions from community to another. If not, please make note that the question is not applicable.

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FICE –FULL PICTURE (*Final Report*)

VISITING TEAM PROFILE

Name: Belinda Wick-Graham	Age: 28	Gender: Female
Address: Harriston		
Professional background: Economic Development		
Phone: 519-338-2511 ext. 241	E-mail: belinda@town.minto.on.ca	

Name: Mandy Hansen	Age: 23	Gender: Female
Address: Harriston		
Professional background: Student		

Name: Ron Elliot	Age: 56-70	Gender: Male
Address: Palmerston		
Professional background: Councillor		

Name: Elaine Elliot	Age: 56-70	Gender: Female
Address: Palmerston		
Professional background: Postal worker		

Name: Marg Sorenson	Age: 56-70	Gender: Female
Address: Palmerston		
Professional background: Real Estate Owner/Agent		

Name: Barb Beier	Age: 56-70	Gender: Female
Address: Palmerston		
Professional background: Retiree		

FICE –FULL PICTURE (*Final Report*)

BEFORE YOU VISITED THE COMMUNITY

What was your impression of the community before your visit? What were you expecting to see? Please comment on what you knew about this community.

- Two members have travelled through Ripley for a vacation in Kincardine
- Clean, friendly atmosphere
- Beautiful Park in the centre of town, great for travellers to stop and rest



Find information about the community you are about to visit.

How easy was it to get information by internet, mail and telephone about the community you visited?

- Website was well organized and contained a lot of valuable information on Ripley

Are you satisfied with the quality of information you received?

- The internet provided an abundance of information on the town

If you received information by mail, did the information arrive in a timely fashion?

- We requested information through the mail, but were directed instead to the internet

Comment on the community's online materials and information.

- The communities' online resources were very good. However, if someone does not have access to a computer in their home, then the community would benefit in mailing out the information when requested.

VISIT ATMOSPHERE

Date of Exchange: November 1, 2010

Weather during visit: Cool & dry

Time spent in the community: 2 – 3 hours

FICE –FULL PICTURE (*Final Report*)

FIRST IMPRESSIONS

After taking a five-minute drive through the community without stopping, what was your first impression?

- Excellent branding 'Hub of Huron', however it is also confusing because Ripley is located in Bruce County
- Clean, quiet streets
- Town is mostly residential, very few retail and commercial stores
- Small town charm with a beautiful park anchoring the centre of town
- Businesses looked well maintained on the right side of the street (Artisans), the left side (blue siding) could be upgraded so that it doesn't serve as a distraction

ENTERING THE COMMUNITY

How favourable an impression of the community did the entrances provide?

- Very favourable, clean, quiet and welcoming

Specific signage:

- Excellent directional signage, but could use more towards arenas and municipal office
- Entrances were well signed; could use some "touch-up paint" at the bottom

Rating of community entrances as a whole: 6.6

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Needs Urgent Attention				Satisfactory		Excellent			

HOUSING AND RESIDENTIAL AREAS

Comment on the overall quality, affordability, and availability of housing in the community?

- There was a wide variety of housing available: older homes, apartments, condominiums, social housing, newer homes, and retirement living.
- Some appeared to be better maintained than others

Mix of housing to suit a variety of income levels:

- Suits all levels of income due to the large variety available, except for upscale/professional,



What were the most appealing features of the housing in this community and why:

- There was an abundance of different types of housing; older homes, condominiums, apartments, newer homes, social housing and retirement buildings.

FICE –FULL PICTURE (*Final Report*)

What were the least appealing features of housing in the community and why:

-Houses were in good condition and therefore do not present a negative impression of the community

Comment on the quality and availability of residential infrastructure (e.g. roads, sidewalks, lighting, public transportation, green space and indicators of environmentally conscious practices).

-The sidewalks and lighting appeared to be adequate. Some sidewalks had been newly restored while others looked noticeably dated. The park in the centre of town served as a beautiful green space and anchored the community.

Overall rating of housing and residential areas, by type of housing and overall appeal:

-RE: 'Upscale/professional housing' - Is there land to build a subdivision?

Quality Type of Housing (rate 1 – 10)	
Existing/Older Homes	7.6
Senior Citizen Housing	5
New Construction	6.5
Apartments/Rental Housing	9

Overall appeal of housing for (rate 1 – 10)	
Single young adults	7
Young families	7
Middle income	6.3
Senior citizen	6.6
Upscale/professional	3.6

EDUCATION

Pre-school/Daycare:

-YMCA- Ripley Family Y Child Care; ages 18 months-6 years; qualified ECE Staff; 6:30AM – 6:00PM; subsidized

Primary/Elementary:

-Ripley-Huron Community School; JK – Grade 8

High School or College/University:

-High School students are bussed to Kincardine

Comments about education services in the community:

-Availability and appearance

-Ease of locating

-The Public School is in a great location and appears to be well maintained, it would be interesting to see the school's demographic numbers to see just how many students are enrolled.

-The school was easy to find and the public seemed to hold it in high regards.



FICE –FULL PICTURE (*Final Report*)

Programs or services that stand out:

- YMCA Day Care service

HEALTH, SOCIAL AND EMERGENCY SERVICES

Healthcare Facilities

Hospitals in the community:

- No hospital in the community

Physician and dentist offices and clinics:

- “Doctor comes to town once a month”- Resident comment
- Ripley & District Medical Centre
- If residents have a medical concern they are directed to the Kincardine Hospital

Long-term care and nursing home facilities:

- Long Term Retirement Care available

Other health services (e.g., chiropractor, physiotherapy, naturopath, massage):

- Sole Energy- Reflexology & Yoga
- All About Hair- Reflexology

Ease of locating these facilities:

- The “other health services” were located on the main street, so it made them very easy to locate
- The Ripley Medical Centre was easy to find, but could use some updating to the façade and directional signage

Residents (young and old) thoughts about the quality and availability of healthcare facility and services:

- A resident had commented that they were disappointed that there is not a doctor in town, but that the short drive to Kincardine is not too bad in the summer.

Social and Support Services

Social services (e.g., day care, senior’s centre, counselling):

- Purple Grove Women’s Institute

Types of not-for-profit organizations and clubs:

- Lions Club; Legion; Agricultural Society; 4-H; Horticultural Society; Big Brothers/ Big Sisters

FICE –FULL PICTURE (*Final Report*)

Ease of locating these services/organizations:

- Online was the best way of locating these organizations
- Most services and organizations did not have physical space

Emergency Services

Adequacy of fire, ambulance and policing services:

- Fire hall is located on the main street, two bays and looks like it recently received a new façade. Outside services are Police and Ambulance services.

DOWNTOWN

Variety of shopping:

- Quite a few empty storefronts
- Caters to an artistic community
- Two restaurants and a variety store

Customer service:

- Very friendly and knowledgeable staff. Great Ambassadors of their community.

Window displays:

- Window displays were well done and exceeded our expectations

Signage:

- “Hub of Huron” signs were a great accent, they tied the community branding together
- Some businesses would benefit in participating in a façade and signage program

Variety and quality of merchandise:

- Not a large variety of retail outlets to shop at. Most are related to the arts

Quality and availability of parking:

- There is on-street parking
- Parking is available at the arena and municipal office as well, this is a little further from the downtown but not far enough that the downtown core couldn't use the space to its advantage.

Quality (e.g., appearance, adequacy, etc.) of lighting:

- The street lights in Ripley were beautiful, well maintained and added to the warm atmosphere

Ease of locating the downtown area:

- The downtown area was very easy to find.



FICE –FULL PICTURE (*Final Report*)

Potential for the downtown to play a greater role in tourism:

-Grow BIA events: Artisan's Festival; Christmas in the Park with parade of lights

Desirability to live downtown:

-Quiet downtown, in process of changing a building from commercial to residential (Courtney's Grain building)

Rating of the overall impression of the downtown: 5.6

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Needs Urgent Attention				Satisfactory		Excellent			

BUSINESS AND INDUSTRY

Retail

Mix of retail shopping:

-The mix of retail shopping that we saw was:

-Glass Hummingbird; Dalton Pottery Studio & Gallery; The Village Flower Shop; Woodshop, Gifts & Flowers; All About Hair; Sole Energy; Mini Mart/LCBO/Beer Store; Ripley Food Mart

Overall appearance:

-We preferred the right side of the street (Artisan side) opposed to the left side (blue siding). The blue building that was home to the convenience store, LCBO and Beer store did not fit in with the other building exteriors, it served as a distraction to our group.

Variety of shopping and merchandizing:

-appeared to be artists and boutique type stores, which is great for stopping cottage traffic.
-small grocery store and convenience store
-Did not see a place where visitors or residents could buy clothing and shoes

Customer service:

-Customer service was great; store owners were very friendly as well as knowledgeable. The sense of pride in the owners was evident in the way they spoke about the community.

What goods do local residents appear to need to travel to surrounding communities to buy?

-Larger grocery store with more selection
-Clothing & Shoes
-Pharmacy
-Dentist/Optometrist
-Computer repair/supplies
-Gas Station
-Financial

FICE –FULL PICTURE (*Final Report*)

What stores or services were missing that you would expect to find?

-See above

Commercial and Professional Businesses

Convenience of bank and ATM locations:

- RBC Bank
- ATM is located at the Mini Mart

Convenience of bank hours of service:

- The bank hours were 12:00PM – 4:30PM; very limited hours to those who work during the day.
- The Library also had limited hours, open Tuesday, Wednesday, Friday, and Saturday for approximately 4 hours a day

What types of commercial businesses serve the local community (e.g., high-speed internet provider):

- Hurontel Communications

Availability of other professional services (e.g., accounting, legal, etc.):

- Funeral Home
- Law Office
- Insurance office

Professional services that are missing:

- none noted

Industry

Major industrial sectors in the community (e.g., manufacturing, construction, transportation):

- Agriculture Sector/ Mill
- Hurontel

Major employers in the community:

- Hurontel
- Municipality

Major types of manufacturing in the community:

None noted

Major types of primary industry in the community (e.g. agriculture, fishing, mining, etc):

- Agriculture

FICE –FULL PICTURE (*Final Report*)

Noticeable dependence on any one type of industry:

-It appears that agriculture is the main industry in Ripley

Industrial park or serviced land where industries could locate or expand:

-Did not see an industrial park in the town
-Potential in creative industries- ie. (knowledge, workers home-based business)

Appearance/maintenance of industrial facilities:

-N/A

Community's desirability as a location for industrial development:

-Did not see an industrial park, limited potential for industry as there is no serviced land.

LOCAL GOVERNMENT INFORMATION

Convenience of municipal office locations:

-Very convenient location, well marked
-Staff at municipal office were happy to help and answer any questions

Information such as Community Brochure/Guide, Business Directory, Community Profile:

-We were directed to the website when we requested information that was not available in the office.
-Information that was available at the office was very helpful

Availability of information on the website:

-Good availability, many links.
-Pictures would make the website more visually stimulating

Availability of contact information and location of the Business Improvement Association on the website:

-There is a wealth of information via the Huron-Kinloss website for business information

Ability to find adequate information to make informed retail, commercial and/or industrial:

-The information on the website provides great detail to anyone interested in finding out more about the community

Public Infrastructure and Municipal Services

Sidewalks, Streets, Drinking Fountains, Benches, etc.:

-Sidewalks were very clean, concrete appeared to be new.
-Streets had interlocking brick and continued the theme of the "Hub of Huron"
-There were plenty of benches throughout the downtown for people to rest, as well as garbage bins.



FICE –FULL PICTURE (*Final Report*)

-The public park was a great anchor to the community, provided shade, and a place to walk dogs; we loved the fact that there was a “doggy bag” distributor!

Landscaping, Trees:

-The streets in the downtown did not have trees planted, but did have planters and hanging baskets
-Opportunity to plant trees

Public Restrooms, Pay Phones, Public Internet Access:

-Public restrooms were available at the Park in the centre of town, but they were locked so we could not get in to use them. A possible suggestion would be to post when these washrooms are open (days & hours) and a sign stating that if they are closed that the arena has access to public washrooms.

Street Signage, Lighting:

-The street signage was a great way to continue the branding theme throughout the town
-Street lighting was also well maintained

Conflicting land uses in the community (e.g., a residential subdivision next to a pulp mill):

-Rezoning a commercial building to a residential building
(Courtney's Grain)



Appropriate or inappropriate land-use (e.g., commercial, residential, green space, etc.):

-Appropriate land-use would be for the park in the centre of town. This is a great place for tourists to stop and a great place for residents to go to for community events

Traffic or pedestrian congestion:

-Quiet main streets, not much traffic. We assume that in the summer months the roads would be busier with traffic counts rising due to people travelling to cottages.

General accessibility of community facilities and infrastructure for individuals with disabilities:

-Some buildings were accessible for people with disabilities while others could use some upgrading.

TOURISM, ENTERTAINMENT AND RECREATION

Strength of tourism sector:

-Splash pad could draw children and families from other communities.
-The Ripley Fall Fair is known throughout the agricultural community as a vibrant Fair

FICE –FULL PICTURE (*Final Report*)

Community slogan/brand:

-The community slogan or brand that we identified was “Hub of Huron”, this branding was continued throughout the community in various forms; interlocking brick, benches, park, signage

Well known attraction, event or festival:

-Ripley Fall Fair

Community events that could be expanded and/or developed to become tourist attractions:

-Possibly have a music festival in Lewis Park or an “Art in the Park” to promote the local artisans
-Maybe initiate a Farmers’ Market

Attractions (natural or man-made) that could be developed to draw tourists:

-A natural and man-made attraction would be Lewis Park in the centre of Town

Underdeveloped attractions:

-The proximity to the lake could be developed more to attract tourists. The proximity to the lake could be used to the community’s advantage.

Services for Tourists

Visitor’s Centre, Chamber of Commerce office, or other facility:

-The Municipal Office supplied tourist information and they were able to give us directions to the places we wanted to see or know more about.

Tourism staff, facilities, location, signage, marketing material, maps, etc.:

-Staff was helpful with our questions
-Facilities were clean; the arena was open for us to use the public washrooms but we did not see any staff; the park washrooms were locked.
-The location of the arena, and park were easy to find
-The signage within the town had the same branding
-Marketing material was good, but we craved more print information rather than just verbal.

Quality and availability of public restrooms:

-Doors were locked at the Lewis Park public washrooms without any signage directing visitors where to go
-A suggestion would be to post a sign outside of the park washrooms directing people where to go, as well as posting times when the washrooms would be opened for the public
-Arena washrooms were well maintained and were easily accessible

Quality and appearance of existing tourist attractions:

-N/A

FICE –FULL PICTURE (*Final Report*)

Tourism businesses (group tour operators, bus/rail tours, boat rentals etc.):

-N/A

Restaurants and Accommodations

Eateries, restaurants, etc. that could cater to tourists:

-we saw one restaurant and enjoyed a meal there as well; we were not sure if the other restaurant was for sale and that was why it was closed

Facilities that can accommodate a conference and/or a large number of visitors:

-Possibly the arena floor or hall would be able to accommodate a large conference

Recommended places to stay or eat:

n/a

-An idea would be to have a “fine dining” or bistro to compliment the artistic offerings in the area

PUBLIC INFRASTRUCTURE

Public Recreation Facilities:

-Arena	-Tennis	-Fitness classes at the arena
-Curling Club	-Ball Diamonds	-skateboard park
-Parks	-Outdoor ice rink	-splash pad

Parks:

-Lewis Park
-The parks were very well maintained and added character to the entire town

Residents’ thoughts regarding the availability of community events:

-N/A

Popular community events:

-Ripley Fall Fair

Entertainment options:

-Not much for night life in the downtown

Residents thought regarding availability of entertainment options:

-N/A

FICE –FULL PICTURE (*Final Report*)

Nightlife:

-N/A

Rating of the overall suitability of facilities for each of the following groups:

overall suitability (rate 1 – 10)	
Children (13 and under)	7.6
Families	8.3
Teens	5.3
Singles, young adults	3.3
Senior citizens	5.3
Newcomers	3.3

CULTURE AND HERITAGE

Availability and maintenance of heritage buildings:

- There is a lot of heritage throughout the community; some buildings are maintained while others are not.
- The municipal building is beautiful!

Number, appearance, and selection of religious buildings in the community:

- We saw and counted three churches; Knox Presbyterian, St. Andrews United and Pine River United, although there might be more that we did not make note of.

Outstanding architectural or design features of religious buildings:

- none noted

ENVIRONMENTAL SUSTAINABILITY

Businesses and retail specializing in reused or organic merchandise:

- Pine River Water Shed Initiative Network
- Septic Inspection Program
- Enviro Farm Plans
- Wind Turbines

Advertisements, billboards and/or fliers advocating recycling, green energy or other “green” practices:

- N/A

Evidence of recycling (curb side recycling, recycling bins throughout the community, availability of reusable bags):

- Blue boxes were visible

FICE –FULL PICTURE (*Final Report*)

Use of public transportation:

-N/A

Evidence of using sources of alternative energy:

-Wind Turbines

Local attitudes about environmental sustainability and “green” practices:

-N/A

WELCOMING COMMUNITY (*NEWCOMERS ARE DEFINED AS INDIVIDUALS, FAMILIES AND IMMIGRANTS WHO COME TO LIVE AND/OR WORK IN THE COMMUNITY*).

Employment or job placement services:

- No, the County might be of better assistance
- There are also not many job opportunities

Translation services:

-N/A

Services or businesses operated by newcomers:

-N/A

Legal services:

-Yes; Crawford Mill & Davies Barristers & Solicitors; R.G.R. Lawrence, Q.C.

Ethnic diverse population downtown:

-No

Immigration services:

-No, but the County might have access to this kind of service

Housing information:

-Local real estate agents would have access to this information along with the County

Community or youth centres:

-Yes there is a community centre in which youth could attend for their recreation activities



FICE –FULL PICTURE (*Final Report*)

WRAP-UP

Perception versus Impression

Was your perception prior to the visit accurate?

- The Downtown had a more concentrated population for the arts & culture then what we had originally expected to see
- The park was absolutely beautiful and added a sense of charm to the community

In what ways was the community different from what you expected?

- It was smaller than what we had originally expected to see
- It is the perfect place to stop and shop for artisan gifts

Did the information you collected prior to the visit accurately reflect what you observed/experienced? Why or why not?

- The information on the website did accurately describe the community

Community Residents

Were community residents knowledgeable about their community?

- There were few people on the streets to talk too
- From the residents we spoke too, they believe that the population is mostly senior based (older residents wishing to retire)
- Provided good directions

Did they refer you to someone else who would help? If yes, who?

- Did not really speak to enough people on the streets as it was a very quiet day for visiting
- People we did speak to however, were helpful in giving us directions and informatoin

In general, did residents you spoke with have a positive or negative attitude toward their community? Why? Did you sense community pride?

- The residents that we did speak with had a positive attitude about the community
- They liked the small town feel; sense of security
- They like the proximity to the city and to cottages

Did residents identify any particular issues to be of major concern (e.g., safety)?

- No major issues were identified to our group

FICE –FULL PICTURE (*Final Report*)

Senses

Taste

Was there any specialty food item, bakery, restaurant or candy store that you will remember?

-The restaurant on the main street was the only place that was open for our group to eat at; it had delicious food, fair prices and friendly staff!

Smell

Is there a scent that characterizes the community?

-No

Sight

Was there a colourful or striking feature that made an impression on you?

- The Park (The Hub of Huron) theme carried throughout
- The “Hub” theme; intersections, benches, signage
- Older buildings that are being restored- their facades

Sound

What sounds did you hear? Please comment on the level of noise in the community.

- It was a quiet downtown, occasionally heard; transport trucks and a few tractors
- (We imagine that in the summer time during cottage months, the streets are busier)
- An idea would be to have speakers on the Main Street on the light poles to play music

Other

How would you describe the overall environmental health of the community (e.g., air quality, litter, noise pollution, etc.)?

-The overall environmental health of the community was good. It was very clean with little noise pollution

What if anything, did you experience that had a strongly negative or positive impact on the way the community felt to you? Be specific.

- The most negative aspect of the downtown could have been the blue sided building (Variety store, LCBO, Beer Store)
- The most positive aspect of the community is the park in the centre of town and the friendly, inviting store owners

FICE –FULL PICTURE (*Final Report*)

About this Community

What is the most outstanding feature of this community?

- Artist studios
- The park downtown
- The arena and community centre

What will you remember most about this community six months from now (positive or negative)?

- The friendly atmosphere
- The downtown park

What local restaurant, specialty shop or attraction would bring you back to this community in the near future?

- Daltons Art & Pottery
- Dragonfly Art & Pottery

Would you consider this a suitable location for:

A young family?

- If they desired quiet country setting with a safe environment to raise a family
- Good school

A retired person?

- Easy access to the downtown area
- lots of housing accommodation
- a negative would be that there is no hospital or pharmacy

Young, single adult?

- No, there is not enough opportunities for work, so they would have to drive for everything
- As well there is no nightlife in the downtown

A tourist?

- Not as a destination, but you could get travellers to stop on their way through to cottages and vacation spots. There is potential to create tourism opportunities in the park in the centre of town.
- Could market Ripley as a great escape for city people as it has all of the amenities. It is also close to the Lake and Kincardine, and still has small town charm with a quaint relaxing environment.

A new retail or service business?

- Trade area reports and traffic numbers would help to determine if it would be beneficial to open up a service or business

FICE –FULL PICTURE (*Final Report*)

-Possibly an old fashioned hotel/motel with historical character and charm would be good for people travelling through

A new manufacturing business?

-Possibly Green or Agricultural based business would succeed
-Population is too small to support a large manufacturing business

A new immigrant?

-It might be difficult to integrate into the community

Five positive things you observed about this community

1. The Park, public washrooms and tree carvings
2. The community branding (Hub of Huron) and the streetscape
3. Recreation facilities
4. Friendly, clean and quaint environment
5. Restoration of heritage buildings

Three potential opportunities available to the community:

1. Promote the quaint atmosphere
2. Proximity to the lakes
3. Artisan destination

Four biggest obstacles/challenges facing this community:

1. Senior population
2. Cost to renovate older buildings
3. Not enough commercial buildings
4. No industry and small population to draw from

Looking at tomorrow...

Which action would you recommend that this community take on right away (quick win)?

-Post signage stating when washrooms are open and available to the public and that if they are locked, that the arena also offers public washrooms

FICE –FULL PICTURE (*Final Report*)

Look forward three years...

What would you like to see changed in this community? or remain the same?

- Keep the maintenance of the park at the centre of town a priority
- Arena is great!
- Change the façade on the “blue-sided building”
- Development of a plan to attract and build on the creative economy.

Turn inward and reflect on your own community

What have you learned here that has changed your impression of your own community?

- We are very lucky to have a population size that we do, as we are able to maintain manufacturing businesses.

Has this experience given you any new ideas about what is needed in your own community?

- We loved the doggy bag idea, we can use that on our walking trails and in our parks

ONE idea that you would like to borrow for use in your own business/community and describe how you would start to implement it within the next 72 hours!

- Again, we loved the doggy bag idea, this is something that residents and visitors would benefit from having

Additional Comments:

Rating of overall experience as a volunteer visitor

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Would not do it again				Satisfactory				Great fun! Lots of learning! Sign me up for the next one!	



Lucknow

A Community of Huron Kinloss



Community Toolkit



Credits

Acknowledgements

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Introduction

The Township of Huron Kinloss, with its population of just over 6500, is located in the southwest corner of the County of Bruce. Huron Kinloss is located on the east shore of Lake Huron and boasts some of the world's best sunsets and spectacular beaches. Huron-Kinloss has two friendly villages full of community spirit, Lucknow and Ripley. These communities are rich in history dating back more than 150 years. Both communities are home to active horticultural societies and both villages entertain visitors with their fall fairs illustrating the strong ties to the farming industry.



Economically, the Township of Huron Kinloss depends heavily on agriculture and agricultural services, and some food processing such as the Pine River Cheese factory. A number of residents work in Kincardine or Goderich, with the Bruce Nuclear Generating Station being the largest area employer.

With Tourism being economically prominent within the Township and the second largest economic generator in Bruce County, the experiences of tourists and our interactions with them are essential to our economic well-being. It is important to acknowledge that not all of our downtowns are going to be tourism destinations. There are many roles for our downtowns to play in the bigger picture of the entire tourism product. Some may be supply towns, others may be pass-through's to a destination and some have a specific tourism draw (like rock-climbing or beaches). Tourists and residents alike are attracted to places that offer unique and exciting experiences and are more likely to make return visits to places where they sense that there are interesting opportunities for interactions. Residents and visitors stay longer, spend more, return to, and speak well about places where they form strong, positive impressions.

Each community in Huron Kinloss possesses a unique character and history. Although they are part of the amalgamated Township of Huron Kinloss, the goal of these Toolkits is to showcase each community's unique identity for the purpose of enhancing their distinctive characteristics and inherent charms. Each of the Toolkits presented are complementary to one another and contain consistent elements to indicate that they are part of the broader Corporation.



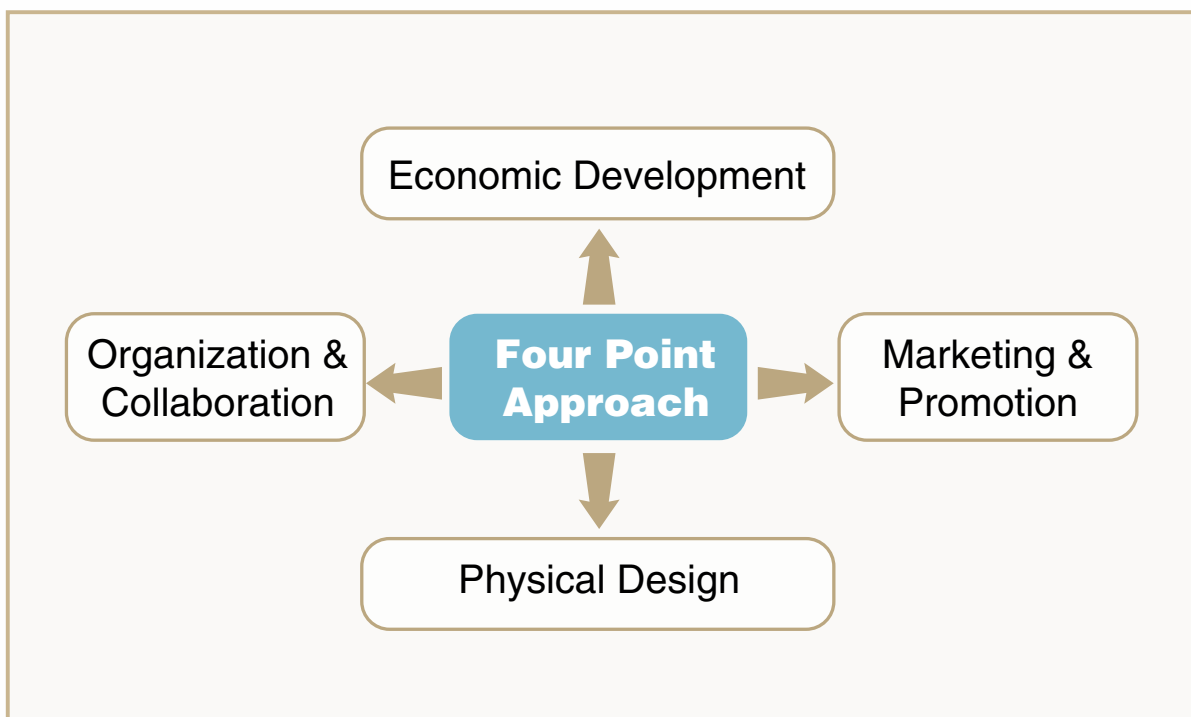
2 Why Mainstreets Matter

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.



Main Street Four-Point Approach®



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 Toolkit

This Community Toolkit showcases Lucknow 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. Lucknow has the advantage of being at the intersection of two county roads with significant traffic traveling along its mainstreet. While not a destination in its own right like the Townships waterfront areas, Lucknow has the potential to play an important economic role within its trade area.

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 suppliers 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 Lucknow 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

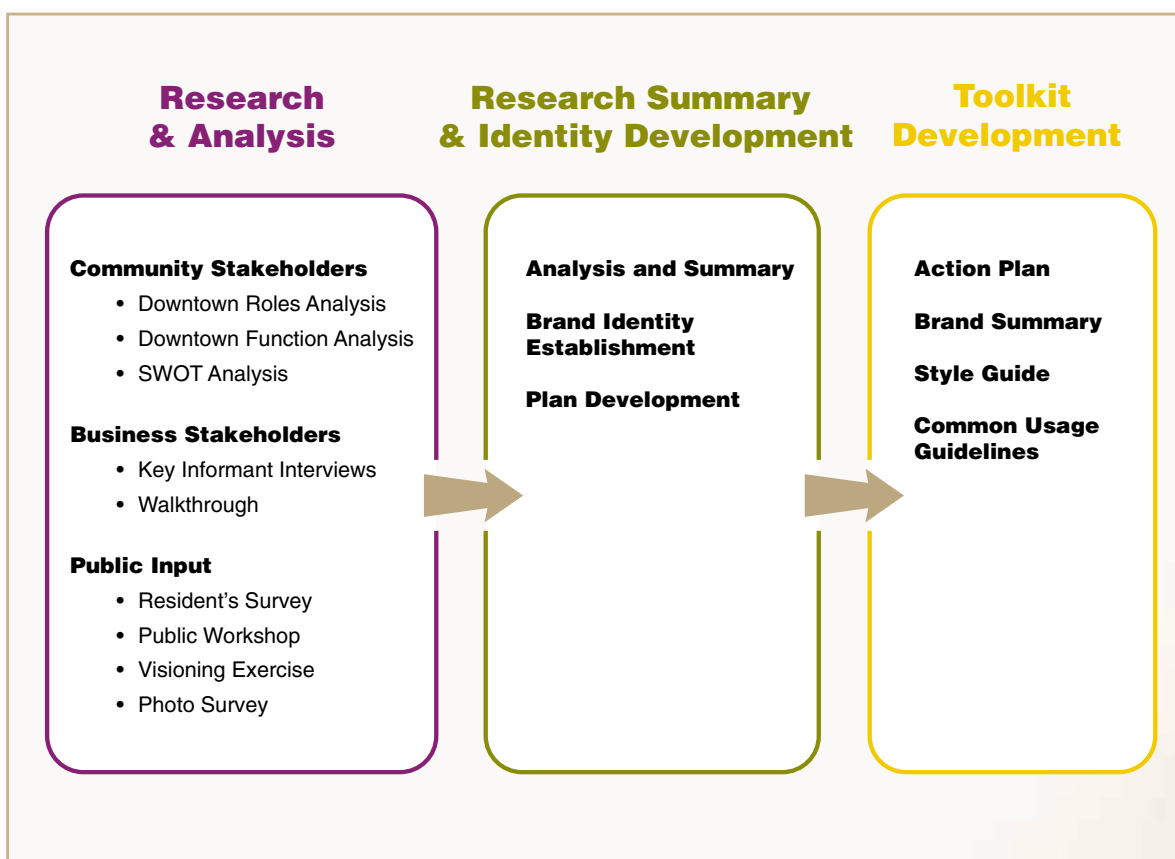
- Be proud and support the local identities and brands of communities in The County;
- Promote the individual identities in County marketing materials;
- Use the individual identities to create a unique tourism product offering; and
- Assist municipalities with the delivery of projects to enhance their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



5 Process

The Community Toolkit development process began in the spring of 2010 with the launch of the Spruce the Bruce Committee in Huron Kinloss. The Committee is composed of key staff at the Township as well as community stakeholders from both Lucknow and Ripley.

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 Lucknow.



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 Lucknow 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, Public Workshop and Photo Survey.

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



6.1 Community Stakeholders

The Lucknow Chamber of Commerce and the Spruce the Bruce Committee used three diagnostic tools to determine how the downtown was functioning. The first tool (***Downtown Roles***) asked participants to compare the importance of the current function of the downtown for both Commercial/Economic Roles and Social/Non-Business roles to that of 10 years ago. While this tool does not provide a lot of detailed information, it does provide a quick and effective assessment of how the downtown is performing its various roles and functions within the community. Participants were asked to rank the items as, increased, decreased or stayed about the same.

The second 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 final 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 Roles Tool

Using the first diagnostic tool, respondents indicated that the importance of the Commercial/Economic Role in the Town, which includes retail services, offices, restaurants and entertainment options, and visitor accommodation and services had stayed about the same over the last 10 years.

The importance of Social/Non-Business roles included items such as community meeting places, arts and culture, institutional services and residential diversity. In general, participants indicated that the Social/Non-Business role of the town has increased over the last 10 years. This can mainly be attributed to the addition of the HAWK theatre in the Town Hall.



Downtown Function Tool

The second 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 1.6/4. This indicates that the downtowns ability to meet the characteristics for Organization was weak to moderately well. Marketing, the second component, had an average score of 2.2/4 suggesting that the downtown meets the criteria moderately well. Economic Development was the next component and Lucknow meets this criterion moderately well with an average score of 2.1/4. The final component is Design indicated a resulting average score of 1.9/4 therefore meeting the criterion moderately. The average score for Lucknow is 49.4 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 third and final 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:** Strong Chamber of Commerce, Service clubs (Lion's, Kinsmen, Kinettes), good core of essential services in town (grocery store, bakery, butcher, hardware, doctor, dentist etc), located on a main highway that leads to the Lake and excellent customer service.
- Weaknesses:** Too many empty store fronts discouraging people from stopping, absentee landlords with no desire to maintain their buildings, volunteer burnout, missing a "shop at home" attitude, bad economic climate, lack of focus on community identity.
- Opportunities:** Shop in Lucknow campaign, repair streets, add trees, façade improvements, get all organizations working together to make this happen, fill empty storefronts, better communication of grant opportunities for façade improvement.
- Threats:** Economy, population is mainly lower – middle class, proximity to larger centres, (Goderich, and Kincardine), lack of funds to make improvements.



6.2 Business Stakeholders

Key Informant Interviews

Key Informant Interviews in the form of a survey were conducted in July and August 2010 with business owners and operators in downtown. The goal was to determine what is currently working or 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 items 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 item was between **fair and good**. Some of the highest rated elements included the plants on the main street and the organization of special events whereas the lowest ranked elements were the number of empty storefronts, the window displays and the lack of uniform hours of operation of the businesses.

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 overwhelming response was yes, they would benefit!

When the respondents were asked to provide suggestions for improving the retail environment, **removing eyesore buildings** and **creating uniform hours of operation** were the top two suggestions. The next most popular suggestion included increasing festivals and events, improved streetscape and improved parking.

Lastly, respondents were asked (1) why people were coming downtown; (2) what would be the 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 shop for necessities; that they would like to see more stores and the downtown cleaned up; and that politics and a lack of funding are preventing improvement from happening.



6.3 Public Input

Residents Survey

Every household in Huron-Kinloss was mailed a survey in July 2010 asking them specific questions regarding the town they lived closest to (i.e. either Ripley or Lucknow). The questions touched on marketing and economic development elements in the downtown. The survey concluded with some basic demographic questions. In total, 2480 surveys were mailed out, 740 with the postal code N0G 2H0 (Lucknow). In total, 52 households with this postal code responded to the survey resulting in a response rate of 7%.

Marketing

Residents were asked if they were familiar with any specific identity elements for both the Township and their community and whether these elements were recognized by visitors. Nearly 60% indicated that they were familiar with the identity elements for the Township and nearly 58% indicated they were familiar with identity elements for their community. Those who were familiar with identity elements were asked to name the elements that they were familiar with. Most respondents indicated the Huron Kinloss logo on Township trucks and entrance signs.

As for the Village of Lucknow, Donald Dinnie, Paul Henderson, horseshoes, tartan, Sepoy town and drive canny, were popular responses. However, 51% of respondents felt that these elements did not accurately reflect the community, and 79% felt that visitors to the community did not recognize these identity elements.

Respondents generally indicated that the best assets in Lucknow were that all the basic retail necessities (bakery, butcher shop, grocery store, bank, hardware, LBCO) were all in close proximity to one another and readily accessible. They also felt that having the arena downtown and the beautiful mural were assets as well.



Economic Development

Respondents were asked about their shopping habits to help determine the local attitude towards the business environment in town as well as the overall economic health of the community. 79% of respondents indicated that they shop in downtown Lucknow at least two times per week. 72% of people are running quick errands, 60% are doing their grocery shopping in town and 42% work in downtown more than twice a week. 74% indicated that they shop out of Lucknow at least once a month. The majority of respondents replied that most of their shopping was conducted in Lucknow. Goderich was a more popular destination for clothing, furniture and automotive shopping. Residents were asked the main reasons for choosing to shop out of town: better selection (61%) and products are unavailable (43%) were the most popular responses. Respondents were also asked if they would use extended hours for businesses - 54% indicated they would not.

The majority of people strongly agreed or somewhat agreed that the stores in the downtown sold the products they wanted, the prices were reasonable, the shops were open when they wanted to shop, and they tried to shop locally whenever possible. Further, respondents were asked what new businesses they would like to see in downtown. The top three responses were more clothing stores, especially for men and children, more restaurants and a gym or fitness centre.

Finally, respondents were asked to provide some general feedback regarding the retail environment in downtown. Most people felt that the service in the stores was excellent and that the clerks were friendly and helpful. There were a lot of comments about the empty storefronts taking away from the streetscape and respondents would like to see them filled. There were also some comments relating to physical design. These suggestions included planting trees, pulling weeds, and cleaning up the empty buildings.



Public Workshop

The Lucknow public workshop was held on Thursday, July 29th at 7pm at the Lucknow Community Centre. The meeting was well attended with approximately 24 people from a good cross-section of the community in attendance. There were two main components to the workshop: a *Visioning Exercise*; and *Round Table Discussions*.

Visioning Exercise

The ***Visioning Exercise*** was an opportunity for the residents of Lucknow to express their wishes and desires and how they envisioned the community of Lucknow developing over the next ten years. The exercise explored people's views on the potential revitalization of downtown Lucknow that could occur in that timeframe. The participants were asked to note what had changed, how the downtown looked and felt in the future and what they now loved about it. The 'changes' volunteered were grouped and sorted by staff into four key spheres; Economic Restructuring; Marketing and Promotion; Physical Design and Social (i.e. community).

Both Economic Restructuring and Physical Design emerged as priority areas for the community. With regard to Economic Restructuring the priority was clearly to address the vacancy rate in downtown Lucknow. The majority of participants recognized the decline of businesses in Lucknow over the last several years and the empty storefronts that have resulted. Additionally, they acknowledged that there isn't a 'shop local' attitude and that there is a significant amount of retail leakage happening from downtown Lucknow to places like Wingham and Goderich.

Ideas that were generated towards the Physical Design sphere were related to the need for improvements to traffic flow and accommodation of alternate means of transportation; beautification of the streetscape through the incorporation of street trees, lights and greenery; and improvements to storefronts and building facades to improve the overall look of the Town.

The Marketing and Promotion sphere illustrated a number of ideas from the participants:

Scottish Heritage
Paul Henderson
Strawberry Festival

Amish / Mennonite Community
Oktoberfest
Music in the Fields

Sepoy Community
Donald Dinnie

What became evident from the discussion was that Lucknow is struggling to identify with one consistent message for use as a 'brand' and that there isn't a dominant identity for Lucknow.



Roundtable Discussions

The Roundtable Discussions were held the night of the public workshop and consisted of a presentation and discussion evolving three topic areas; Marketing & Promotion; Economic Restructuring; and Physical Design.

Marketing and Promotion

As noted in the visioning exercise, the Marketing and Promotion discussion highlighted a number of potential 'brands' for Lucknow. Words like Social; Friendly; Sports; Pretty; Agriculture; Declining; and Family were used to describe the community. The discussion also highlighted some challenges related to lack of nightly entertainment, no unique website or brochures and the wide main street. Challenges relating to Marketing and Promotion are related to the lack of a clear, focused identity for who Lucknow is and what the community wants it to be.

Economic Restructuring

The Economic Restructuring discussion highlighted that there is a base of neighbourhood retail that supports resident needs but that there were only a few businesses that attract visitors to stop. The comment was made that "you can get everything you need in Lucknow" however, others acknowledged that there was nothing unique in downtown to make people want to stop. The challenges highlighted through the discussions were about drawing new businesses to Lucknow and keeping them. There was a feeling that business owners need marketing training and that some survey work should be done to see who is stopping and shopping, why and where they are from.

Physical Design

On the physical design aspect of the discussion, residents noted that downtown Lucknow was revamped over 15 years ago and nothing has been done since that time. Priorities that were highlighted were related to: Filling in the vacant storefronts; Improving signage around Town and on the storefronts; Adding boulevards / greenery / street trees and benches; and Creating an aesthetically pleasing streetscape both on the sidewalks and storefronts. Comments were made with regard to the wide street through the mainstreet of Lucknow with the silver lining being that there is a lot of potential for improvement to the streetscape and making downtown Lucknow an enjoyable place to spend time.



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 in order to undertake a photo analysis of what defined their community. The participants were given 3 weeks to take photos of Lucknow 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:



Green space/Parks



Downtown



Community Heroes



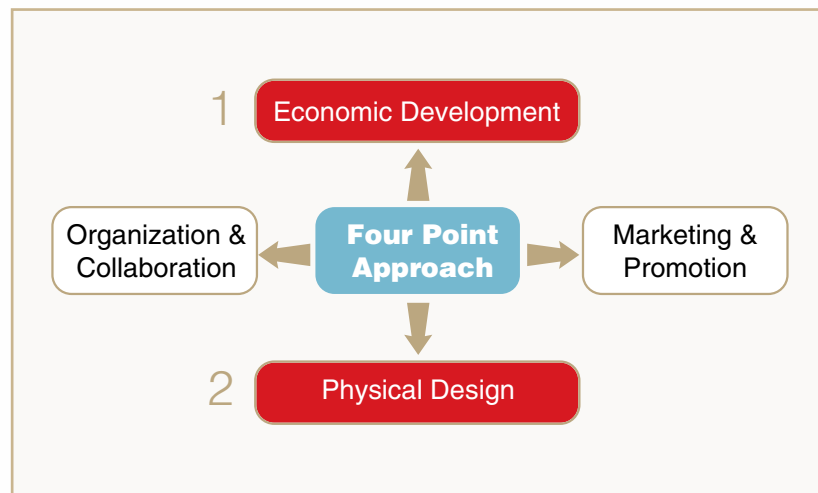
Community

The photo analysis gave direction to the professional photos that were taken of Lucknow and used to create the brand identity which is further developed in the next section.



7 Research Summary

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



- 1) Economic Restructuring or Development is about strengthening a community's existing economic assets while expanding and diversifying its economic base. There is a need to sharpen the competitiveness of existing business owners and recruit compatible new businesses and new economic uses to build a commercial district that responds to today's consumer's needs. Converting unused or underused commercial space into economically productive property also helps to boost the profitability of the downtown.
- 2) Design means getting Lucknow's downtown into top physical shape. Top shape means capitalizing on its best assets to create an inviting atmosphere for all visitors and residents of the downtown. This can be created through attractive window displays, parking areas, building improvements, street furniture, signage and landscaping to convey a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices, enhancing the physical appearance by rehabilitating buildings, encouraging appropriate new construction, developing a culture of good design, and long-term planning.

Regardless of the priority area for a community, one of the first steps to any revitalization program is for the community to know who they are and what they want to be. Establishing a community identity that can be utilized in all areas of the improvement plan is the next step to Lucknow's revitalization plan and will be based on the research and community direction that was summarized in this report.



8 Establishing the Identity

As referenced above, what became apparent from the research that was gathered was that Lucknow is struggling to identify with one consistent message for use as a 'brand' and there is not a clear identity for Lucknow. If Lucknow wants to succeed in its revitalization efforts, a coordinated and consistent brand is going to have to be put in place that is embraced by all stakeholders. Not only does the brand need to be consistently used by all but it needs to be authentic to Lucknow and it needs to capture enough interest in order to draw people to the downtown.

Lucknow has attempted many identities in the past and their remnants are visible (i.e. horseshoe). There are even more recent initiatives that have been undertaken (i.e. Donald Dinnie). However, none of these 'elements' are a strong enough draw in order to drive people to downtown Lucknow.

The Spruce the Bruce team has been working with local municipalities to develop a strategic plan for the entire County where each Town has a specific yet equally important function to play. Lucknow's function is one of supply town or general store. It is important to realize that Lucknow needs to work within the framework of potential for their downtown. Lucknow is not a destination in its own right and will not be competing with lakeshore and inland lake destinations. However, they have an excellent opportunity to benefit from those travelers passing through their downtown to reach their seasonal destinations. Lucknow can play an essential role in providing a much needed service role within the broader community. The key to Lucknow's future success and sustainability is to provide these travelers with a wide range of services that also meet local needs.

Therefore, the following Community Identity or Brand has been developed for Lucknow. This brand was presented to various stakeholders in October / November 2010 and received a positive reception.





The Plan

9 The Identity – The General Store

In the same way a general store would be run, Lucknow needs to run its downtown as a unified traditional retailer carrying a broad selection of merchandise packed into a relatively small area where travelers and people from the town and surrounding rural areas can come to purchase all their general goods. The bones of this concept exist today, with friendly personalities and essential products that range from fresh local food to all you need to build a house. People do travel out of town for some specialized items (i.e. electronics), the same way you had to order specialty items into the general store or from catalogues. However, there is plenty of opportunity for Lucknow to meet the community's everyday needs.

Additionally, Lucknow has the potential to cater to a growing consumer trend related to the small, localized shopping experience. People want to know where their products are coming from and build a relationship with those that are serving them. People want to buy their meat from the butcher, apples from the local orchard, and buttermilk from the bakery. Lucknow has all the makings of the local general store with unparalleled customer service. With some ingenuity and dedication to developing this identity and targeting the traveling visitor market, the downtown can return to a bustling commercial area.





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 Lucknow 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 (The General Store) 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 make the connective link between the desired / authentic Identity and the Plan to move the community there.



Vision

At the public workshop in Lucknow, we undertook a Visioning exercise which established the ground work for the following VISION that has been established for downtown Lucknow:

Downtown Lucknow is the General Store where residents and tourists alike come to enjoy friendly personalities, general goods and everyday needs. Lucknow is small-town charm with the everyday essential goods that people will not travel out of town to get. The businesses are bustling in Lucknow and people are enjoying the street and the local, grassroots experiences where they know where the products they are purchasing have come from and build a relationship with those that are serving them.



Mission Statement

A Mission statement takes Lucknow'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 Lucknow is:

To reestablish the range of businesses and services to downtown Lucknow and improve the overall 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 from downtown Lucknow as priority areas:

- GOAL 1: To foster an environment of organization, leadership and management;
- GOAL 2: To increase the range of businesses and reduce the commercial vacancy rate;
- GOAL 3: To improve the physical design of the main streetscape and the primary intersection;
- GOAL 4: To improve the physical appearance and functionality of mainstreet buildings;
- GOAL 5: To develop a marketing and promotion strategy for downtown.



11 Putting the Plan to Work

The residents of Lucknow have spent a lot of time and energy on the various programs and festivals that are offered in town. Through the research gathering, there was often mention of volunteer burnout as an issue. The STB team noticed that Lucknow has spread itself thin as a community. There has not been a coordinated approach to the marketing, beautification, promotion or festivals and as such there are many individuals working on many individual initiatives. Spruce the Bruce and this Community Toolkit is an opportunity to bring that devoted energy together and coordinate an approach that will increase the success of downtown Lucknow.

In order to enact change and begin to see some tangible results in Lucknow, the Spruce the Bruce team recommends that Lucknow focus its initial program on both the **Economic Development** and **Physical Design** pillars. 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 Huron Kinloss Spruce the Bruce Committee should focus for the first year on organizing, assessing, planning and then implementing. 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.

The next steps involve using a set of tools to deepen the understanding of the current retail services and businesses including supply and demand in downtown; community design activities focused on opportunities to improve physical assets; and cultural attributes and their potential strengths.

Developing a more detailed work plan over the next six months to a year 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 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 an initial Action Plan of the next steps for Spruce the Bruce as it relates to downtown Lucknow.



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. 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 Improvement; and Marketing and Promotion.

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

1. **Organization and Leadership Action:** To create a Lucknow specific Spruce the Bruce Sub Committee with representation on the HK Spruce the Bruce Committee.

Before tackling design, promotion, or economic development activities, a revitalization program must first get organized. Recruiting the appropriate resources by building support from a variety of stakeholders is essential. The Lucknow STB Committee may transform an already existing committee, adding members and expanding their focus or it may be a completely new entity recruiting new members from the community.

Primary Responsibility: HK STB Committee

Proposed Timing: Year 1 - Initial

Budget Implications: None

2. **Economic Development Action:** To attract representatives to the Lucknow STB Sub Committee from the business community and specifically any Chamber of Commerce or BIA representatives.

The Lucknow STB program 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. If a Chamber of Commerce or BIA does not exist, the STB committee should undertake a cost / benefit analysis to their establishment. Each of these organizations benefits from an effective revitalization effort dedicated to creating a vibrant commercial area and responding to the community's economic and social needs.

Primary Responsibility: HK STB Committee

Proposed Timing: Year 1 - Initial

Budget Implications: None



3. **Physical Improvement Action:** To attract representatives to the Lucknow STB Sub Committee from the Lucknow Beautification Committee.

As noted above, you can't lead a community-wide effort without the support of others. Community groups already interested in the promotion and beautification of Lucknow need to be involved in the revitalization effort.

Primary Responsibility: HK STB Committee

Proposed Timing: Year 1 - Initial

Budget Implications: None

4. **Marketing and Promotion Action:** Communication of this Action Plan to other stakeholders (i.e. Kinsmen, Rotary) and soliciting their assistance with specific Action items.

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 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: Lucknow STB Committee

Proposed Timing: Year 1 - Middle

Budget Implications: None



GOAL 2: To increase the range of businesses and reduce the commercial vacancy rate;

1. **Organization and Leadership Action:** Development of an Economic Strategic Plan that will outline specific action items related to the strengthening of the economic health of downtown.

Developing an Economic Strategic Plan is an essential component of the comprehensive approach to downtown revitalization. The Economic Development pillar was highlighted through the research as needing the most attention in Lucknow and therefore this tool is a vital component in Lucknow's potential success. This document will be based on the background data (i.e. BR & E – see below) once completed and once established will become the community's blueprint for economic revitalization over the next three to five years.

Primary Responsibility: Lucknow STB Committee / Township of HK / Consultant

Proposed Timing: Year 3 – once background studies are complete

Budget Implications: Yes

2. **Economic Development Action:** To undertake and implement a Business Retention and Expansion Study (BR & E) concurrently with a Business Mix Analysis (both programs available through OMAFRA)

Vital background information for any comprehensive downtown economic development program is the completion of a Business Retention and Expansion (BR&E) Study. The BR&E provides an excellent tool to support and grow existing businesses, while enabling the community support for their local businesses. The Business Mix Analysis (Community to Community Comparison and Market Threshold Analysis) as well as the Trade Area Report are commonly known as downtown Market Analysis Tools. Both tools are valuable in understanding the local economy and business climate, and providing essential information for a community's economic development strategic plan.

Primary Responsibility: Lucknow STB Committee / Township of Huron Kinloss / OMAFRA

Proposed Timing: Year 1 and 2

Budget Implications: Yes – potential funding through OMAFRA



3. **Physical Improvement Action:** Contact owners of vacant land holdings and buildings to discuss the potential for rehabilitation and/or development of their properties.

Vacant land holdings, derelict buildings and absentee landowners are always an issue in any downtown revitalization effort. When disinvestment, poor maintenance and abandonment leave a downtown pockmarked with vacant and dilapidated buildings often the community seeks a quick solution. While there is no single trick to solve all these problems a patient process involving thoughtful planning and advocacy is important. Innovative ideas from zoning by-laws, reinvestment incentives, business attraction initiatives, and adaptive reuses need to be explored through the Economic Strategic Plan.

Primary Responsibility: Lucknow STB Committee / Township of HK / Consultant

Proposed Timing: Year 3 – once background studies are complete

Budget Implications: Yes

4. **Marketing and Promotion Action:** Establish opportunities for workshops/classes on business planning, etc. and develop an active program for recruitment of compatible businesses (i.e. neighbourhood retail) to fill vacancies.

This Action contains two components. The first deals with forming partnerships with organizations like the Bruce Community Futures Development Corporation (BCFDC) and the Saugeen Enterprise Centre which currently organize various workshops and small business investment strategies within our region. The second addresses the need to recruit specific businesses to downtown Lucknow that will fulfill the neighbourhood retail vacancies and enhance 'The General Store' identity for downtown. This recruitment initiative should be a consideration within the Economic Strategic Plan.

Primary Responsibility: Lucknow STB Committee / Township of HK / Consultant

Proposed Timing: Year 4 – once background studies are complete

Budget Implications: Yes



GOAL 3: To improve the physical design of the main streetscape and the primary intersection;

1. **Organization and Leadership Action:** Complete a baseline map of the physical profile of the downtown streetscape.

In order for community streets to become places for people, thereby fulfilling the critical function that is missing in much of Lucknow, they need to be planned and designed appropriately using complete street design principles. Downtown streets have the potential to become destinations worth visiting, instead of just thruways; and commercial strips can be designed as boulevards, safe for walking and interacting.

Before a community can start to tackle the challenges that are present related to physical design, there needs to be a baseline of mapping that outlines the physical profile of the street and streetscape - essentially an inventory of the downtown streets.

Primary Responsibility: Township of Huron Kinloss Roads Department

Proposed Timing: Year 1

Budget Implications: None

2. **Economic Development Action:** Investigate and secure the necessary funding for streetscape improvements and upgrades.

Unattractive or non-functional sidewalks, back alleys, and wasted space – every downtown has these - ugly spaces. Quality design and attention to detail has the power to transform dead spaces into vibrant places that invite people to explore and discover Lucknow's downtown.

Once a Streetscape Masterplan (see below), outlining the priority actions for Lucknow's mainstreet is completed, the Lucknow STB Committee needs to start finding funding. Even small-scale inexpensive improvements can be more effective at drawing people into downtown than major 'big-bucks' projects.

Primary Responsibility: Lucknow STB Committee / Township of Huron Kinloss

Proposed Timing: Year 4-5

Budget Implications: Yes



3. **Physical Improvement Action:** Complete a Streetscape Masterplan that includes specific design solutions for tree coverage, signage, traffic calming and beautification (including the functionality of the primary intersection).

Revitalizing streets for walking, gathering and shopping is perhaps the most direct example of how to benefit a community economically. Currently the street is designed only for the movement of high volumes of traffic, which eliminates other features necessary for healthy street life and economic activity. Incorporating wider sidewalks, large trees, enhanced parking and a community inspired revitalization program can bring life back to the street.

Primary Responsibility: Lucknow STB Committee / Township of Huron Kinloss

Proposed Timing: Year 3

Budget Implications: Yes

4. **Marketing and Promotion Action:** Complete a design workshop to highlight the downtown design issues and potential solutions.

People provide perspective and valuable insights into how an area functions; they have a unique understanding of the issues that are important. The sooner the community becomes involved in the planning process the better – ideally before any planning has been done. Tapping into the ideas and talents of the community is crucial in deciding what will be done to improve an existing streetscape. The people who live or work near the downtown will know from experience which areas need improvement.

A design workshop is an opportunity for those with a vested interest to share their insights into the downtown and help to create not only a design but an effective management strategy for downtown.

Primary Responsibility: Lucknow STB Committee / Township of Huron Kinloss

Proposed Timing: Year 2

Budget Implications: Yes



GOAL 4: To improve the physical appearance and functionality of mainstreet buildings;

1. **Organization and Leadership Action:** Complete a Community Improvement Plan for downtown Lucknow.

Community Improvement Planning is one of the sustainable community planning tools found in the Planning Act, can help municipalities address some of the challenges related to changing economic trends in our downtowns. It provides a means of planning and financing development activities that effectively use, reuse and restore lands, buildings and infrastructure. Community Improvement Plans (CIP) can be a tool for signification rehabilitation, development and land-use change.

Primary Responsibility: Township of Huron Kinloss / County of Bruce

Proposed Timing: Year 1

Budget Implications: None for Plan Development

2. **Economic Development Action:** Complete a Building and Business Inventory for downtown.

A Building and Business Inventory compiles information on all the buildings and businesses in the downtown. This also informs the downtown while informing the downtown businesses about the revitalization process underway. It provides a number of benefits:

- Acts as a basic contact management system;
- Information can be used in various promotional tools;
- Provides up-to-date statistics that can be used to market and describe the health of the downtown;
- Can assist realtors, developers, entrepreneurs in identifying property; and
- Provides a means of documenting important heritage and physical design features in downtown.

When the inventory is completed, you can generate statistics about your downtown, including number of employees, number of new businesses, vacancy rates, locally owned businesses, etc.

Primary Responsibility: Lucknow STB Committee

Proposed Timing: Year 1

Budget Implications: None



3. **Physical Improvement Action:** Assist in the development of an incentives program for facades, signage, structural, accessibility improvements, etc. for private businesses (grants and / or loans).

Downtown buildings are a major contributor to the character of the community. Clean, interesting and well-maintained buildings and signage communicates a sense of pride, commitment to quality in the community and encourages passerby's to stop and enjoy the downtown.

The Planning Act allows for incentives for rehabilitation and improvements to buildings to be established through a Community Improvement Plan. Part of the Plan creation should be an investigation of the feasibility of a grant and / or loan program with attention to financing; development; and management of the programs.

Primary Responsibility: Township of Huron Kinloss / Lucknow STB Committee

Proposed Timing: Year 3

Budget Implications: Yes

4. **Marketing and Promotion Action:** Establish the physical boundary of downtown that will be the focus of the program initiatives, downtown analysis and action planning.

To prepare a CIP, the community needs to establish its 'community improvement project area' as defined by the Planning Act. A good starting point is to examine the Zoning maps for the area and identify where the downtown commercial zoning is. You may also want to use the data collected on the physical, economic, social and environmental characteristics of downtown to adjust the CIP Project Area boundary.

Primary Responsibility: Township of Huron Kinloss / Lucknow STB Committee

Proposed Timing: Year 2

Budget Implications: None



GOAL 5: To develop a marketing strategy to attract the appropriate target market for downtown.

1. **Organization and Leadership Action:** Encourage the Chamber of Commerce or BIA to undertake strategic and coordinated initiatives related to a marketing strategy for downtown.

The Chamber of Commerce in conjunction with the Spruce the Bruce committee, should help to foster cross promoting partnerships between businesses. These partnerships will help to build strong product offerings for consumers. Example:

The hairdressing salon and the bakery could form a partnership where clients at the hairdresser could purchase buttertarts and coffee supplied from the bakery.

Primary Responsibility: STB Committee / Chamber of Commerce

Proposed Timing: Year 1-5

Budget Implications: None

2. **Economic Development Action:** Develop a strategic marketing plan for the downtown.

A strategic marketing plan is essential to the success of the downtown as a whole. A unified marketing approach of the downtown and its businesses will increase the chance of success. The marketing strategy should include all four P's in marketing – product, price, place and promotion.

The first step in this process is to conduct a target market analysis. This research is used to determine who the target market is (demographic, geographic and psychographic).

The strategy should outline a promotions/advertising plan using marketing elements such as print, online, radio, and onsite (signage, banners, etc). The strategy should have a 3-5 year outlook but be re-evaluated on a yearly basis.

Primary Responsibility: STB Committee

Proposed Timing: Year 5

Budget Implications: Yes



3. **Physical Improvement Action:** Establish various physical design improvements or methods to get travelers driving through Lucknow to the lakeshore to stop.

Using the guidelines provided as part of the **brand summary** in the Community Toolkit, begin to develop the look and feel of an attractive General Store in downtown.

Areas of focus should include:

- Business signage indicating what is available in each store versus what the name of the store is (i.e. restaurant vs. Finnalyson's);
- Banners directing consumers to the store that will fulfill their needs;
- Restoring building facades so as to build on the General Store identity;
- Designing an inviting streetscape that encourages people to stop.

Primary Responsibility: STB Committee

Proposed Timing: Year 4

Budget Implications: Yes

4. **Marketing and Promotion Action:** Develop an Economic Recruitment Package that is marketed specifically to those retail gaps identified in the Economic Strategic Plan.

The Lucknow STB committee should develop a business recruitment package that is consistent with the Economic Strategic Plan and that is focused on filling the gaps identified in the target market analysis and business mix analysis.

The research will have identified what products and services will complement the existing businesses and will strengthen the product / service offerings in the community. These missing pieces should be the primary target for economic recruitment.

Primary Responsibility: STB Committee / Chamber of Commerce / BCFDC

Proposed Timing: Year 4-5

Budget Implications: Yes



Action Plan Summary

These Action Plans will become the road-map for the revitalization of Ripley's downtown. As the Ripley STB committee moves forward with the implementation of its revitalization work, it should ensure that the activities include a mix of quickly achievable actions as well as those that will take longer to realize.

Beginning the process of implementing the Action Plan is the next step for Ripley and it is necessary to create an effective work plan for the Ripley STB committee that meets regularly and provides feedback to the HK Spruce the Bruce committee about the progress of the Action Plan. It is vital to regularly monitor the Action Plan, revise the goals and develop annual work plans – based on the progress made, obstacles encountered and changes happening in downtown. An annual update or report is an effective tool to ensuring that the downtown Action Plan is continually evolving.



Action Plan Timeline

	Year 1	Year 2	Year 3	Year 4	Year 5
GOAL 1: To foster an environment of organization, leadership and management;					
Develop Lucknow STB Sub Committee	•				
Lucknow STB Sub Committee involves business community	•				
Lucknow STB Sub Committee involves Lucknow Beautification Committee	•				
Lucknow STB Sub Committee involves stakeholders	•	•			
GOAL 2: To increase the range of businesses and reduce the commercial vacancy rate;					
Develop a Downtown Economic Strategic Plan			•		
Implement a Business Retention & Expansion Study	•	•			
Rehabilitation of vacant, derelict buildings and absentee landowners		•	•		
Implement workshops and business recruitment program				•	•
GOAL 3: To improve the physical design of the main streetscape and the primary intersection;					
Map physical profile of the downtown streetscape	•				
Research and secure funding for streetscape improvements				•	•
Complete Streetscape Master Plan (tree coverage, pedestrian signage, traffic calming and beautification)			•		
Complete a design workshop for downtown design issues and solutions		•			
GOAL 4: To improve the physical appearance and functionality of main street buildings;					
Complete a Community Improvement Plan	•				
Compile a Building and Business Inventory	•				
Create an Incentive Program for facades, signage, structural, accessibility improvements etc.		•	•	•	•
Established the physical boundary of downtown	•				
GOAL 5: To develop a Marketing Strategy to attract the appropriate target market for downtown.					
Chamber of Commerce/ BIA initiate strategic and coordinated initiatives of marketing strategy	•	•	•	•	•
Downtown Strategic Market Plan				•	•
Establish physical design improvements and create a travel destination				•	
Create an Economic Recruitment Package specific to retail gaps identified in the Economic Strategic Plan				•	•



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

Rural Countryside

Traditional Customer Service

General Supply and Goods

Bustling Supply Town

Localized Shopping Experience

Materials



Wood



Antiques



Vintage Materials



Cast Iron



General Store

Development in Lucknow should enhance the historic downtown buildings with additional architectural details such as canopies (covered sidewalks) and awnings that are a throwback to the turn of the century with a country feel. Enhancements to the streetscape should create street presence, and the feeling of an outdoor room that is reminiscent of the General Store identity.

Buildings should use natural materials like brick and wood; timber posts can add a structural flair. Retention of existing brick structures is encouraged along with restoration of original facades. Stucco, vinyl and metal siding are not appropriate for commercial areas that are visible from the mainstreets.

Materials: rough cut lumber, brick, wood, and cast iron

Graphic Elements such as banners, signage or advertising should reference the General Store theme while focusing on the rural cultural amenities that make this area unique. Street furniture and improvements should be inspired by historical objects like rocking chairs, barrels, and wagon wheels.



Summary Direction

Colour Palette



Red

Pantone: 485 C



Grey Brown

Pantone: 402 C



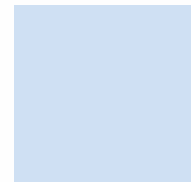
Gold

Pantone: 1245 C



Dark Red

Pantone: 7421 C



Light Blue

Pantone: 2707 C

Primary Font

Goudy Old Style BT Extra Bold

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz123456789

Goudy Old Style BT Bold

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz123456789

Complimentary Font

Book Antiqua

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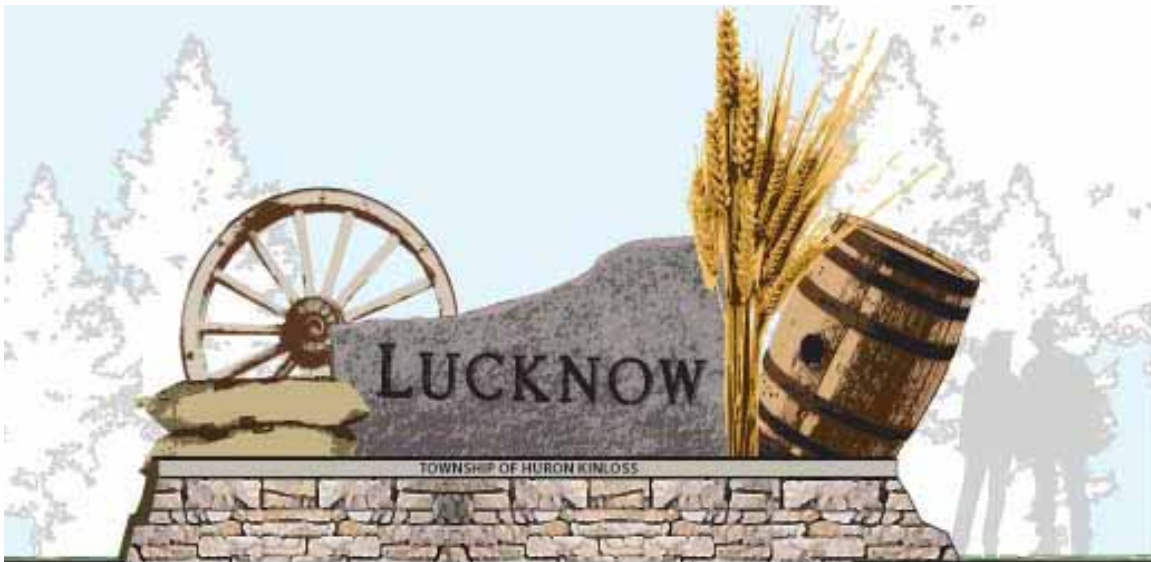
Book Antiqua Bold

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz123456789

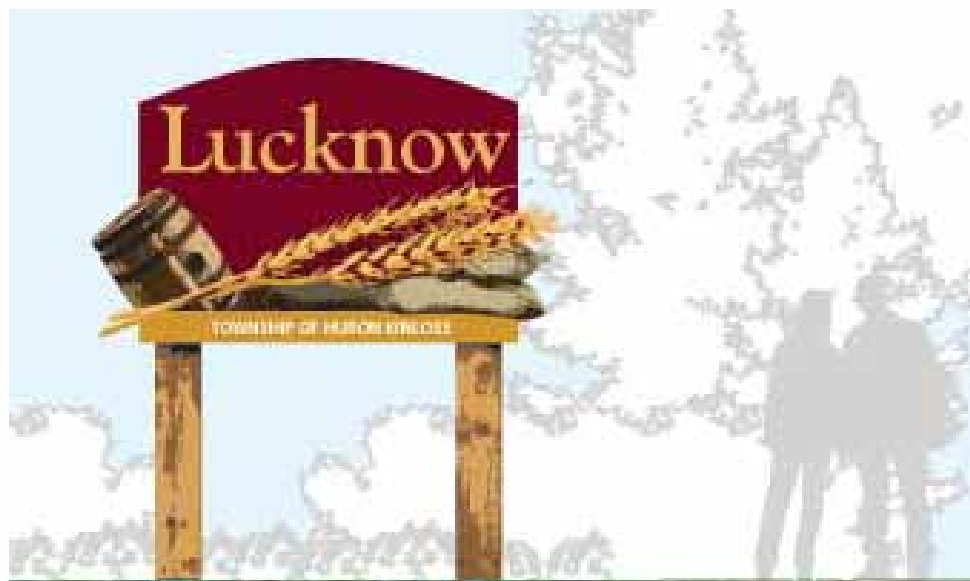


Common Usage Guidelines

Primary Intersection Signage



Gateway Entrance Signage



Street Banners



Signage Headers



Planters



Bike Rack



Benches





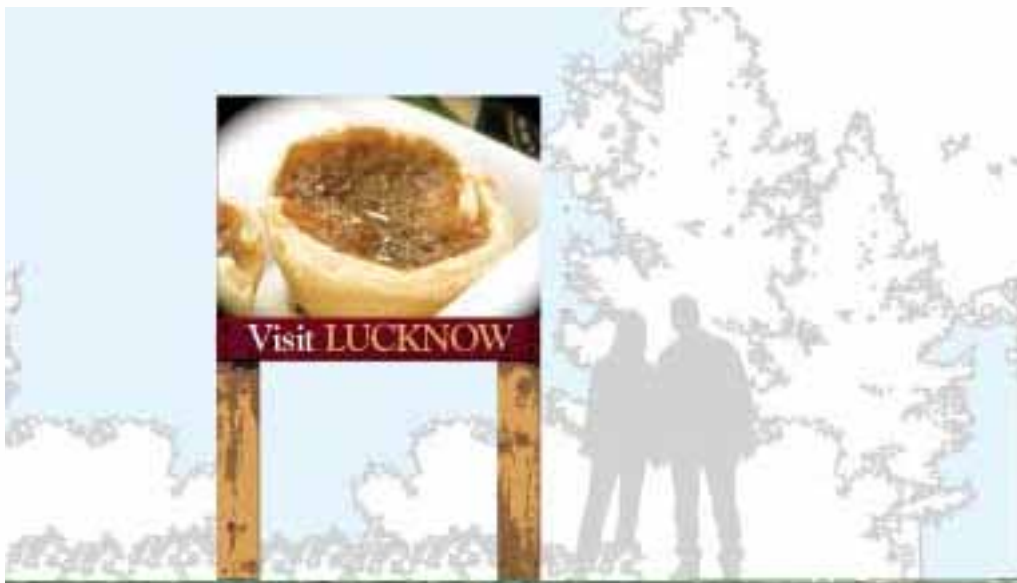
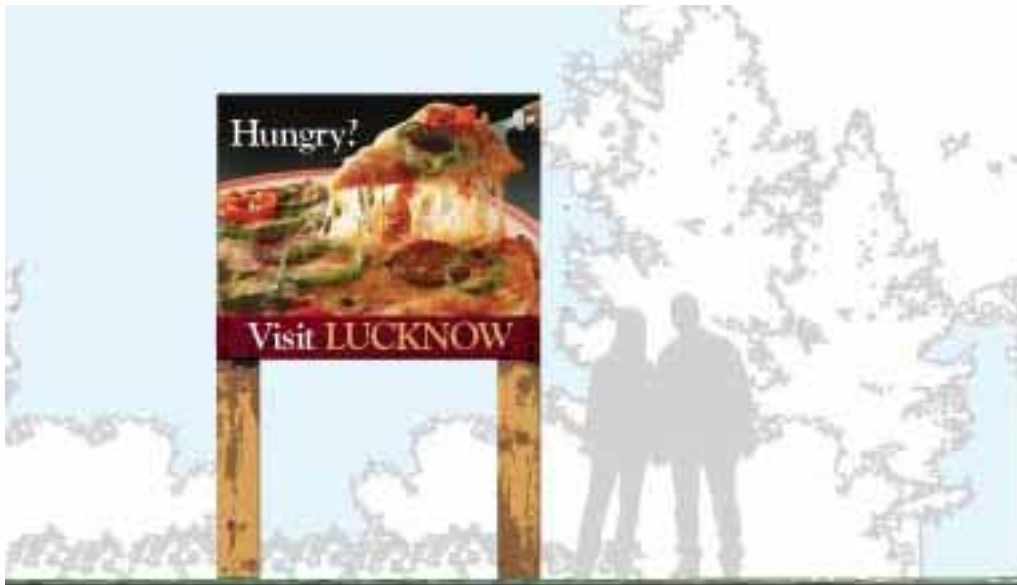
Parking Entrance



Waste Receptacle



Economic Development Boards



Façade

Existing buildings could enhance the store fronts with covered sidewalks with architectural features that highlight rustic posts and side brace.



Jerome, Arizona



Tuscan, Arizona



Wisconsin, USA



Virginia City, Nevada



highlights porch with post, side brace and exposed beams





Existing



Artists rendering



Summary

In summary, STB has developed with the community of Lucknow, 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 forward. The methods employed to create this Toolkit combined with positive community feedback ensures that this Toolkit is destined for success if applied consistently.

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

P.S.

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.

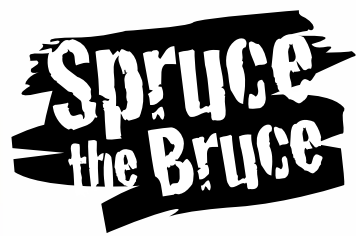
Lucknow Quick Wins!

1. Planters with trees on mainstreet
 2. Pedestrian Crossings at Intersections
 3. Window dressings in vacant storefronts
 4. Adding benches and vibrant banners to the streetscape
 5. Developing a downtown entrance feature
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 Lucknow Spruce the Bruce Committee.



Ripley

A Community of Huron Kinloss



Community Toolkit



Credits

Acknowledgements

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Kim McPhedran

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Bruce County

Planning and Economic Development

"Spruce the Bruce" program



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Township of Huron Kinloss

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Port Elgin, Ontario



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Introduction

The Township of Huron Kinloss, with its population of just over 6500, is located in the southwest corner of the County of Bruce. Huron Kinloss is located on the east shore of Lake Huron and boasts some of the world's best sunsets and spectacular beaches. Huron-Kinloss has two friendly villages full of community spirit, Lucknow and Ripley. These communities are rich in history dating back more than 150 years. Both communities are home to active horticultural societies and both villages entertain visitors with their fall fairs illustrating the strong ties to the farming industry.



Economically, the Township of Huron Kinloss depends heavily on agriculture and agricultural services, and some food processing such as the Pine River Cheese factory. A number of residents work in Kincardine or Goderich, with the Bruce Nuclear Generating Station being the largest area employer.

With Tourism being economically prominent within the Township and the second largest economic generator in Bruce County, the experiences of tourists and our interactions with them are essential to our economic well-being. It is important to acknowledge that not all of our downtowns are going to be tourism destinations. There are many roles for our downtowns to play in the bigger picture of the entire tourism product. Some may be supply towns, others may be pass-through's to a destination and some have a specific tourism draw (like rock-climbing or beaches). Tourists and residents alike are attracted to places that offer unique and exciting experiences and are more likely to make return visits to places where they sense that there are interesting opportunities for interactions. Residents and visitors stay longer, spend more, return to, and speak well about places where they form strong, positive impressions.

Each community in Huron Kinloss possesses a unique character and history. Although they are part of the amalgamated Township of Huron Kinloss, the goal of these Toolkits' is to showcase each community's unique identity for the purpose of enhancing their distinctive characteristics and inherent charms. Each of the Toolkits presented are complementary to one another and contain consistent elements to indicate that they are part of the broader Corporation.



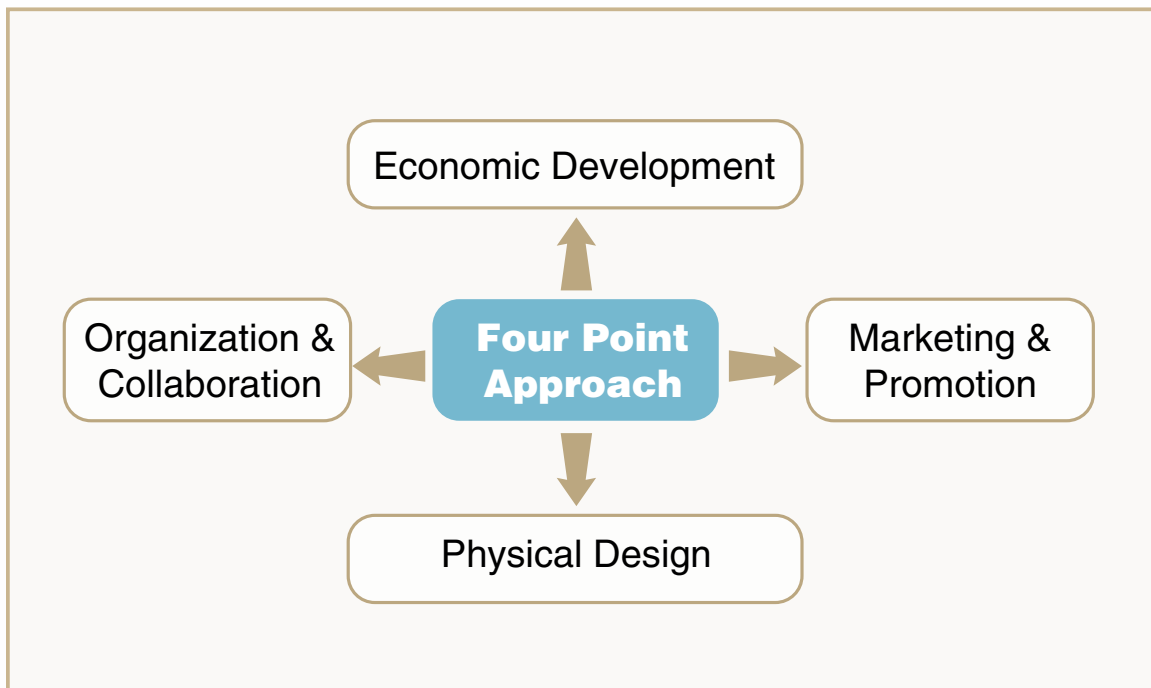
2 Why Mainstreets Matter

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.



Main Street Four-Point Approach®



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 Ripley 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. Ripley has the advantage of having three unique artisan shops in the downtown. These shops are the foundation for creating an artisan focused community that will help Ripley become a daytripping destination.

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 suppliers 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 Ripley 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

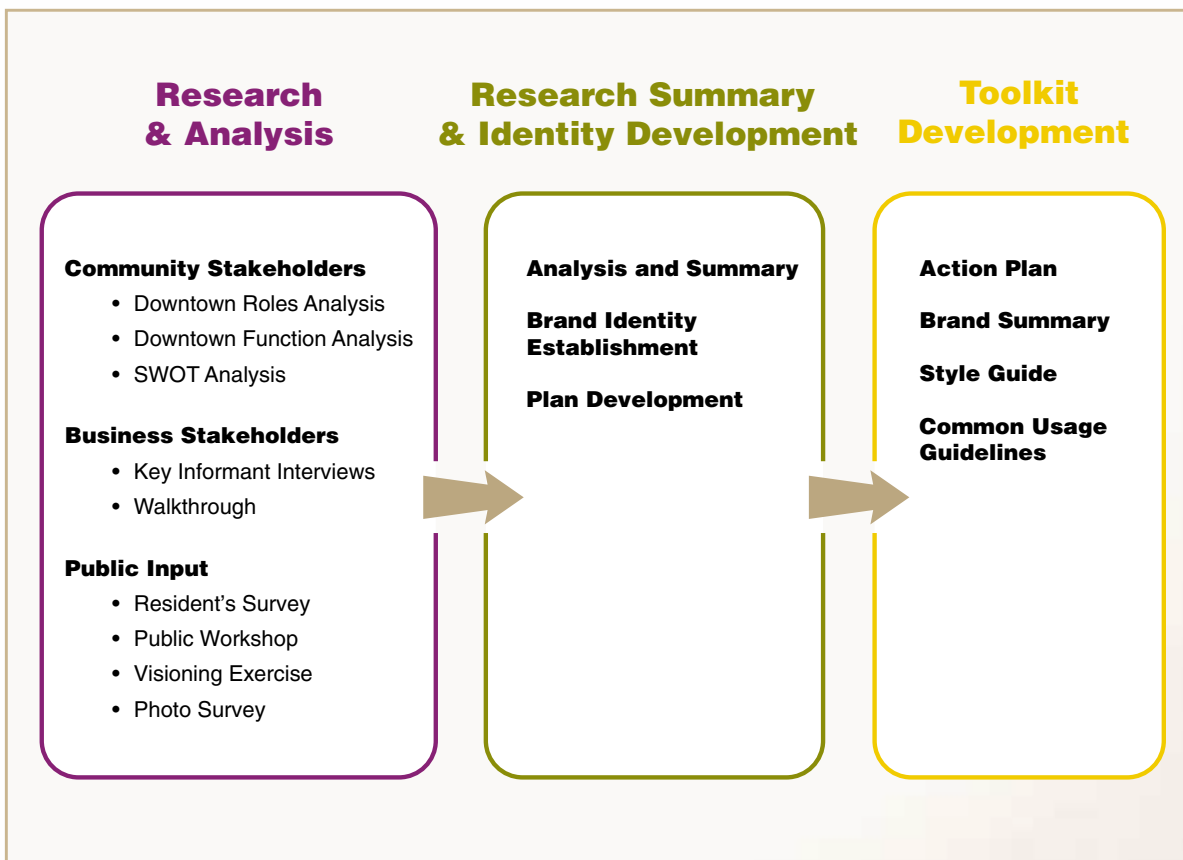
- Be proud and support the local identities and brands of communities in The County;
- Promote the individual identities in County marketing materials;
- Use the individual identities to create a unique tourism product offering; and
- Assist municipalities with the delivery of projects to enhance their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



5 Process

The Community Toolkit development process began in the spring of 2010 with the launch of the Spruce the Bruce Committee in Huron Kinloss. The Committee is composed of key staff at the Township as well as community stakeholders from both Lucknow and Ripley.

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 Lucknow.



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 Ripley 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, Public Workshop and Photo Survey.

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



6.1 Community Stakeholders

The **Ripley Business** Community and the Spruce the Bruce Committee used three diagnostic tools to determine how the downtown was functioning. The first tool (***Downtown Roles***) asked participants to compare the importance of the current function of the downtown for both Commercial/Economic Roles and Social/Non-Business roles to that of 10 years ago. While this tool does not provide a lot of detailed information, it does provide a quick and effective assessment of how the downtown is performing its various roles and functions within the community. Participants were asked to rank the items as, increased, decreased or stayed about the same.

The second 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 final 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 Roles Tool

Using the first diagnostic tool, respondents reviewed the Commercial/Economic role of the town (including retail services, offices, restaurant and entertainment options, and visitor accommodation and services). Respondents indicated that the number of retail stores and services as well as visitor services has increased over the last 10 years while restaurant and entertainment options have decreased. They also indicated that the number of commercial offices has stayed about the same.

The Social/Non-Business role included items such as community meeting places, arts and culture, institutional services and residential diversity. In general, participants indicated that the Social/Non-Business role of the town has increased over the last 10 years, and that institutional services have stayed about the same.



Downtown Function Tool

The second 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 first component was Organization. The average score for the five characteristics in this component was 2.4/4. This indicates that the downtown meets the characteristics for organization of downtown reasonably to moderately well. Marketing, the second component, had four characteristics and an average score of 2.7, suggesting that the downtown meets these characteristics reasonably well. Economic Development was the next category and contained seven components. Ripley reasonably meets this criterion with an average score of 2.6. The final component, Design, contained nine different components; Ripley met the characteristics reasonably well, with an average score of 3.3. In total, the average score for Ripley is 71.

This score indicates that the downtown is performing reasonably well and would benefit from selective revitalization initiatives with a focus on Economic Development and Marketing /Promotion.

SWOT Analysis

The third and final 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: | Ripley has a strong Chamber and Service clubs. The town also benefits from a core of specialty crafting shops and a beautiful new streetscape. Respondents also thought Lewis Park was a great asset as it is located downtown. |
| Weaknesses: | Although there are three core specialty stores, the town needs a critical mass of crafting retailers to pull more people in due to the fact that it is not located off a main travel route. More people would also help to support some of the other neighbourhood retailers as well as fill some of the remaining vacant buildings. |
| Opportunities: | The three crafting stores provide a great starting point to build Ripley as a crafting hub. More consideration should be given to bringing together the artisan community, Service clubs and Chamber of Commerce. Ripley would also benefit from a buy local campaign. |
| Threats: | The cost for both private and public sector is a major factor in a complete revitalization. Cooperation from private landlords is also something that needs to be considered during the strategy. |



6.2 Business Stakeholders

Key Informant Interviews

Key Informant Interviews in the form of a survey were conducted in July and August 2010 with business owners and operators in downtown. The goal was to determine what is currently working or 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 items 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 all items was **good**.

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. Respondents indicated that they would benefit from all programs except improvements to the telecommunication infrastructure.

When the respondents were asked to provide suggestions for improving the retail environment, more and better festivals and events and better signage were the top two suggestions. Other responses included removing eyesore buildings, attracting more specialty and niche stores, more restaurants and entertainment facilities and improved parking.

Finally, respondents were asked why people were coming downtown; what would be the one thing they would like to see improved to downtown; and what they thought was preventing that from happening. The survey concluded that people are coming downtown to shop at the specialty stores, for the park and because they have friends and family here. However, **there are not enough businesses to draw lots of people and there are not currently enough people coming to support increased businesses.** Respondents believe that the poor economy is part of why this is happening. Signage off of Highway 21, and a few more key businesses such as a gas station, more crafters and a bakery would help to bring more people to Ripley. Signage to direct people to Ripley and Christmas lights were what respondents felt would be the best improvements to the Town.



6.3 Public Input

Residents Survey

Every household in Huron-Kinloss was mailed a survey in July 2010 asking them specific questions regarding the town they lived closest to (i.e. either Ripley or Lucknow). The questions touched on marketing and economic development elements in the downtown. The survey concluded with some basic demographic questions. In total, 2480 surveys were mailed out, 650 with the postal code N0G 2R0 (Ripley). In total, 42 households with this postal code responded to the survey resulting in a response rate of 6%.

Marketing

Residents were asked if they were familiar with any specific identity elements for both the Township 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. Nearly 54% indicated that they were familiar with the identity elements for the Township and 42% indicated they were familiar with identity elements for their community. Those who were familiar with identity elements were asked to name the elements that they were familiar with. Most respondents indicated the Huron Kinloss logo on Township trucks and entrance signs.

As for the Village of Ripley, the 'Hub of Huron' was the most popular response and 75% of respondents felt that it does accurately reflect the community, but nearly 79% felt that visitors to the community do not recognize the Hub. 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, people felt that the specialty shops: Dalton Pottery, Glass Hummingbird and the Woodworking shop as well as Lewis Park were the main reasons why people were coming to Ripley and those were the items that needed to be promoted.



Economic Development

Respondents were asked about their shopping habits to help determine the local attitude towards the business environment in town as well as the overall economic health of the community. 28% of respondents indicated that they shop in downtown Ripley at least two times per week compared with 70% that are shopping in Kincardine at least two times per week. Surprisingly, only 30% of people are running quick errands in Ripley whereas 57% of respondents were running these same errands in Kincardine. 32% of respondents are taking care of personal care items (salon & esthetics) in town and 40% are participating in recreational activity in Ripley. 53% of respondents indicated that they work in Ripley. 64% indicated that they *rarely or never shop in Ripley*.

Kincardine was a more popular destination for shopping in general. Residents were asked the main reasons for choosing to shop out of town: better selection (69%) and better price (45%) were the most popular responses. 33% also indicated that the products they wanted were not available in Ripley. Most of those products included items that would be available at a gas station or drug store. Respondents were also asked if they would use extended hours for businesses - 67% indicated they would not.

The majority of people strongly agreed or somewhat agreed that the prices in the downtown shops were reasonable, the shops were open when they wanted to shop, they like the look and feel of downtown, and they tried to shop locally whenever possible (NOTE: this contradicts the point above re: retail leakage). However, most people did somewhat disagree with the statement that they prefer to shop outside their community's downtown. Further, respondents were asked what new businesses they would like to see in downtown. The top responses were restaurant/pub, gas station, pharmacy, and clothing store.

Finally, respondents were asked to provide some general feedback regarding downtown retail environment. Most people like that Ripley is a quiet, friendly small town. There is a great 'hometown' atmosphere. Respondents also indicated that they would like to see the remaining buildings fixed up to match the beautiful new streetscape and filled with new merchants.



Public Workshop

The Ripley public workshop was held on Wednesday, July 28th at 7pm at the Ripley Community Centre. The meeting was well attended with approximately 16 people in attendance and a good cross-section of participants were present. There were two main components to the workshop: a Visioning Exercise; and Round Table Discussions.

Visioning Exercise

The **Visioning** Exercise was an opportunity for the residents of Ripley to express their wishes and desires and where they envisioned the community of Ripley developing over the next ten years. The exercise explored people's views on the potential revitalization of Ripley that could occur in that timeframe. The participants were asked to note what had changed, how the downtown looked and felt in the future and what they now loved about it. Each participant was then asked to volunteer their top three changes that had occurred to the downtown. Those 'changes' were then grouped and sorted by staff into four key spheres; Economic Restructuring; Marketing and Promotion; Physical Design and Social.

The priority area that emerged through this exercise for Ripley is Economic Restructuring and the need to support and enhance the business atmosphere in downtown Ripley. Specific ideas that were expressed by the community were thoughts like: support for farmers' market; additional places to eat; revitalized buildings; storefronts occupied; unique shops; etc. Another noticeable element to the Vision Exercise was that there was not much offered by way of Marketing and Promotion ideas for Ripley. It is difficult to isolate why ideas were not generated in this area and possibilities could be related to the lack of existing work in this area or that there is a lack of a brand that is identifiable to the general public.

Ideas that were generated towards Physical Design sphere related to the need for improved community facilities (i.e. arena, pool, trails, gym, gathering place, etc.) and downtown beautification. Most participants acknowledged the efforts that have been made by the Municipality with regard to downtown beautification and that increased community facilities (i.e. pool) would be difficult to obtain. However, the strong desire for community facilities versus business enhancement highlights the dichotomy that was acknowledged between creating a destination in Ripley and the desire for Ripley to be a hamlet community with basic amenities to services geared towards local residents.



Roundtable Discussions

The Roundtable Discussions were held the night of the public workshop and consisted of a presentation and discussion evolving three topic areas: Marketing & Promotion; Economic Restructuring; and Physical Design.

Marketing and Promotion

The Marketing and Promotion discussion highlighted a number of good qualities in Ripley. Words like Friendly; Safe; Welcoming; Pretty; Family; Rural; were used to describe the community. There was a strong recognition of the fact that a number of local artisans and crafters were located in downtown Ripley and that in addition to the annual Artisan and Crafter's Market, the surrounding area around Ripley has numerous local crafts-people. Challenges were highlighted related to the location of Ripley and the lack of traffic travelling through the core and that there is not an active campaign organized to tell the rest of the world what is available in Ripley.

Economic Restructuring

The Economic Restructuring discussion highlighted that there is a start of a base of visitor retail (i.e. unique shops) and an existing base of neighbourhood retail (i.e. support resident's needs). It was acknowledged that both forms of retail could be enhanced and that in order for the unique shops in the core to survive, there are needs to be a critical mass of this type of business which will draw visitors off the highway and into downtown. Issues that were acknowledged were the need for more incentive programs for small businesses in order to support their location in downtown; the need for always-open public washrooms; more restaurants; and the need to fill identified retail gaps: bakery; pharmacy; and gas station.

Physical Design

The discussion on the Physical Design component for downtown Ripley largely acknowledged the extensive streetscape work that has been undertaken. Lewis Park was mentioned by most participants as an asset to downtown Ripley. There was mention of improving some of the facades of buildings in downtown as well as making the buildings more accessible for an aging population.



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 in order to undertake a photo analysis of what defined their community. The participants were given 3 weeks to take photos of Ripley 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:



Community Assets



Family



Local Businesses



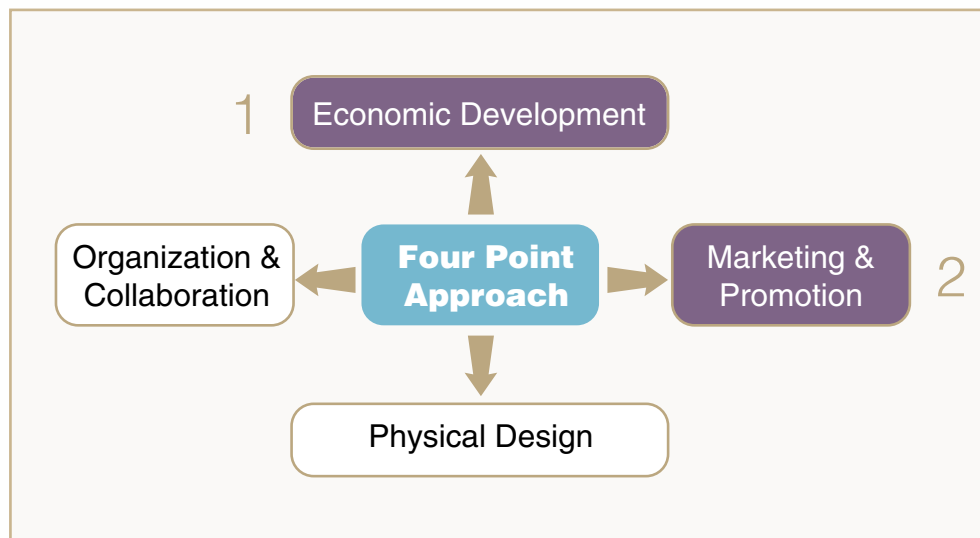
Rural Landscape

The photo analysis gave direction to the professional photos that were taken of Ripley that have been used to create the brand identity which are further developed in the next section.



7 Research Summary

Each of these research tools provides insights into achieving continuous downtown revitalization in Ripley. As noted, downtown revitalization is focused around four key pillars: Organization; Economic Development; Marketing and Promotion; and Physical Design. In Ripley, the initial priority area is primarily **Economic Development**. The secondary priority area is more difficult to discern. We heard strongly from the research that a coordinated approach to **Physical Design** especially as it relates to private businesses is important and we heard mixed reviews regarding the need for increased **Marketing and Promotion**.



- 1) Moving forward with the Economic pillar, economic restructuring strengthens a community's existing economic assets while expanding and diversifying its economic base. A strategic program helps to sharpen the competitiveness of existing business owners and recruits compatible new businesses, specifically related to the artisan and crafting industry and new economic uses to build a commercial district that responds to today's consumer's needs. Converting unused or underused commercial space into economically productive property also helps to boost the profitability of the downtown core. The first step to moving the Economic pillar forward is to develop the Plan.
- 2) The second pillar that needs focus is Marketing and Promotion. Although this pillar was identified as the next priority, much work needs to be done with economic development, more specifically, recruiting more artisan shops to help build a critical mass. Once this has been completed then a marketing and promotion plan should take place with the goal of attracting a daytripping tourist population.

Regardless of the priority area for a community (i.e. Organization), one of the first steps to any revitalization program is for the community to know who they are and what they want to be. Establishing a community identity that can be utilized in all areas of the improvement plan is the next step to Ripley's revitalization plan and will be based on the research and community direction that was summarized in this report.



8 Establishing the Identity

As referenced above, what became apparent from the research that was gathered was that residents acknowledge the identity 'Hub of Huron', but visitors do not recognize this identity nor associate it with Ripley. If Ripley wants to succeed in its revitalization efforts a coordinated and consistent brand is going to have to be put in place that is embraced by all stakeholders and recognized by potential visitors. This brand needs to move beyond an image or logo and needs to be consistently used and authentic to Ripley. The identity needs to capture enough interest and experiential quality in order to draw people to the downtown Ripley.

The Spruce the Bruce team has been working with local municipalities to develop a strategic plan for the entire County where each Town has a specific yet equally important function to play. With the core assets that exist in downtown Ripley, the Glass Hummingbird, Dalton Pottery, and the Woodworking Shop, the potential to develop Ripley as a daytripping tourism destination exists. It is important to realize that Ripley needs to work within the framework of potential for their downtown. With no existing accommodation in town, and limited potential to attract future accommodation, a daytrip destination is the most appropriate angle for Ripley to pursue.

The following Community Identity or Brand has been developed for Ripley. This brand was presented to various stakeholders in October / November 2010 and received a positive reception





The Plan

9 The Identity – Homemade and Hands On

The backdrop for Ripley's brand is homemade and hands on. Ripley needs to embrace the unique role that they have the potential to play - offering visitors an opportunity to experience some of the best local artisans and crafters – HANDS ON. Many communities have local artisans but few offer the opportunity for people to get their hands dirty by actually participating alongside the artist. Dalton Pottery and the Glass Hummingbird have seized this market niche by offering classes – a participatory experience to those that travel to their stores.

The opportunity to take classes and learn the trade offers a unique perspective on the traditional artisan model. Typically, whenever you go to an art studio, gallery or museum, you can't touch anything. The opposite is true for the crafters in Ripley. Come in and experience, engage and learn the craft!

The key to Ripley's approach needs to be **HOMEMADE**. The focus of the hands on experience needs to be learning the traditional, rural culture. Quilting, knitting, pickling, butter and candle making are all examples of the traditional core skills that are experiencing resurgence. Imagine a program like the Southampton Art School that focused on traditional rural skills. This in addition to the stained glass, wood working, pottery, painting and welding will put Ripley on the map.

All too often, communities get stuck promoting the place and not the activities. Visitors are more interested in things to do than in the actual location. People will travel farther to participate in an experience than they will to visit a quaintly named town that sounds a lot like quaint small towns closer to their homes. Make the experience tangible for your customers. The more Ripley has to offer, the longer people will stay. And the more likely they will be to return. Sell the experience and people will flock to downtown Ripley.





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 Ripley 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 (Homemade and Hands On) 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 make the connective link between the desired / authentic Identity and the Plan to move the community there.



Vision

At the public workshop in Ripley, we undertook a Visioning exercise which established the ground work for the following VISION that has been established for downtown Ripley:

Downtown Ripley has the Homemade and HandsOn artisan experience that is unparalleled. Ripley is blessed with an artisan community and strong agricultural history which presents the perfect opportunity to pass on traditional rural skills as well as the unique artisan trades in downtown. Ripley will become the heart of rural culture by providing a hand's on learning experience that strives to keep these many traditions alive.



Mission Statement

A Mission statement takes Ripley'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 Ripley is:

To create a critical mass of artisan shops that offer a homemade and hands on experience in downtown Ripley and to market and promote the village as the heart of rural culture.

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 from downtown Ripley as priority areas:

- GOAL 1: To foster an environment of organization, leadership and management;
- GOAL 2: To investigate programs to attract a critical mass of artisan based retail;
- GOAL 3: To undertake specific economic development initiatives to foster increased retailers;
- GOAL 4: To develop a Marketing Strategy to promote to the artisan / crafter day trip, tourism destination.



11 Putting the Plan to Work

In order to enact change and begin to see some tangible results in Ripley, the Spruce the Bruce team recommends that Ripley focus its initial program on both the ***Economic Development*** and ***Marketing and Promotion*** pillars.

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 Ripley Spruce the Bruce Committee should focus for the first year on organizing, assessing, planning and then implementing. 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.

The next steps involve using a set of tools to deepen the understanding of the current retail services and businesses including supply and demand in downtown; community design activities focused on opportunities to improve physical assets; and cultural attributes and their potential strengths.

As few as 15 visitor-oriented retail shops with dining and treats within a couple of blocks can spur very strong retail sales and can totally revitalize a town. Communities that develop pedestrian-friendly, visitor-oriented retail villages end up succeeding and know that critical mass is the key. The Economic Development pillar should be the focus of Ripley's attention in the initial years, in recognition that the Marketing and Promotion program should only be undertaken once there is a critical mass of experiences and or visitor retailers to ensure a rewarding trip to downtown Ripley.

Developing a more detailed work plan which sets out the tasks and steps for the next six months to a year will take the knowledge gained from the exploratory phase and begin to develop a plan to move forward. It is important for the 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 an Action Plan of the next steps for Spruce the Bruce as it relates to downtown Ripley.



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. 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 Improvement; and Marketing and Promotion.

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

1. **Organization and Leadership Action:** To create a Ripley specific Spruce the Bruce Sub Committee with representation on the HK Spruce the Bruce Committee.

Before tackling design, promotion, or economic development activities, a revitalization program must first get organized. Recruiting the appropriate resources by building support from a variety of stakeholders is essential. The Ripley STB Committee may transform an already existing committee, adding members and expanding their focus or it may be a completely new entity recruiting new members.

Primary Responsibility: HK STB Committee

Proposed Timing: Year 3

Budget Implications: None

2. **Economic Development Action:** To attract representatives to the Ripley STB Sub Committee from the business community and specifically any Chamber of Commerce or BIA representatives.

The Ripley STB program, 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. Each of these organizations benefits from an effective revitalization effort dedicated to creating a vibrant commercial area and responding to the community's economic and social needs.

Primary Responsibility: HK STB Committee

Proposed Timing: Year 3

Budget Implications: None



3. **Physical Improvement Action:** To attract representatives to the Ripley STB Committee from the Lewis Park Development committee or Fall Fair committee.

As noted above, you can't lead a community-wide effort without the support of others. Community groups already interested in the promotion and beautification of Ripley need to be involved in the revitalization effort.

Primary Responsibility: HK STB Committee

Proposed Timing: Year 3

Budget Implications: None

4. **Marketing and Promotion Action:** Communication of this action plan to other stakeholders (i.e. Lions, Rotary and soliciting their assistance with specific action items.

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 board-based participation.

Without the support of and involvement of all groups, it is doubtful that any revitalization program will achieve long-last success

Primary Responsibility: Ripley STB Sub Committee

Proposed Timing: Year 1

Budget Implications: None



GOAL 2: To investigate programs to attract a critical mass of artisan based retail;

1. **Organization and Leadership Action:** Create an Artists recruitment committee as part of the Ripley Spruce the Bruce Sub Committee.

Creating a critical mass of artisan businesses in the downtown is essential to the revitalization effort in Ripley. This is the foundation of making Ripley a rural cultural day trip destination. A recruitment committee will help to attract the right artisan businesses that fit with the *Homemade and Hands On* identity.

Primary Responsibility: Ripley STB Committee / Township of HK

Proposed Timing: Year 3 – once background studies are complete

Budget Implications: None

2. **Economic Development Action:** Complete a cultural inventory and mapping of artists and crafters in the area. (Program is available from Ministry of Culture and Tourism)

The cultural inventory and mapping will locate other crafters and artists in the surrounding area that could potentially move into the downtown. This will identify what their craft is as well as where they are physically located.

The resources for Cultural Inventory and mapping exercise are available through the Ministry of Culture and Tourism (MCT). A grant application for the mapping has been submitted. This should be completed concurrently with a Business Retention and Expansion study.

Primary Responsibility: Ripley STB Committee / Township of Huron Kinloss / Consultant

Proposed Timing: Year 2 and 3

Budget Implications: Yes – potential funding through MCT



3. **Physical Improvement Action:** Investigate the development of initiatives like artist and community cooperatives, incubators, galleries and markets in downtown.

Many communities provide a one-of-a-kind attraction in downtown in order to differentiate themselves as well as provide an anchor to the downtown. An important component to Ripley's revitalization success as a day-tripping destination is to provide this one-of-a-kind attraction that will be a 'people generator' in the downtown. There are numerous examples of cooperatives, incubators, galleries and markets that can be investigated so that the right fit is determined for Ripley. The Glass Hummingbird in Ripley has already initiated a business model that embraces this type of cooperative thinking. However, the scale of this cooperative needs to be addressed in order for this initiative to become that anchor that downtown needs. More often than not, these types of initiatives are spearheaded by the private sector or through some form of public / private partnership.

Primary Responsibility: RSTB Committee / Township of HK / Ripley Business Community

Proposed Timing: Year 3-5 – once background studies are complete

Budget Implications: Depends on model and partnerships

4. **Marketing and Promotion Action:** Develop an active program for recruitment of compatible artisans identified in the cultural inventory.

Even though there might be a number of artists in close proximity to Ripley, the benefits of being located close together in a downtown setting might not be known to them. The Ripley STB Committee needs to develop a recruitment program and the supporting materials to this program. This package should outline these benefits and highlight the advantages to creating that critical mass of visitor retail in downtown Ripley in order to attract economic prosperity and spending to the community (and to the artist themselves).

Primary Responsibility: Ripley STB Committee / Township of HK / Consultant

Proposed Timing: Year 4-5 – once background studies are complete

Budget Implications: Yes



GOAL 3: To undertake specific economic development initiatives to foster increased retailers;

1. **Organization and Leadership Action:** Begin the Business Retention and Expansion study in conjunction with the cultural mapping and inventory.

Coordination is the key. It is important that any economic development initiatives be coordinating with the cultural mapping and artisan attraction projects. The potential for cost savings and for efficiencies to be achieved during the research collection phase of both goals warrants their coordination. Communication and coordination between both groups completing the studies needs to be considered.

Primary Responsibility: Ripley STB Committee / Township of Huron-Kinloss

Proposed Timing: Year 1

Budget Implications: None

2. **Economic Development Action:** To undertake and implement a Business Retention and Expansion Study (BR+E available through OMAFRA).

Vital background information for to any comprehensive downtown economic development program is the completion of a Business Retention and Expansion (BR+E) Study. The BR+E provides an excellent tool to support and grow existing businesses while enabling the community support for their local businesses. This tool is valuable in understanding the local economy and business climate, and providing essential information for a community's economic development strategic plan. This will help to identify what artisan businesses could complement the existing ones and therefore create a critical mass.

Primary Responsibility: Ripley STB Committee / Township of Huron Kinloss / Consultant

Proposed Timing: Year 2 and 3

Budget Implications: Yes



3. **Physical Improvement Action:** Contact owners of vacant land holdings and buildings to discuss the potential for rehabilitation and/or development of their properties.

Vacant land holdings, derelict buildings and absentee landowners are always an issue in any downtown revitalization effort. When disinvestment, poor maintenance and abandonment leave a downtown pockmarked with vacant and dilapidated buildings often the community seeks a quick solution. While there is no single trick to solve all these problems a patient process involving thoughtful planning and advocacy is important. Innovative ideas from zoning by-laws, reinvestment incentives, business attraction initiatives, and adaptive reuses need to be explored through the BR+E.

Primary Responsibility: Ripley STB Committee / Township of Huron Kinloss

Proposed Timing: Year 3 – once background studies are complete

Budget Implications: Yes

4. **Marketing and Promotion Action:** Establish opportunities for workshops/classes on business planning, etc. for local businesses.

Within the County there are already organizations that support this type of education and function. Forming partnerships with organizations like the Bruce Community Futures Development Corporation (BCFDC) and the Saugeen Enterprise Centre which currently organize various workshops and small business investment strategies within our region is essential.

Primary Responsibility: Ripley STB Committee / Township of Huron Kinloss

Proposed Timing: Year 4 – once background studies are complete

Budget Implications: Yes



GOAL 4: To develop a Marketing Strategy to promote to the artisan / crafter day trip, tourism destination;

1. **Organization and Leadership Action:** Undertake strategic and coordinated initiatives through the development of a Marketing Strategy for downtown to promote Ripley as rural cultural hub.

The Marketing Strategy will be the foundation for future joint marketing for the Ripley Business Community. Since the goal is for Ripley to become a daytrip destination, the entire business community needs to be on the same page. This strategy will streamline the marketing process so that visitors will come and receive the full experience, from craft, refreshments, and potentially accommodation. The underlying theme will remain Homemade and Hands On.

The Ripley Business Community with the RSTB Committee must be willing to design and lead a long term campaign that is unlike the work to date. Several areas of emphasis are suggested for the marketing strategy:

- Promoting the downtown merchants as celebrities;
- Promoting the experiential institutions as downtown anchors;
- Promoting local history as the context for experience;
- Promoting a 24/7 mind-set among all of the downtown stakeholders;
- Managing and creating different criteria for new businesses (e.g. actors in the experience);
- Becoming a concierge: scripting the trip; organizing the trip; and creating itineraries for locals and visitors alike.

These areas of emphasis provide the downtown Marketing Strategy with a framework in which to create events and opportunities to produce excitement and sales.

Primary Responsibility: Ripley Business Community / Ripley STB Committee

Proposed Timing: Year 5

Budget Implications: Yes



2. **Economic Development Action:** Through the Business Retention and Expansion Study undertake a Market Analysis to aid in the development of a targeted Marketing Strategy.

A target market analysis is a critical aspect of the Marketing Strategy. OMAFRA offers various services related to analyzing the market for downtowns. The Business Mix Analysis (Community to Community Comparison and Market Threshold Analysis) as well as the Trade Area Report are commonly known as downtown Market Analysis Tools. Both tools are valuable in understanding the local economy and business climate, and providing essential information for a community's economic development and marketing strategy. Essential to this assessment is to identify any gaps in the retail and service sector and highlight complementary businesses that will strengthen the products and service offerings in Ripley maintaining the Homemade and Hands On identity.

These tools provide detailed information on the potential visitors demographic and psychographic data which will guide the advertising campaigns.

Primary Responsibility: Ripley Business Community / Consultant

Proposed Timing: Year 3

Budget Implications: Yes

3. **Physical Improvement Action:** Assist in the development of an incentives program through the creation of a Community Improvement Plan.

Community Improvement Planning is one of the sustainable community planning tools found in the Planning Act and can help municipalities address some of that challenges related to changing economic trends in our downtowns. It provides a means of planning and financing development activities that effectively use, reuse and restore lands, building and infrastructure. Community Improvement Plans (CIP's) can be a tool for significant rehabilitation, development and land-use change.

In Ripley, development of an incentives program for building facades, signage, structural, accessibility improvements, etc. should be considered through the development of a CIP. Downtown buildings define the street and are a major contributor to the character of the community. Clean, interesting and well-maintained buildings communicates a sense of pride, commitment to quality in the community and encourages people to stop and enjoy the downtown. Such a program will go a long way to address the physical design issues of private businesses on Ripley's mainstreets and bring these businesses up to the standard of the outstanding public areas that surround them.

Primary Responsibility: Township of Huron Kinloss / Ripley STB Committee

Proposed Timing: Year 1

Budget Implications: Yes



4. **Marketing and Promotion Action:** Create an advertising campaign for the downtown businesses based on the Marketing Strategy.

As noted, the downtown businesses are the community's celebrities! Once the Marketing Strategy has been outlined, the next step should be an advertising campaign (i.e. radio, print media, online, billboards, etc.) for the downtown businesses. This campaign should reference the overall Strategy to provide consistency and direction amongst all marketing initiatives. The completed target market analysis will be critical in detailing like: where ads should be placed; what tone should be used; who should be the main focus; when the campaign should run; and how for how long.

Primary Responsibility: Ripley STB Committee / Ripley Business Community

Proposed Timing: Year 5

Budget Implications: Yes



Action Plan Summary

These Action Plans will become the road-map for the revitalization of Ripley's downtown. As the Ripley STB committee moves forward with the implementation of its revitalization work, it should ensure that the activities include a mix of quickly achievable actions as well as those that will take longer to realize.

Beginning the process of implementing the Action Plan is the next step for Ripley and it is necessary to create an effective work plan for the Ripley STB committee that meets regularly and provides feedback to the HK Spruce the Bruce committee about the progress of the Action Plan. It is vital to regularly monitor the Action Plan, revise the goals and develop annual work plans – based on the progress made, obstacles encountered and changes happening in downtown. An annual update or report is an effective tool to ensuring that the downtown Action Plan is continually evolving.



Action Plan Timeline

Mandate of STB
Terms of Reference

	Year 1	Year 2	Year 3	Year 4	Year 5
GOAL 1: To foster an environment of organization, leadership and management;					
Develop Ripley STB Sub Committee			•		
Ripley STB Sub Committee involves business community representatives			•		
Ripley STB Sub Committee involves Lewis Park Development Committee			•		
Ripley STB Sub Committee involves stakeholders (i.e. Lion's, Rotary)			•		
GOAL 2: To investigate programs to attract a critical mass of artisan based retail;					
Create an Artist Recruitment Committee			•		
Compile a cultural inventory, and area map of artists and crafters	•	•			
Research the development of community cooperatives, incubators, galleries and markets			•	•	•
Recruitment of Compatible Artisans Program identified in the cultural inventory				•	•
GOAL 3: To undertake specific economic development initiatives to foster increased retailers;					
Start a Business Retention & Expansion Study (BR&E) with cultural mapping and inventory	•	•			
Implement BR & E Study		•	•		
Rehabilitation of vacant, derelict buildings and absentee landowners			•		
Implement workshops for business planning				•	
GOAL 4: To develop a Marketing Strategy to promote to the artisan / crafter day trip, tourism destination;					
Commence strategic and coordinated initiatives of Marketing Strategy as rural cultural hub					•
Initiate a Market Analysis to aid in the development of a targeted Marketing Strategy			•	•	
Incentive Program through a CIP for facades, signage, structural, accessibility improvements etc.	•			•	•
Create an advertising campaign for downtown businesses based on Marketing Strategy					•





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

Traditional Rural Skills

Country Charm

Hands-On Artisans

Homemade Rural Culture

Experience

Materials



Heritage Brick



Stained Glass



Barn Board



Decorative Iron



Wrought Iron

New development in Ripley should strive to utilize the existing historic building stock with a flair for the creative in any new initiatives. Bringing the artist perspective in to building design will explore ways to personalize buildings and encourage variations that enhance the Homemade and Hands On theme. Bringing a presence to the street by including elements like large windows for displays and architectural features will animate the street.

Buildings should utilize strong horizontal lines and angular planes. Building materials are concrete, stone, wood, glass and wrought iron as appropriate that emphasizes the uniqueness of each building and the personality of its owner / proprietor.

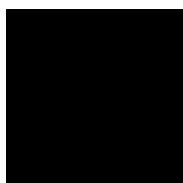
Materials: wood, rustic metal, clay, glass, and wrought iron

Graphic Elements such as banners, perpendicular signage or advertising should pay careful attention to the artisan theme. Street furniture and improvements should reference the local talent through public art displays, and focal features.



Summary Direction

Colour Palette



Black

Pantone: Black C



Orange

Pantone: 1385 C



Light Green

Pantone: 584 C



Dark Green

Pantone: 5763 C



Grey Blue

Pantone: 7546 C

Primary Font

Britannic Bold

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz123456789

Complimentary Font

Nimbus Sans P Light Condensed

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz123456789

Nimbus Sans P Regular Condensed

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Nimbus Sans P Light

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz123456789

Nimbus Sans P Regular

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz123456789



Common Usage Guidelines

Gateway Entrance Signage



Street Banners



Ripley

← Community Center
← Library
← Memorial Park
← Sports Complex

Signage
Headers



Existing Streetlight



Benches



Bike Racks

This unique bike rack provides the service required with an artistic flair and community input.



Economic Development Boards



Façade

Existing buildings could enhance the store fronts with architectural features that highlight the artistian flavour of the community.



Gatlinburg, TN



Midland, ON



Minnesota



Example of Historic Mural



Chemainus, BC



Façade



Existing



Artists rendering



Public Art

The opportunity for the community of Ripley to create public spaces and displays of art, this will reflect the local talent and industries.



Kensington Market pole - Toronto, ON



Needle & button - NYC, NY



Edmonton, AB



Spools - Hamilton, ON



Corvallis, OR



Summary

In summary, STB has developed with the community of Ripley 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 forward. The methods employed to create this Toolkit combined with positive community feedback ensures that this Toolkit is destined for success if applied consistently.

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

P.S.

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.

Ripley Quick Wins!

1. Cultural Inventory and Mapping
2. Gateway and Highway Signage
3. Weekend workshops featuring rural culture and heritage
4. Artist's incubator on Huron St.

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 Ripley Spruce the Bruce Committee.





BUSINESS RETENTION AND EXPANSION

Township of Huron-Kinloss Business Retention and Expansion (BR+E) Final Report



Lucknow



Ripley



Point Clark

October, 2012

Acknowledgments

The Township of Huron-Kinloss would first like to thank the community members who volunteered their time and provided input into this project. These individuals along with representatives from the local, county, and provincial levels of government and economic development organizations formed the Task Force. The Task Force met a few times to discuss the sampling process, develop community questions and identify key issues and actions from the collected data.

Also, thank you to Genny Smith of GS Consulting who conducted all 73 interviews. Genny was involved in all stages of this project and her commitment and enthusiasm was much appreciated.

Last, but not least, we would like to thank the business owners and employees who gave up an hour (or more) of their time to give feedback during the interview process. The collected data have given us insight into the issues that businesses face while operating in Huron-Kinloss and some great suggestions were given for improving our business environment.

Financial Support for this Project Provided By:



**Lucknow & District
Chamber of Commerce**



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Gary Claassen.....	Community Representative; Task Force Member
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Jan Kelly.....	Community Representative; Task Force Member
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1.0 Executive Summary

This Final Report provides an overview and the results of the Business Retention and Expansion (BR+E) project that was completed by the Township of Huron-Kinloss between October 2011 and September 2012. The BR+E program is a provincial government initiative, which aims to determine the business opportunities that exist and challenges faced by business owners in Ontario rural communities. Like many rural communities in Ontario, Huron-Kinloss is struggling to fill downtown storefronts and provide good paying jobs for its residents.

Seventy three (73) business owners across Huron-Kinloss were interviewed over a 6 month period. These business owners answered questions provided by the provincial government about the business climate, markets and workforce. The Huron-Kinloss BR+E Task Force, which is made up of community volunteers, business owners and government representatives, developed questions specific to Huron-Kinloss to get a more in-depth look at key issues in our community. Some business owners answered questions related to downtown revitalization and tourism.

A summary of the results is given in this report. The results show that there are 6 key issues that we need to focus on. They are:

1. Business attraction
2. Tourism development and promotion of communities
3. Business support and communication
4. Beautification and downtown revitalization
5. Retail leakage
6. Workforce development

An action plan is provided to address these issues. Most of the actions given can be implemented immediately and addressed on an on-going basis. The ultimate long-term goal is to attract new businesses and residents.

2.0 Introduction to BR+E

Through the Ontario Ministry of Agriculture, Food and Rural Affairs' (OMAFRA) Business Retention and Expansion (BR+E) program, surveys are conducted with local business owners to identify the businesses' needs and concerns about the community. BR+E is an action-oriented and community-based approach to business and economic development. It promotes job growth by helping communities learn about issues and concerns of, as well as opportunities for, local businesses and set priorities for projects to address these needs. Ultimately, communities will have greater success in attracting new business if existing businesses are content with local economic conditions and community support.

The following are the objectives of the BR+E Program:

Short-term BR+E objectives:

- Provide community support for local businesses and improve profitability
- Identify and address immediate concerns of individual businesses
- Let local businesses know how much they are valued in the community

Long-term BR+E objectives:

- Increase the competitiveness of local businesses
- Establish and implement a strategic action plan for economic development
- Promote business development and job creation

The Huron-Kinloss BR+E Project got underway in the fall of 2011. A Task Force made up of business community volunteers, government representatives, and representatives from economic development organizations, was formed. The first Task Force meeting was held on November 17, 2011, at the Township of Huron-Kinloss' Council Chambers in Ripley. Task Force members met to finalize the list of businesses to contact for an interview, and the list of questions specific to Huron-Kinloss to add to the survey. Face-to-face interviews with business owners/employees were conducted by Genny Smith between December 20, 2011 and May 9, 2012.

This report provides some background information on Huron-Kinloss and the project, as well as the methodology used, key findings and actions to improve the business environment.

3.0 Background to Huron-Kinloss & BR+E Project

In 1999, the former Township of Huron, Township of Kinloss and Village of Lucknow amalgamated to form the Township of Huron-Kinloss. Huron-Kinloss has an economy based largely on agriculture and agricultural services, including food processing, such as the Pine River cheese factory. The Township boasts the friendly villages of Lucknow, Ripley and Point Clark that are full of community spirit and have rich histories dating back more than 150 years. It has a population of just over 6,500 people.

The Township of Huron-Kinloss is located in Southwestern Ontario. It is situated along the picturesque east shore of Lake Huron at the south-end of Bruce County. Ontario's Highway 21 links Huron-Kinloss to Goderich, Kincardine and Owen Sound. Wingham is just a short drive heading east down County Road 86. The Township is within 1-1/2 hours of the Province's main artery, Highway #401, which connects major centres in Canada and the United States.



Vital background information for any comprehensive downtown economic development program is the completion of a Business Retention and Expansion (BR+E) Study. Implementing a BR+E was identified as a priority in the Township of Huron-Kinloss' Action Plan, which was developed in 2000. At that time it was a new tool and very costly. The action plans developed for Ripley and Lucknow through Bruce County's Spruce the Bruce Program (a downtown revitalization program initiated in 2010) also identifies a goal to undertake and implement a BR+E Program.

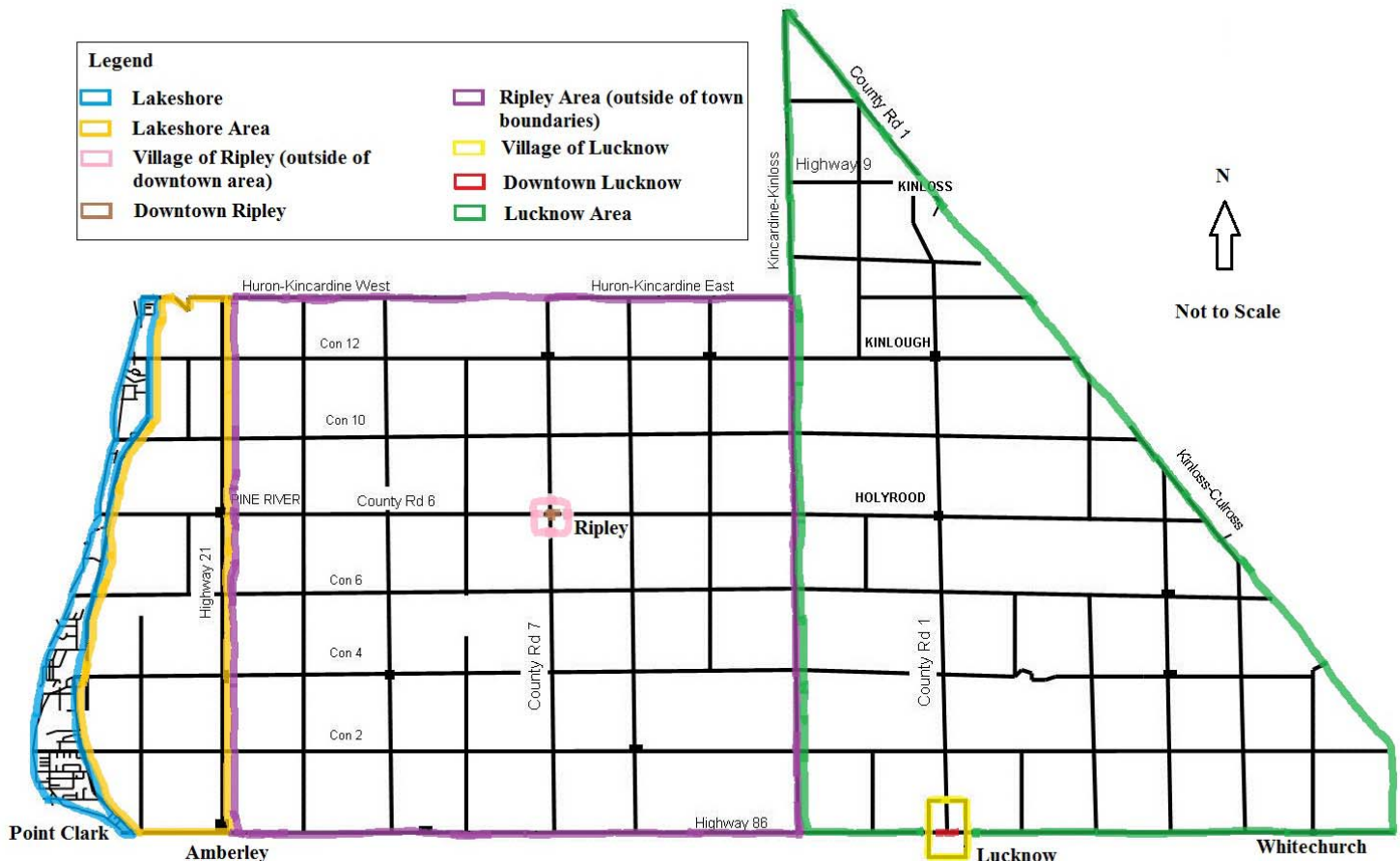
In recent years, the Township of Huron-Kinloss has devoted a significant amount of its resources to renewing and improving its infrastructure. With the basic infrastructure in place, the timing is right to work with local businesses and potential entrepreneurs to enhance the downtown areas, grow existing business and establish new opportunities for business and job development.

4.0 Methodology

4.1 Sample

Using a stratified sampling plan, businesses were randomly selected for an interview. With a total of 221 businesses in the business directory, 73 businesses were randomly selected giving us a 95% confidence level with a +/- 10% margin of error. Eighty (80) businesses were originally selected; however due to scheduling conflicts, lack of interest in the project and lack of representation from specific sectors, the original sampling plan had to be adjusted slightly. Geographical boundaries were established to ensure businesses were being represented from each area of the Township. The map below shows the boundaries.

Huron-Kinloss BR+E Geographical Boundaries



The table on the next page gives the break down on how many businesses were selected from each area.

Table 1: Huron-Kinloss BR+E Sampling Plan

Geographical Area/Sector	Total Businesses		Business to Interview Based on Sampling Plan		Actual Businesses Selected for Interview	
	#	%	#	%	#	%
Lucknow Downtown	42	19.0%	14	19.0%	15	20.5%
Lucknow Retail/Services	30	13.6%	10	13.6%	10	13.7%
Lucknow Area Retail/Services	35	15.8%	12	16.4%	7	9.6%
Lucknow Tourism	6	2.7%	2	2.7%	4	5.5%
Lakeshore Retail/Services	22	10.0%	7	10.0%	7	9.6%
Lakeshore Area Retail/Services	14	6.3%	5	6.3%	4	5.5%
Lakeshore Tourism	6	2.7%	2	2.6%	3	4.1%
Ripley Downtown	23	10.4%	8	10.4%	9	12.3%
Ripley Retail/Services	16	7.2%	5	7.2%	5	6.8%
Ripley Area Retail/Services	26	11.8%	9	11.8%	8	11.0%
Ripley Tourism	1	0.5%	0	0.0%	1	1.4%
Total	221	100.0%	73	100.0%	73	100.0%

4.2 Survey

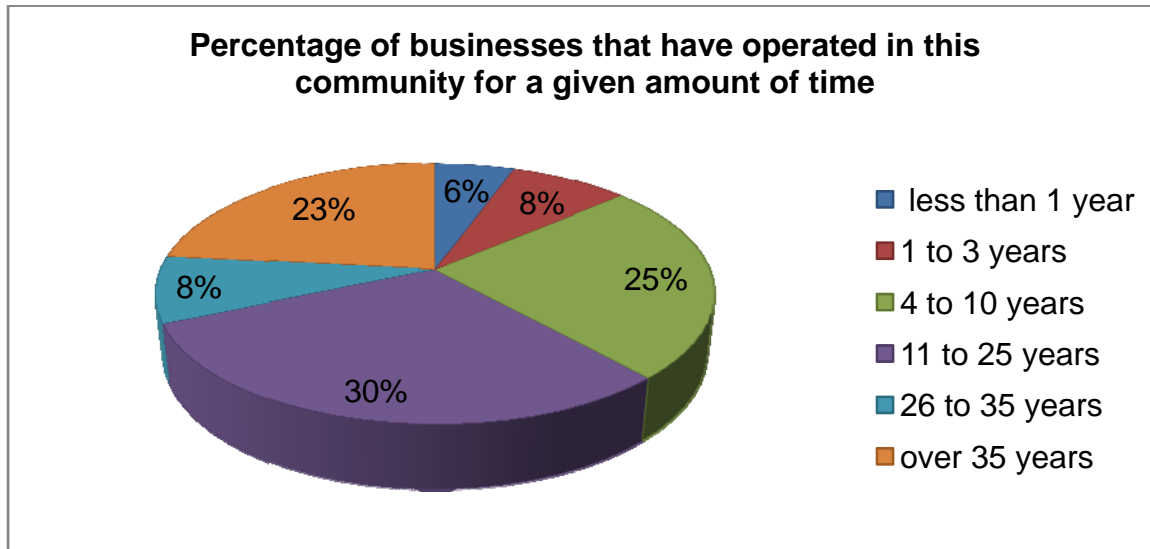
During the interviews, data were collected through a survey provided by OMAFRA. Each of the 73 business owners/employees was given a 68 question general survey plus 6 questions specific to Huron-Kinloss, which were developed by the Task Force. Although all of the individuals operating a business in the downtown areas of Ripley and Lucknow were to fill out an additional survey about downtown revitalization, due to time constraints, only 16 people filled this sector specific survey out. A survey specific to the tourism industry was also used; however only 6 business owners in the tourism industry completed it.

4.3 Data Analysis

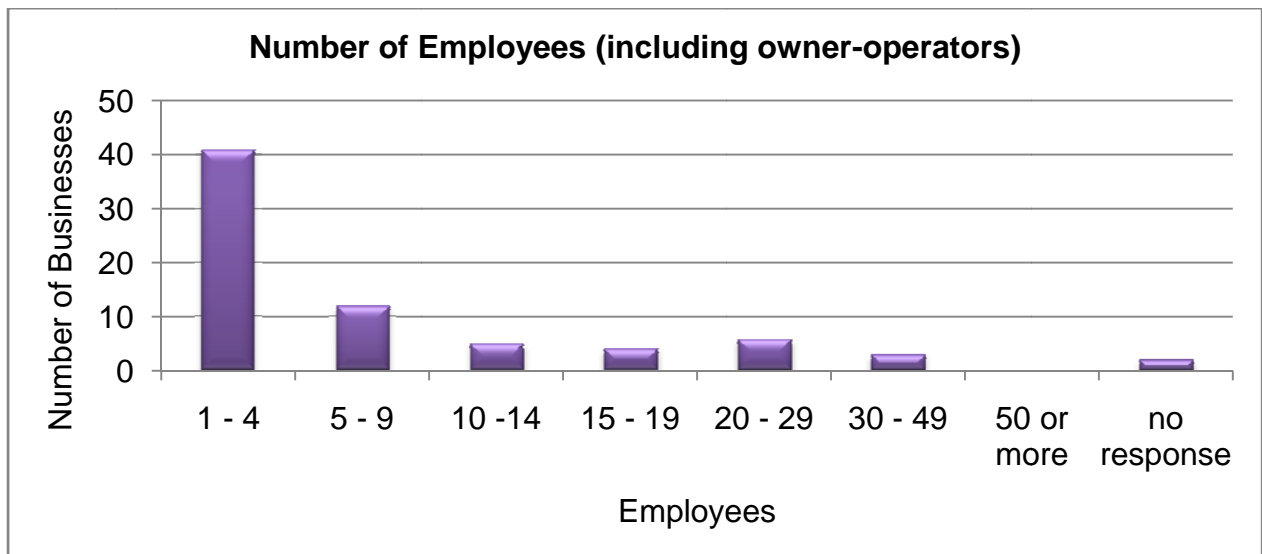
After the interviews were completed, the BR+E Co-ordinator entered the data into OMAFRA's online BR+E database. Reports were generated and a summary of the results was distributed to all of the Task Force members. On August 16, 2012 the Task Force met to go over the results, identify the major issues affecting businesses in Huron-Kinloss and develop actions to address these issues.

5.0 Profile of Participating Businesses

The purpose of this section is to provide an overview of the businesses that were interviewed. In terms of the businesses legal form, the majority of businesses indicated that they were either corporations (34%) or sole proprietorships (41%). A large portion of businesses have been operating in the community for 11 to 25 years. The complete breakdown is illustrated in the chart below.



Of the 73 businesses that were interviewed, 41 (56%) of them indicated that they had 1 to 4 employees (including owner-operators). See the table below for more information.



On average, 70% of employees live within the municipality and the remaining 30% live outside the municipality but within the county/regional municipality. Thirty one (31) businesses indicated that 100% of their employees lived within the municipality.

6.0 Summary of Results

Questions in the main survey were divided into the following sections: business climate; future plans; business development; business development markets; workforce development; business development community; and local community questions. Some businesses answered questions specific to downtown revitalization or tourism. The results are presented below in this order.

6.1 Business Climate

In this section, questions deal with the opportunities and barriers businesses face in the community and their satisfaction with community organizations, the local government and federal and provincial programs and services.

Lakeshore Area (14 businesses)

- Although slightly more positive, business owners were split in their attitudes about doing business in this community
 - Six (6) indicated that their attitudes had not changed in the past 3 years and were still positive
 - Five (5) indicated that their attitudes were more negative
- Most frequent opportunity mentioned for the local business climate: tourism
- Biggest challenges: 1) seasonal nature of tourism 2) lack of promotion of area
- Barriers included: 1) lack of business recruitment 2) availability of products and services 3) capacity 4) beach quality 5) municipal support
- Generally owners satisfied with schools, fire services and planning/building department
- Medical and health services and street repairs need improvement

Lucknow Area (36 businesses)

- The majority of business owners in Lucknow had a positive attitude about doing business in this community and rated the climate as excellent or good (75%)
- Opportunities: 1) location (along busy highway) 2) tourism
- Main challenges: 1) stopping traffic 2) getting residents to shop locally 3) attitudes of residents (not welcoming) 4) employers (don't want to try anything different) 5) employees (poor customer service)
- Lack of proactive business recruitment and resistance from local businesses and residents in regards to supporting new businesses and ideas were noteworthy barriers
- Business owners were generally satisfied with the Chamber, fire services and recreation facilities

- Owners dissatisfied with medical services and street repairs

Ripley Area (23 businesses)

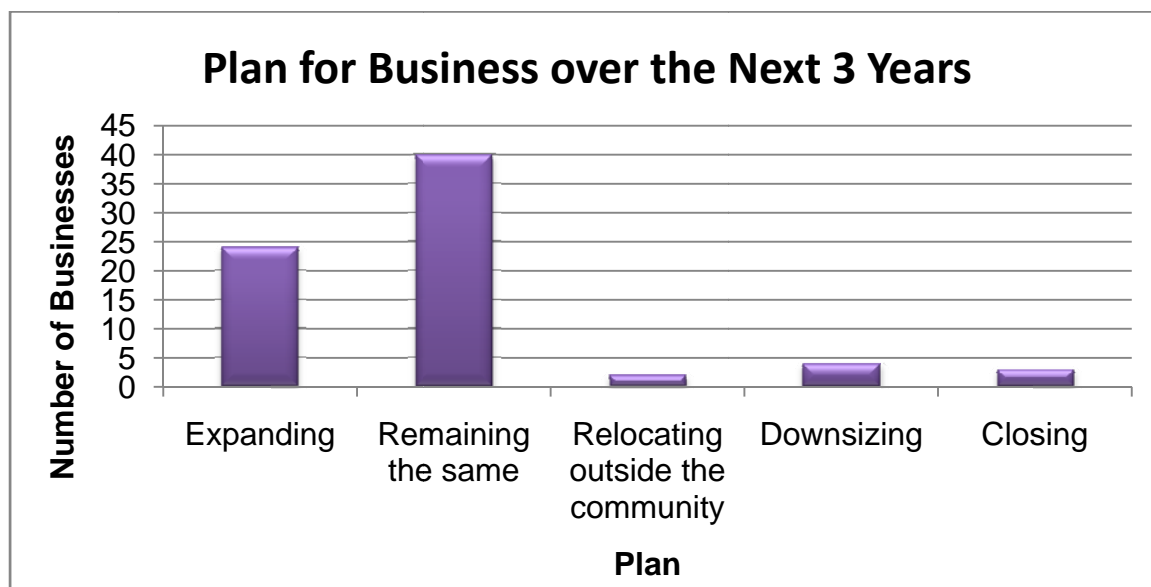
- 90% of business owners stated that their attitude towards doing business in this community during the past 3 years has remained positive or is more positive
- Ripley's main opportunities: 1) friendly community 2) has the potential to grow with access to tourists
- Ripley's location was mentioned as a significant challenge - lack of traffic and no draw to the community
- Barriers: 1) availability of properly zoned and designated land 2) high utility costs 3) lack of proactive business recruitment
- Business owners satisfied with our schools and garbage and snow removal
- Medical services and policing needs improvement

A barrier that was frequently mentioned by Ripley and Lucknow business owners was the presence of farm businesses and home-based businesses outside of the villages (not supporting the downtown).

In all three communities, awareness of federal and provincial programs and services and their benefit was low.

6.2 Future Plans

The results of the data collected concerning the future plans of businesses across Huron-Kinloss are summarized below. In general, the outlook of our current business looks good. A large number are looking to expand and although we would like to see all of our businesses growing, the majority are remaining the same and not declining.

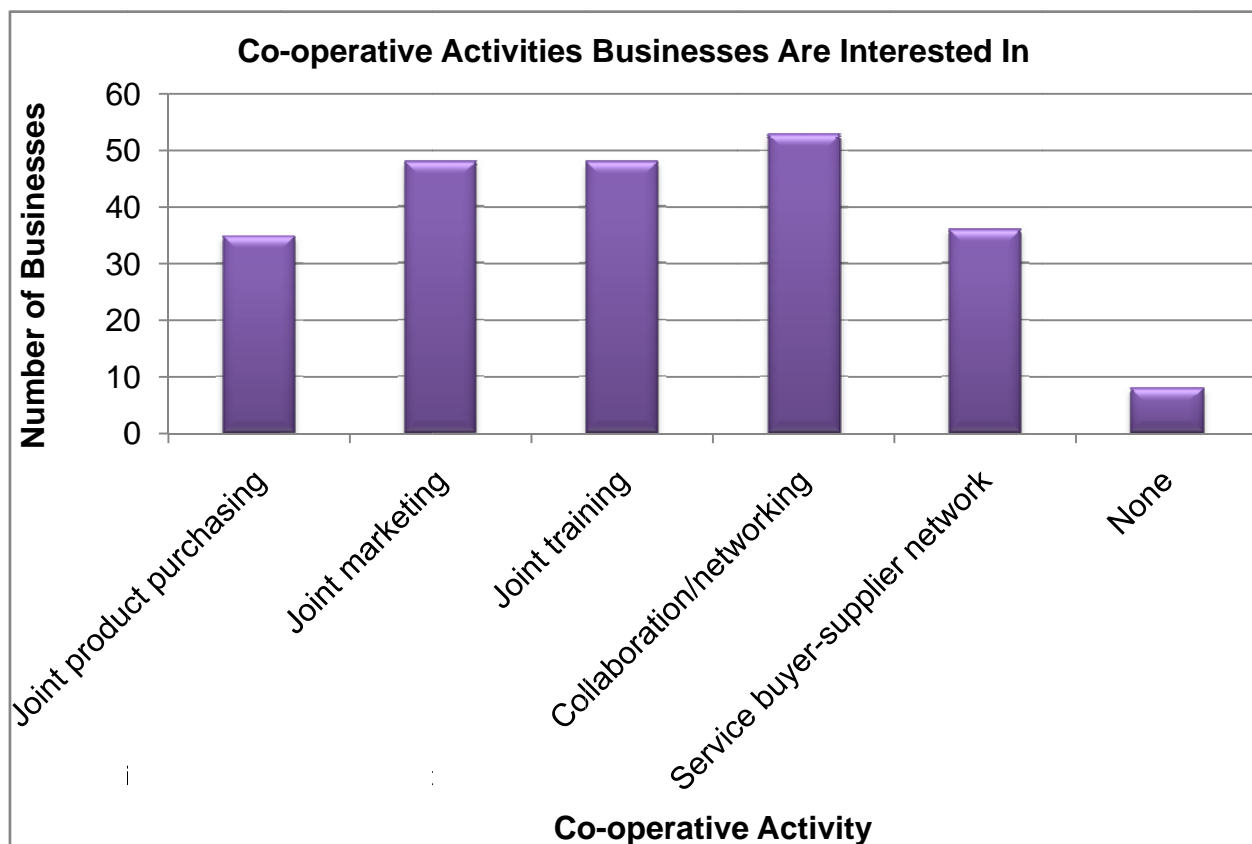


- A few business owners are having difficulty financing expansions, but overall this was not a major concern.

6.3 Business Development

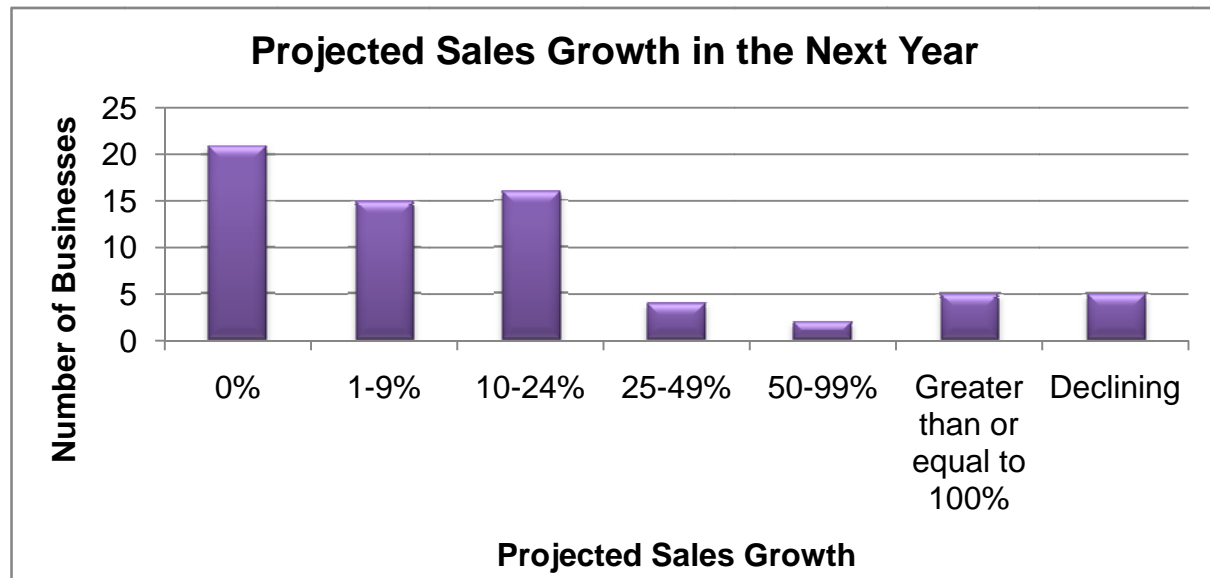
Questions in this section have to do with technology, resources, available products and co-operative opportunities.

- 73% of businesses in Huron-Kinloss are not experiencing barriers due to information technology/internet; however several businesses in Lucknow stated that their internet was very expensive and they would like access to less expensive high speed internet
- Very few (10) businesses indicated that access to financial planning expertise was a barrier
- The most common reason given for business owners leaving the area and not purchasing locally: bulk purchasing of food and supplies
- Groceries, gas and office supplies were listed several times by business owners in Ripley as items that they could not purchase locally
- There is a lot of support for bringing natural gas to the area (21 business owners interested in more information)
- Improving access to grants, loans and other resources for small businesses was a frequent note made by business owners across the Township
- On the whole, businesses want to work co-operatively with other businesses to promote themselves as a group and share resources to increase profits



6.4 Business Development Markets

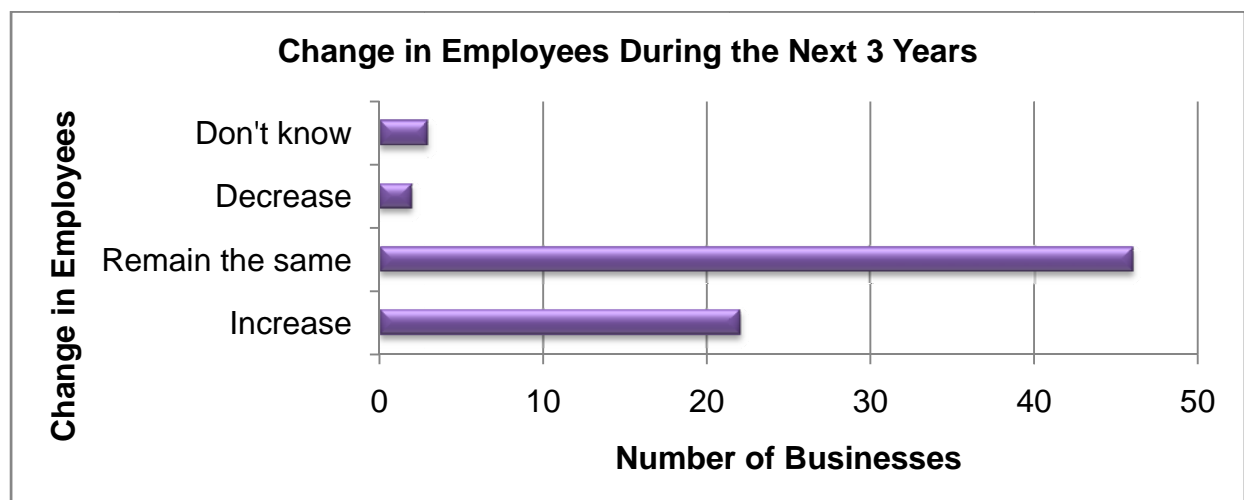
The table below illustrates the projected sales growth of participating businesses.



- The most common reasons for increasing business were expansions and market growth
- The main reasons for downsizing were poor economy and high fuel costs
- Approximately 67% of business owners indicated that they receive market research and/or trend information regarding their business sector or company

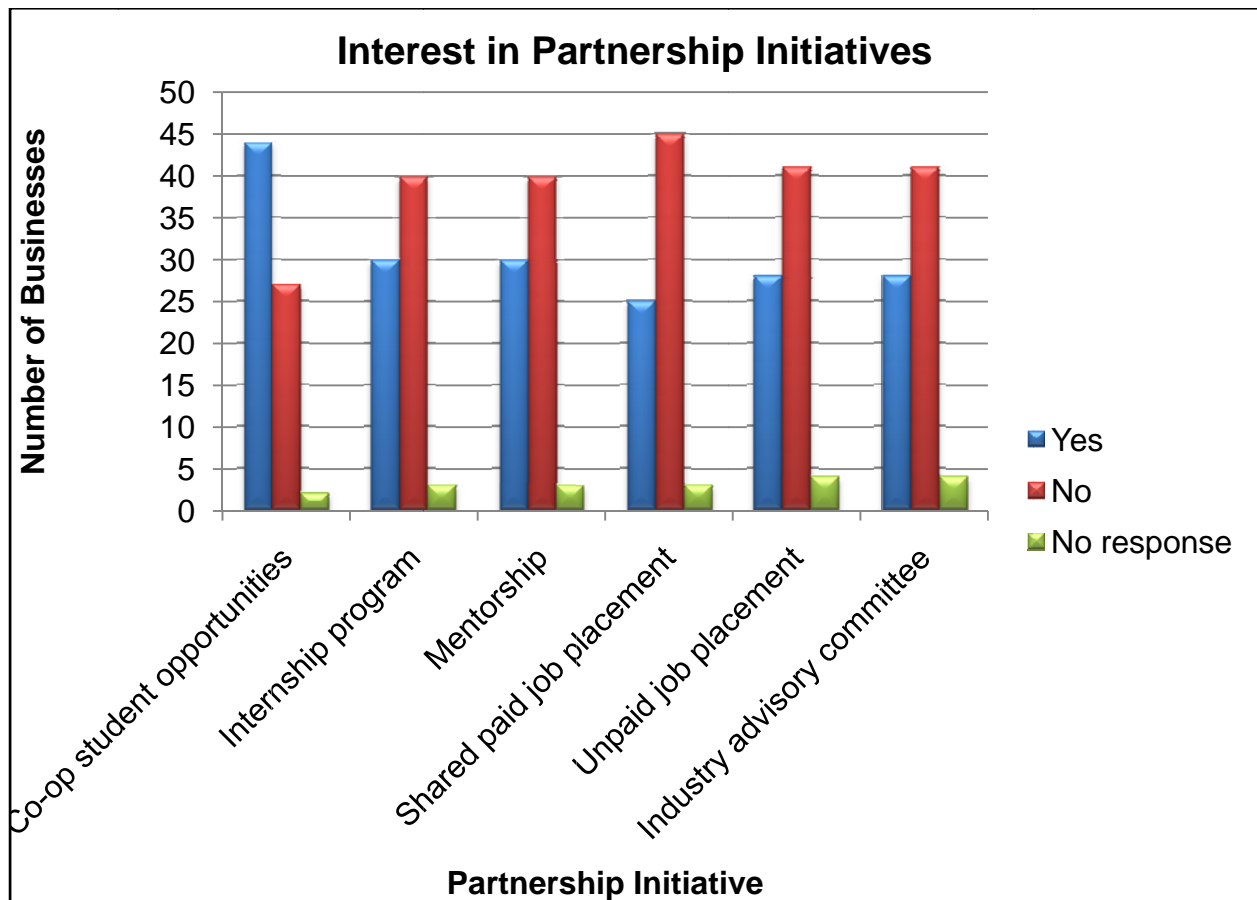
6.5 Workforce Development

The majority of business owners stated that in the next three years, the number of employees in their business would remain the same; however a large number indicated that they believed the number of employees would increase at their business.



- Overall, hiring has not been a problem for businesses but for those who did experience difficulties, lack of specific skills or training (equipment, process or system) was largely the issue
- 47% of business owners use local media advertising and 44% use word of mouth to recruit new employees
- Out of 18 business owners that answered where their new employees are from, 12 stated that 100% come from within the community
- Sixty four (64) out of 70 business owners (91%) stated that their employees receive their training in-house
- Distance to a training facility, loss of productivity during training period and cost were all listed as significant barriers to receiving the necessary training

As illustrated below, the interest in participating in partnership initiatives was split.



6.6a Business Development Community A

A large number of the Business Development Community questions had to do with the advantages and disadvantages to doing business in the community and what new businesses, services and products business owners would like to see added to the

community. The results for this section are divided into the responses from each of the three communities.

Lakeshore Area

Top 5 Advantages to Doing Business in Community	Top 5 Disadvantages to Doing Business in Community
<ul style="list-style-type: none"> • Location –beautiful area 	<ul style="list-style-type: none"> • Lack of services
<ul style="list-style-type: none"> • Influx of tourists in summer 	<ul style="list-style-type: none"> • Lack of population
<ul style="list-style-type: none"> • Able to have home-based businesses 	<ul style="list-style-type: none"> • Tourism – lack of capacity, seasonal
<ul style="list-style-type: none"> • High paying jobs nearby (Bruce Power) 	<ul style="list-style-type: none"> • Poor beach and water quality – not a destination
<ul style="list-style-type: none"> • No competition 	<ul style="list-style-type: none"> • Distance to products and markets

- It was mentioned several times that business owners in Point Clark would like to see a better general store (variety of grocery items), gas station and tourism facilities (place to rent snowmobiles, kayaks, etc as well as a licensed bar on the beach)
- On average, business owners thought Point Clark was somewhat ideally positioned to attract immigrants and people under the age of 30 because of the close proximity to Bruce Power

Lucknow Area

Top 5 Advantages to Doing Business in Community	Top 5 Disadvantages to Doing Business in Community
<ul style="list-style-type: none"> • Location –located on a busy highway on route to Lake Huron 	<ul style="list-style-type: none"> • High unemployment rate – a lot of low income families
<ul style="list-style-type: none"> • Tourism – access to tourists 	<ul style="list-style-type: none"> • Lack of capacity
<ul style="list-style-type: none"> • Small town living – pride in community 	<ul style="list-style-type: none"> • Several vacant commercial buildings
<ul style="list-style-type: none"> • Active community groups and supportive of events and activities 	<ul style="list-style-type: none"> • Small retail base (no competition) and lack of services
<ul style="list-style-type: none"> • Low taxes and housing costs 	<ul style="list-style-type: none"> • Lack of public transportation

- Several business owners mentioned that Lucknow needs a affordable place to get clothes (especially children's clothing), and a fine dining restaurant
- A few business owners mentioned that an indoor farmer's market would do well in Lucknow and would tie in well with the already established businesses (agricultural town, has a butcher and a bakery)
- The majority of business owners felt that the community was poorly positioned to attract immigrants and people under the age of 30 because there are no

employment opportunities and residents are not welcoming; however, the housing is very affordable

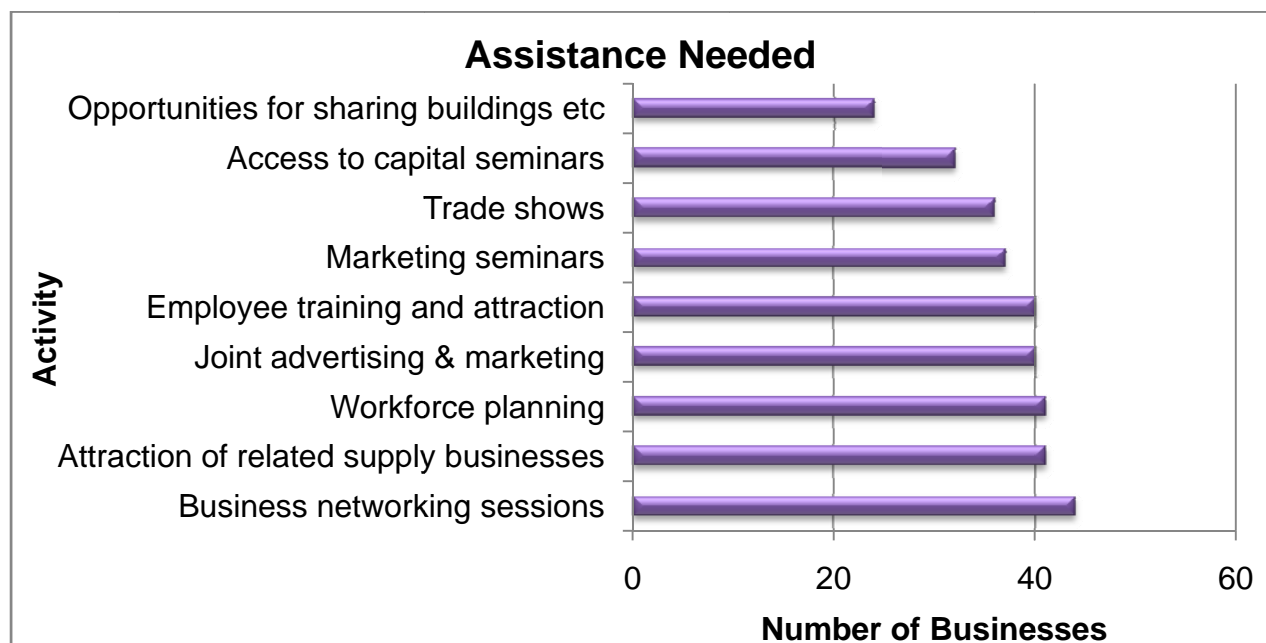
Ripley Area

Top 5 Advantages to Doing Business in Community	Top 5 Disadvantages to Doing Business in Community
<ul style="list-style-type: none"> • A friendly, quiet, attractive small town 	<ul style="list-style-type: none"> • Location of Ripley – not on major highway, not a destination
<ul style="list-style-type: none"> • Customer loyalty 	<ul style="list-style-type: none"> • Lack of amenities and businesses
<ul style="list-style-type: none"> • Supportive council, business and residents 	<ul style="list-style-type: none"> • Lack of signage on major highways
<ul style="list-style-type: none"> • Affordability 	<ul style="list-style-type: none"> • No gas station
<ul style="list-style-type: none"> • Access to tourists 	<ul style="list-style-type: none"> • Lack of capacity

- The following businesses and services were listed several times as ones needed in Ripley: grocery store, gas station, gym and restaurant with consistent hours
- Bruce Power was mentioned as really the only attraction for people under 30 and business owners didn't feel the community was well positioned to attract immigrants because of lack of employment and housing

6.6b Business Development Community B

The second part of the Business Development Community section had to do with assistance business owners wanted and changes they would like made. The chart below shows the type of assistance business owners would most like from community, local government and/or economic development organizations.



Business owners were asked what the most significant change (positive or negative) they have witnessed in the community in the past five years and what changes they would like to see over the next 5 years. The table below summarizes these results.

Community	Changes Witnessed in the Past 5 Years		Changes I Would Like to See in the Next 5 Years
	Positive	Negative	
Lakeshore Area	New construction due to Bruce Power	No economic growth; Wind turbine development	Business recruitment; Better signage & marketing of community
Lucknow Area	Downtown revitalization; Arena upgrade	No development; Loss of jobs in the area	Business recruitment; Downtown revitalization; Better roads and more maintenance of them
Ripley Area	Beautification; Proactive work being done (BR+E)	Grocery store & gas station closed	Business recruitment; Development of Ripley's Market Square (David Brown's project)

6.7 Local Community Questions

The feedback provided in this section was largely positive.

- 88% of business owners in the downtown areas were aware of the Spruce the Bruce Program (Bruce County's Downtown Revitalization program); however many individuals were interested in learning more about it and whether it would reach outside of the downtowns in the future
- For those who had received the Township's business newsletter, they felt that there was valuable information in it. Many business owners though had never received it (this has since been rectified as they provided their e-mail addresses to receive it)
- The majority of business owners (71%) showed interest in receiving monthly e-mails about information and news that they may have interest in
- Several business owners are accessing the Township's website for building and planning information and community events
- The majority of business owners (78%) are interested in attending a evening dinner and workshop/seminar/networking session but want to learn about very specific topics
- The majority of business owners (91%) know about the Ice Cream Trail™ and there were many positive comments made about it and how it should continue as a promotional initiative

6.8 Downtown Revitalization

In addition to the main survey, 10 business owners in downtown Lucknow and 6 in Ripley filled out a survey about downtown revitalization. An overview of the findings for each community is presented below.

Lucknow

- All the business owners stated that they participate and support community events that occur in the downtown; however only half of them felt that they increase sales
- Six (6) business owners stated that accessibility and shop lifting are key issues in the downtown and 4 mentioned that vandalism was a problem
- It appears that businesses are supporting each other (all 10 business owners strongly agreed that they direct customers to other downtown businesses)
- Seven (7) business owners disagreed that the look and feel of the downtown helps their business

Ripley

- Out of the 5 business owners that answered the question, 4 of them participate and support community events; however 3 business owners didn't feel as though the events increased their sales
- A few business owners stated that accessibility was an issue in the downtown

6.9 Tourism

Three (3) business owners from the Lakeshore Area and 3 from the Lucknow Area filled out a tourism survey in addition to the main survey.

- Seasonality of tourism is an issue
- Rules and regulations (a lot of paperwork, safe water issues) were mentioned a few times as disadvantages to doing tourism business in this area
- Improving signage was noted as a priority as well as infrastructure and improving the appearance of communities
- The community assets that business owners would most like to see are: public washrooms and unique walking and bike trails
- In general, business owners are not satisfied with: 1) the availability and condition of public washrooms 2) highway signage 3) highway rest areas

7.0 Red Flags

OMAFRA defines 'Red Flag' issues as "urgent, short term situations that require immediate attention such as the possibility of a firm closing or leaving the community". Fortunately, very few 'red flag' items were identified during our project's interview process. Below is a list of 'red flags' and the actions that were taken immediately to address them.

- ✚ One business in the Lakeshore Area indicated that they would be relocating outside the community (Kincardine) because their current location is inconvenient, they want to increase business profits and cell phone reception is poor in the Lakeshore area.

Follow-up: Township had already worked with them and was aware that this business was relocating due to zoning issues.

- ✚ One business in the Lakeshore Area stated that they would be closing in the next three years because they wanted to retire.

Follow-up: Business is operated from home.

- ✚ One business in the Lucknow Area indicated that they would be moving outside the community to be closer to family.

Follow-up: Business owner did not have a buyer in this area so their family is taking over and moving it to where they live.

- ✚ During an interview a business owner mentioned that he had heard that a business in downtown Lucknow was relocating to another community in the next month or so.

Follow-up: Business was contacted; however there was no response and the business is still operating.

- ✚ Two businesses in the Ripley Area are closing in the next three years; both are home-based businesses and the business owners want to retire.

Follow-up: Due to the nature of these businesses (a bed and breakfast and an on-farm business) there is nothing to prevent them from closing but we can contact similar existing businesses to see if they would be interested in offering these products/services in the future. We can also encourage perspective businesses to take over the services/products offered at these places

† One business owner stated that “it will depend on the windmills whether they stay in business here. They will relocate if windmills continue to be built”.

Follow-up: Provincial government issue. The Township has taken an aggressive stance on the responsible placement of a wind turbine.

8.0 Action Plan

Based on the results, the Task Force identified the issues that businesses are facing in the community. This action plan focuses on the top six (6) issues and provides actions for addressing them.

Strategy #1: Business Attraction

Supporting Data:

- Actively attracting businesses was the number one recommendation (mentioned 37 times) to improving the local business climate and encouraging expansions of existing businesses
- “Business recruitment is needed to supply area with more of a variety of jobs – need high paying jobs so that people can afford to buy houses”
- “People under the age of 30 need good paying jobs in order to stay here”
- “Growth is stagnant” – 21 business owners estimate 0% growth over next year
- High heating costs was mentioned several times as a barrier to new business
- Growing number of farm-based businesses and home-based businesses; however, downtowns struggling

Objective: To promote Huron-Kinloss as a friendly community that is open for business.

Recommended Actions & Initiatives:

1. Continue to make economic development and tourism a priority in Huron-Kinloss
2. Include a section in the Huron-Kinloss’ Community Profile about the average commercial rental rates and compare rates to other communities.
3. Add webpage under “Business Centre” on the Township of Huron-Kinloss’ website to post important information for potential business owners (e.g. business mix maps, links to information about vacant commercial space)
4. Provide testimonials of successful area businesses on the Township website
5. Continue to work with the Penetangore Regional Economic Development Corporation, the Municipality of Kincardine, and the Municipality of Aaron-Elderslie to bring natural gas to the area
6. Provide tips for saving energy and links to grants available for improving energy efficiency on Township website
7. Continue to work with Bruce County to develop a Community Improvement Plan and associative initiatives that would encourage investment in the downtowns
8. Encourage developers to develop buildable lots and work with them to act on current subdivision plans

9. Connect with businesses that are known to be expanding and provide them with assistance in accessing resources they may need

Strategy #2: Tourism Development & Promotion of Communities

Supporting Data:

- “Tourism” and “attracting the tourist market” was the most frequent opportunity mentioned in all three communities
- “Improve signage, provide clean & well signed public washrooms”
- Many business owners in Lucknow stated that they are located on a busy highway but have problems stopping traffic
- “Influx of people coming into Point Clark year-round”
- “New signage in Point Clark, exposure of the shoreline, beach clean-up, an information centre and re-opening of Point Clark Lighthouse is needed to increase tourism”
- “Poor signage on Highway 21 to direct people to Point Clark and the Lighthouse”
- Several businesses mentioned that Ripley has the opportunity to grow if they can get tourists from the beach to come to Ripley
- “Project outside of Bruce County what we have to offer and bring people in”

Objective: To promote our rural communities and the uniqueness of Huron-Kinloss' natural and cultural heritage.

Recommended Actions & Initiatives:

1. Continue to hold the Huron-Kinloss Ice Cream Trail™ contest annually to draw in visitors and make both tourists and residents more familiar with what we have to offer
2. Continue to support the Lucknow Kinsmen's Music in the Fields event, which attracts over 5000 people to the area
3. Implement the cultural action plan that is currently being developed by CoBALT Connects
4. Partner with a Point Clark business to house a temporary information centre while the Lighthouse is closed or provide a covered brochure rack near the Point Clark beach
5. Continue to address beach quality issues by participating in algae and phragmites removal programs and continue to educate residents on protecting dunes
6. Continue to work with Bruce County to develop wayfinding signs for communities in Huron-Kinloss

7. Put-up new entrance signs in Point Clark, including an electronic sign, if feasible, which advertises community events and notices (to inform both part-time and full-time residents of important beach information)
8. Develop community information maps for the downtown areas to highlight points of interest, such as community centres, churches and washroom facilities
9. Continue to work towards developing a trails brochure that can be used as a marketing tool for the area and developing and improving trails
10. Host a celebration for the grand re-opening of the Point Clark Lighthouse to attract visitors to the area
11. Continue to work on creating a tour that showcases food production in southern Bruce County
12. In addition to promoting Huron-Kinloss to residents and visitors across Ontario through the annual Discovery Guide, advertise attractions and events in tourism publications
13. Add to the descriptions in the Discovery Guide whether attractions have wifi, are pet-friendly and allow debit/credit; also identify where ATMs are available
14. Look into attracting Rediscovering Canada in the future, which is a company based out of Brantford that films 30 minute videos in small communities and plays them for a week on their website (exposure to five to six million viewers from around the world)

Strategy #3: Business Support & Communication

Supporting Data:

- Ten (10) businesses stated that the largest barrier to current and future business development in Huron-Kinloss is the lack of support from the municipality and council
- 67% of business owners have not accessed any Federal or Provincial programs/services within the past 2 years
- “Need support from local government – the business association in Point Clark folded because of lack of support”
- “Businesses need support and help with promotion to draw foot traffic”
- Thirty-six (36) businesses stated that they thought the Business Banner newsletter that the Township sends out is a good source of information and 28 business stated that they had not received it but would like to
- Fifty one (51) businesses indicated that they would be interested in receiving monthly e-mails about current business news and events
- “Help with business plans, budgeting and marketing plans would be appreciated”

Objective: To demonstrate to Huron-Kinloss businesses how much they are appreciated in the municipality.

Recommended Actions & Initiatives:

1. Recognize new businesses by giving them a welcome package similar to the package new residents receive (information about Huron-Kinloss and key information about the community they are doing business in as well as applicable signage guidelines, grants etc.)
2. Get the word out about the Business Banner and make it more accessible to local businesses by not only distributing it through the internet and e-mail but also through fax or mail
3. Continue to keep businesses informed of any programs, grants or services that may be beneficial to them through the Business Banner
4. Send out an e-mail once a month to interested businesses on current news, events and programs that may have an impact on them
5. Partner with the Lucknow Chamber and Ripley Business Community to offer a mentoring program which matches a new business owner with a successful, experienced, business owner
6. Partner with the Lucknow Chamber and Ripley Business Community to offer a workshop on doing sales online and using QR codes and apps to market business
7. Promote the services offered by Bruce County Community Futures and the Saugeen Shores Enterprise Centre in business newsletters and e-mails/faxes
8. Create a process checklist for businesses inquiring about the approval process to expand or develop their business and have available at the municipal office and on the Township website
9. Develop a Facebook page and/or Twitter account to keep business owners and residents informed of day-to-day news and events

Strategy #4: Beautification, Community Improvement & Downtown Revitalization

Supporting Data:

- Beautifying and improving Lucknow's downtown streetscape was one of the most frequent suggestions given by Lucknow business owners
- "The biggest challenge facing the local business climate in Lucknow is getting people to stop in the downtown – we don't have the foot traffic"
- "In the next five years I would like to see Lucknow's downtown cleaned up –there are many junkie looking stores"
- Less than half of the business owners that filled out the Downtown Revitalization Survey indicated that community events increased their sales
- Accessibility was mentioned several times in the Downtown Revitalization Survey as a key issue

- Five (5) out of 6 Lucknow businesses that filled out a Downtown Revitalization Survey did not feel as though the look and feel of their downtown helped their business
- “Our small hamlets are rundown and these are the first communities tourists see when entering the Township”
- Medical and health service and street repairs were mentioned as the areas that need the most improvement in Ripley and Lucknow
- Poor cell phone reception is a significant barrier to existing and potential businesses in the Lakeshore area
- Shoplifting and vandalism is a large concern in Lucknow

Objective: To make Huron-Kinloss an inviting and attractive area to work and shop in.

Recommended Actions & Initiatives:

1. Continue to focus on revitalizing Lucknow by working with the Lucknow Revitalization Committee on initiatives
2. Develop a self-guided walking tour of the downtowns (place historical information in the buildings downtown so that people walking through learn more about the history of the downtown), which increases interest in the downtowns and supports the idea of a “walkable community”
3. Continue to work with Bruce County to promote the Spruce the Bruce downtown grant program
4. Work with the Lucknow Chamber and Ripley Business Community to promote their work to existing businesses in Huron-Kinloss and showcase the benefits of operating a business in the downtowns (to support intensification)
5. Support beautification efforts by ensuring that there are central locations for disposal of cigarette butts and garbage and encourage business owners and employees to smoke behind their stores
6. Notify the Bruce County Department of Highways of the parking issues in Lucknow on Campbell St. identified in the surveys
7. Develop a streetscape plan for Lucknow, which includes pedestrian crosswalks, traffic calming measures and parking
8. Seek out and contact residents who may be interested in championing clean-up efforts in our small hamlets
9. Establish a Spruce the Bruce Committee in Ripley (similar to Lucknow’s Revitalization Committee) and work on Spruce the Bruce Action Plan.
10. Offer streetscape beautification, signage and landscaping improvement grants once Huron-Kinloss’ CIP is in place (currently being developed by Bruce County)
11. Offer accessibility enhancement incentives to downtown business owners once the Community Improvement Plan (CIP) is complete and seek out other opportunities for improving the accessibility of the downtown areas

12. Improve linkages between community events and the downtown by partnering with the Lucknow Chamber of Commerce and Ripley Business Community to come up with ideas
13. Relay concerns about cell phone reception in the Lakeshore Area and high-speed internet access in Lucknow to service providers (new cell phone towers are being proposed in the area)
14. Relay concerns about the medical services and street repairs to the appropriate individuals
15. Discuss concerns raised about shop lifting and vandalism in Lucknow with our policing service and see about getting increased police presence in these areas

Strategy #5: Retail Leakage

Supporting Data:

- “People are unaware of all the local businesses and what they have to offer”
- “If businesses came together and worked with each other, the business climate would be much better and the downtowns more successful”
- Over 40 businesses indicated that they would like business networking sessions to be offered
- 89% of business owners indicated that they would like to work co-operatively with other businesses for marketing, product purchasing, training, buyer-supplier network and/or information purposes
- “Many Lucknow residents and business owners are uninviting to those from out of town – no customer service”
- “Both residents and other businesses do not shop local”
- Many products are being bought outside the community in larger centres located ½ hour to 1 hour’s drive away

Objective: Increase local shopping by residents and businesses.

Recommended Actions & Initiatives:

1. Municipality to host an evening networking/dinner event for all business owners in Huron-Kinloss
2. At networking event, determine interest in forming a new Lakeshore Business Group to bring community together
3. In every edition of the Business Banner, feature one or two businesses so that other business owners learn about what other products and services are available in their communities

4. Encourage joint advertising ventures and the pooling of resources by promoting Spruce the Bruce's destination marketing grant to the Lucknow Chamber of Commerce and the Ripley Business Community
5. Continue to support the Lucknow Revitalization Committee's reusable bag promotion (thanks people for shopping in Lucknow) and share idea with Ripley Business Community
6. Link downtown businesses with other businesses in the area through joint promotion or consignment sales (e.g. spend over \$50 at _____ [business in Kincardine or Wingham] and receive 10% off your next purchase at _____ [downtown business in Ripley or Lucknow])
7. Continue supporting the Tour of Homes, which takes place in Lucknow and Ripley on alternating years and involving as many Huron-Kinloss businesses as possible
8. Launch the Holiday Shopping Pass, which is a new initiative in Huron-Kinloss that rewards people who shop for their Christmas presents in our community
9. Develop a follow-up resident survey to determine why residents are not shopping locally through a brief survey (is it price, hours, selection?)
10. Relay the retail stores most wanted to potential businesses (e.g. grocery store in Ripley) and work with existing businesses to expand their products/services to include what people have requested (e.g. approach fuel station in Ripley about making it a 24-hour pay-at-the-pump gas station)

Strategy #6: Workforce Development

Supporting Data:

- Nine (9) businesses stated that availability of skilled labour was an issue
- The major hiring challenge mentioned by businesses was lack of specific skills or training (equipment, process, or system)
- The most significant barrier to employees receiving the necessary training was distance to a training facility
- Keeping youth in the area was stated as a challenge for this community because there are few jobs for them
- Suggestions of courses/workshops that business owners would like to see offered nearby:
 - Health and safety training
 - Information on grants and funding for small businesses
 - Creating a destination
 - Social media and online marketing
 - Event hosting
 - Window displays

- networking

Objective: To strengthen and develop the current and future workforce.

Recommended Actions & Initiatives:

1. Partner with the Lake Huron Learning Centre to offer courses that Huron-Kinloss business owners are interested in (e.g. social media)
2. Promote the Lake Huron Learning Centre , which is located nearby in Kincardine, to the Lucknow Chamber of Commerce and the Ripley Business Community
3. Continue to distribute information about upcoming training courses at the Lake Huron Learning Centre through the Business Banner and e-mails/faxes
4. Promote the training courses offered by the Saugeen Shores Business Enterprise Centre and distribute information on them through the Business Banner and e-mails/faxes
5. Develop youth retention strategies including the promotion of entrepreneurship to young adults and programs to assist them in starting their own business (Summer Company program)
6. Provide a customer service workshop in the Township to help businesses increase the rate of repeat customers

9.0 Implementation & Next Steps

The Huron-Kinloss BR+E Action Plan is a working document that is to be implemented immediately. A number of the action items given in this report are short term (late 2012 and 2013) or midterm (2014 to 2015 and ongoing) actions. In the long term, we would like to see an increase in business operations (both new businesses and expansions), retention of our existing businesses, a stronger relationship with existing businesses, and an increase in the number of permanent residents in the Township.

A major issue that was mentioned in this report is Lucknow's streetscape. In the next year, we hope to apply to the Rural Economic Development (RED) program to access funding for infrastructure and streetscape improvements. Promotion of the Township and what we have to offer was another key issue. This document will provide the background information we need to apply for tourism marketing programs.

A number of partnerships can be formed to achieve the objectives given in the action plan. Partnerships may include working with Bruce County, Lucknow Revitalization Committee, Lucknow Beautification Committee, Lucknow Chamber of Commerce, Ripley Business Community, Lake Huron Learning Centre, Saugeen Shores Business Enterprise Centre and Bruce County Community Futures.

As illustrated in this report, the Township of Huron-Kinloss is full of opportunity and the action plan gives us a direction for long term community sustainability and growth.

Appendix A: Implementation Plan

Action Item	Action Leader & Partners	Timeline
Strategy#1: Business Attraction		
1. Continue to make economic development and tourism a priority in Huron-Kinloss	Leader: Business & Economic Officer	ongoing
2. Include a section in the Huron-Kinloss' Community Profile about the average commercial rental rates and compare rates to other communities.	Leader: Municipality Partners: Real Estate agencies and commercial building owners	Spring 2013
3. Add webpage under "Business Centre" on the Township of Huron-Kinloss' website to post important information for potential business owners (e.g. business mix maps, links to information about vacant commercial space)	Leader: Municipality	Winter 2012 to 2013
4. Provide testimonials of successful area businesses on the Township website	Leader: Municipality Partner: Business community	2013 and ongoing
5. Continue to work with the Penetangore Regional Economic Development Corporation, the Municipality of Kincardine, and the Municipality of Aaron-Elderslie to bring natural gas to the area	Leader: Penetangore Regional Economic Development Corporation Partners: Municipality of Kincardine and the Municipality of Aaron-Elderslie	ongoing
6. Provide tips for saving energy and links to grants available for improving energy efficiency on Township website	Leader: Municipality Partners: Provincial and Federal Government	2013
7. Continue to work with Bruce County to develop a Community Improvement Plan and associative initiatives that would encourage investment in the downtowns	Leader: Bruce County Planning Department Partner: Municipality	2012 to 2013
8. Encourage developers to develop buildable lots and work with them to act on current subdivision plans	Leader: Municipality Partners: Developers and Bruce County Planning Department	ongoing
10. Connect with businesses that are known to be expanding and provide them with assistance in accessing resources they may need	Leader: Municipality Partners: Lucknow Chamber of Commerce, Ripley Business Community and business community	ongoing

Strategy #2: Tourism Development & Promotion of Communities		
1. Continue to hold the Huron-Kinloss Ice Cream Trail™ contest annually to draw in visitors and make both tourists and residents more familiar with what we have to offer	Leader: Business & Economic Officer Partner: business community	ongoing
2. Continue to support the Lucknow Kinsmen's Music in the Fields event, which attracts over 5000 people to the area	Leader: Lucknow Kinsmen Partner: Municipality and the Lucknow Chamber of Commerce	ongoing
3. Implement the cultural action plan that is currently being developed by CoBALT Connects	Leader: Municipality and community	2013 and ongoing
4. Partner with a Point Clark business to house a temporary information centre while the Lighthouse is closed or provide a covered brochure rack near the Point Clark beach	Leader: Municipality Partner: Point Clark business community	Spring 2013
5. Continue to address beach quality issues by participating in algae and phragmites removal programs and continue to educate residents on protecting dunes	Leader: Municipality Partners: Beach Associations and Lake Huron Coastal Centre	ongoing
6. Continue to work with Bruce County to develop wayfinding signs for communities in Huron-Kinloss	Leader Municipality Partner: Bruce County	2013 and ongoing
7. Put-up new entrance signs in Point Clark, including an electronic sign, if feasible, which advertises community events and notices (to inform both part-time and full-time of important beach information)	Leader: Municipality Partners: Beach Associations	2013 to 2015
8. Develop community information maps for the downtown areas to highlight points of interest, such as community centres, churches and washroom facilities	Leader: Municipality	2013
9. Continue to work towards developing a trails brochure that can be used as a marketing tool for the area and developing and improving trails	Leader: Municipality	2013 and ongoing
10. Host a celebration for the grand re-opening of the Point Clark Lighthouse to attract visitors to the area	Leader: Municipality	2015
11. Continue to work on creating a tour that showcases food production in southern Bruce County	Leader: Municipality Partners: Bruce County and Municipality of South Bruce	2013 to 2014
12. In addition to promoting Huron-Kinloss to residents and visitors across Ontario through	Leader: Municipality	2013 and ongoing

the annual Discovery Guide, advertise attractions and events in tourism publications		
13. Add to the descriptions in the Discovery Guide whether attractions have wifi, are pet-friendly and allow debit/credit; also identify where ATMs are available	Leader: Municipality Partners: business community	2012 to 2013
14. Look into attracting Rediscovering Canada in the future, which is a company based out of Brantford that films 30 minute videos in small communities and plays them for a week on their website (exposure to five to six million viewers from around the world)	Leader: Municipality Partners: Lucknow Chamber of Commerce and Ripley Business Community	2014 to 2016
Strategy #3: Business Support & Communication		
1. Recognize new businesses by giving them a welcome package similar to the package new residents receive (information about Huron-Kinloss and key information about the community they are doing business in as well as applicable signage guidelines, grants etc.)	Leader: Municipality	2013 and ongoing
2. Get the word out about the Business Banner and make it more accessible to local businesses by not only distributing it through the internet and e-mail but also through fax or mail	Leader: Business & Economic Officer Partners: Lucknow Chamber of Commerce and Ripley Business Community	2013 and ongoing
3. Continue to keep businesses informed of any programs, grants or services that may be beneficial to them through the Business Banner	Leader: Business & Economic Officer	ongoing
4. Send out an e-mail once a month to interested businesses on current news, events and programs that may have an impact on them	Leader: Business & Economic Officer	ongoing
5. Partner with the Lucknow Chamber and Ripley Business Community to offer a mentoring program which matches a new business owner with a successful, experienced, business owner	Leader: Lucknow Chamber of Commerce and Ripley Business Community Partner: Municipality	2013 to 2015
6. Partner with the Lucknow Chamber and Ripley Business Community to offer a workshop on doing sales online and using QR codes and apps to market business	Leader: Lucknow Chamber of Commerce and Ripley Business Community Partner: Municipality	2013 to 2014
7. Promote the services offered by Bruce County Community Futures and the Saugeen Shores Enterprise Centre in business	Leader: Municipality Partners: Bruce County Community Futures and	ongoing

newsletters and e-mails/faxes	Saugeen Shores Business Enterprise Centre	
8. Create a process checklist for businesses inquiring about the approval process to expand or develop their business and have available at the municipal office and on the Township website	Leader: Municipality Partner: Saugeen Shores Business Enterprise Centre	2013 to 2014
9. Develop a Facebook page and/or Twitter account to keep business owners and residents informed of day-to-day news and events	Leader: Municipality	2012
Strategy #4: Beautification, Community Improvement & Downtown Revitalization		
1. Continue to focus on revitalizing Lucknow by working with the Lucknow Revitalization Committee on initiatives	Leader: Lucknow Revitalization Committee Partner: Municipality	ongoing
2. Develop a self-guided walking tour of the downtowns (place historical information in the buildings downtown so that people walking through learn more about the history of the downtown), which increases interest in the downtowns and supports the idea of a “walkable community”	Leader: Municipality Partners: Ripley Historical Community, Lucknow Beautification Committee, Lucknow Chamber of Commerce and Ripley Business Community	2013 to 2015
3. Continue to work with Bruce County to promote the Spruce the Bruce downtown grant program	Leader: Bruce County Partner: Municipality and Lucknow Revitalization Committee	ongoing
4. Work with the Lucknow Chamber and Ripley Business Community to promote their work to existing businesses in Huron-Kinloss and showcase the benefits of operating a business in the downtowns (to support intensification)	Leader: Lucknow Chamber of Commerce and Ripley Business Community Partner: Municipality	ongoing
5. Support beautification efforts by ensuring that there are central locations for disposal of cigarette butts and garbage and encourage business owners and employees to smoke behind their stores	Leader: Lucknow Revitalization Committee, Lucknow Chamber of Commerce, Lucknow Beautification Committee and Ripley Business Community Partner: Municipality	ongoing
6. Notify the Bruce County Department of Highways of the parking issues in Lucknow on Campbell St. identified in the surveys	Leader: Municipality	2012
7. Develop a streetscape plan for Lucknow, which includes pedestrian crosswalks, traffic	Leader: Municipality	2014 to 2016

calming measures and parking		
8. Seek out and contact residents who may be interested in championing clean-up efforts in our small hamlets	Leader: Municipality Partners: community groups	2013 to 2016
9. Establish a Spruce the Bruce Committee in Ripley (similar to Lucknow's Revitalization Committee) and work on Spruce the Bruce Action Plan	Leader: Municipality	2013 to 2014
10. Offer streetscape beautification, signage and landscaping improvement grants once Huron-Kinloss' CIP is in place (currently being developed by Bruce County)	Leader: Municipality	2014 to 2016
11. Offer accessibility enhancement incentives to downtown business owners once the Community Improvement Plan (CIP) is complete and seek out other opportunities for improving the accessibility of the downtown areas	Leader: Municipality	2014 to 2016
12. Improve linkages between community events and the downtown by partnering with the Lucknow Chamber of Commerce and Ripley Business Community to come up with ideas	Leader: Lucknow Chamber of Commerce and Ripley Business Community Partner: Municipality	2013
13. Relay concerns about cell phone reception in the Lakeshore Area and high-speed internet access in Lucknow to service providers (new cell phone towers are being proposed in the area)	Leader: Municipality	2012
14. Relay concerns about the medical services and street repairs to the appropriate individuals	Leader: Municipality	2012
15. Discuss concerns raised about shop lifting and vandalism in Lucknow with our policing service and see about getting increased police presence in these areas	Leader: Municipality	2012 to 2013
Strategy #5: Retail Leakage		
1. Municipality to host an evening networking/dinner event for all business owners in Huron-Kinloss	Leader: Municipality	2013 to 2014
2. At networking event, determine interest in forming a new Lakeshore Business Group to bring community together	Leader: Municipality	2013 to 2014
3. In every edition of the Business Banner, feature one or two businesses so that other business owners learn about what other	Leader: Business & Economic Officer	2012 and ongoing

products and services are available in their communities		
4. Encourage joint advertising ventures and the pooling of resources by promoting Spruce the Bruce's destination marketing grant to the Lucknow Chamber of Commerce and the Ripley Business Community	Leader: Municipality	2013
5. Continue to support the Lucknow Revitalization Committee's reusable bag promotion (thanks people for shopping in Lucknow) and share idea with Ripley Business Community	Leader: Municipality	ongoing
6. Link downtown businesses with other businesses in the area through joint promotion or consignment sales (e.g. spend over \$50 at _____ [business in Kincardine or Wingham) and receive 10% off your next purchase at _____ (downtown business in Ripley or Lucknow])	Leader: Lucknow Chamber of Commerce and Ripley Business Community Partner: Municipality	2013 to 2014
7. Continue supporting the Tour of Homes, which takes place in Lucknow and Ripley on alternating years and involving as many Huron-Kinloss businesses as possible	Leader: Municipality Partner: Lucknow Chamber of Commerce	ongoing
8. Launch the Holiday Shopping Pass, which is a new initiative in Huron-Kinloss that rewards people who shop for their Christmas presents in our community	Leader: Municipality Partners: Ripley Business Community and Lucknow Chamber of Commerce	2012
9. Develop a follow-up resident survey to determine why residents are not shopping locally through a brief survey (is it price, hours, selection?)	Leader: Municipality	2013 to 2014
10. Relay the retail stores most wanted to potential businesses (e.g. grocery store in Ripley) and work with existing businesses to expand their products/services to include what people have requested (e.g. approach fuel station in Ripley about making it a 24-hour pay-at-the-pump gas station)	Leader: Municipality Partners: Ripley Business Community and Lucknow Chamber of Commerce	2013 and ongoing
Strategy #6: Workforce Development		
1. Partner with the Lake Huron Learning Centre to offer courses that Huron-Kinloss business owners are interested in (e.g. social media)	Leader: Municipality Partner: Lake Huron Learning Centre	2013 and ongoing
2. Promote the Lake Huron Learning Centre , which is located nearby in Kincardine, to the	Leader: Municipality	ongoing

Lucknow Chamber of Commerce and the Ripley Business Community		
3. Continue to distribute information about upcoming training courses at the Lake Huron Learning Centre through the Business Banner and e-mails/faxes	Leader: Business & Economic Officer	ongoing
4. Promote the training courses offered by the Saugeen Shores Business Enterprise Centre and distribute information on them through the Business Banner and e-mails/faxes	Leader: Business & Economic Officer	ongoing
5. Develop youth retention strategies including the promotion of entrepreneurship to young adults and programs to assist them in starting their own business (Summer Company program)	Leader: Municipality Partner: Saugeen Shores Business Enterprise Centre	2013 to 2014
6. Provide a customer service workshop in the Township to help businesses increase the rate of repeat customers	Leader: Municipality Partners: Lucknow Chamber of Commerce and Ripley Business Community	2013 to 2014