

The Corporation of the City of Kawartha Lakes

Council Report

Report Number ED2017-005

Date: March 7, 2017

Time: 2:00 p.m.

Place: Council Chambers

Ward Community Identifier: 2, 6, 9, 10, 11, 12, 14, 15

Subject: Downtown Revitalization Action Plans

Author/Title: Carlie Arbour
Economic Development Officer – Community

Signature: 

Recommendation(s):

RESOLVED THAT Report ED2017-005, **Downtown Revitalization Update and Action Plans**, be received;

THAT the Downtown Revitalization Action Plans for Coboconk-Norland, Fenelon Falls, Lindsay and Omemee, as outlined in Appendices A to D respectively to Report ED2017-005, be approved;

THAT financial considerations for projects beyond those already identified in existing budgets and work plans be incorporated in future budgets for consideration;

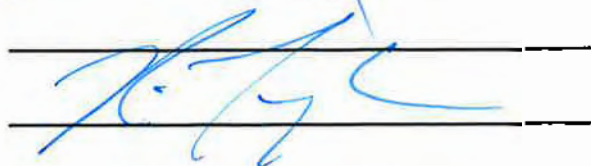
THAT a Downtown Revitalization Committee of Council be established with representation including each community that has a completed Downtown Revitalization Plan; and

THAT staff develop the Terms of Reference for the Downtown Revitalization Committee and forward to Council for approval.

Department Head:

Corporate Services Director / Other:

Chief Administrative Officer:



Background:

At the Council Meeting of May 28, 2013, Council accepted funding for the Rural Economic Development (RED) Fund application to support the development of strategic action plans for Downtown Revitalization:

ED2014-002

Moved by Councillor Warren, seconded by Councillor Junkin,
RESOLVED THAT Report ED2014-002, **Rural Economic Development (RED) Fund**, be received;

THAT Council accept matching funding totalling \$245,500.00 to implement projects in Coboconk-Norland, Fenelon Falls, Lindsay, Omemee, Bobcaygeon and Woodville totaling \$491,000.00;

THAT Council authorizes the Director of Economic Development to work with Human Resources staff to recruit a temporary, full time Downtown Revitalization Coordinator to work with the Ministry of Rural Affairs' Downtown Revitalization Program for up to a 24 month period; and

THAT Council approve the City's contribution of \$245,500.00 to come from the Economic Development Reserve.

CARRIED CR2014-228

Two communities, Bobcaygeon and Woodville, were added to the motion during the Council meeting. As the funding had been previously approved by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), the two additional communities were not able to be added to the project at that time. The project moved forward with the original four communities.

At the Council Meeting of January 26, 2016, Council approved the Streetscape and Façade Design Guidelines for Coboconk-Norland, Fenelon Falls and Lindsay. Guidelines for Omemee have been drafted to align with the other three communities.

ED2016-001

Moved by Councillor Dunn, seconded by Councillor Elmslie,
RESOLVED THAT Report ED2016-001, **Streetscape and Facade Design Guidelines**, be received;

THAT the Streetscape and Facade Design Guidelines for Coboconk/Norland, Fenelon Falls and Lindsay, attached as Appendix A, B and C to Report ED2016-001, be approved; and

THAT consideration is given to the recommendations contained in the Streetscape and Facade Design Guidelines by the municipality, downtown landowners and local organizations when conducting future work and planning.

CARRIED CR2016-078

The Downtown Revitalization Strategic Action Plans are now complete for all four communities and the project is transitioning from a strategic planning exercise to action-oriented implementation. This report provides a review of the Downtown Revitalization Project that was undertaken, including the final plans that were developed and recommendations for transitioning from a planning project to implementation.

Ontario Downtown Revitalization Program

Downtown Revitalization is a program developed by OMAFRA to stimulate a community's economic, social and physical prosperity.

The Downtown Revitalization program follows a scripted process to conduct evidence based research that guides the development of a Downtown strategic action plan and targets both long and short term goals. The program follows a four stage process;

- Stage I: Organizing and Scoping
- Stage II: Collecting & Assessing
- Stage III: Action Planning and Prioritizing
- Stage IV: Implementation and Monitoring

The City of Kawartha Lakes conducted four Downtown Revitalization projects simultaneously in Coboconk-Norland (as a joint project), Fenelon Falls, Lindsay and Omemee between 2014 and 2017.

Stage I: Organizing and Scoping

Downtown Revitalization advisory committees were established in each community with representation from local community organizations, business and building owners, passionate residents, and Economic Development staff. Across all four communities, over 50 volunteers supported the project through organizing the project to the development of the plans. OMAFRA staff provided support as subject matter experts, and in community facilitation.

Stage II: Collecting & Assessing

Stage II focused on conducting evidence based research required to formulate the final action plans. The analysis tools that were used to collect this information, and documents developed include:

- **Resident Surveys:** 2044 Responses were received.
- **Business Surveys:** 158 Surveys Completed.

- **Customer Origin Surveys & Market Area Data:** 1802 Customers Engaged.
- **Business Mix Analysis:** Completed in each of the four Downtowns.
- **Streetscape and Façade Design Guidelines Developed:** three Design Guidelines Approved by Council for Coboconk-Norland, Fenelon Falls and Lindsay (January 2016). Design Guidelines drafted for Omeme.

Stage III: Action Planning and Prioritizing

OMAFRA's Downtown Revitalization Program utilizes a four pillar approach and evidence based research to ensure a comprehensive revitalization action plan. The four pillars are:

1. **Economic Development** objectives such as helping existing merchants target specific market segments in their trade area or identifying potential new businesses that complement the existing business mix, and new business attraction.
2. **Leadership and Management** activities that include various organizations to ensure the process continues and volunteers are celebrated and renewed.
3. **Marketing and Promotions** to ensure that the identity and positive image of the downtown is communicated and that events and activities animate the area; and
4. **Physical Improvements** such as restoring historic facades, streetscapes, parking and creating safe, walkable environments.

The Action Plans were completed between June 2016 and February 2017.

Stage IV: Implementation and Monitoring

The Downtown Revitalization program provides the Municipality and the communities of Coboconk-Norland, Fenelon Falls, Lindsay and Omeme with comprehensive strategic action plans, developed from two years of evidence based research, to stimulate the downtown's economic, social and physical prosperity. Successful delivery of these plans require continued collaboration with Council, staff, the communities, businesses, stakeholders and organizations.

Stages I to III are complete. The research and surveys completed during Stages I to III are available on the City's Economic Development Website www.advantagekawarthalakes.com.

Rationale:

Downtown Revitalization Strategic Action Plans

The four Strategic Action Plans provide both the Municipality and each community with a focused direction and road map for downtown improvements.

Each plan is composed of set goals. Each goal is segmented into measurable actions items which include:

- A priority level of high, medium or low
- Recommended tasks to support the outcome of the activity
- Proposed timelines for each activity
- Anticipated collaborative partners and Municipal departments to support implementation of the project
- Resource considerations such as staff, financial needs, expertise and associated reports and studies.

Each activity identifies recommended partners to lead the implementation of each activity. Implementation of the Plan can be broken into three categories: community led; municipal led; and collaborative.

- **Community Led:** are initiatives that have a community focus, and are the responsibility of the community to lead and implement.
- **Municipal Led:** are initiatives that fit within the municipal mandate, strategic goals, or existing project and/or work plans. These actions are the responsibility of the Municipality to execute.
- **Collaborative:** are projects that involve multiple partners and expertise and can be a collaboration of community stakeholders, or a partnership between the community and municipality.

Common threads across all four community action plans include:

- Management and implementation of the Downtown Revitalization projects
- Tourism
- Business Development and Attraction
- Physical Improvements and Beautification
- Cultural and Recreational Assets
- Communications
- Transportation and Parking

The detailed action plans for each community are presented as Appendices A-D for Council's consideration and approval. The following summarizes the goals for each of the communities that guide their action plans.

Coboconk and Norland Downtown Revitalization Action Plan Goals:

1. The City of Kawartha Lakes will continue to take ownership of the Downtown Revitalization project working in partnership with the Coboconk, Norland and Area Chamber of Commerce and the greater community to implement the actions identified to revitalize downtown Coboconk and Norland.
2. Address and improve the current downtown business mix by refining and promoting identified business opportunities.

3. Improve the visual appearance and functionality of the public realm to create a year round cottage community for residents and visitors to enjoy.
4. Engage business and property owners to enhance utilization of space and visual appearance of properties through a commitment to create a cottage community by implementing the façade guidelines and community improvement plans.
5. Be recognized as a travel destination of choice.
6. Better utilization of existing parking assets, and identification of potential parking space on public and private land.
7. Develop and implement a signage plan that supports the community, businesses, recreation and tourism.
8. Enhance recreation opportunities in Coboconk and Norland.

Fenelon Falls Downtown Revitalization Action Plan Goals:

1. The City of Kawartha Lakes will continue to take ownership of the Fenelon Falls Downtown Revitalization project, working in partnership with the community to implement the actions identified to revitalize downtown Fenelon Falls.
2. Improve the visual appearance and functionality of both the private and public realm while maintaining and enhancing its historic character and creating a livable barrier-free community for residents and visitors to enjoy.
3. Improve the visual appearance of privately owned properties through a commitment to implementing the Fenelon Falls Community Improvement Plan (CIP), and Façade Design Guidelines.
4. Support, develop, and promote existing cultural and recreational assets that make Fenelon Falls a great place to live.
5. Develop a robust downtown business community.
6. Increase the volume of consumers in downtown Fenelon Falls in order to improve business viability.
7. Continue to enhance and build upon our positive relationship with the Trent Severn Waterway encouraging the Waterway to further invest in Fenelon Falls, to help develop the Fenelon Falls economy.
8. Maximize opportunities for local businesses to enhance and grow their business success through collaboration and partnership between all stakeholders.

Lindsay Downtown Revitalization Action Plan Goals:

1. The City of Kawartha Lakes will continue to take ownership of the Downtown Revitalization project working in partnership with the community to implement the Actions identified, to revitalize downtown Lindsay.
2. Improve the visual appearance and functionality of the public realm while preserving, maintaining and enhancing its historic character by committing

to implementing the Lindsay Downtown Revitalization Strategic Plan, and the Lindsay Streetscape and Façade Design Guidelines, creating a livable and attractive community for residents and visitors to enjoy.

3. Promote a socially and physically safe, barrier-free, pedestrian friendly downtown that is accepting, accessible, and embraces diversity.
4. Encourage and support the improvement of the visual appearance, character and functionality of privately owned properties located in the downtown.
5. Improve communication between all community stakeholders.
6. Work to support and enhance a robust business community in the downtown.
7. Support, promote, and further develop new and existing cultural assets.
8. Improve transportation facilities and functionality in the downtown.

Omeme Downtown Revitalization Action Plan Goals:

1. Get business owners and organizations collaborating on downtown revitalization
2. Attract new, expanding, and relocating businesses to downtown Omeme
3. Improve the physical environment of our downtown
4. Grow an animated, ecofriendly pedestrian town linking natural assets and businesses

Though each community worked independently to conduct their research and develop their action plans, many goals and actions have common threads that weave across two or more communities. The commonalities across the plans prove useful as they provide opportunity for communities to collaborate amongst themselves. It also allows the City to support the implementation of projects that benefit multiple communities at once and better utilize staff resources.

As the action planning stages of the project have concluded; the Downtown Revitalization projects are transitioning into action based implementation.

Implementation of the Action Plans

Implementation of these plans must be a collaborative effort between, local organizations, business leaders, and passionate community members and the Municipality.

To date, Economic Development staff has presented the action plans to key recommended implementation partners in each community (including the Lindsay downtown BIA, Coboconk, Norland and Area Chamber of Commerce, Fenelon Forward and the Fenelon Falls and District Chamber of Commerce). These organizations, and many others, have been engaged, receptive and supportive throughout the project and of the final action plans. Motions and expressions of support received to date can be found as Appendix F.

Staff also presented the Municipal led priorities to the Senior Management Team in February 2017 outlining the multi-departmental contribution to implementation requiring both staff and financial support. The Senior Management Team recognizes that while many projects fall within existing work plans and budgets, other projects will need to be included for future budget considerations.

Many initiatives identified for the implementation of the Strategic Action Plans can be aligned with a number of other studies and projects that have been initiated by the City, such as: the Fenelon Falls Corridor Study, Heritage Conservation District Plans, new transportation infrastructure and transit hub for downtown Lindsay, and a Connecting Links funding application submitted for Omeme.

Staff is currently working on a number of projects that support the implementation of the downtown plans, these include: completing building and business inventories for the downtown communities; leading business development and training initiatives; and enhancing our business investment and attraction programs.

A number of other projects will require collaboration across multiple departments to integrate the downtown plans into future City initiatives. These action items will be brought forward on an individual basis for future budget considerations either as independent projects or to enhance and augment projects to be scheduled in the future. Examples of these projects include:

- Implementation of the Streetscape and Façade Design Guidelines such as new light standards, sidewalk improvements and necessary underground infrastructure;
- Downtown and Main Streets Community Improvement Plan;
- Community entrance, way-finding and street signage

Successful implementation of the Plans demonstrates a commitment to investing, enhancing and growing our downtowns into well animated, vibrant and safe commercial districts.

Proposed Downtown Revitalization Committee of Council

The City of Kawartha Lakes will continue to take ownership of the Downtown Revitalization Project to support and monitor the implementation phase. Staff recommends that Council establish a Downtown Revitalization Committee of Council. The proposed committee meets the required Assessment Criteria for Committees of Council as shown in Appendix E.

In addition to the Committee of Council, local implementation working groups are proposed to coordinate community led action items. Working groups will be established with a clear Terms of Reference to help guide their development and implementation of the community led action items. It is proposed that these

working groups be Chaired by a local Committee of Council representative with municipal staff available as a resource, when required, with membership that comes together to help advance the local Downtown Revitalization Action Plan. The working group Terms of Reference will be developed using existing City models as a guide.



Figure 1: Proposed Implementation Committee Structure

The role of the Committee of Council will be to support the implementation of the Downtown Revitalization project by:

- Acting as a conduit for information between the municipality and communities with regards to implementation of both municipal and community led projects;
- Allowing for the opportunity for cross-community collaboration and implementation of projects;
- Identify and advise Council on action plan priorities in each community to assist in budget considerations
- Identify and advise Council on policy and advocacy actions that are identified in the community action plans as barriers to, or opportunities for, growth in the downtowns;
- Monitoring and advancing the progress of the Action Plans.
- Reporting to Council annually on the Downtown Revitalization projects.

The role of the Community Downtown Revitalization Implementation Working Groups will be to:

- Monitor and advance the progress of the community led initiatives in the Action Plans.
- Provide a forum for community collaboration amongst numerous organizations to support the implementation of actions.
- Report to the Committee of Council on the process of the community-led activities.
- Identify and expand the community implementation partnerships if required.

This proposed committee and working group structure allows for the most coordinated approach to implementing the actions plans and improving downtown's City wide while facilitating the advancement of plans in each community. It is also an efficient utilization of Council, staff and volunteer time while implementing the downtown revitalization actions across multiple communities. Staff will be responsible for the management of municipal action items and administration of the Committee of Council, while community organizations will be responsible for their role of the action plans.

As other communities express interest in conducting a Downtown Revitalization Project, the proposed Committee of Council and Community Implementation Working Group structure as recommended allows for growth of the Committee of Council to include the new communities.

Other Alternatives Considered:

THAT a Downtown Revitalization Committee of Council be established for each of the four communities that has a completed Downtown Revitalization Plan, with the Terms of Reference to be forwarded for approval;

Representatives of some of the community advisory committees have requested independent community Committees of Council. Staff is not recommending this alternative due to Councils' direction to reduce the number of Committees. This model does not allow for the coordination of all downtown projects in a comprehensive manner and will also increase the administrative demands that would be required of staff.

THAT staff be directed to develop and report back, alternative recommendations for a Downtown Revitalization implementation committee structure.

Financial Considerations:

The Downtown Revitalization planning projects were supported with 50% matching funds from the Ontario Ministry of Agriculture and Rural Affairs, a RED grant for \$245,500.00, with the City of Kawartha Lakes' contribution funded from the Economic Development Reserve.

OMAFRA provided significant staff resources in support of the staff coordinator, as well as facilitating the strategy planning sessions for the Lindsay and Fenelon Falls projects from October 2015-January 2017. The in-kind personnel support received from OMAFRA was fundamental in the completion of the action plans.

Throughout the term of the project, the communities have contributed a significant amount of volunteer time and effort to conduct the appropriate research and to develop the Strategic Action Plans. It is impossible to identify the number of hours contributed by volunteers over the span of the project; however the in-kind contribution is estimated to be thousands of dollars.

The development of the action plans is the first step in the revitalization of our downtowns. The success of the project hinges on support from Council over the next five years of implementation and consideration of Downtown Revitalization when approving future budgets and work plans. Various actions can be incorporated or already align within current budgets. Other actions may require the amendment of ongoing work to achieve them, while other activities will come to Council as an additional request for consideration and approval.

Staff will seek funding opportunities wherever possible to leverage municipal funds to implement the Action Plans. The RED funding program was recently re-launched in 2017 to support implementation projects for communities that have developed evidence based action plans, such as the Downtown Revitalization Plans. Upon Council approval of the Action Plans and Implementation, staff will proceed to apply for RED funding before the March 31 2017 application deadline to support the implementation of common priorities contained within the action plans.

Relationship of Recommendation(s) To the 2016-2019 Strategic Plan:

The Council Adopted Strategic Plan identifies these Strategic Goals:

- Goal 1 – A Vibrant and Growing Economy
- Goal 2 – An Exceptional Quality of Life
- Goal 3 – A Healthy Environment

This report aligns with A Vibrant and Growing Economy as it supports the revitalization of downtown commercial districts. Downtown Revitalization also aligns with the goal for An Exceptional Quality of Life as the research conducted and plans developed align with the feedback received by over two thousand residents.

Review of Accessibility Implications of Any Development or Policy:

The Lindsay Downtown Revitalization Advisory Committee had representation from the Kawartha Lakes Accessibility Advisory Committee (KLAAC), as well as the Municipal Accessibility Coordinator. The action plans take into consideration the importance of the accessibility in the Downtowns and will work closely with KLAAC where necessary and beneficial.

Servicing Comments:

N/A

Consultations:


Senior Management Team, Ontario Ministry of Agriculture, Food and Rural Affairs, Lindsay Downtown Business Improvement Association, Fenelon Falls Chamber of Commerce, Coboconk, Norland and Area Chamber of Commerce, Fenelon Forward, Kawartha Lakes Accessibility Advisory Committee, Downtown Revitalization Advisory Committees in each community; Coboconk-Norland (8), Fenelon Falls (16), Lindsay (14), Omemee (13), Business Owner Surveys (158), Resident Surveys (2044), Customer Origin Surveys (1802).

Attachments:

Appendix A: Coboconk-Norland Draft Strategic Action Plan


201702
CoboconkNorlandStrat

Appendix B: Fenelon Falls Draft Strategic Action Plan


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Plan v4_approved by C

Appendix C: Lindsay Draft Strategic Action Plan


20160214 Lindsay
Draft Strat Plan V4_ap

Appendix D: Omemee Draft Strategic Action Plan



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aftActionPlan4_format

Appendix E: Assessment Criteria for Committees of Council



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essmentCriteria.docx

Appendix F: Community Support for Downtown Revitalization



Business and
Community Organizati

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Department Head: Chris Marshall, Director, Development Services

Department File:

APPENDIX "A"
to
REPORT
ED 2017-005
FILE NO.

Coboconk-Norland Downtown Revitalization

Draft Action Plan

As finalized by the Coboconk-Norland Downtown Revitalization Committee:

December 1st, 2016

Market Position Statement - For Seasonal Residents/ Visitors

Coboconk-Norland is the cottage escape, fully serviced with everything you need to equip your cottage stay, that provides seasonal residents with endless opportunities to relax and explore amongst pristine waters and can be accessed by boat from anywhere in the world as the highest freshwater point in the world.

Market Position Statement - For Working Families

Coboconk and Norland are neighbouring family friendly communities that provide entrepreneurs, professionals and telecommuters with the opportunity to work and live year-round in cottage country with access to everyday necessities, while staying connected globally; all within two hours from Downtown Toronto.

Action Plan

The Action Plan is a work in progress. It is based off the evidence based research conducted over the past two years and is updated at each Downtown Revitalization Committee Meeting. When complete, the Action Plan will be presented to the City of Kawartha Lakes Council for approval.

All actions in the plan are important, but we cannot do everything at once. To help prioritize the actions a level of importance has been put beside each one. High (start immediately and may take a long time to complete) to low (start in the next 3-5 years). A suggested responsible party is also listed beside each action. This is not exclusive, but rather gives a lead to each so everyone can work together to advance the goals for the communities of Coboconk and Norland.

1. Goal: The City of Kawartha Lakes will continue to take ownership of the Downtown Revitalization project working in partnership with the Coboconk, Norland and Area Chamber of Commerce and the greater community to implement the Actions identified to revitalize Downtown Coboconk and Norland.

Challenge: Management of Downtown Revitalization

1.1 Activity: Establish a management committee to meet quarterly consisting of the Downtown Revitalization Advisory Committee, the Coboconk, Norland and Area Chamber of Commerce, Municipal Staff and Key Community Stakeholders.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> Identify and invite key stakeholders and business owners to sit on Management Committee.
Responsibility	<ul style="list-style-type: none"> Coboconk Norland Downtown Advisory Committee
Timeline	<ul style="list-style-type: none"> Committee to be established in early 2017. Meeting schedule to be set at initial meeting.
Resources	<ul style="list-style-type: none"> Staff and stakeholders time Meeting space
Evaluation	<ul style="list-style-type: none"> Committee established with appropriate representation of the Fenelon Falls business community. Work plan and meeting schedule established for first year of committee

1.2 Activity: The Coboconk, Norland and Area Chamber of Commerce act as a conduit of communication to businesses and the community.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> Recruit, share and develop content to communicate the progress, successes and challenges of the downtown revitalization.
Responsibility	<ul style="list-style-type: none"> Coboconk, Norland and Area Chamber of Commerce
Timeline	<ul style="list-style-type: none"> Ongoing
Resources	<ul style="list-style-type: none"> Staff time Contact Lists
Evaluation	<ul style="list-style-type: none"> Community engaged and informed in Downtown Revitalization implementation process. Community is supportive of program, and partnerships identified for implementation of strategic plan.

1.3 Activity: Develop an annual report card to identify the progress and success of the D.R. project.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> The Coboconk-Norland Downtown Revitalization Management

	<p>Committee prepares an annual update on the progress of implementation.</p> <ul style="list-style-type: none"> • Highlight successes and challenges and future steps of process.
Responsibility	<ul style="list-style-type: none"> • Coboconk Norland Downtown Revitalization Management Committee • Economic Development Officer
Timeline	<ul style="list-style-type: none"> • Q4 2017
Resources	<ul style="list-style-type: none"> • Personnel and staff time
Evaluation	<ul style="list-style-type: none"> • Report Card distributed to all local business owners, community and City Council annually. • Effectively communicate the progress of the DR implementation.

2. Goal: Address and improve the current Downtown business mix by refining and promoting identified business opportunities.

Challenge: More businesses in the Downtown(s)

2.1. Activity: Attract developers and business owners to inject new ideas and uses into Coboconk and Norland Downtowns.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Work to attract new developers and business to Kawartha Lakes, specifically unique/specialty retail and service businesses. • Using business opportunities identified in the Market Area Data report, assist new and existing businesses on establishing, expanding or refocusing new opportunities. • Develop relationships with local Realtors, help promote Downtown Revitalization research, Streetscape and Façade Design Guidelines and CIP to clients. • Update and maintain building and business inventory
Responsibility	<ul style="list-style-type: none"> • Business and Community Economic Development Officers • Support from Economic Development Manager • Coboconk, Norland and Area Chamber of Commerce
Timeline	<p>Short/Ongoing</p> <p>Update and complete building and business inventory by Q3. 2017</p>
Resources	<ul style="list-style-type: none"> • Staff, business owners, real estate professionals • Streetscape and Design Guidelines and CIP • Economic Development Website
Evaluation	<ul style="list-style-type: none"> • Track new development and business interest in Downtown(s) • Building inventory complete and updated regularly.

2.2. Activity: Work with Municipal Staff to identify and promote market ready properties to potential investors. (Planning Staff and EcDev)

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Building inventory with zoning, usage, permitted allowances, and property tax information. <ul style="list-style-type: none"> ◦ Develop and market a “Toolkit for New Businesses” to help them locate in Fenelon Falls. • “Toolkit” will include written guidelines, information, and appropriate contact information to help new businesses establish themselves.
Responsibility	
Timeline	<ul style="list-style-type: none"> • 2018
Resources	<ul style="list-style-type: none"> • Staff time • Online platform(s) to share toolkit • Design and printing costs
Evaluation	<ul style="list-style-type: none"> • Property listing complete and maintained regularly.

2.3. Activity: Coordinate a public information session to educate local businesses on market area data and reports developed through the Downtown Revitalization project. Activity: Host a downtown business owner special meeting to truth test the strategic plan, goals and activities.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Identify and invite key stakeholders, local business owners and councillors to special meeting • Develop presentation and prepare summary for strategic plan for attendees.
Responsibility	<ul style="list-style-type: none"> • Coboconk, Norland and Area Chamber of Commerce • Economic Development staff
Timeline	<ul style="list-style-type: none"> • Short • End of Q1, 2017
Resources	<ul style="list-style-type: none"> • Staff and stakeholder time • Meeting space • Printing for publications
Evaluation	<ul style="list-style-type: none"> • Local businesses and property owners engaged in supporting the implementation of the Downtown Revitalization Strategic Plan.

2.4. Activity: Establish a process to allow for the removal of derelict buildings that will not prohibit future development.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Identify properties of concern, including necessary information from Planning re: zoning, uses, and MTO setback allowances. • Register buildings on Derelict Buildings Registry

	<ul style="list-style-type: none"> • Work with Planning to develop a process to allow for buildings to be removed that will not prohibit future development
Responsibility	<ul style="list-style-type: none"> • Municipal Staff: By-Law, Building, Planning, Economic Development • Coboconk Norland Downtown Advisory Committee • Property Owners
Timeline	<ul style="list-style-type: none"> • Long • 2018/19
Resources	<ul style="list-style-type: none"> • Personnel Time • Community input
Evaluation	<ul style="list-style-type: none"> • Derelict buildings removed by property owner with the opportunity for re-development.

3. Goal: Improve the visual appearance and functionality of the public realm to create a year round cottage community for residents and visitors to enjoy.

Challenge: Public Infrastructure and Beautification

3.1. Activity: Engage the Ministry of Transportation Ontario in supporting the Downtown Revitalization through permissions to implement signage and the Streetscape and Façade Guidelines.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Arrangement of encroachment allowances from MTO for Coboconk, Norland • Work with senior officials of MTO and political officials.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes staff • Support from the Coboconk, Norland and Area Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Ministry of Transportation Ontario • City of Kawartha Lakes Public Works and Engineering • City of Kawartha Development Services (Planning, Building and Economic Development)
Evaluation	<ul style="list-style-type: none"> • MTO allowance to implement signage and public aspects of streetscape guidelines

3.2. Activity: Research viability of a downtown public WiFi program that allows all visitors to connect online.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Identify local WiFi internet providers (i.e. EastLink, CableCable, Nexicom) • Set up meeting with appropriate Municipal Departments, Chamber of Commerce and internet provider • Determine operational logistics and set up agreement

Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes Economic Development • Support from Chamber of Commerce • City of Kawartha Lakes Parks and Recreation?
Timeline	<ul style="list-style-type: none"> • M • Q2, 2018
Resources	<ul style="list-style-type: none"> • Staff time
Evaluation	<ul style="list-style-type: none"> • WiFi access available

3.3. Activity: Install public washrooms close to Coboconk downtown, with easy access for boaters.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Explore design options considering economical, cost effective approach. • Restrooms open during peak season May long weekend through to Thanksgiving weekend each year, 24 hours a day, 7 days a week.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes
Timeline	<ul style="list-style-type: none"> • Q4 - 2020
Resources	<ul style="list-style-type: none"> • Necessary budget for development and maintenance of facilities • Personnel time
Evaluation	<ul style="list-style-type: none"> • Bathrooms installed and functioning

4. Goal: Engage business and property owners to enhance utilization of space and visual appearance of properties through a commitment to create a cottage community by implementing the façade guidelines and community improvement plans.

Challenge:

4.1. Activity: Encourage business and building owners to rehabilitate, repurpose and/or develop their land and buildings based on the Streetscape and Façade Guidelines.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Include in the planning and building process for the municipality to provide guidelines to permit applications through planning and building. • Establish a listing or database of grants or loans that are available to business owners. • Develop a welcome package from the Chamber of Commerce and Economic Development for new businesses in community. • Promotion of Streetscape and Façade Design guidelines and potential funding opportunities to businesses.
Responsibility	<ul style="list-style-type: none"> • Coboconk, Norland and Area Chamber of Commerce • City of Kawartha Lakes Staff (Economic Development, Building

	and Planning)
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel time • Promotion of tools and resources available • Private landowner budgets
Evaluation	<ul style="list-style-type: none"> • Downtown buildings rehabilitated following the recommended Guidelines.

5. Goal: Be recognized as a travel destination of choice.

Challenge: Attract Visitors

5.1. Activity: Work with business owners to stay open past 6pm on Fridays.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Educate local business owners on consumer demand and advocate for extended hours on Fridays. • Work with business community to achieve standardized hours for evenings and weekends during the peak season.
Responsibility	<ul style="list-style-type: none"> • Coboconk, Norland and Area Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • Summer 2018
Resources	<ul style="list-style-type: none"> • Staff time
Evaluation	<ul style="list-style-type: none"> • Consistent, extended hours in downtowns achieved.

5.2. Activity: Product development of natural assets for experiential tourism.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Host a networking session for the businesses and operators in the Tourism sector to connect and discuss experiential product development. • Support local businesses in combining their products, services, accommodations and activities into tourist packages. • (Examples include: fishing, boating, paddling experiences)
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes Tourism Development Officer • Coboconk, Norland and Area Chamber of Commerce • Regional Tourism Organization 8 • Local business owners and operators
Timeline	<ul style="list-style-type: none"> • Launch in Q2, 2017 •
Resources	<ul style="list-style-type: none"> • Tourism staff to facilitate networking session(s). • Chamber of Commerce to assist and bring operators together
Evaluation	<ul style="list-style-type: none"> • Minimum two "products" developed.

5.3. Activity: Establish a successful marketing and promotions program for experiential tourism and natural assets.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Develop a marketing strategy with support from experienced marketing consultant. • Access funding to support development of marketing strategy, and the development of marketing products.
Responsibility	<ul style="list-style-type: none"> • Establish a Marketing Committee under the Board of Directors for the Coboconk, Norland and Area Chamber of Commerce. • Business Owners
Timeline	<ul style="list-style-type: none"> • Q2 (Spring) 2018, following the development of products identified in 5.2.
Resources	<ul style="list-style-type: none"> • Staff and Business Owner/Operator Time • Funding for marketing plan and development • Tourism Development Officer • Coboconk, Norland and Area Chamber of Commerce and Board
Evaluation	<ul style="list-style-type: none"> • Marketing Strategy developed • Evaluation of marketing to be determined through Marketing Strategy • Engagement of promotions through print media, website(s) and social media, etc.

5.4. Activity: Create a vibrant weekend atmosphere for visitors.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Bring businesses, local organizations and churches together to plan interactive weekends throughout the peak season May – August • (Examples of activities include live music, shopping, events and food, farmers markets)
Responsibility	<ul style="list-style-type: none"> • Local businesses and organizations • Coboconk, Norland and Area Chamber of Commerce to facilitate.
Timeline	<ul style="list-style-type: none"> • Begin in Summer 2017, expand programming in 2018 and 2019
Resources	
Evaluation	<ul style="list-style-type: none"> • More active weekends and weekend population growth

6. Goal: Better utilization of existing parking assets, and identification of potential parking space on public and private land.

Challenge: Parking

6.1. Activity: Enhance the visibility of the municipal parking lot in Norland using the Streetscape and Design Guidelines

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • City to establish a 5 year Capital Asset Improvement Plan for Coboconk and Norland, including parking assets, and identify necessary budget and process requirements
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes
Timeline	<ul style="list-style-type: none"> • End of Q4 2018
Resources	<ul style="list-style-type: none"> • City of Kawartha Lakes • Chamber of Commerce to act as a resource for in-kind beautification and support. • Horticultural Society to maintain flowers as necessary.
Evaluation	<ul style="list-style-type: none"> • Increased use and visibility of the parking lot.

6.2. Activity: Identify and mark parking spaces in Coboconk.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Engage with Ministry of Transportation Ontario and City of Kawartha Lakes Public Works department to receive appropriate permissions necessary. • Engage with business owners to identify available parking for staff off of the main street.
Responsibility	<ul style="list-style-type: none"> • Public Works • Ministry of Transportation Ontario • City of Kawartha Lakes Economic Development to facilitate
Timeline	<ul style="list-style-type: none"> • As per the Corridor Study and 5 Year Capital Asset Plan
Resources	<ul style="list-style-type: none"> • Streetscape and Façade Design Guidelines • Staff personnel time
Evaluation	<ul style="list-style-type: none"> • New spaces identified and painted in the downtown • Alternative parking identified and utilized for staff

7. Goal: Develop and implement a signage plan that supports the community, businesses, recreation and tourism.

Challenge: Signage

7.1. Activity: Advocate with the Ministry of Transportation Ontario to allow for businesses to advertise along Highway 35 and in the downtown core(s).

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Identify and engage with appropriate representatives to obtain necessary permissions for sign installations. • Identify necessary wayfinding needs for local businesses and community assets, in addition to larger highway signage.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes Economic Development • Staff support from the Coboconk, Norland and Area Chamber of Commerce.

Timeline	<ul style="list-style-type: none"> • Q4, 2017 • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel Time
Evaluation	

7.2. Activity: Conduct sign inventory to identify redundant signs, necessary upgrades and new signage opportunities.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Coboconk, Norland and Chamber of Commerce to conduct signage inventory • Support from City of Kawartha Lakes staff to upgrade and install new and necessary signage.
Responsibility	<ul style="list-style-type: none"> • Coboconk, Norland and Area Chamber of Commerce • City of Kawartha Lakes staff
Timeline	<ul style="list-style-type: none"> • Q2, 2017
Resources	<ul style="list-style-type: none"> • 2013 Sign Inventory • Personnel Time
Evaluation	<ul style="list-style-type: none"> • Signage inventory completed.

7.3. Activity: Install way finding signage for recreation facilities, businesses off of main street, parking and public infrastructure.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Identify funding opportunities for signage • Use developed sign inventory to guide installation.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes staff (Public Works, Economic Development, Parks and Recreation) • Coboconk, Norland and Area Chamber of Commerce • Business Owners
Timeline	<ul style="list-style-type: none"> • Q2, 2018
Resources	<ul style="list-style-type: none"> • Sign inventory identifying needs • Municipal Budget • Personnel Time • Business engagement and support
Evaluation	<ul style="list-style-type: none"> • New signage installed.

7.4. Activity: Upgrade or install new community entrance and event signs and downtown gateway signage.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Identify a new process for community signage in Kawartha Lakes in partnership with Asset Management to ensure life cycle of new and existing signage is mapped and monitored.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes Staff (Economic Development, Public Works, Asset Management) • Coboconk, Norland and Area Chamber of Commerce to

	support.
Timeline	<ul style="list-style-type: none"> • 2019
Resources	<ul style="list-style-type: none"> • Staff Time • Funding for new signage
Evaluation	<ul style="list-style-type: none"> • Signs installed

8. Goal: Enhance recreation opportunities in Coboconk and Norland.

Challenge: Recreation Infrastructure and Programming

8.1. Activity: Assess current recreational programs, social and capital infrastructure and identify recreational gaps.

Priority	<i>MEDIUM</i>
Tasks	<ul style="list-style-type: none"> • Coboconk, Norland and Area Chamber of Commerce establish a sub-committee to oversee community and recreation assets.
Responsibility	<ul style="list-style-type: none"> • Coboconk, Norland and Area Chamber of Commerce • Engage with City of Kawartha Lakes Parks, Recreation and Culture Division • Kawartha Lakes Recreation and Sport Council
Timeline	<ul style="list-style-type: none"> • 2017
Resources	<ul style="list-style-type: none"> • Personnel
Evaluation	<ul style="list-style-type: none"> • Recreational gaps are identified, with recommendations for enhancing and expanding infrastructure and programs.

8.2. Activity: Increased utilization of recreation facilities by increased programming, enhanced promotions of facilities and activities, events and use by community groups and visitors.

Priority	<i>MEDIUM</i>
Tasks	<ul style="list-style-type: none"> • Increased programming in community, with support from Parks, Recreation and Culture. • Identify funding and partnership opportunities to leverage existing resources. • Work with Kawartha Lakes Small Business and Entrepreneurial Centre to identify potential Summer and Starter Company Businesses. • Engage with Kawartha Lakes Sport and Recreation Council to host a recreation registration fair. •
Responsibility	<ul style="list-style-type: none"> • Community led • Support from the Coboconk, Norland and Area Chamber of Commerce community/recreation sub-committee. • Support from City of Kawartha Lakes Parks, Recreation and Culture, Economic Development and

	<ul style="list-style-type: none"> • Tourism.
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel and staff time.
Evaluation	<ul style="list-style-type: none"> •

8.3. Activity: Explore funding for recreational capital project needs and bring partners together to operationalize.

Priority	<i>MEDIUM</i>
Tasks	<ul style="list-style-type: none"> • Initialize the below projects, and research further needs: <ul style="list-style-type: none"> ▪ Install walking and ice rink trail. ▪ Enact Phase 2 of the Norland Community Centre and Arena upgrade including the outdoor ice surface. ▪ Increase, install and upgrade boat docking and launch amenities in Coboconk, Norland and Rosedale.
Responsibility	<ul style="list-style-type: none"> • Partnership between the community and the Coboconk, Norland and Area Chamber of Commerce community/recreation sub-committee • Churches, Social Organizations (i.e. Lions Club, Civitan Club, etc.) • Support from City of Kawartha Lakes Parks, Recreation and Culture, Economic Development and Tourism.
Timeline	<ul style="list-style-type: none"> ▪ Norland Community Centre: Winter 2018 ▪ Docking: Summer 2017 ▪ Trails: 2020
Resources	<ul style="list-style-type: none"> ▪ Personnel ▪ Municipal Budget ▪ Additional Funding
Evaluation	<ul style="list-style-type: none"> • Increased and improved recreational capital assets.

Fenelon Falls Downtown Revitalization

Draft Action Plan

As finalized by the Fenelon Falls Downtown Revitalization Committee:

January 26th, 2017

Market Position Statement

Built by the falls, along a scenic gorge, Fenelon Falls is a beautiful historic village located on the Trent Severn Waterway. Known as "The Jewel of the Kawarthas", Fenelon Falls provides investors, entrepreneurs, artisans, and residents, with opportunities for success and a high quality of life because of our natural recreational assets, healthy tourism and diverse business sectors, and strong, family friendly community.

Action Plan

The Action Plan is a work in progress. It is based off the evidence based research conducted over the past two years and is updated at each Downtown Revitalization Committee Meeting. When complete, the Action Plan will be presented to the City of Kawartha Lakes Council for approval.

All actions in the plan are important, but we cannot do everything at once. To help prioritize the actions a level of importance has been put beside each one. High (start immediately and may take a long time to complete) to low (start in the next 3-5 years). A suggested responsible party is also listed beside each action. This is not exclusive, but rather gives a lead to each so everyone can work together to advance the goals for the community of Fenelon Falls.

1. Goal: The City of Kawartha Lakes will continue to take ownership of the Fenelon Falls Downtown Revitalization project, working in partnership with the community to implement the Actions identified to revitalize Downtown Fenelon Falls.

Challenge: Management of Downtown Revitalization

1.1. Activity: The Fenelon Falls Downtown Revitalization Management Committee will work with City Economic Development staff to oversee and guide the implementation of the Fenelon Falls Downtown Revitalization Strategic Plan.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Develop Committee Terms of Reference (ToR) • Establish annual Committee work plan
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee • City of Kawartha Lakes: Economic Development
Timeline	<ul style="list-style-type: none"> • Short • Work beginning upon completion and approval of Strategic Plan by City of Kawartha Lakes Council • Establish ToR immediately following Council approval
Resources	<ul style="list-style-type: none"> • Community input and application(s) to sit on Committee • Staff and Committee personnel time • Commitment from Council to establish Committee
Evaluation	<ul style="list-style-type: none"> • Committee established with appropriate representation of the Fenelon Falls community. Terms of Reference in place and work plan established for first year of committee.

1.2. Activity: An annual report summarizing the work that has been completed to implement the Fenelon Falls Downtown Revitalization Strategic Plan, will be prepared, published, and made available to all interested parties on-line, via social media, and in print.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • The Committee prepares an annual update and report on the progress of implementation. • Highlight successes and challenges and future steps of process. • Present annual report to Council • Promote and distribute report to community, businesses, etc.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee • City of Kawartha Lakes: Economic Development Officer – Community

Timeline	<ul style="list-style-type: none"> • Annually, at end of each year of the project.
Resources	<ul style="list-style-type: none"> • Personnel and staff time • Online platform to share report. • Printing and design costs of report, if required.
Evaluation	<ul style="list-style-type: none"> • Report Card distributed to all local business owners, community and City Council annually. • Effectively communicate the progress of the DR implementation.

1.3. Activity: The Fenelon Falls Downtown Revitalization Management Committee will consult with the Fenelon Falls community regarding the implementation of the Downtown Revitalization Strategic Plan as required.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Conduct public information sessions to share information about the direction of the Downtown Revitalization project, and gain input on upcoming and existing projects. • Consult and gain community input through various means such as social media, newsletters, surveys, etc. • Hold initial meeting upon the launch of the strategic plan.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> • Medium • Ongoing
Resources	<ul style="list-style-type: none"> • Committee Personnel time • Meeting expenses (space, refreshments, etc.)
Evaluation	<ul style="list-style-type: none"> • Community engaged in implementation of Downtown Revitalization resulting in enhanced community support and excitement of the Downtown project and overall direction.

1.4. Activity: Incorporate the Downtown Revitalization Strategic Plan into the City's Economic Development Strategic Plan and ensure that it compliments other related and future plans.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Use the background documents developed throughout the Downtown Revitalization process, including the Strategic Plan to help guide the development of the Economic Development strategy.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes: Economic Development Officer - Community • Manager of Economic Development
Timeline	<ul style="list-style-type: none"> • Short • Q2, 2017
Resources	<ul style="list-style-type: none"> • Staff personnel time

	<ul style="list-style-type: none"> • Downtown Revitalization reports and strategy
Evaluation	<ul style="list-style-type: none"> • A strategy for Economic Development, including the “Community” portfolio is developed that recognizes the importance of Downtowns and supports their further development and success.

2. Goal: Improve the visual appearance and functionality of both the private and public realm while maintaining and enhancing its historic character and creating a livable barrier-free community for residents and visitors to enjoy.

Challenge: Physical functionality and beautification of Downtown.

2.1. Activity: Create an Awards of Excellence Program to recognize businesses that have improved the visual appearance of their properties, and helped to develop the economy of Downtown Fenelon Falls.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Develop a program for the Awards of Excellence • Develop criteria and categories for awards • Develop process for winners (nomination, etc.) • Identify when and how awards will be announced to Community
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls and District Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • Medium • Q4, 2017, potentially fit with Chamber of Commerce AGM or other event
Resources	<ul style="list-style-type: none"> • Personnel time to develop program • Cost to purchase awards • Event expenses
Evaluation	<ul style="list-style-type: none"> • Awards of Excellence program established and awards given out in first year of program.

2.2. Activity: Have the City create a timeline for the implementation of the streetscape design improvements, as provided in the Fenelon Falls Streetscape and Façade Design Guidelines document, a “5 year Capital Asset Improvement Plan for Fenelon Falls”.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Economic Development to meet with appropriate departments to review the Fenelon Falls Downtown Revitalization Strategic Plan, and Streetscape and Façade Design Guidelines to

	<ul style="list-style-type: none"> identify the priorities of the community. City to establish a 5 year Capital Asset Improvement Plan for Fenelon Falls, including necessary budget and process requirements. Include necessary upgrades for all infrastructure requirements (including hydro, water, gas, fibre optic, storm and sanitary sewers).
Responsibility	<ul style="list-style-type: none"> City of Kawartha Lakes <ul style="list-style-type: none"> Engineering Public Works Economic Development
Timeline	<ul style="list-style-type: none"> Medium 2017
Resources	<ul style="list-style-type: none"> Streetscape and Façade Design Guidelines Staff personnel time
Evaluation	<ul style="list-style-type: none"> 5 year plan developed and presented to Council. Community engaged and informed on upcoming upgrades and timeline for process.

2.3. Activity: Ensure the recommendations included in the Fenelon Falls Corridor Study of Lindsay Street & Colborne Street (CKL 121), are implemented as part of the streetscape improvement work to be undertaken.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> Economic Development to meet with Engineering to review the Fenelon Falls Downtown Revitalization Strategic Plan to identify the priorities of the community. Include the Corridor Study updates within the 5 year capital asset plan.
Responsibility	<ul style="list-style-type: none"> City of Kawartha Lakes <ul style="list-style-type: none"> Engineering Economic Development Public Works
Timeline	<ul style="list-style-type: none"> As per the Corridor Study and 5 Year Capital Asset Plan
Resources	<ul style="list-style-type: none"> Fenelon Falls Corridor Study Staff personnel time
Evaluation	<ul style="list-style-type: none"> Plan developed for implementation of the recommendations included in the Fenelon Falls Corridor Study. Community engaged and informed on upcoming upgrades and timeline for process. Necessary budget allocations identified and approved by Council.

2.4. Activity: Ensure the City of Kawartha Lakes repairs and enhances all municipal properties in accordance with the Fenelon Falls Streetscape and Façade Design Guidelines.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Identification of necessary repairs and updates to be completed. • Budget and plans to be developed by both Engineering and Building & Property departments to address updates that incorporate the elements of the Streetscape and Façade Design Guidelines.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes <ul style="list-style-type: none"> ○ Public Works ○ Engineering ○ Building and Property ○ Community Services
Timeline	<ul style="list-style-type: none"> • Refer to a 5 year Capital Asset Improvement Plan for timeline
Resources	<ul style="list-style-type: none"> • Available budget to complete repairs and enhancements • Personnel time
Evaluation	<ul style="list-style-type: none"> • Repairs and enhancements completed (coinciding with budget allocations).

2.5. Activity: Assist with the implementation of the Heritage Conservation District Plan located in the residential area of Fenelon Falls.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Liaise with the Economic Development Officer – Arts, Culture & Heritage to identify opportunities for Downtown Revitalization Committee to support the development and implementation of the Heritage Conservation District Plan (HCD).
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee • City of Kawartha Lakes: Economic Development (Economic Development Officer – Arts, Culture and Heritage) • Heritage Victoria
Timeline	<ul style="list-style-type: none"> • 2017: Align with Heritage Conservation District timelines.
Resources	<ul style="list-style-type: none"> • Committee and staff personnel time.
Evaluation	<ul style="list-style-type: none"> • HCD plan completed and the Fenelon Falls community supportive of local heritage conservation.

2.6. Activity: Assist with the promotion of commercial buildings that are available for rent in the Downtown.

Priority	MEDIUM
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Tasks	<ul style="list-style-type: none"> • Use the new City of Kawartha Lakes website, through Economic Development to maintain an online tool that lists commercial and industrial buildings available for lease or sale. • Promote tool through community resources, and websites (i.e. Fenelon Falls Chamber of Commerce website, Town Crier, etc.) • Establish a program to utilize vacant downtown commercial window and storefronts to promote commercial uses for the space and attract potential businesses.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee • City of Kawartha Lakes: Economic Development • Local Realtors, Kawartha Lakes Real Estate Board
Timeline	<ul style="list-style-type: none"> • Q4 2017 (timeline for website?)
Resources	<ul style="list-style-type: none"> • Website • Available budget for online GIS/mapping tool for commercial spaces • Budget to develop program and materials to improve vacant storefronts. • Staff and community personnel time
Evaluation	<ul style="list-style-type: none"> • Available budget for online GIS/mapping tool for commercial spaces • Budget to develop program and materials to improve vacant storefronts. • Staff and community personnel time

2.7. Activity: Celebrate local private property and public realm improvements to the Downtown, and promote to the broader community.

Priority	
Tasks	<ul style="list-style-type: none"> • Promote enhancements and improvements through a variety of communication channels such as social media, website, newsletters, word of mouth, annual report, etc. • Combine with the Awards of Excellence program.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls and District Chamber of Commerce (Town Crier, combine with Awards of Excellence) • City of Kawartha Lakes: Economic Development • Fenelon Forward • Fenelon Falls Downtown Revitalization Committee • Historical Society
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Community input (i.e. informing necessary parties about the improvements) • Staff and community personnel
Evaluation	<ul style="list-style-type: none"> • Community encouragement and promotion of improvements

	spurs increased number of improvements to buildings in the Downtown.
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2.8. Activity: Ensure the City of Kawartha Lakes improves, upgrades and maintains all sidewalks in the Downtown so that they are in good repair, accessible, and safe.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Identify sidewalk upgrades necessary • Refer to Streetscape and Façade Design Guidelines and Fenelon Falls Corridor Study for design recommendations. • Identify sidewalk improvements as part of the 5 Year Capital Asset Improvement Plan for Downtown Fenelon Falls.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes <ul style="list-style-type: none"> ○ Public Works ○ Engineering • Parks Canada (TSW) – where necessary
Timeline	• Refer to a 5 year Capital Asset Improvement Plan for timeline
Resources	<ul style="list-style-type: none"> • Available budget to complete repairs and enhancements • Personnel time
Evaluation	• Sidewalks maintained and updated.

2.9. Activity: Encourage property owners and tenants to make entranceways to all store fronts and public facing buildings accessible, and acknowledge and promote this fact.

Priority	
Tasks	<ul style="list-style-type: none"> • Engage businesses in the benefits on making accessibility retrofits to their entrances and business operations (i.e signage, interior layout of business, etc.) • Engage with the Age Friendly Business Engagement Committee and Accessibility Committees to have them work with Downtown businesses. • Promote funding incentives and programs to local businesses for accessibility retrofits. • Accessibility Awards through Chamber of Commerce Awards
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes Accessibility Committee • Age Friendly Business Engagement Committee
Timeline	<ul style="list-style-type: none"> • Long • Q4, 2020
Resources	<ul style="list-style-type: none"> • Resources to support businesses becoming accessible (Stop Gap, etc.) • Staff and committee personnel time. • Budget for businesses to make accessible upgrades.

Evaluation	<ul style="list-style-type: none"> • Businesses engaged in accessibility, financial incentives and programs available. • Accessible entrances installed where feasible for Downtown businesses.
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2.10. Activity: Ensure that all streetscape elements in the Downtown are properly installed / planted, and maintained inclusive of: current and additional trees and flower displays; benches; waste receptacles; bike racks; murals; and appropriate public art work.

Priority	LOW/MEDIUM
Tasks	<ul style="list-style-type: none"> • Identify all beautification efforts and initiatives in Downtown. Categorize potential gaps and beautification enhancements. • Work with community organizations responsible to enhance beautification efforts.
Responsibility	<ul style="list-style-type: none"> • Horticultural Society • Fenelon Falls and District Chamber of Commerce • Fenelon Falls Downtown Revitalization Committee • Parks Canada, Trent Severn Waterway • City of Kawartha Lakes <ul style="list-style-type: none"> ○ Public Works ○ Economic Development (EcDev Officer – Arts, Culture and Heritage)
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Budget for beautification and streetscape elements, including purchase of products and labour for installation. • Community volunteer time. • Fundraising for additional enhancements.
Evaluation	<ul style="list-style-type: none"> • Downtown beautification efforts enhanced and maintained.

2.11. Activity: Create and install improved, accessible, public signage in the Downtown reflective of Fenelon Falls’ railway, logging and waterfall heritage, utilizing the direction provided in the Streetscape and Façade Design Guidelines

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Conduct sign inventory to identify redundant signs, necessary upgrades and new signage opportunities. • Refer to Business Retention and Expansion program for previously identified signage gaps, and update. • Include way-finding signage and ensure signage is accessible and visible in the dark. • Review Sign By-Law to ensure new signage aligns with By-Law, or recommend necessary amendments to the policy.

Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> • Short. • Q3, 2018
Resources	<ul style="list-style-type: none"> • Staff and community personnel time • Necessary budget for production and installation of new signs
Evaluation	<ul style="list-style-type: none"> • Visitors and residents can navigate Downtown Fenelon Falls more easily. Community assets are connected and accessible via new and updated signs.

2.12. Activity: Install improved lighting on buildings and streets (poles and fixtures), using the direction provided in the Streetscape and Façade Design Guidelines.

Priority	
Tasks	<ul style="list-style-type: none"> • Promote Streetscape and Façade Design Guidelines to private building owners. • Identify lighting improvement needs on public lands, and include within the 5 Year Capital Asset Plan. • Identify potential funding opportunities to lighting upgrades and promote to private landowners.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee • City of Kawartha Lakes Public Works/Engineering • Private Landowners
Timeline	<ul style="list-style-type: none"> • Long • Q4, 2020
Resources	<ul style="list-style-type: none"> • Communities and staff personnel time • Necessary budget to install new lighting.
Evaluation	<ul style="list-style-type: none"> • New lighting installed on both public and private properties to better illuminate the Downtown and increase pedestrian and traffic safety.

Details to be included in the Actions Identified Above, but included here so they are not overlooked during the preparation of the detailed “action plans”

1. Put chairs out, decorated to suit business owners.
2. Signage is to include way-finding signage, and be large scale and visible at night.
3. Install cross – walks.
4. Bump – outs of sidewalks at crosswalks
5. Add light banners to define downtown boundary
6. New hot spots / kiosks to show “before - after”

3. Goal: Improve the visual appearance of privately owned properties through a commitment to implementing the Fenelon Falls Community Improvement Plan (CIP), and Façade Design Guidelines.

Challenge: Support and encourage private landowners to improve the appearance of their properties in the Downtown.

3.1. Activity: Ensure that all property owners and business owners in the Downtown are provided with information regarding the Fenelon Falls Streetscape and Façade Design Guidelines, and the City’s Community Improvement Plan (CIP), as it applies to Downtown Fenelon Falls.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Promote the Streetscape and Façade Design Guidelines and CIP to all existing property and business owners, through existing websites and communication tools. • Include information about the Streetscape and Façade Design Guidelines and CIP programs to all Building, Planning and Economic Development business inquiries and applications. • Ensure hard copies are available through local organizations such as the Fenelon Chamber of Commerce, Library, etc. • Executive Summary/Marketing piece prepared with information specific to building owners and facades developed to easily educate applicants on the guidelines. • Promote on social media.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls and District Chamber of Commerce • Fenelon Falls Downtown Revitalization Committee • City of Kawartha Lakes <ul style="list-style-type: none"> ○ Economic Development ○ Building ○ Planning
Timeline	<ul style="list-style-type: none"> • Ongoing • As CIP program is finalized and becomes available.
Resources	<ul style="list-style-type: none"> • Staff and community personnel time. • Development and finalization of the CIP program and policy documents. • Budget attached to the CIP program. • Printing costs for hard copies of documents. • Website and marketing tools to promote programs.
Evaluation	<ul style="list-style-type: none"> • Fenelon Falls business community well informed of the Streetscape and Façade Design Guidelines and CIP programs

	<ul style="list-style-type: none"> Guidelines easily accessible on the City of Kawartha Lakes Economic Development and Fenelon Falls District Chamber of Commerce website(s).
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3.2. Activity: Complete a comprehensive Building and Business Inventory information data base of all properties in the Downtown, including the “key contact person”.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> Review and update existing Building and Business Inventory developed in 2014/15 Complete Building and Business Inventory Data Collection Form for all downtown properties and businesses.
Responsibility	<ul style="list-style-type: none"> City of Kawartha Lakes Economic Development
Timeline	<ul style="list-style-type: none"> End of Q3, 2017
Resources	<ul style="list-style-type: none"> Staff time, City of Kawartha Lakes. OMAFRA Downtown Revitalization Resource Manual
Evaluation	<ul style="list-style-type: none"> Complete building and business inventory for Downtown Fenelon Falls completed.

3.3. Activity: To help ensure the success of the Façade Improvement Program component of the project, as directed in the Streetscape and Façade Design Guidelines, request that City Council approve an appropriate Community Improvement Plan (CIP) for Downtown Fenelon Falls, and appropriately fund the identified Community Improvement Plan incentives to implement the Plan, including the option of providing façade improvement grants, and an incremental tax increase incentive program.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> City of Kawartha Lakes staff to finalize the Downtown and Main Streets Community Improvement Plan document. CIP presented to Council Promote businesses assisted by CIP program and which CIP programs are being accessed.
Responsibility	<ul style="list-style-type: none"> City of Kawartha Lakes <ul style="list-style-type: none"> Economic Development Planning Council
Timeline	<ul style="list-style-type: none"> Council approves CIP and programs becoming available in 2018
Resources	<ul style="list-style-type: none"> Necessary budget for development of CIP Staff personnel time Budget assigned to implementation of the CIP programs

Evaluation	<ul style="list-style-type: none"> • Downtown and Main Streets CIP in place and funded by Municipality.
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3.4. Activity: Ensure the City’s Planning, and Building, Departments review all applications within the area identified as part of the Fenelon Falls Downtown Revitalization Strategic Plan Area with regard to the direction provided within the Fenelon Falls Streetscape and Façade Design Guidelines.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • City’s Planning, and Building, Departments review all applications within the area identified as part of the Fenelon Falls Downtown Revitalization Strategic Plan Area with regard to the direction provided within the Fenelon Falls Streetscape and Façade Design Guidelines. • Executive Summary/Marketing piece prepared with information specific to building owners and facades developed to easily educate applicants on the guidelines.
Responsibility	<ul style="list-style-type: none"> • Director of Development Services •
Timeline	<ul style="list-style-type: none"> • Short • Q1, 2017
Resources	<ul style="list-style-type: none"> • Personnel Time • Printing costs of Guidelines to provide to Building and Planning applicants within the Downtown Fenelon Falls area.
Evaluation	<ul style="list-style-type: none"> • Fenelon Falls business community well informed of the Streetscape and Façade Design Guidelines. • Downtown façade improvements align with Streetscape and Façade Design Guidelines.

3.5. Activity: Promote the Fenelon Falls Streetscape and Façade Design Guidelines to all members of the community.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Promote the Streetscape and Façade Design Guidelines and CIP, through existing websites and communication tools. • Ensure hard copies are available through local organizations such as the Fenelon Chamber of Commerce, Library, etc. • Executive Summary/Marketing piece prepared with information specific to building owners and facades developed to easily educate community on the guidelines.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls and District Chamber of Commerce • Fenelon Forward
Timeline	<ul style="list-style-type: none"> • Ongoing.

	<ul style="list-style-type: none"> • Begin Q4, 2016
Resources	<ul style="list-style-type: none"> • Volunteer personnel time. • Website and marketing tools to promote programs.
Evaluation	<ul style="list-style-type: none"> • Fenelon Falls community well informed of the Streetscape and Façade Design Guidelines.

3.6. Activity: Create and promote a “celebrate your building’s heritage” program / event.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Define the purpose and needs of the program or event. • Access local resources to tap into building and heritage history. • Link into Historical Walking Tours (“Legends and Lore”) for Kawartha Lakes.
Responsibility	<ul style="list-style-type: none"> • Maryboro Lodge/Historical Society • Support from: Economic Development (EcDev Officer – Arts, Culture and Heritage)
Timeline	<ul style="list-style-type: none"> • Long • Q4, 2020
Resources	<ul style="list-style-type: none"> • Community engagement and input • Staff personnel time to develop program • GIS and necessary App to develop and host program
Evaluation	<ul style="list-style-type: none"> • Heritage program or event created for Downtown Fenelon Falls.

3.7. Activity: Encourage and work with Downtown business and building owners to improve the facades of their businesses, and to rehabilitate, repurpose, and /or develop their land / buildings based on the Fenelon Falls Streetscape and Façade Design Guidelines, with the assistance of applicable Community Improvement Plan policies and incentives.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • SEE ACTION PLANS FOR 3.1, 3.4, 3.5 •
Responsibility	<ul style="list-style-type: none"> • Fenelon Forward to flush out detailed Action Plan
Timeline	<ul style="list-style-type: none"> •
Resources	<ul style="list-style-type: none"> •
Evaluation	<ul style="list-style-type: none"> •

3.8. Activity: Work with private property owners to improve the signage provided on private properties and building façades, utilizing the direction provided in the Streetscape and Façade Design Guidelines.

Priority	MEDIUM
Tasks	SEE ACTION PLANS FOR 3.1, 3.4, 3.5
Responsibility	<ul style="list-style-type: none"> Fenelon Falls Downtown Revitalization Committee to flush out detailed Action Plan
Timeline	<ul style="list-style-type: none">
Resources	<ul style="list-style-type: none">
Evaluation	<ul style="list-style-type: none">

4. Goal: Support, develop, and promote existing cultural and recreational assets that make Fenelon Falls a great place to live.

Challenge: Better utilize Fenelon Fall’s cultural and recreational assets.

4.1. Activity: Create and implement cultural events and activities that support the Downtown.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> Establish a committee, or determine an existing committee to develop the event/activities. Connect with the Arts Council and Heritage Network to coordinate event/activities with existing opportunities within Kawartha Lakes Seek out support from Economic Development Officer, Arts, Culture and Heritage for input knowledge of cultural assets and resources in community.
Responsibility	<ul style="list-style-type: none"> Fenelon Falls and District Chamber of Commerce <ul style="list-style-type: none"> Events Committee
Timeline	<ul style="list-style-type: none"> Medium Q3, 2018
Resources	<ul style="list-style-type: none"> Personnel time, volunteer commitment to organize event Event costs, funding responsible by organizing committee.
Evaluation	<ul style="list-style-type: none"> New cultural event and or activity hosted in the Downtown that supports local businesses and attracts new visitors to the area.

4.2. Activity: Identify Fenelon Falls’ cultural and recreational assets, and create an “Information Directory” of all cultural and recreational assets, organizations, and events in the community including contact and locational information for each.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> Identify and gather information on all cultural and recreational assets in community.

	<ul style="list-style-type: none"> • Seek input from Arts Council and Heritage Network. • Seek out support from Economic Development Officer, Arts, Culture and Heritage for input knowledge of cultural assets and resources in community. • Create and market the directory.
Responsibility	<ul style="list-style-type: none"> • Fenelon Forward • Fenelon Falls and District Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • Short • Q4, 2017
Resources	<ul style="list-style-type: none"> • Personnel time to develop the directory • Cost to print and produce the information directory (if hard copy) • Website, or online presence to host information directory. • Maryboro Lodge
Evaluation	<ul style="list-style-type: none"> • Information Directory of all local cultural and recreational assets, organizations, and events is developed and updated regularly.

4.3. Activity: Ensure an organization exists to provide liability insurance protection to groups that don't have insurance, and guidance and help to groups initiate new, and grow existing, events and activities.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Support end promote organizations similar to Kawartha Works Community Co-op and Fenelon Falls and District Chamber of Commerce.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel time • Use of existing online media accounts to promote umbrella organizations.
Evaluation	<ul style="list-style-type: none"> • Co-op, or similar organization exists and helps to increase capacity for non-incorporated groups in Fenelon Falls.

4.4. Activity: Make groups aware of funding opportunities with the help of the City of Kawartha Lakes Economic Development Department.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Share information and resources about available arts, cultural and heritage funding opportunities to appropriate community groups. • Promote on various websites.
Responsibility	<ul style="list-style-type: none"> • Economic Development (EcDev Officer – Arts, Culture and Heritage)

	<ul style="list-style-type: none"> • Kawartha Lakes Arts Council • Heritage Network • Kawartha Lakes Community Futures Development Corporation
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel time • City of Kawartha Lakes website
Evaluation	<ul style="list-style-type: none"> • Increased communication and information sharing about funding opportunities in the cultural sector.

4.5. Activity: Ensure Fenelon Falls events are broadly promoted utilizing all available promotional mediums including radio, social media, cable, posters, newspapers, City of Kawartha Lakes Tourism Website, and Regional Tourism Organization District 8 (RTO8);

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Develop an information resource with local and regional media sources to share with local event organizers. • Cross promote local events between organizations to ensure largest reach to multiple audiences. • Investigate joint marketing initiatives. • See “Kawartha Fun” as a model of best practice.
Responsibility	<ul style="list-style-type: none"> • Fenelon Forward • Fenelon Falls and District Chamber of Commerce • Event organizers
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel time. • Printing costs if resource is developed as hard copy document.
Evaluation	<ul style="list-style-type: none"> • Expanded marketing of Fenelon Falls events to a broader audience and region.

4.6. Activity: Provide signage to direct people to the Falls.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Design signage. • Identify and secure necessary funds to create sign. • Determine most appropriate location for the sign.
Responsibility	<ul style="list-style-type: none"> • Friends of Lock 34 • Parks Canada (Trent Severn Waterway)
Timeline	<ul style="list-style-type: none"> • Medium • Q3, 2019
Resources	<ul style="list-style-type: none"> • Funding for design and development of sign. • Personnel time.

Evaluation	<ul style="list-style-type: none"> • Signage installed.
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4.7. Activity: Decoratively light the tree located on the island below the Falls, on a year-round basis.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Gain appropriate permissions for year-round lighting of the tree. • Arrange for necessary hydro.
Responsibility	<ul style="list-style-type: none"> • Friends of Lock 34
Timeline	<ul style="list-style-type: none"> • Short • Q3, 2017
Resources	<ul style="list-style-type: none"> • Funding for additional lighting. • Access to and cost of hydro to light tree year-round.
Evaluation	Tree light year round.

5. Goal: Develop a robust Downtown business community.

Challenge: Support existing and potential businesses to locate and expand in Fenelon Falls.

5.1. Activity: Work with business owners to implement “Unified Business Hours”.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Advocate to all Downtown business owners the research collected in the Resident Survey in 2014/15 identifying a need for unified business hours and extended Friday business hours. • Initiate a “pilot” season for businesses to come together for the peak season with unified hours. • Survey businesses for feedback on new initiative to identify further opportunities to improve or engage the businesses to develop more permanent “downtown business hours” program.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls and District Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • 2019
Resources	<ul style="list-style-type: none"> • Personnel time • Business community support and participation • Resident survey and associated Downtown research documents • Access to Downtown business owner contact information.
Evaluation	<ul style="list-style-type: none"> • 75% of downtown businesses participate in unified hours program.

5.2. Activity: Work with the business community to identify training and assistance needs that can be provided to them, to help business owners grow their businesses, and help them thrive.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Connect with local business community to identify training and assistance needs. • Using the Business Owner Survey results and additional business input, develop a training program that includes programs in high demand from local businesses. • Identify assistance needs beyond training and work with local community organizations to develop a method to support those needs. • Training requested from the Business Owner Survey focused on: evaluating market opportunities, marketing, social media marketing and dealing with competition. (Preference for evening or spring evening sessions) • Provide customer service training for business owners and staff, emphasizing cross promotion and support of other local businesses, to create a positive customer experience within the whole community – not just individual businesses. • Provide culturally sensitive customer service training.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes Economic Development <ul style="list-style-type: none"> ◦ Kawartha Lakes Small Business and Entrepreneurial Centre • Fenelon Falls and District Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • 2017 • Annual training opportunities, dependent on demand and participation of local businesses.
Resources	<ul style="list-style-type: none"> • Training resources (subject matter expert, materials, etc.) • Meeting space and expenses • Personnel time • Marketing and promotion of training and assistance programs developed.
Evaluation	<ul style="list-style-type: none"> • Local business community training and assistance needs identified, and programs and services made available to meet their needs.

5.3. Activity: Help business operators to enhance their existing businesses, and/or create new businesses, by providing them with training and assistance to use the opportunities that technology now offers, to create, manage, and provide the ongoing maintenance of “online stores”, and other technology based business ventures.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Develop a series of training and assistance programs to support businesses with opportunities that technology now offers, to create, manage, and provide the ongoing maintenance of “online stores”, and other technology based business ventures. • Promote and host training programs to support business online ventures. • Utilize “Connecting Kawartha Lakes” program to help businesses to get new webs presence.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes: Economic Development <ul style="list-style-type: none"> ◦ Kawartha Lakes Small Business and Entrepreneurial Centre • Fenelon Falls and District Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • 2018
Resources	<ul style="list-style-type: none"> • Training resources (subject matter expert, materials, etc.) • Meeting space and expenses • Personnel time • Marketing and promotion of training and assistance programs developed.
Evaluation	<ul style="list-style-type: none"> • Local businesses utilizing online technology such as websites, inventory and ecommerce.

5.4. Activity: Initiate a team to help businesses put “their businesses” online, providing coaching, tutorials, photo space, etc.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Utilize “Connecting Kawartha Lakes” program to establish new websites for local businesses. • Develop an online sales portal.
Responsibility	<ul style="list-style-type: none"> • Lead: Fenelon Falls Downtown Revitalization Committee • Support from: Fenelon Falls and District Chamber of Commerce, Fenelon Forward and local community to promote.
Timeline	<ul style="list-style-type: none"> • Begin in 2017
Resources	<ul style="list-style-type: none"> • Cost of website, hosting, and URL. • Personnel time • Promotion of program. • Starter Company program through KLSBEC.
Evaluation	<ul style="list-style-type: none"> • More business presence online or updated websites.

5.5. Activity: Work with the City’s Economic Development Department to develop and market a “Toolkit for New Businesses” to help them locate in Fenelon Falls. The

“Toolkit” will include written guidelines, information, and appropriate contact information to help new businesses establish themselves.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Develop and market a “Toolkit for New Businesses” to help them locate in Fenelon Falls. • “Toolkit” will include written guidelines, information, and appropriate contact information to help new businesses establish themselves.
Responsibility	<ul style="list-style-type: none"> • Economic Development (Community and Business Development Officers) • Fenelon Falls and District Chamber of Commerce • Fenelon Falls Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> • 2018
Resources	<ul style="list-style-type: none"> • Personnel time • Online platform(s) to share toolkit • Design and printing costs
Evaluation	<ul style="list-style-type: none"> • Toolkit developed and made available for new businesses.

5.6. Activity: Encourage local businesses to work with the Fenelon Falls High School Co-op Program.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Partner with high school to promote the local co-op program. • Support youth skill and career development by strengthening partnership between high school and business community.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee • Fenelon Falls and District Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • Fall 2017
Resources	<ul style="list-style-type: none"> • Fenelon Falls Secondary School/TLDSB • Personnel Time • Support and commitment from local businesses to host co-op opportunities.
Evaluation	<ul style="list-style-type: none"> • Youth are engaged in local business community, expanding understanding of various career and entrepreneurial opportunities that are available locally.

5.7. Activity: Improve the permitting process to reduce the time necessary for new businesses to locate in Fenelon Falls.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Provide input and support to the Planning Approvals Task Force to ensure permitting issues being faced in Fenelon Falls are incorporated into improvements.

Responsibility	<ul style="list-style-type: none"> Director of Development Services through the Planning Approvals Task Force
Timeline	<ul style="list-style-type: none"> Recommendations from Task Force taken to Council in January 2017 Implementation timelines and priorities identified by report.
Resources	<ul style="list-style-type: none"> Personnel time.
Evaluation	<ul style="list-style-type: none"> Improved permitting process, including reduced timelines for businesses to navigate process.

5.8. Activity: Kawartha Lakes to consider Fenelon Falls as a satellite location for municipal services.

Priority	LOW
Tasks	<ul style="list-style-type: none"> Develop a business case for the City of Kawartha Lakes to consider a new service centre and/or municipal office in Fenelon Falls (i.e. public works depot, fire station, "hub")
Responsibility	<ul style="list-style-type: none"> Fenelon Falls Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> Q4, 2020
Resources	<ul style="list-style-type: none"> Personnel time
Evaluation	<ul style="list-style-type: none"> Committee presents Council the business case for establishing a new service/municipal office location. Expanded municipal services available in Fenelon Falls.

5.9. Activity: Ensure that accessible public washrooms, in good working order and well maintained, are provided in the Downtown and that they are available to the public seven days a week on an as required basis.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> Install new, or repair existing public washroom facilities
Responsibility	<ul style="list-style-type: none"> City of Kawartha Lakes, Director of Community Services
Timeline	<ul style="list-style-type: none"> Refer to 5 Year Capital Asset Plan Goal: Summer 2017
Resources	<ul style="list-style-type: none"> Necessary budget to construct and operate new washrooms Staff time for washroom maintenance Personnel time
Evaluation	<ul style="list-style-type: none"> Public washrooms opened in Downtown Fenelon Falls

5.10. Activity: Assist in the development of policies and regulations that discourage property owners from benefiting financially because they choose to not lease or occupy their properties.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> Identify existing policies that support vacant buildings (i.e.

	Provincial Land Tax Rebate Program) <ul style="list-style-type: none"> • Work with municipal staff to identify and opportunities to develop new policies or regulations (i.e. vacant building registry) that will discourage vacant commercial spaces.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee • City of Kawartha Lakes <ul style="list-style-type: none"> ○ Economic Development ○ Municipal Law Enforcement ○ Clerk's Office ○ Finance
Timeline	<ul style="list-style-type: none"> • Q4, 2018
Resources	<ul style="list-style-type: none"> • Personnel time
Evaluation	<ul style="list-style-type: none"> • New policies in place, and enforced. • Fewer vacancies in Downtown due to updated policies.

5.11. Activity: Restructure the City's tourism website so that local Fenelon Falls' events can be easily added to the website, including events organized by private businesses.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Revamp the City's tourism website so that Fenelon is better marketed • A new City of Kawartha Lakes website, including the Tourism site, is being developed in 2017. • The committee to provide input via "Have Your Say" website survey and to share with community.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes • Communications, Advertising and Marketing • Tourism Development Officer
Timeline	<ul style="list-style-type: none"> • Q2, 2017
Resources	<ul style="list-style-type: none"> • Community input • Personnel time
Evaluation	<ul style="list-style-type: none"> • New website established with events calendar.

5.12. Activity: Communicate all of the events and accomplishments that occur in the community including both public and private events and accomplishments.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Use the community events calendar to keep track of all local events. • Promote and share information about each event using online and print media. • Celebrate new initiatives and accomplishments in the community.

	<ul style="list-style-type: none"> • Cross communication between organizations to allow for cross promotion.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls and District Chamber of Commerce • Event organizers
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Online and print media sources to communicate information. • Personnel time • Community input and communication.
Evaluation	<ul style="list-style-type: none"> • Local events and accomplishments celebrated, resulting in greater community participation.

5.13. Activity: Continue to host special events such as Midnight Madness and Santa Day, and embrace new events proposed by community partners such as a Hawaiian Luau event.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Continue to host special events such as Midnight Madness and Santa Day, and embrace new events proposed by community partners. • Identify new events that residents and visitors would be interested in. • Approach community partners to take the lead on new events.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls and District Chamber of Commerce (Events Committee)
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel time • Event Costs
Evaluation	<ul style="list-style-type: none"> • Success of existing events. 1-2 new annual events launched by 2020.

5.14. Activity: Create annual contests and events utilizing the windows of local businesses to attract people to visit Downtown Fenelon Falls.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Create annual contests and events utilizing the windows of local businesses to attract people to visit Downtown Fenelon Falls
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls and District Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • 2018
Resources	<ul style="list-style-type: none"> • Personnel time • Program costs, if applicable.
Evaluation	<ul style="list-style-type: none"> • Annual window contest(s) developed.

5.15. Activity: Promote cross-marketing among Downtown businesses.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Identify various marketing opportunities, both online and in print media. • Work with local businesses, through the Chamber of Commerce to participate in cross-promotional opportunities. • Increased communications among businesses to allow for sharing of information about products and offerings.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee • Fenelon Falls and District Chamber of Commerce (Events Committee)
Timeline	<ul style="list-style-type: none"> • Develop in 2017 • Implement in 2018
Resources	<ul style="list-style-type: none"> • Personnel time • Marketing and promotional costs • Lindsay Downtown BIA Marketing Committee (best practices for their radio and print subsidised programs) • Local media outlets: Radio(The BEAV, BobFM, Country105), KawarthaNOW, Kawartha Lakes This Week, Kawartha Promoter, etc.
Evaluation	<ul style="list-style-type: none"> • Local businesses supporting each other in cross promotions in print, online, during events and to customers. • Supportive business community.

5.16. Activity: Ensure that sufficient parking, in good condition, with appropriate lighting and signage is available in the Downtown, and that sufficient and appropriate parking related signage is provided.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Conduct a parking inventory, including quality of parking area, lighting and signage (including way finding signage to access parking). • Identify parking deficiencies and needs
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee • City of Kawartha Lakes
Timeline	<ul style="list-style-type: none"> • Refer to 5 Year Capital Asset Plan
Resources	<ul style="list-style-type: none"> • Necessary budget for improvements • Personnel time
Evaluation	<ul style="list-style-type: none"> • Better utilization of existing parking assets, and improved parking (including condition of lots, signage and lighting).

5.17. Activity: Create a “red line” or “sidewalk drawing” to encourage visitors to travel around the village.

Priority	LOW
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Tasks	<ul style="list-style-type: none"> • Create a “red line” or “sidewalk drawing” to encourage visitors to travel around the village. • Align with local historical walking tours.
Responsibility	<ul style="list-style-type: none"> • Maryboro Lodge
Timeline	<ul style="list-style-type: none"> • 2020
Resources	<ul style="list-style-type: none"> • Personnel time • Costs of “red line” or “sidewalk drawing”
Evaluation	<ul style="list-style-type: none"> • Animate the Downtown to encourage visitors to visit multiple local attractions.

5.18. Activity: Eliminate cash-in-lieu of parking policy for Fenelon Falls. Ensure the policy is in light with other communities in City of Kawartha Lakes. Committee to make recommendations to Council.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Eliminate cash-in-lieu of parking policy for Fenelon Falls. • Ensure the policy is in light with other communities in City of Kawartha Lakes. • Committee to make recommendations to Council.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes: Director of Development Services
Timeline	<ul style="list-style-type: none"> • Align with the development of the comprehensive zoning by-law, development to begin in 2017. • Q3, 2017
Resources	<ul style="list-style-type: none"> • Personnel time
Evaluation	<ul style="list-style-type: none"> • Cash-In-Lieu of parking policies eliminated.

6. Goal: Increase the volume of consumers in Downtown Fenelon Falls in order to improve business viability.

Challenge: Expanding the customer base for businesses.

6.1. Activity: Create and Implement a proper preferred purchase / shop local program among local businesses and residents.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Investigate best practices for shop local programs (Downtown Dollars, Membership Card, Mobile App, etc.) • Engage local businesses on interest in participating in program to ensure program success. • Educate the community, business owners and the public, regarding the multiplier effect a shop local program has on the economy of the community when money is spent in local businesses.

	<ul style="list-style-type: none"> • Establish a committee with business and organization representatives to develop the program. • Identify and collect key statistics (i.e. downtown property assessment values, number of jobs, investment value, etc.)
Responsibility	<ul style="list-style-type: none"> • Lead: Fenelon Falls Downtown Revitalization Committee • Fenelon Forward • Fenelon Falls and District Chamber of Commerce • Support from City of Kawartha Lakes: Economic Development
Timeline	<ul style="list-style-type: none"> • Develop program in 2018, implement in 2019
Resources	<ul style="list-style-type: none"> • Personnel time • Town Crier e-Newsletter • Cost of program, dependent on program type • Chambers of Commerce in Kawartha Lakes, Lindsay Downtown BIA (if interested in a regional approach)
Evaluation	<ul style="list-style-type: none"> • Shop local program implemented with participation from significant number of local businesses. • Increased customer base in the downtown.

6.2. Activity: Encourage an enhanced development environment to increase the number of housing units available in Fenelon Falls and area.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Approval of secondary plans by Ontario Municipal Board. • Implementation of recommendations by the Planning Approvals Task Force. • Fenelon Falls Downtown Revitalization Committee to stand at OMB hearing. Ensure messaging aligns with Planning and City of Kawartha Lakes.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> • 2017
Resources	<ul style="list-style-type: none"> • Personnel time.
Evaluation	<ul style="list-style-type: none"> • Secondary plans approved to allow for housing developments in Fenelon Falls.

6.3. Activity: Promote the Fenelon Falls community as a good place to telecommute from.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Identify the key factors that make Fenelon Falls a good place to telecommute from. (High speed internet, commute times when necessary, etc.) • Determine scope of promotional campaign, combine with business attraction work. • Provide local Realtors with information to help them in

	attracting residential buyers to the community. <ul style="list-style-type: none"> Investigate services available to support justification that telecommuting is a viable option.
Responsibility	<ul style="list-style-type: none"> City of Kawartha Lakes: Economic Development Fenelon Falls and Area Chamber of Commerce
Timeline	<ul style="list-style-type: none"> 2018
Resources	<ul style="list-style-type: none"> Personnel Time Cable Cable Development of promotional materials, online and print.
Evaluation	<ul style="list-style-type: none"> Increased number of professionals working and living in Fenelon Falls.

6.4. Activity: Create a comprehensive “Marketing Plan” for Fenelon Falls in conjunction with the entire City of Kawartha Lakes that includes the tourism sector, and targets: investors; residents; entrepreneurs; and artisans.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> Incorporate 6.5, telecommuting opportunity in Marketing Plan Provide input into the Communications Strategy, as developed by the Communications, Advertising and Marketing Division of the City. Identify key tourism assets in Fenelon Falls, while identifying attraction factors for investors; residents; entrepreneurs; and artisans. Develop a marketing strategy with support from experienced marketing consultant. Access funding to support development of marketing strategy, and the development of marketing products.
Responsibility	<ul style="list-style-type: none"> Fenelon Falls Downtown Revitalization Committee Fenelon Falls and Area Chamber of Commerce Support from: City of Kawartha Lakes: Economic Development and Tourism
Timeline	<ul style="list-style-type: none"> 2019
Resources	<ul style="list-style-type: none"> Funding for marketing plan and development Personnel Time from Chamber of Commerce Board of Directors and Fenelon Forward
Evaluation	<ul style="list-style-type: none"> Marketing Plan Developed Evaluation of marketing to be determined through Marketing Plan Engagement of promotions through print media, website(s) and social media, etc

6.5. Activity: Create and enhance new and additional public pedestrian spaces in the Downtown.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Identify potential public pedestrian spaces within “Historical” Downtown Fenelon Falls • Determine necessary policy requirements, and processes. • Consult with local businesses about the potential impacts and benefits of the pedestrian space(s). • Develop concept ideas for public space(s). • Conduct Community Consultation to ensure appropriate input is provided. • Identify potential community sponsors for pedestrian spaces.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee • Support for City of Kawartha Lakes Staff: Economic Development, Planning, Engineering, Public Works as necessary.
Timeline	<ul style="list-style-type: none"> • Long; 2020
Resources	<ul style="list-style-type: none"> • Community Input • City of Kawartha Lakes staff • Consultant fees, if necessary.
Evaluation	<ul style="list-style-type: none"> • New pedestrian spaces created in Downtown Fenelon Falls

6.6. Activity: Install new bike racks in the Downtown.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Identify new locations for bike racks • Gather input from Tourism Development Officer on cycling strategy and Ontario by Bike to ensure racks are installed at ideal locations. • Research bike rack options and associated costs. • Install bike racks previously purchased by Chamber of Commerce. • Identify and apply for funding to purchase bike racks.
Responsibility	<ul style="list-style-type: none"> • Lead: Fenelon Falls and District Chamber of Commerce • City of Kawartha Lakes; Community Services
Timeline	<ul style="list-style-type: none"> • 2018
Resources	<ul style="list-style-type: none"> • Support from Ontario by Bike • Funding to purchase bike racks
Evaluation	<ul style="list-style-type: none"> • New bike racks installed.

7. Goal: Continue to enhance and build upon our positive relationship with the Trent Severn Waterway encouraging the Waterway to further invest in Fenelon Falls, to help develop the Fenelon Falls economy.

Challenge: Recognize the asset of TSW in Fenelon Falls and better utilize it to expand opportunities for the Downtown.

7.1. Activity: Extend the daily hours of operation at the Fenelon Falls (Lock 34) and Rosedale Locks (Lock 35)

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Advocate to Parks Canada/TSW
Responsibility	<ul style="list-style-type: none"> • Lead: Fenelon Falls Downtown Revitalization Committee • Friends of Lock 34 • Fenelon Falls and District Chamber of Commerce • Parks Canada (Trent Severn Waterway) • Support from: City of Kawartha Lakes: Economic Development - Tourism Development Officer
Timeline	<ul style="list-style-type: none"> • Implemented for Summer 2018
Resources	<ul style="list-style-type: none"> • Personnel time • Residents of Rosedale (ROR)
Evaluation	<ul style="list-style-type: none"> • Lock 34 Hours of Operation Extended

7.2. Activity: Institute free lockage in Fenelon Falls (Lock 34) for special events.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Advocate to Parks Canada/TSW • Identify priority events in-season to advocate for free lockage.
Responsibility	<ul style="list-style-type: none"> • Friends of Lock 34 • Fenelon Falls Downtown Revitalization Committee • Fenelon Falls and District Chamber of Commerce Fenelon Forward • Parks Canada (Trent Severn Waterway)
Timeline	<ul style="list-style-type: none"> • Implemented for Summer 2018
Resources	<ul style="list-style-type: none"> • Personnel time
Evaluation	<ul style="list-style-type: none"> • Lock 34 provides free lockage for special events.

7.3. Activity: Maintain a current working relationship with the Trent Severn Waterway, ensuring that the Waterway is kept apprised of all initiatives that are on-going in Downtown Fenelon Falls.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Maintain a current working relationship with the Trent Severn Waterway, ensuring that the Waterway is kept apprised of all initiatives that are on-going in Downtown Fenelon Falls.
Responsibility	<ul style="list-style-type: none"> • Friends of Lock 34 • Fenelon Falls Downtown Revitalization Committee

	<ul style="list-style-type: none"> • Fenelon Falls and District Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel Time
Evaluation	<ul style="list-style-type: none"> • Strong relationship and open communication maintained with TSW.

7.4. Activity: Work with the Trent Severn Waterway to ensure that Fenelon Falls' assets and opportunities are profiled in all forms of its' public facing publications.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Identify TSW publications that Fenelon Falls' assets could be profiled in • Gather all relevant information about local assets and opportunities that have been identified to present to TSW to profile in their publications • Advocate to Parks Canada/TSW
Responsibility	<ul style="list-style-type: none"> • Friends of Lock 34 • Parks Canada (Trent Severn Waterway)
Timeline	<ul style="list-style-type: none"> • 2019
Resources	<ul style="list-style-type: none"> • Personnel Time • Costs associated with publications, if required by TSW
Evaluation	<ul style="list-style-type: none"> • Fenelon Falls profiles in TSW publications.

7.5. Activity: Investigate options to make the Falls more accessible for people to view.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Investigate options to make the Falls more accessible for people to view. (i.e. sidewalk on the bridge along the side of the Falls)
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee • Friends of Lock 34 • Parks Canada (Trent Severn Waterway)
Timeline	<ul style="list-style-type: none"> • 2020
Resources	<ul style="list-style-type: none"> • Personnel Time
Evaluation	<ul style="list-style-type: none"> • Proposed options prepared to make the Falls more visually accessible.

7.6. Activity: Create additional features on the island and in the gorge that attract people to experience Fenelon Falls natural spaces, the gorge, the falls and the lakes, such as installing art features, and a rock waterfall, in the park.

Priority	MEDIUM
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Tasks	<ul style="list-style-type: none"> • Identify new features to be installed • Gain appropriate permissions with TSW • Fundraise, or apply for necessary funding to develop and install new features.
Responsibility	<ul style="list-style-type: none"> • Friends of Lock 34 • Parks Canada (Trent Severn Waterway)
Timeline	<ul style="list-style-type: none"> • Long, 2020 • Ongoing as various features are installed.
Resources	<ul style="list-style-type: none"> • Necessary funding to develop and install new features • Personnel time.
Evaluation	<ul style="list-style-type: none"> • More animated natural space on the Island and the gorge.

7.7. Activity: Light the falls to make it an attraction that draws people to come to Fenelon Falls.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Gain appropriate permissions from TSW and establish a process to allow the installation and operation of the lights. • Identify appropriate power sources for lights. • Identify lighting needs (colour options, etc.)
Responsibility	<ul style="list-style-type: none"> • Friends of Lock 34 • Parks Canada (Trent Severn Waterway) • Power Links?
Timeline	<ul style="list-style-type: none"> • Summer 2018
Resources	<ul style="list-style-type: none"> • Funding for installation and operation of the lights (possible funding source: Power Links) • Personnel time • Power supply • Best practice: Welland Canal
Evaluation	<ul style="list-style-type: none"> • Falls are lit.

7.8. Activity: Add additional docking space at the lower reach of Lock 34 to better serve boaters from Sturgeon Lake.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Identify docking needs (i.e. length of docking required) • Gain permissions from TSW to install additional docking.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls and District Chamber of Commerce • Parks Canada, Trent Severn Waterway
Timeline	<ul style="list-style-type: none"> • 2020
Resources	<ul style="list-style-type: none"> • Necessary funds for the construction and installation of docks. (possible funding source: Power Links) • Personnel time
Evaluation	<ul style="list-style-type: none"> • New docking installed.

8. Goal: Maximize opportunities for local businesses to enhance and grow their business success through collaboration and partnership between all stakeholders.

Challenge: Expand networking and training opportunities for local businesses to strengthen the business community as one.

8.1. Activity: Inventory the business opportunities identified in the analysis of the Market Area Data Report information and contact existing business operators to discuss how the identified business opportunities may be opportunities for them to grow or enhance their existing businesses.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Host public meetings targeted to specific sectors to present the business opportunities identified and provide detailed market area data reports to local businesses. • Work with the Fenelon Falls business community to further identify potential business opportunities. • Conduct local business consultations (potentially through OSPREY program) to gain better understanding of local business market identify opportunities using Ansoff matrix. • Conduct focus groups on potential business opportunities.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Downtown Revitalization Committee • Fenelon Falls and District Chamber of Commerce • City of Kawartha Lakes: Economic Development • Business Owners/Operators
Timeline	<ul style="list-style-type: none"> • Q4, 2017
Resources	<ul style="list-style-type: none"> • Personnel time • Meeting and event expenses (space, refreshments, etc.) • Printing costs
Evaluation	<ul style="list-style-type: none"> • Local businesses are aware of business opportunities identified in Trade Area report. Businesses expand product offerings to fit consumer demands. • Local businesses are aware of business opportunities. Businesses expand product offerings to fit consumer demands.

8.2. Activity: Strategize ways to develop a “Business Hotel” in Downtown Fenelon Falls that will provide accommodation and assistance to businesses that are getting started.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Strategize ways to develop a “Business Hotel” in Downtown

	Fenelon Falls that will provide accommodation and assistance to businesses that are getting started.
Responsibility	<ul style="list-style-type: none"> Fenelon Falls Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> 2020
Resources	<ul style="list-style-type: none"> Personnel Time
Evaluation	<ul style="list-style-type: none"> Plan for a local "Business Hotel" established.

8.3. Activity: Organize business networking evenings in the form of rotating open house events, - a "meet the neighbours" event for retail, restaurant and other types of businesses.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> Engage local businesses in participation in networking, "meet the neighbours" or "business to business" events. Launch and promote program or schedule of events.
Responsibility	<ul style="list-style-type: none"> Fenelon Falls and District Chamber of Commerce
Timeline	<ul style="list-style-type: none"> Ongoing Begin in 2017
Resources	<ul style="list-style-type: none"> Personnel Time Meeting and event expenses (space, refreshments, etc.) Local business participation and support
Evaluation	<ul style="list-style-type: none"> Local businesses aware of each other's product offerings, specialties and increased ability to cross promote through word of mouth.

9. Goal: Ensure that Fenelon Falls remains a premier tourism destination

Challenge: Increase number of tourists visiting Fenelon Falls on regular basis.

9.1. Activity: Participate in the development of the 2018 Tourism Development Strategy and work with the Tourism Development Officer to support marketing and tourism initiatives in Fenelon Falls and the City of Kawartha Lakes.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> Participate in the development of the 2018 Tourism Development Strategy Work with the Tourism Development Officer to support marketing and tourism initiatives in Fenelon Falls and the City of Kawartha Lakes. Ensure community name places and brands are respected and valued.
Responsibility	<ul style="list-style-type: none"> Fenelon Falls Downtown Revitalization Committee Fenelon Forward

	<ul style="list-style-type: none"> • Fenelon Falls and District Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • Strategy being developed in 2018
Resources	<ul style="list-style-type: none"> • Personnel time
Evaluation	<ul style="list-style-type: none"> • Tourism development strategy developed, with input from the Fenelon Falls community

9.2. Activity: Create and provide maps for ATV users, snowmobilers, and other groups that are interested in all types of activities, similar to the maps created for cyclists.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Accumulate information about all trails in the Fenelon Falls area including uses, maps, and highlights. • Seek out funding to support map design and development • Ensure inclusion of Kawartha Lakes Arts and Heritage Trail • Consider circle tours from Fenelon Falls that position Fenelon as a hub for tourism.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls and District Chamber of Commerce • Support from: Kawartha Lakes ATV Association and Kawartha Lakes Snowmobile Club, Victoria Rail Trail and Kawartha Trans Canada Trail , Kawartha Cycling Club, City of Kawartha Lakes Tourism Officer
Timeline	<ul style="list-style-type: none"> • Long; 2020
Resources	<ul style="list-style-type: none"> • Victoria Rail Trail • Trans Canada Trail • Funding and Budget for development and printing of maps. • Personnel time
Evaluation	<ul style="list-style-type: none"> • Fenelon Falls trail map developed.

9.3. Activity: Work with local partners to create a “visitor’s passport” for the area that links the area’s natural assets, built assets, and cultural assets, which will encourage visitors to explore the Fenelon Falls area, and return again.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Identification of the key assets to be included on passport. • Development of map and passport program. • Engagement of business/asset owners to participate in program.
Responsibility	<ul style="list-style-type: none"> • Fenelon Forward • Fenelon Falls and District Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • Q2, 2019
Resources	<ul style="list-style-type: none"> • Budget for design and printing costs.

	<ul style="list-style-type: none"> • Personnel time. • Participation of businesses/asset owners identified on maps.
Evaluation	<ul style="list-style-type: none"> • Visitor passport developed for 2018 tourist season.

9.4. Activity: Improve infrastructure in Downtown Fenelon Falls including: improved traffic management on summer weekends.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Provincial support to manage traffic intersections during peak summer weekends.
Responsibility	<ul style="list-style-type: none"> • Ontario Provincial Police • City of Kawartha Lakes <ul style="list-style-type: none"> ○ Engineering ○ Public Works ○ Planning
Timeline	<ul style="list-style-type: none"> • Q2, 2017
Resources	<ul style="list-style-type: none"> •
Evaluation	<ul style="list-style-type: none"> •

9.5. Activity: Create a “story board” and new venue profiling Fenelon Falls history and its’ many assets and features.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Work with Historical Society to map out history of Fenelon Falls • Identify key stories, assets and features in history. • Engage Kawartha Lakes Arts Council to design story board with local artists. • Identify location for story board in community, gain appropriate permissions for installation. • Seek necessary funding. • Develop a new venue that profiles the area’s “natural history” – “The Land Between”, in a location that is in, or close to, the Downtown.
Responsibility	<ul style="list-style-type: none"> • Fenelon Falls Historical Society • Design by Kawartha Lakes Arts Council (or recommended artists)
Timeline	<ul style="list-style-type: none"> • 2019
Resources	<ul style="list-style-type: none"> • Personnel time • Cost for design and development of map
Evaluation	<ul style="list-style-type: none"> • Fenelon Falls historical story board develop and installed in the Downtown.

Implementation Partners Identified

1. City of Kawartha Lakes
 - Economic Development
 - Engineering
 - Public Works
 - Community Services
 - Accessibility
 - Building
 - Planning
 - Municipal Law Enforcement
 - Communications, Advertising and Marketing
2. Fenelon Falls Downtown Revitalization Committee
3. Fenelon Falls and District Chamber of Commerce
4. Fenelon Forward
5. Kawartha Lakes Real Estate Board
6. Historical Society/Maryboro Lodge
7. Horticultural Society
8. Trent Severn Waterway
9. Kawartha Lakes Arts Council
10. Kawartha Lakes Heritage Network
11. Friends of Lock 34

FILE NO. _____
Lindsay Downtown Revitalization

Draft Action Plan

As finalized by the Lindsay Downtown Revitalization Committee: February 10th, 2017

Market Position Statement – For Residents and Visitors

Downtown Lindsay is the one destination that provides residents and visitors with a full range of shopping, dining, entertainment, services, and cultural experiences because of our unique products and specialties, customer friendly atmosphere, and rich Victorian architecture, in a natural setting along the Trent Severn Waterway.

Market Position Statement – For Business Owners, Entrepreneurs, and Investors

Downtown Lindsay is the one central commercial district that provides small businesses, entrepreneurs, and investors with a strategic business location and a thriving support network because it is a destination point for a broad trade area facilitated by key transportation links.

Action Plan

The Action Plan is a work in progress. It is based off the evidence based research conducted over the past two years and is updated at each Downtown Revitalization Committee Meeting. When complete, the Action Plan will be presented to the City of Kawartha Lakes Council for approval.

All actions in the plan are important, but we cannot do everything at once. To help prioritize the actions a level of importance has been put beside each one. High (start immediately and may take a long time to complete) to low (start in the next 3-5 years). A suggested responsible party is also listed beside each action. This is not exclusive, but rather gives a lead to each so everyone can work together to advance the goals for the community of Lindsay.

1. Goal: The City of Kawartha Lakes will continue to take ownership of the Downtown Revitalization project working in partnership with the community to implement the Actions identified, to revitalize Downtown Lindsay.

Challenge: Management of Downtown Revitalization strategic plan implementation.

1.1. Activity: The Lindsay Downtown Revitalization Advisory Committee will become a that will work with City Economic Development staff to oversee, guide and manage the implementation of the Lindsay Downtown Revitalization Strategic Plan.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Develop Committee Terms of Reference (ToR) • Establish annual Committee work plan • Develop a Memorandum of Understanding for implementation partners.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee • City of Kawartha Lakes: Economic Development
Timeline	<ul style="list-style-type: none"> • Short • Work beginning upon completion and approval of Strategic Plan by City of Kawartha Lakes Council • Establish ToR immediately following Council approval
Resources	<ul style="list-style-type: none"> • Community input and application(s) to sit on Committee • Staff and Committee personnel time • Commitment from Council to establish Committee of Council
Evaluation	<ul style="list-style-type: none"> • Committee established with appropriate representation from the Lindsay community. Terms of Reference in place and work plan established for first year of committee.

1.2. Activity: An annual progress report summarizing the work that has been completed to implement the Lindsay Downtown Revitalization Strategic Plan, will be prepared, published, and made available to all interested parties on-line, via social media, and in print.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • The Committee prepares an annual update and report on the progress of implementation. • Highlight successes and challenges and future steps of implementation of strategic plan. • Present annual report to Council • Promote and distribute report to community, businesses, etc.

	<ul style="list-style-type: none"> • Share on City of Kawartha Lakes website
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee • City of Kawartha Lakes: Economic Development Officer – Community
Timeline	<ul style="list-style-type: none"> • Annually, at end of each year of the project.
Resources	<ul style="list-style-type: none"> • Personnel and staff time • Online platform to share report. • Printing and design costs of report, if required.
Evaluation	<ul style="list-style-type: none"> • Report Card distributed to all local business owners, community and City Council annually. • Effectively communicate the progress of the DR strategic plan implementation

1.3. Activity: The Lindsay Downtown Revitalization Advisory Committee will continue to consult with the Lindsay community regarding the implementation of the Lindsay Downtown Revitalization Strategic Plan.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Conduct public information sessions to share information about the direction of the Downtown Revitalization project, and gain input on upcoming and existing projects. • Consult and gain community input through various means such as social media, newsletters, surveys, at community events, etc. • Hold public meeting upon the launch of the strategic plan. • Segment the plan based on themes to target specific audiences.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> • Medium • Ongoing
Resources	<ul style="list-style-type: none"> • Committee Personnel time • Meeting expenses (space, refreshments, etc.)
Evaluation	<ul style="list-style-type: none"> • Community engaged in implementation of Downtown Revitalization strategic plan resulting in enhanced community support and excitement of the Downtown project and its' overall direction.

1.4. Activity: The Lindsay Downtown Revitalization Strategic Plan will be incorporated into the City's Economic Development Strategic Plan, to ensure that other future and related plans have regard for, and incorporate, its' contents.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Use the background documents developed throughout the Downtown Revitalization process, including the Strategic Plan

	to help guide the development of the Economic Development Strategy.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes: Economic Development Officer - Community • Manager of Economic Development
Timeline	<ul style="list-style-type: none"> • Short • Q2, 2017
Resources	<ul style="list-style-type: none"> • Staff personnel time • Downtown Revitalization reports and strategic plan.
Evaluation	<ul style="list-style-type: none"> • A strategy for Economic Development, including the “Community” portfolio is developed that recognizes the importance of Downtowns and supports their further development and success.

1.5. Activity: Access assistance through dedicated municipal staff available to access funding, and support volunteer activities related to the implementation of the Lindsay Downtown Revitalization Strategic Plan.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Municipal Staff share funding opportunities regularly with Lindsay Downtown Revitalization Committee and associated community organizations. • Access staff support and encourage volunteer activities related to the implementation of the Downtown Revitalization strategic plan.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Staff personnel time
Evaluation	<ul style="list-style-type: none"> • Increased access to funding opportunities for the implementation of Downtown Revitalization.

1.6. Activity: Connect the Downtown Revitalization communities – Lindsay, Fenelon Falls, Coboconk/Norland, and Omeme, and others that may come forward- to prepare an annual “multi community report”, inclusive of budget requirements, that is presented to Council.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Host a meeting of all four Downtown Revitalization communities upon launch of action/implementation plans. • Maintain open communication between each committee. • Upon preparation of the annual report (Action 1.2) for each community, combine each report together to create an overall Downtown Revitalization report to Council. • Collect annual indicator data indicative of Downtown Revitalization project to include in report such as employment

	stats, investment dollars, economic impact (as appropriate), number of businesses, etc. (refer to OMAFRA community report card)
Responsibility	<ul style="list-style-type: none"> • Each of four Downtown Revitalization Committees (Lindsay, Fenelon Falls, Coboconk-Norland, Omemee) • City of Kawartha Lakes - Economic Development Officer – Community
Timeline	<ul style="list-style-type: none"> • 2017
Resources	<ul style="list-style-type: none"> • Personnel Time: Committee(s) and Staff
Evaluation	<ul style="list-style-type: none"> • Annual “four community report” presented to Council.

2. Goal: Improve the visual appearance and functionality of the public realm while preserving, maintaining and enhancing its historic character by committing to implementing the Lindsay Downtown Revitalization Strategic Plan, and the Lindsay Streetscape and Façade Design Guidelines, creating a liveable and attractive community for residents and visitors to enjoy.

Challenge: Need for public infrastructure improvements and beautification in the Downtown.

2.1. Activity: Have the City of Kawartha Lakes work to create a timeline for the implementation of the streetscape design improvements, as provided in the Lindsay Streetscape and Façade Design Guidelines document, a “5 Year Capital Asset Improvement Plan for Lindsay”, that ensures safety.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Economic Development to meet with appropriate departments to review the Downtown Revitalization Strategic Plan, and Streetscape and Façade Design Guidelines to identify the priorities for the community. • City to establish a 5 year Capital Asset Improvement Plan for Downtown Lindsay, including necessary budget and process requirements. • Lindsay Downtown Revitalization Committee to provide a list of priorities to provide to the City in developing the Plan. • Include necessary upgrades for all infrastructure requirements (including hydro, water, gas, fibre optic, storm and sanitary sewers).
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes <ul style="list-style-type: none"> ○ Engineering

	<ul style="list-style-type: none"> ○ Public Works ○ Economic Development ● Lindsay Downtown Revitalization Committee ● Lindsay Downtown BIA Beautification Committee
Timeline	<ul style="list-style-type: none"> ● Medium ● 2017
Resources	<ul style="list-style-type: none"> ● Streetscape and Façade Design Guidelines ● Staff personnel time
Evaluation	<ul style="list-style-type: none"> ● 5 Year Capital Asset Improvement Plan developed and presented to Council. ● Community engaged and informed on upcoming upgrades and timeline for process.

2.2. Activity: Implement the Streetscape and Façade Design Guidelines as they affect the public areas, streetscapes and public buildings located in Downtown Lindsay.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> ● Identify priorities within the Streetscape and Façade Design Guidelines for public infrastructure improvements.
Responsibility	<ul style="list-style-type: none"> ● City of Kawartha Lakes <ul style="list-style-type: none"> ○ Engineering ○ Building and Property
Timeline	<ul style="list-style-type: none"> ● Refer to 5 year Capital Asset Plan
Resources	<ul style="list-style-type: none"> ● Personnel Time ● Budget for infrastructure improvements
Evaluation	<ul style="list-style-type: none"> ● Downtown public infrastructure improvements made that align with the Streetscape and Façade Design Guidelines.

2.3. Activity: Ensure fibre optic technology upgrades are installed and completed at the same time as other infrastructure improvements are installed in the Downtown, such that publicly accessible high speed internet connectivity is available throughout the Downtown.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> ● Identify timeline for fiber optic access in Downtown Lindsay ● Align installation of underground fibre optic infrastructure with the Streetscape and Façade Design Guideline improvements of sidewalk and street infrastructure improvements in the Downtown.
Responsibility	<ul style="list-style-type: none"> ● City of Kawartha Lakes: <ul style="list-style-type: none"> ○ Engineering ○ Utilities Working Group
Timeline	<ul style="list-style-type: none"> ● Refer to 5 year Capital Asset Plan
Resources	<ul style="list-style-type: none"> ● Personnel time, staff and stakeholders

	<ul style="list-style-type: none"> • Necessary budget and funding for infrastructure installation(s)
Evaluation	<ul style="list-style-type: none"> • Fibre optic technology installed in Downtown.

2.4. Activity: Make public Wi-Fi available throughout the Downtown.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Identify local WiFi internet providers (i.e. CableCable, Nexicom, Cogeco, Rogers, Bell, etc.) • Set up meeting with appropriate Municipal Departments, Chamber of Commerce, LDBIA and internet provider(s) • Determine operational logistics and set up agreement.
Responsibility	<ul style="list-style-type: none"> • Lead: Lindsay Downtown BIA • Support from Lindsay and District Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • Commence in 2017
Resources	<ul style="list-style-type: none"> • Personnel time • Necessary budget or funding
Evaluation	<ul style="list-style-type: none"> • Public Wi-Fi available in Downtown

2.5. Activity: Prepare a strategy for communicating the Streetscape and Façade Design Guidelines to all stakeholders in the Downtown, including the appropriate municipal departments.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Identify key stakeholders for communications strategy. • Prepare a strategy for communicating the Streetscape and Façade Design Guidelines to all stakeholders in the Downtown • Engage appropriate municipal departments and organizations in strategy.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> • 2017
Resources	<ul style="list-style-type: none"> • Personnel time
Evaluation	<ul style="list-style-type: none"> • Communications strategy for the the Streetscape and Façade Design Guidelines developed and implemented.

2.6. Activity: Improve and replace sidewalks in disrepair in sequence with the replacement of underground services, at slower times of commercial activity.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Accommodate accessibility needs to access Downtown businesses when sidewalk improvements are being made, where they have not already been completed.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes
Timeline	<ul style="list-style-type: none"> • Refer to 5 year Capital Asset Plan

Resources	<ul style="list-style-type: none"> • Streetscape and Façade Design Guidelines • Staff personnel time • Necessary budgets for improvements
Evaluation	<ul style="list-style-type: none"> • Improvements to sidewalks completed along with necessary underground service improvements and replacements.

2.7. Activity: Ensure the maintenance of public and private properties including the removal of garbage and overgrown vegetation.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Ensure the maintenance of public and private properties • Engage private landowners
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown BIA <ul style="list-style-type: none"> ○ Beautification Committee • City of Kawartha Lakes <ul style="list-style-type: none"> ○ Public Works ○ Municipal Law Enforcement re: property standards • Private landowners
Timeline	<ul style="list-style-type: none"> • Lindsay Downtown BIA Workplan
Resources	<ul style="list-style-type: none"> • Personnel Time • Lindsay Downtown BIA Budget
Evaluation	<ul style="list-style-type: none"> • Public and private properties maintained.

2.8. Activity: Create and install new, larger, way-finding and gateway signage that incorporate historical, branding, and accessible elements.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Conduct sign inventory to identify redundant signs, necessary upgrades and new signage opportunities. • Include way-finding signage and ensure signage is accessible and visible in the dark. • Review Sign By-Law to ensure new signage aligns with By-Law, or recommend necessary amendments to the policy. • Align with Lindsay Downtown BIA signage priorities. • Ensure gateway entrances to the Downtown are welcoming and well maintained at all entrances.
Responsibility	<ul style="list-style-type: none"> • Lead: Lindsay Downtown Revitalization Committee • Lindsay Downtown BIA
Timeline	<ul style="list-style-type: none"> • 2019
Resources	<ul style="list-style-type: none"> • Sign By-Law • Streetscape and Façade Design Guidelines • Necessary budget for signage. • Personnel time.
Evaluation	<ul style="list-style-type: none"> • Way-finding and downtown gateway signs installed.

2.9. Activity: Investigate opportunities for public street art installations, in alleyways and other publicly visible locations as a way to improve the attractiveness of access corridors to the Downtown.

Priority	LOW/MEDIUM
Tasks	<ul style="list-style-type: none"> • Investigate opportunities for public street art installations, in alleyways and other publicly visible locations. • Work closely with arts community to develop public art program. • Seek potential sponsors and funding.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes Economic Development (Arts, Culture and Heritage Development Officer) • Kawartha Lakes Arts Council • Lindsay Downtown BIA
Timeline	<ul style="list-style-type: none"> • 2017/2018
Resources	<ul style="list-style-type: none"> • Signage By-Law • Streetscape and Façade Design Guidelines • Personnel Time • Necessary budget
Evaluation	<ul style="list-style-type: none"> • Public Art program developed.

2.10. Activity: Install public amenities such as drinking fountains, accessible washrooms, shaded rest stops, and bike racks and bicycles shelters, in appropriate locations throughout the Downtown.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Identify priority amenities and optimal schedule for installation based on importance and need. • Seek sponsorships and funding.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes <ul style="list-style-type: none"> ○ Engineering ○ Building and Property ○ Tourism (cycling interest) ○ Community Services • Lindsay Downtown BIA • Lindsay Downtown Revitalization Committee to recommend priorities.
Timeline	<ul style="list-style-type: none"> • Rest Stops and Bike Racks - 2018 • Washrooms and Fountains: 2020
Resources	<ul style="list-style-type: none"> • Refer to 5 year Capital Asset Plan • Beautification Committee Workplan (LDBIA) • Streetscape and Façade Design Guidelines • Personnel Time

	<ul style="list-style-type: none"> • Kawartha Cycling Club
Evaluation	<ul style="list-style-type: none"> • Increase in public amenities

3. Goal: Promote a socially and physically safe, barrier-free, pedestrian friendly Downtown that is accepting, accessible, and embraces diversity.

Challenge: Physical and social safety in the Downtown.

3.1. Activity: Advocate for adequate snow removal in Downtown.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Coordinate and clearly define who is responsible for snow clearing, and inform the responsible individuals. • Liaise with Public Works to ensure open communication of responsibilities and process. • Conduct an annual evaluation of the program.
Responsibility	<ul style="list-style-type: none"> • Lead: Lindsay Downtown BIA • Kawartha Lakes Accessibility Advisory Committee (to support)
Timeline	<ul style="list-style-type: none"> • Winter 2017/Winter 2018
Resources	<ul style="list-style-type: none"> • Personnel Time
Evaluation	<ul style="list-style-type: none"> • Clear understanding within Downtown who is responsible for snow clearing. • Reduction in slip and fall claims to the City of Kawartha Lakes and Downtown Businesses.

3.2. Activity: Ensure all new public and private signage meets accessibility requirements.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Prior to new sign development, share design with KLAAC to ensure accessibility. • Sign applications submitted to the Kawartha Lakes Accessibility Advisory Committee • Create an accessible sign checklist, including resources, that outlines the Sign By-Law and appropriate accessibility legislation. • Include the Sign By-Law as attachment to building applications. • Consistent with direction provided in Streetscape and Façade Design Guidelines.
Responsibility	<ul style="list-style-type: none"> • Lead: Kawartha Lakes Accessibility Advisory Committee • Lindsay Downtown BIA

	<ul style="list-style-type: none"> • City of Kawartha Lakes <ul style="list-style-type: none"> ◦ Building Department (Sign By-Law)
Timeline	<ul style="list-style-type: none"> • As signage is installed, see appropriate Action Plans.
Resources	<ul style="list-style-type: none"> • Personnel Time • Costs for sign design and development. • CNIB Clear Print Policy
Evaluation	<ul style="list-style-type: none"> • New signage meets accessibility requirements

3.3. Activity: Investigate the possibility of making the Downtown a “community safety zone” as defined by the Highway Traffic Act.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Investigate the possibility and process of making the Downtown a “community safety zone” as defined by the Highway Traffic Act. • Present to Council for approval.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown BIA Advocacy Committee
Timeline	<ul style="list-style-type: none"> • Commence in 2018, Completed by 2020
Resources	<ul style="list-style-type: none"> • Personnel Time • Highway Traffic Act • Budget for necessary traffic studies and signage. • Corridor Study (2016) • Kawartha Lakes Police Service
Evaluation	<ul style="list-style-type: none"> • If deemed appropriate, Downtown is designated as a community safety zone.

3.4. Activity: Promote security and safety in the Downtown.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Enforce by-laws that help to ensure safety and security in the Downtown. <ul style="list-style-type: none"> ◦ Ensure pedestrian safety re: bicycles, skateboards, scooters (excluding mobility scooters as defined by the Ministry of Transportation), etc. Manage scooters, skateboards, bikes, etc. in the downtown so that they do not collide with pedestrians. • Increase police foot patrols in the Downtown. • Install security cameras in the Downtown; • Identify alternative methods of ensuring security in the Downtown i.e. CEPTED, Neighbourhood Watch. • Conduct a survey of business owners and customers to determine level of safety felt in Downtown. • Provide community safety tips to Downtown Businesses in BIA

	<p>Welcome Package</p> <ul style="list-style-type: none"> • Review 2005 CEPTED report developed by Kawartha Lakes Police Services • Establish a Lindsay Downtown Safety Committee, invite the following groups: <ul style="list-style-type: none"> ○ Lindsay Downtown BIA ○ Youth (High Schools) ○ Kawartha Lakes Police Services
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown BIA Advocacy Committee • City of Kawartha Lakes Municipal Law Enforcement
Timeline	<ul style="list-style-type: none"> • 2018 • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel time • Budget for recommended security procedures (security cameras, police patrols, etc.) • Kawartha Lakes Police Services and OPP
Evaluation	<ul style="list-style-type: none"> • Business owners and customers identify as feeling safe in Downtown. • Crime reduction in Downtown.

3.5. Activity: Embrace, promote and support diversity initiatives created and initiated by other agencies and groups as they impact the Downtown.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Embrace, promote and support diversity initiatives created and initiated by other agencies and groups as they impact the Downtown. • Support initiatives to improve communication services for visually and hearing impaired individuals. • Investigate the availability of appropriate help to meet the language requirements of business owners, investors, and the community. • Promote and educate Downtown Businesses regarding the availability of topic specific services, supports and initiatives. • Participate in diversity initiatives • Improve communications between stakeholders.
Responsibility	<ul style="list-style-type: none"> • Lindsay and District Chamber of Commerce • Lindsay Downtown BIA Advocacy Committee • Lindsay Downtown Revitalization Committee • Kawartha Lakes Accessibility Advisory Committee
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel time
Evaluation	<ul style="list-style-type: none"> • Enhanced awareness within Downtown of local diversity initiatives.

3.6. Activity: Install crosswalks on Kent Street: between Cambridge and William Streets; and between William and Lindsay Streets at York Street.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Install crosswalks on Kent Street: between Cambridge and William Streets; and between William and Lindsay Streets at York Street.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee to advocate for crosswalks. • City of Kawartha Lakes
Timeline	<ul style="list-style-type: none"> • Refer to 5 Year Capital Asset Plan
Resources	<ul style="list-style-type: none"> • Streetscape and Façade Design Guidelines • 2016 Corridor Study • Personnel Time • Necessary Budget • Funding for additional studies if necessary.
Evaluation	<ul style="list-style-type: none"> • Crosswalks installed.

3.7. Activity: Improve traffic signalization so that it is truly pedestrian friendly, and sufficient timing is provided to cross the street.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Pedestrian crossing lights should always indicate a “walk” condition, and that operating conditions are maintained. • Ensure appropriate time allocation for pedestrian crossing.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes <ul style="list-style-type: none"> ○ Kawartha Lakes Accessibility Advisory Committee
Timeline	<ul style="list-style-type: none"> • 2019
Resources	<ul style="list-style-type: none"> • Personnel time • Necessary budget • Corridor Study
Evaluation	<ul style="list-style-type: none"> • Improved pedestrian traffic signals including longer walk times and consistent pedestrian crossing lights.

3.8. Activity: Encourage property owners and tenants to make entranceways to all store fronts and public facing buildings accessible, and acknowledge and promote this feature.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Engage businesses in the benefits on making accessibility retrofits to their entrances and business operations (i.e signage, interior layout of business, etc.) • Engage with the Age Friendly Business Engagement

	<p>Committee and Accessibility Committees to have them work with Downtown businesses.</p> <ul style="list-style-type: none"> • Promote funding incentives and programs to local businesses for accessibility retrofits. • Provide Accessibility Awards through Chamber of Commerce Awards
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes Accessibility Committee • Age Friendly Business Engagement Committee • Lindsay Downtown BIA
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Resources to support businesses becoming accessible (i.e. Stop Gap program, etc.) • Staff and committee personnel time. • Businesses budget or funding for to make accessible upgrades.
Evaluation	<ul style="list-style-type: none"> • Businesses engaged in accessibility, financial incentives and programs available. • Accessible entrances installed where feasible for Downtown businesses.

3.9. Activity: Improve lighting in Victoria Park and in all public parking lots so that they are consistently well lit.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Investigate local service group(s) to implement. • Lighting to include functionality and aesthetics.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> • 2018
Resources	<ul style="list-style-type: none"> • Budget • City of Kawartha Lakes Community Services
Evaluation	<ul style="list-style-type: none"> • Improved lighting allows for more pedestrian traffic, events, and safety in the Park.

3.10. Activity: Investigate opportunities for children/youth play facilities/activities in the Downtown area.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Investigate, develop, & implement more youth focused activities / programming • Consider locations such as the vacant lot property (121 Kent Street West). • Engage youth in a panel or discussion regarding “what they are looking for in the Downtown”. Create an experience that engages youth “Me To We” great example – youth passions:

	<p>environment; music; social justice; diversity; - Identify how local businesses can tie-in to this.</p> <ul style="list-style-type: none"> • Create a co-op high school position for youth to help create, organize, and hold an event in the Downtown. • Continue Lindsay Downtown BIA youth music initiatives.
Responsibility	<ul style="list-style-type: none"> • Boys & Girls Club of Kawartha Lakes
Timeline	<ul style="list-style-type: none"> • 2020
Resources	<ul style="list-style-type: none"> • Budget & funding • Personnel time • Support from Downtown businesses • City of Kawartha Lakes Community Services for municipal properties. • Programming support
Evaluation	<ul style="list-style-type: none"> • Increase in number of youth activities in Downtown

4. Goal: Encourage and support the improvement of the visual appearance, character and functionality of privately owned properties located in the Downtown.

Challenge: Unengaged or absentee property owners.

4.1. Activity: Provide appropriate Community Improvement Plan (CIP) incentives to encourage property owners to improve their properties.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • City of Kawartha Lakes staff to finalize the Downtown and Main Streets Community Improvement Plan document. • CIP approved by Council • Profile & promote businesses assisted by CIP program and which CIP programs are being accessed.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes <ul style="list-style-type: none"> ○ Economic Development ○ Planning • Council
Timeline	<ul style="list-style-type: none"> • Council approves CIP; programs becoming available in 2018
Resources	<ul style="list-style-type: none"> • Necessary budget for development of CIP • Staff personnel time • Budget assigned to implementation of the CIP programs • Lindsay Downtown Revitalization Strategic Plan and Lindsay Downtown Streetscape & Façade Design Guidelines
Evaluation	<ul style="list-style-type: none"> • Downtown and Main Streets CIP in place and funded by Municipality.

4.2. Activity: Ensure that all property owners, business owners, and tenants in Downtown Lindsay are provided with information regarding the Lindsay Streetscape and Façade Design Guidelines, and encourage them to use the Guidelines when they make changes to their properties, including improving and maintaining the rear facades of Downtown properties.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Promote the Streetscape and Façade Design Guidelines and CIP to all existing and future/proposed property and business owners, through existing websites, social media, and communication tools. • Include information about the Streetscape and Façade Design Guidelines and CIP programs to all Building, Planning and Economic Development business inquiries and applications. • Ensure hard copies are available through local organizations such as the Lindsay Downtown BIA, Lindsay and District Chamber of Commerce, Library, etc., including a periodic review of supply of the documents. • Prepare an executive Summary/Marketing piece including information specific to building owners and façade demonstration examples to easily educate applicants on the guidelines. • Provide identified information to Kawartha Lakes Real Estate Board, architects, designers, installers, contractors, marketers.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee • Lindsay and District Chamber of Commerce • Lindsay Downtown BIA • City of Kawartha Lakes <ul style="list-style-type: none"> • Economic Development • Building • Planning
Timeline	<ul style="list-style-type: none"> • Immediate & Ongoing • As CIP program is finalized and becomes available.
Resources	<ul style="list-style-type: none"> • Staff and community personnel time. • Development and finalization of the CIP policy documents. • Budget. • Printing costs for hard copies of documents. • Website, social media, and marketing tools to promote programs.
Evaluation	<ul style="list-style-type: none"> • Lindsay Downtown business community well informed of the Streetscape and Façade Design Guidelines and CIP programs. • Number of copies distributed.

4.3. Activity: Investigate funding available to help improve private properties.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Investigate funding opportunities (public or private sources). • Share information and resources about available funding opportunities as they become available to building and business owners. <ul style="list-style-type: none"> • Promote on various websites. • Use various communication tools. • Build into communications strategy activity (5.2)
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee • City of Kawartha Lakes Economic Development • Lindsay Downtown BIA • Lindsay and District Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel Time • Lenders/Banks • CFDC & Other Sources • CIP Funding (as available)
Evaluation	<ul style="list-style-type: none"> • Information about funding opportunities available for improvements to downtown private, commercial buildings is shared with local building and business owners and made easily accessible.

4.4. Activity: Establish a recognition program to recognize property owners that have improved their properties.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Develop criteria and categories for recognition program • Develop process for recognition program (nomination, etc.) • Identify when and how recognition will be announced to Community
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> • 2019
Resources	<ul style="list-style-type: none"> • Personnel time to develop program • Potential budget.
Evaluation	<ul style="list-style-type: none"> • Building a supporting downtown business community by promoting successes in downtown beautification efforts.

4.5. Activity: Complete and maintain a comprehensive Building and Business Inventory information base of all properties in the downtown, including the key contact person.

Priority	HIGH
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Tasks	<ul style="list-style-type: none"> Review and update existing Building and Business Inventory developed in 2014/15. Make available to community, as per City policy. Complete Building and Business Inventory Data Collection Form for all downtown properties and businesses.
Responsibility	<ul style="list-style-type: none"> City of Kawartha Lakes Economic Development Lindsay Downtown BIA
Timeline	<ul style="list-style-type: none"> End of 2017 Ongoing
Resources	<ul style="list-style-type: none"> Staff time, City of Kawartha Lakes. OMAFRA Downtown Revitalization Resource Manual
Evaluation	<ul style="list-style-type: none"> Comprehensive building and business inventory for Downtown Lindsay completed. Information available to the community, as per City policy.

4.6. Activity: Regularly, at least annually, update the Business Mix Analysis map of Downtown Lindsay.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> Annually, update the Business Mix Analysis map of Downtown Lindsay. Investigate adding map to the City's GIS program, as it becomes available.
Responsibility	<ul style="list-style-type: none"> City of Kawartha Lakes Economic Development
Timeline	<ul style="list-style-type: none"> Annually 2018
Resources	<ul style="list-style-type: none"> Staff time, City of Kawartha Lakes. OMAFRA Downtown Revitalization Resource Manual
Evaluation	<ul style="list-style-type: none"> Updated and maintained Business Mix Analysis map of Downtown Lindsay.

4.7. Activity: Ensure the City's Planning, and Building Departments review all applications within the area identified as part of the Lindsay Downtown Revitalization Strategic Plan Area with regard to the direction provided within the Lindsay Streetscape and Façade Design Guidelines.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> City's Planning, and Building, Departments review all applications within the area identified as part of the Lindsay Downtown Revitalization Strategic Plan Area with regard to the direction provided within the Lindsay Streetscape and Façade Design Guidelines.

	<ul style="list-style-type: none"> • Prepare an executive Summary/Marketing piece including information specific to building owners and façade demonstration examples to easily educate applicants on the guidelines.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes: Director of Development Services
Timeline	<ul style="list-style-type: none"> • 2017
Resources	<ul style="list-style-type: none"> • Personnel Time • Printing costs of Guidelines to provide to Building and Planning applicants within the Downtown Lindsay area.
Evaluation	<ul style="list-style-type: none"> • Lindsay business community well informed of the Streetscape and Façade Design Guidelines. • Downtown façade improvements align with Streetscape and Façade Design Guidelines.

4.8. Activity: Support and assist with the implementation of the Heritage Conservation District Plan that applies to Downtown Lindsay.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Support and assist with the implementation of the Heritage Conservation District Plan that applies to Downtown Lindsay. • Support the promotion of the Heritage Conservation District Plan with downtown building and business owners and community at large.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee • Heritage Victoria • Lindsay Downtown BIA
Timeline	<ul style="list-style-type: none"> • Align with Heritage Conservation District Plan
Resources	<ul style="list-style-type: none"> • Personnel time • HCD Plan • Lindsay Downtown Streetscape & Façade Design Guidelines
Evaluation	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee supportive of HCD plan.

4.9. Activity: Ensure that property standards are enforced (including overgrowth of vegetation) so that the appearance of private properties reflect well on the community.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Ensure that property standards are enforced (including overgrowth of vegetation) so that the appearance of private properties reflect well on the community.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes Municipal Law Enforcement • Lindsay Downtown BIA

Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel time • Lindsay Downtown BIA budget for weed control program.
Evaluation	<ul style="list-style-type: none"> • Property standards are enforced. • Downtown BIA addresses overgrowth of vegetation.

5. Goal: Improve communication between all community stakeholders.

Challenge: No broadly recognized method to communicate regarding the Downtown to engage stakeholders.

5.1. Activity: Provide a properly funded dedicated person to manage communications between all stakeholders.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Identify the organization(s) that will provide properly funded dedicated person to manage stakeholder communications. • Work with identified organization to seek necessary funding to hire new staff. • Identification of “community stakeholders” • Develop Terms of Reference for communication responsibilities. Include the following: <ul style="list-style-type: none"> • The intent is to improve communication and coordination of activities, events, and training opportunities for community stakeholders. • Create a “Newsletter – Central Hub” where all information is coordinated and posted; • Improve communication among: 1. All stakeholders; 2. All business interests in the Lindsay community; and 3. The broader community (visitors included), and bring them together on a regular basis; • Identify the best method of communicating i.e. enhance Kawartha Lakes This Week event list, enhance social media, create Bulletin Board, explore non-digital options; • Investigate e-mail event notices that provide “url” tagging of email history – Could include a “forum on-line”; • Written communication should be in plain language information and highly visible; • Create and maintain a list of contacts at seniors’ apartments and residences, places of worship and not-for-profit organizations, and have information regarding the Downtown posted on bulletin boards at

	<p>these facilities; and</p> <ul style="list-style-type: none"> • Make tourist information available seven days a week, twelve months a year. • Communicate how much the business community gives back to the Lindsay community. • Share Downtown business successes. • As information becomes known, promote how the business community gives back to the Lindsay community.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee (until organizations are identified).
Timeline	<ul style="list-style-type: none"> • Immediate & Ongoing.
Resources	<ul style="list-style-type: none"> • Funding for new personnel. • Organization(s) to fund dedicated person.
Evaluation	<ul style="list-style-type: none"> • Communications between all stakeholders managed by dedicated person.

5.2. Activity: Create a Communications Strategy for the Downtown Revitalization Strategic Plan.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Create a Communications Strategy for the Downtown Revitalization Strategic Plan to communicate its' progress, successes and challenges. • Engage Downtown property owners and the broader community in the Downtown Revitalization process.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee • Support from: Economic Development Officer: Community
Timeline	<ul style="list-style-type: none"> • 2017
Resources	<ul style="list-style-type: none"> • Personnel time: stakeholder and staff • Online forum(s) to share information via social media, websites, etc. • Newsletter platform, digital and/or print • Necessary funding for communication methods as defined.
Evaluation	<ul style="list-style-type: none"> • Communications strategy developed & implemented.

5.3. Activity: Make the Downtown Revitalization Strategic Plan available in a concise format in easy to access and well maintained locations, and have complete detailed copies of the document available at all stakeholders' offices including the Library, B.I.A., etc.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Where the complete Downtown Revitalization Strategy is available, clear information is to be provided indicating who

	people should speak with regarding any and all aspects of the Downtown Revitalization Strategy. (This should be part of the communications plan for the Downtown Revitalization Strategy.)
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee • City of Kawartha Lakes: Economic Development Officer: Community • Lindsay and District Chamber of Commerce • Lindsay Downtown BIA
Timeline	<ul style="list-style-type: none"> • As Plan is Approved • Ongoing
Resources	<ul style="list-style-type: none"> • Online and printed copies of the Strategic Plan.
Evaluation	<ul style="list-style-type: none"> • Downtown Revitalization Strategic Plan available at all stakeholder offices.

5.4. Activity: Create an inventory of all groups in the Downtown and near the Downtown including their contact information, to further build activities and events information and networking.

Priority	<i>MEDIUM</i>
Tasks	<ul style="list-style-type: none"> • Create and maintain an inventory of all organizations in the Downtown and near the Downtown including their contact information. Make list available to interested parties.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee • Lindsay Downtown BIA • Lindsay & District Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • 2017
Resources	<ul style="list-style-type: none"> • Personnel time: Committee
Evaluation	<ul style="list-style-type: none"> • An inventory of all groups in the Downtown and near the Downtown completed & updated.

5.5. Activity: Provide an information kiosk in the Downtown where people can access information regarding upcoming events and activities, and current Downtown Revitalization initiatives.

Priority	<i>LOW</i>
Tasks	<ul style="list-style-type: none"> • Research various types of information kiosks, including budget, potential locations, size, etc. • Define target audience for information (visitors, downtown businesses, residents, etc.; this will direct the type of information to be presented). • Develop the information to be presented in the kiosk, including "Business Directory" sign identifying businesses and facilities

	<p>(such as washrooms).</p> <ul style="list-style-type: none"> • Gain appropriate permissions from property owner for installation. • Follow Streetscape and Façade Design Guidelines to ensure the design aligns with overall direction of Downtown.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown BIA • Support from: Lindsay Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> • 2019
Resources	<ul style="list-style-type: none"> • Personnel time • Appropriate budget for design and installation of information kiosk.
Evaluation	<ul style="list-style-type: none"> • Information kiosk installed, profiling information about Downtown including events and activities.

6. Goal: Work to support and enhance a robust business community in the Downtown.

Challenge: Need to support for existing and potential businesses to expand and locate in Lindsay.

6.1. Activity: Promote the “identified potential business opportunities” to investors, and entrepreneurs interested in establishing or expanding a business in the Downtown, and provide them with the appropriate supporting data.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Host public meetings targeted to specific sectors to present the business opportunities identified and provide detailed market area data reports to local businesses. • Provide market area data on request. • Research best practices ambassador programs. • Identify and recruit community ambassadors to promote potential business opportunities.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee • Lindsay and District Chamber of Commerce • Lindsay Downtown BIA • City of Kawartha Lakes: Economic Development
Timeline	<ul style="list-style-type: none"> • 2017 • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel time • Meeting and event expenses (space, refreshments, etc.) • Printing costs

	<ul style="list-style-type: none"> • Lindsay Market Area Data report • KLSBEC Mentorship Program
Evaluation	<ul style="list-style-type: none"> • Local businesses are aware of business opportunities identified in Trade Area report. Businesses expand product offerings to meet consumer demands.

6.2. Activity: Work with the Downtown business owners to encourage consistent business hours throughout the Downtown, including being open later, and being open on Sunday afternoons.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Advocate to all Downtown business owners the research collected in the Resident Survey in 2014/15 identifying a need for unified business hours and extended Friday business hours. • Establish and implement a “pilot” season encouraging businesses to come together for the peak season with unified hours. • Survey businesses for feedback on new initiative to identify further opportunities to improve or engage the businesses to develop more permanent “downtown business hours” program.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown BIA
Timeline	<ul style="list-style-type: none"> • 2019
Resources	<ul style="list-style-type: none"> • Personnel time • Business community support and participation • Resident survey and associated Downtown research documents
Evaluation	<ul style="list-style-type: none"> • Downtown businesses participate in unified hours program.

6.3. Activity: Engage Downtown stakeholders in regular information / networking meetings including meetings focused on “like interested” parties, and “Business after Hours” events.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Engage Downtown stakeholders in regular information / networking meetings including meetings focused on “like interested” parties, and “Business after Hours” events. • Develop new networking series and promote to Downtown businesses. Schedule around business hours. • Survey businesses about networking interests and target session around business interests.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown BIA • Lindsay and District Chamber of Commerce
Timeline	<ul style="list-style-type: none"> • 2018
Resources	<ul style="list-style-type: none"> • Personnel Time

Evaluation	<ul style="list-style-type: none"> • Stronger relationships between Downtown businesses developed as they connect through networking sessions.
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6.4. Activity: Identify training needs required by the Downtown's workforce, and provide the appropriate training.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Connect with local business community to identify training and assistance needs to support workforce development. • Connect with local Workforce Development Board to support training initiatives, and access workforce demand data. • Identify business assistance needs beyond training, and work with local community organizations to develop a method to support those needs. • Encourage the holding of training sessions in the Downtown.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes: <ul style="list-style-type: none"> ○ Economic Development ○ Kawartha Lakes Small Business and Entrepreneurial Centre • Lindsay and District Chamber of Commerce • VCCS • United Way • Fleming College
Timeline	<ul style="list-style-type: none"> • 2018 • Ongoing training opportunities, dependent on demand and participation of local businesses.
Resources	<ul style="list-style-type: none"> • Training resources (subject matter expert, materials, etc.) • Meeting space and expenses • Personnel time • Workforce Development Board
Evaluation	<ul style="list-style-type: none"> • Local business community training and assistance needs identified, and programs and services made available to meet their needs.

6.5. Activity: Provide workshops and training to address the needs of Downtown businesses i.e. digital marketing, customer service, and diversity issues.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Connect with local business community to identify training and assistance needs. • Using the Business Owner Survey results and additional business input, develop a training program that includes programs in high demand from local businesses. • Encourage training sessions in the Downtown.

	<ul style="list-style-type: none"> • Promote training initiatives.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes: Economic Development <ul style="list-style-type: none"> ◦ Kawartha Lakes Small Business and Entrepreneurial Centre • Lindsay and District Chamber of Commerce • Lindsay Downtown BIA
Timeline	<ul style="list-style-type: none"> • Ongoing training opportunities, dependent on demand and participation of local businesses.
Resources	<ul style="list-style-type: none"> • Training resources (subject matter expert, materials, etc.) • Meeting space and expenses • Personnel time
Evaluation	<ul style="list-style-type: none"> • Local business community training and assistance needs identified, and programs and services made available to meet their needs.

6.6. Activity: Work with the City’s Economic Development Department to develop and market a welcome package and “Toolkit for New Businesses”, to introduce them to the municipality and help them establish their businesses in the community. The “Toolkit” will include written guidelines, information, and appropriate contact information to help new businesses establish themselves.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Develop and market a “Toolkit for New Businesses” to help them locate in Downtown Lindsay. • “Toolkit” will include written guidelines, information, and appropriate contact information to help new businesses establish themselves. • Lindsay Downtown Revitalization Committee to support the City and its partners as they provide appropriate information to help new businesses locate, and existing businesses expand, in the Downtown. • Promote services available at the City’s Small Business Entrepreneurial Centre.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes: Economic Development (Community and Business Development Officers) • Lindsay Downtown BIA • Lindsay District Chamber of Commerce • Lindsay Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> • 2018 and ongoing
Resources	<ul style="list-style-type: none"> • Personnel time: Stakeholder and Staff • Online platform(s) to share toolkit • Design and printing costs
Evaluation	<ul style="list-style-type: none"> • Toolkit developed and made available for new businesses. • Increased awareness and use of KLSBEC and programs.

6.7. Activity: Support and assist the Lindsay Farmer’s Market in its’ continued operation in the Downtown.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Work with Farmer’s Market in supporting their needs in the downtown
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee • Lindsay Downtown BIA
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel Time
Evaluation	<ul style="list-style-type: none"> • Ongoing success of the Farmer’s Market

6.8. Activity: Create and implement Buy Local Shopping Programs targeted at the Downtown.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Investigate best practices for shop local programs (Downtown Dollars, Membership Card, Mobile App, etc.) • Engage local businesses regarding interest in participating in program to ensure program success. • Establish a partnership with business and organization representatives to develop the program.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown BIA • Support from: Lindsay Downtown Revitalization Committee • Support from Economic Development
Timeline	<ul style="list-style-type: none"> • Develop program in 2018, implement in 2019
Resources	<ul style="list-style-type: none"> • Personnel time: Stakeholder and Staff • Cost of program, dependent on program type
Evaluation	<ul style="list-style-type: none"> • Shop local program implemented with participation from significant number of local businesses. • Increased customer base in the Downtown.

6.9. Activity: Identify opportunities for new “Downtown Events”, and review existing events to consider possible updates.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Support new and existing events that would interest residents and visitors. • Continue to host special events such as Classics on Kent and Shop Hop & Wine Walk, and embrace new events proposed by community partners. • Invite interest groups to initiate, create, and participate in events.

	<ul style="list-style-type: none"> • Consult with the community to identify what types of events and activities will attract people to the Downtown. • Ensure that the cultural programming offered in the Downtown meets the diverse needs and interests of the community. • Identify new events that residents and visitors would be interested in. • Consult with Kawartha Lakes Arts Council, Lindsay Gallery and Academy Theater to encourage cultural events • Refer to Resident Survey, Business Owner Survey and Market Area Data and Analysis Reports for suggested events.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown BIA (Marketing Committee) • Lindsay Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> • 2017 • Ongoing
Resources	<ul style="list-style-type: none"> • Event Costs. • Personnel time. • Volunteers
Evaluation	<ul style="list-style-type: none"> • Events offered in the Downtown align with wants of residents, visitors and business community. New events are offered.

6.10. Activity: Encourage increased pedestrian activity in the Downtown.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Including working with public transit. • Encourage alternate modes of transportation to access Downtown (walking, biking, transit, etc.). • Identify potential public pedestrian spaces within Downtown. • Encourage more animation in the Downtown, such as buskers, window display contests • Conduct pedestrian traffic count.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown BIA • City of Kawartha Lakes <ul style="list-style-type: none"> ○ Engineering ○ Economic Development
Timeline	<ul style="list-style-type: none"> • 2020
Resources	<ul style="list-style-type: none"> • Necessary budget. • Personnel time.
Evaluation	<ul style="list-style-type: none"> • Increased pedestrian traffic counts in the Downtown.

6.11. Activity: Work with the Trent Severn Waterway to make Lindsay “a stop” on boater’s travels through the Waterway, and to provide improved signage and local information regarding Downtown Lindsay, to users of the Waterway.

Priority	MEDIUM
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Tasks	<ul style="list-style-type: none"> • Work with the Trent Severn Waterway to make Lindsay “a stop” on boater’s travels through the Waterway, and to provide improved signage and local information regarding Downtown Lindsay, to users of the Waterway. • Provide directional signage along the TSW to attract boaters into Downtown Lindsay.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown BIA • Lindsay and District Chamber of Commerce • City of Kawartha Lakes Economic Development & Community Services • Parks Canada, Trent Severn Waterway
Timeline	<ul style="list-style-type: none"> • 2019
Resources	<ul style="list-style-type: none"> • Personnel time. • Necessary budget as determined.
Evaluation	<ul style="list-style-type: none"> • Increased boat traffic at Lock 33 in Lindsay

7. Goal: Support, promote, and further develop new and existing cultural assets.

Challenge: Better utilize and connect cultural assets in Downtown Lindsay.

7.1. Activity: Create a Cultural Hub in the Downtown where people can access many different events and activities, and obtain information about other events and activities.

Priority	LOW/MEDIUM
Tasks	<ul style="list-style-type: none"> • Create a Cultural Hub in the Downtown where people can access many different events and activities, and obtain information about other events and activities. • Determine what kind of space or resources would be needed. • Identify partners and funding opportunities.
Responsibility	<ul style="list-style-type: none"> • Kawartha Lakes Arts Council • Kawartha Lakes Culture & Heritage Roundtable
Timeline	<ul style="list-style-type: none"> • 2021
Resources	<ul style="list-style-type: none"> • Personnel time • Budget & funding
Evaluation	<ul style="list-style-type: none"> • Establishment and successful opening

7.2. Activity: Create an on-line community bulletin board providing one central location where all scheduled events and activities can be found; provide staffing to guarantee that it is maintained; and ensure that a print version of this information is also available.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Event hosts responsible for uploading events to the website calendar, as well as printing and distributing their own event posters • Utilize the new City of Kawartha Lakes online events calendar as the on-line community bulletin board • Committee to create a bulletin board inventory at both public and private buildings and make available to local community group • Public bulletin boards at Lindsay Service Centre and Art Gallery • Promote new events calendar to all • Promotion of calendar: all Downtown stakeholders.
Responsibility	<ul style="list-style-type: none"> • City of Kawartha Lakes City: Communications, Advertising and Marketing (website)
Timeline	<ul style="list-style-type: none"> • Website launch: June 2017
Resources	<ul style="list-style-type: none"> • Event organizer(s) time and cost to print posters. • New City of Kawartha Lakes website
Evaluation	<ul style="list-style-type: none"> • Central online calendar for local events and activities to be promoted.

7.3. Activity: Co-ordinate the promotion of events and activities, and communicate the dates of scheduled activities to draw people into the Downtown, connecting cultural events with businesses.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Consider creating a passport that provides admission to several events. • Identify event organizers and work with them to coordinate events. • Promote what “the arts, music and culture community” located in the Downtown offers to the community • Ensure arts, music, and culture activities held at all facilities located in or near to the Downtown, are communicated and promoted to all.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown BIA • Downtown stakeholders • City of Kawartha Lakes – Arts, Culture and Development
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Lindsay Downtown BIA website • City of Kawartha Lakes website – events calendar. • Kawartha Lakes Arts Council • Kawartha Heritage Network
Evaluation	<ul style="list-style-type: none"> • Increased visitors attending downtown activities.

	<ul style="list-style-type: none"> Promotional program established that promotes the arts, music and cultural community in the Downtown.
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7.4. Activity: Consider developing an outdoor theatre in the Downtown.

Priority	<i>LOW</i>
Tasks	<ul style="list-style-type: none"> Identify recommendations in the Music Feasibility Study to support research necessary for the development of an outdoor theatre in Downtown Lindsay.
Responsibility	<ul style="list-style-type: none"> City of Kawartha Lakes – Arts, Culture and Development Coordinator Kawartha Lakes Arts Council
Timeline	<ul style="list-style-type: none"> 2020
Resources	<ul style="list-style-type: none"> Music Feasibility Study Personnel Time (City Staff & Volunteer Time) Local theatre groups
Evaluation	<ul style="list-style-type: none"> Recommendations presented regarding an outdoor theater in Downtown Lindsay.

7.5. Activity: Investigate opportunities to tie-in cultural programming and other related activities with neighbouring communities.

Priority	<i>MEDIUM</i>
Tasks	<ul style="list-style-type: none"> Investigate opportunities to tie-in cultural programming and other related activities with neighbouring communities. Connect with other communities rather than compete.
Responsibility	<ul style="list-style-type: none"> City of Kawartha Lakes – Arts, Culture and Development Coordinator Kawartha Lakes Arts Council Kawartha Lakes Heritage Network
Timeline	<ul style="list-style-type: none"> Ongoing 2018
Resources	<ul style="list-style-type: none"> Personnel Time Arts and Heritage Trail RTO8
Evaluation	<ul style="list-style-type: none"> Cultural programming connected across Kawartha Lakes.

7.6. Activity: Maintain ongoing communication with the arts, music, and cultural community to build communication cohesiveness.

Priority	<i>LOW</i>
Tasks	<ul style="list-style-type: none"> Maintain ongoing communication between downtown stakeholders and the arts & culture community. Create an inventory of all types of facilities available in the

	Downtown for cultural activities, including places of worship, to further utilize the facilities for other appropriate activities.
Responsibility	<ul style="list-style-type: none"> • Kawartha Lakes Arts Council • Kawartha Lakes Heritage Network • Lindsay Downtown BIA • Lindsay Ecumenical Council
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel time.
Evaluation	<ul style="list-style-type: none"> • Open communication across arts, music and cultural sector.

7.7. Activity: As appropriate, support opportunities to enhance the economic sustainability for the Academy Theatre and the Art Gallery, which are key cultural components of the Downtown. Encourage various groups to work together to more fully utilize facilities such as the Academy Theatre.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Encourage various groups to work together to more fully utilize facilities such as the Academy Theatre. • Support opportunities to enhance the economic sustainability for the Academy Theatre, Art Gallery, Kawartha Arts Network Co-op, and other arts groups.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown BIA • Lindsay Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Personnel time.
Evaluation	<ul style="list-style-type: none"> • Increased utilization of Lindsay Art Gallery and Academy Theater, including partnerships with Downtown Lindsay business community.

7.8. Activity: Assist all groups that organize and hold community events in the Downtown to identify where they can access appropriate and affordable insurance.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Promote organizations similar to Kawartha Works Community Co-op and Lindsay and District Chamber of Commerce who can support organizations in accessing insurance needs.
Responsibility	<ul style="list-style-type: none"> • Lindsay and District Chamber of Commerce • Lindsay Downtown BIA • Kawartha Lakes Community Co-op • Lindsay Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> • Ongoing
Resources	<ul style="list-style-type: none"> • Lindsay and District Chamber of Commerce • Kawartha Lakes Community Co-op

	<ul style="list-style-type: none"> • Personnel time • Use of existing online media accounts to promote umbrella organizations.
Evaluation	<ul style="list-style-type: none"> • Increased capacity for local groups hosting community events to access insurance.

7.9. Activity: Identify how community groups can be facilitated / helped to hold events in the Downtown – and identify funding opportunities to assist groups organizing cultural activities and events, to hold such events.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Develop an Event Toolkit with information including facilities, contacts, permit & licence information. • Organize a recurring follow up events to the Events Forum that was held through the Lindsay Art Gallery in 2015. • Identify contact person
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee to facilitate and pull together appropriate partners
Timeline	<ul style="list-style-type: none"> • 2018
Resources	<ul style="list-style-type: none"> • Personnel time • Kawartha Lakes Police Service • City of Kawartha Lakes Risk Management
Evaluation	<ul style="list-style-type: none"> • Increase in community events held in the Downtown.

7.10. Activity: Develop a staff supported communications program to promote what “the arts, music and culture community” located in the Downtown offers to the community, and ensure arts, music, and culture activities held at all facilities located in or near to the Downtown, are communicated and promoted to all.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Promote what “the arts, music and culture community” located in the Downtown offers to the community • Ensure arts, music, and culture activities held at all facilities located in or near to the Downtown, are communicated and promoted to all.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown BIA • Downtown stakeholders
Timeline	<ul style="list-style-type: none"> • 2019 • Ongoing
Resources	<ul style="list-style-type: none"> • City of Kawartha Lakes; new website • Lindsay Downtown BIA website
Evaluation	<ul style="list-style-type: none"> • Promotional program established that promotes the arts, music and cultural community in the Downtown.

7.11. Activity: Investigate utilizing the vacant lot at 7 William Street South, for possible outdoor public space purposes.

Priority	LOW
Tasks	<ul style="list-style-type: none"> Investigate with the city proposed future use of the property Align with Streetscape and Façade Design Guidelines Committee to facilitate conversation with potential partners and adjacent land owners
Responsibility	<ul style="list-style-type: none"> Lindsay Downtown Revitalization Committee
Timeline	<ul style="list-style-type: none"> 2017 – Begin investigation.
Resources	<ul style="list-style-type: none"> Personnel time.
Evaluation	<ul style="list-style-type: none"> Propose opportunities to Council on public space use of the Irish House property.

8. Goal: Improve transportation facilities and functionality in the Downtown.

Challenge: Access to Downtown through alternative modes of transportation and ensuring necessary parking allocations.

8.1. Activity: Identify additional adequate, available, and properly maintained parking throughout the Downtown to meet increased demands for parking from business owners and patrons.

Priority	LOW
Tasks	<ul style="list-style-type: none"> Identify potential additional parking locations. Work with Municipal Law Enforcement; monitors utilization of existing parking, and conduct parking expansion study when utilization approaches 80%
Responsibility	<ul style="list-style-type: none"> Lindsay Downtown BIA: Parking Committee
Timeline	<ul style="list-style-type: none"> 2020
Resources	<ul style="list-style-type: none"> Personnel time: Stakeholder
Evaluation	<ul style="list-style-type: none"> If identified as necessary, additional parking established throughout the Downtown.

8.2. Activity: Address the need for a transit hub in the Downtown to accommodate local and regional buses and other forms of transportation, which will also bring out-of-town people to the Downtown.

Priority	HIGH
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Tasks	<ul style="list-style-type: none"> Address the need for a transit hub in the Downtown to accommodate local and regional buses and other forms of transportation.
Responsibility	<ul style="list-style-type: none"> City of Kawartha Lakes Transit Board City of Kawartha Lakes: Lindsay Transit Lindsay Downtown BIA
Timeline	<ul style="list-style-type: none"> 2020
Resources	<ul style="list-style-type: none"> Personnel time: Staff Cost of necessary feasibility study.
Evaluation	<ul style="list-style-type: none"> Feasibility study for Downtown transit hub completed, including plans for establishment of hub if warranted.

8.3. Activity: Include the location of all currently available parking spaces, including accessible parking spaces, the site of the regional bus pick-up and drop-off location, and the City bus pick-up and drop-off locations, in the City's GIS system.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> Include the location of all currently available parking spaces, including accessible parking spaces, the site of the regional bus pick-up and drop-off location, and the City bus pick-up and drop-off locations, in the City's GIS system. Following launch of new City website and initialization of GIS capabilities on website. Provide a print version of available parking spaces.
Responsibility	<ul style="list-style-type: none"> City of Kawartha Lakes: GIS and CAM divisions
Timeline	<ul style="list-style-type: none"> 2017/2018
Resources	<ul style="list-style-type: none"> Personnel time: Staff
Evaluation	<ul style="list-style-type: none"> Parking and Transit infrastructure uploaded and visible on City website.

8.4. Activity: Address horse and buggy parking needs in the Downtown, engaging the area Amish and Mennonite communities in the discussions to determine their needs.

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> Address horse and buggy parking needs in the Downtown, engaging the area Amish and Mennonite communities in the discussions to determine their needs.
Responsibility	<ul style="list-style-type: none"> Lindsay Downtown BIA: Parking Committee
Timeline	<ul style="list-style-type: none"> 2020
Resources	<ul style="list-style-type: none"> Personnel time: stakeholder Location for installation of parking structure, if necessary.

	<ul style="list-style-type: none"> • Appropriate budget for installation of parking structure.
Evaluation	<ul style="list-style-type: none"> • More accessible horse and buggy parking available in the Downtown.

8.5. Activity: Consider incorporating “charging stations” for cars, scooters, and similar vehicles into the Downtown’s transportation facilities.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Identify potential locations, for various charging stations (including cars and scooters). • When available, apply for Electric Vehicle Chargers Ontario (EVCO) program to cover the costs of installation. • Work with Engineering, within 5 year Capital Asset Plan and Streetscape and Façade Design Guidelines to install charging stations.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown BIA: Parking Committee • Lindsay and District Chamber of Commerce • Support from: City of Kawartha Lakes: Engineering, Economic Development
Timeline	<ul style="list-style-type: none"> • Refer to a 5 year Capital Asset Improvement Plan for timeline
Resources	<ul style="list-style-type: none"> • Budget for installation and maintenance of charging stations. • Potential grants and funding opportunities. • Personnel time: Staff and Stakeholder
Evaluation	<ul style="list-style-type: none"> • Charging stations installed in Downtown for cars, scooters and similar vehicles.

8.6. Activity: Identify the needs of those using different types of transportation in the Downtown including bicycles, snowmobiles, etc., and provide the facilities necessary to accommodate these modes of transportation, inclusive of the provision of appropriate parking.

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Identify the needs of those using different types of transportation in the Downtown including bicycles, snowmobiles, etc. • Determine types of transportation that require increased facilities and/or linkages to the Downtown (i.e. walking trails, bike trails, policy updates to allow for recreational vehicles, etc.)
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown Revitalization Committee • Support from City of Kawartha Lakes (refer to previous access request(s))
Timeline	<ul style="list-style-type: none"> • 2020

Resources	<ul style="list-style-type: none"> • Personnel time: Stakeholder • Budget for transportation study. • Local snowmobile and ATV associations. • City of Kawartha Lakes Engineering and Community Services • Local trails committee(s), Kawartha Trans Canada Trail
Evaluation	<ul style="list-style-type: none"> • Access to Downtown easily available through various modes of transportation, including appropriate parking allocated for alternative vehicles.

8.7. Activity: Provide improved truck route signage and enforcement in the Downtown.

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Identify if existing truck routes exist. • Identify alternative truck routes, outside of the Downtown (Kent St.) corridor. • Consult with the Ministry of Transportation Ontario regarding most appropriate route(s). • City of Kawartha Lakes to install new and necessary signage. • Update necessary Municipal policies, if applicable.
Responsibility	<ul style="list-style-type: none"> • Lindsay Downtown BIA • City of Kawartha Lakes Municipal Law Enforcement
Timeline	<ul style="list-style-type: none"> • 2017
Resources	<ul style="list-style-type: none"> • Personnel Time: Staff and Stakeholder • Budget for sign development and installation. • Kent Street Corridor Study
Evaluation	<ul style="list-style-type: none"> • Truck route signage installed and routes enforced.

Omemee:Downtown Revitalization

Draft Action Plan

Updated August 11, 2016

APPENDIX " D - "v

to

REPORT ED2017-005

FILE NO. _____

Market Position Statement

Omemee, at the end of the Pigeon River, is a town for residents, travellers, families and entrepreneurs. Omemee is a rare rural community with combining a rich music and architectural history, with natural assets including the Trans Canada Trail with a beach in walking distance of the downtown.

Action Plan

The Action Plan is a work in progress. It is based off the evidence based research conducted over the past two years and is updated at each Downtown Revitalization Committee Meeting. When complete, the Action Plan will be presented to the City of Kawartha Lakes Council for approval.

All actions in the plan are important, but we cannot do everything at once. To help prioritize the actions a level of importance has been put beside each one. High (start immediately and may take a long time to complete) to low (start in the next 3-5 years). A suggested responsible party is also listed beside each action. This is not exclusive, but rather gives a lead to each so everyone can work together to advance the goals for the community of Omemee.

1. Goal: Get business owners and organization collaborating on downtown revitalization

Challenge: Our Downtown Revitalization research showed that we need to work together to make a difference and invite everyone into the process.

1.3 Activity: Organize business owners to talk regularly about improving the local business climate

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Invite all business owners • Identify topics for discussion and action • Determine meeting schedule (formal or informal) • Host meetings
Responsibility	Business owners
Timeline	Group to be established and have initial meeting in Q1, 2017
Resources	Volunteer time, in kind space and time
Evaluation	Number of meetings, number of business participating

1.4 Activity: Organise regular meetings of all parties helping to implement this plan

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Identify groups to invite and promote to community • Determine meeting schedule (quarterly) • Host meetings
Responsibility	City of Kawartha Lakes Economic Development, Downtown Revitalization Committee
Timeline	Q4, 2016 ongoing
Resources	In kind space and time
Evaluation	Number of meetings, number of parties participating, number of actions undertaken

1.5 Activity: Develop an annual report card

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Develop report card template • Complete with input from community • Share with community on an annual basis
Responsibility	City of Kawartha Lakes Economic Development
Timeline	Q4, 2017 and each year following
Resources	In kind Staff time, printing and distribution costs
Evaluation	Report card complete and distributed

1.6 Investigate creating an Omemees fund for capital projects and festivals

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Investigate ways to start a community fund • Identify structure and governance • Develop and run fund
Responsibility	Community
Timeline	2017/ 2018
Resources	Volunteer community, potentially legal and operation costs
Evaluation	Fund established, fundraising goals, investments made

1.7 Activity: Communicate what is going on in Omemee

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Identify methods to communicate e.g. Grow Omemee Facebook, The Bridge, community entrance signs, church sign, community notice boards at the Post Office, library, foodland • Regularly send updates on community activities • Investigate funding to keep The Bridge in circulation
Responsibility	Community
Timeline	Ongoing
Resources	Volunteer
Evaluation	Number of locations community news is posted

1.8 Activity: Use the hashtag #GrowOmemee

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Use the Hashtag at every opportunity to celebrate Omemee on social media and in communications
Responsibility	Community, City of Kawartha Lakes
Timeline	Ongoing
Resources	Volunteer and in kind staff
Evaluation	Number of posts using #growomemee

2. Goal: Attract new, expanding, and relocating businesses to Downtown Omemee

Challenge: Our Downtown Revitalization research showed that we need more businesses, have many budding business opportunities, and that we need to help existing businesses grow.

2.1 Activity: Create a marketing package to attract business to Omemee

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Draft package based on downtown revitalization research • Share draft with Downtown Revitalization committee • Finalize marketing package • Broadcast the completed Infographic • Identify distribution for package e.g. online, building and

	business owners, KLSBEC, real estate agents
Responsibility	City of Kawartha Lakes Economic Development
Timeline	2017
Resources	In kind staff resources
Evaluation	Package complete

2.2 Activity: Work with the local real estate community attract destination businesses

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> Identify real estate community and owners of vacant buildings Develop a program to work with the real estate community to attract destination businesses, particularly those identified in the research (e.g. gas, coffee, bakery, hardware store, restaurant, Kawartha Dairy)
Responsibility	Downtown Revitalization Committee and City of Kawartha Lakes Economic Development
Timeline	2017
Resources	In kind, potential costs associated with program TBD
Evaluation	Program developed, number of brokers/agents engaged, number of inquiries

2.3 Activity: Develop spaces that are gathering places

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> Work with City Planning and Building staff to identify ways to make spaces gathering places Work with local businesses and government to identify opportunities for creating gathering spaces (e.g. bakery, coffee, library, patio) Promote opportunities
Responsibility	Downtown Revitalization Committee, City of Kawartha Lakes
Timeline	2017-2018
Resources	In kind staff support
Evaluation	How to create a gathering space known, outreach

2.4 Activity: Enforce commercial uses in commercial spaces

Priority	HIGH
Tasks	<ul style="list-style-type: none"> Identify commercial properties not in commercial use Work with City By-law department
Responsibility	Community
Timeline	Ongoing
Resources	Volunteer, potential costs depending on process
Evaluation	Properties identified, By-law engaged, properties back in commercial use

2.5 Activity: Help businesses get ready for new opportunities such as Cham Shan Temple, 407

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Identify new opportunities • Identify ways for businesses to benefit • Develop a program to engage businesses e.g. seminars, information, meet and greets etc. • Implement program
Responsibility	Community, City of Kawartha Lakes Economic Development
Timeline	2018
Resources	In kind and expenses related to the program
Evaluation	Opportunities identified, program developed, number of businesses engaged

3. Goal: Improve the physical environment of our downtown

Challenge: Our Downtown Revitalization research showed that we have some great historical building assets but our community looks tired. It showed that we have opportunity to improve public and private spaces in the downtown.

3.1 Activity: Give the downtown a colourful 'face lift'

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Identify ways to give the town an immediate facelift (e.g. banners, paint garbage cans) and bring colourful art to the street • Find ways to cover the costs (in kind or funding) • Bring people and groups together to do this work
Responsibility	Community, Downtown Revitalization Committee
Timeline	2016- 2017
Resources	Materials, design
Evaluation	Opportunities identified, changes made

3.2 Activity: Develop a public art program

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Identify opportunities for a public art program • Identify buildings that could host art • Develop and implement the program
Responsibility	City of Kawartha Lakes Economic Development, Community
Timeline	2018
Resources	Volunteer and in kind, potentially fundraising for installations
Evaluation	Program developed and approved, art installed

3.3 Activity: Update the existing Omeme Streetscape & Façade Design Guidelines and incorporate into the City's capital budgets

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Initiate Streetscape & Façade Design Guideline project • Seek community participation in design work • Focus the project along Highway 7 throughout the village (integrating along the entire road e.g. lamp posts) • Finalize and Council adopt work • Integrate work into City capital budgets
Responsibility	City of Kawartha Lakes, community for engagement
Timeline	2016
Resources	Study funding through Rural Economic Development Program, implementation funding through City and grants (if applicable)
Evaluation	Study adopted, number of participants, work funded and scheduled

3.4 Activity: Help local businesses and building owners improve their facades through the introduction of a Community Improvement Program

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Develop and fund Community Improvement Program (Council approved and funded)
Responsibility	City of Kawartha Lakes
Timeline	2016 ongoing
Resources	Study funding through Rural Economic Development Program, CIP funds (if available)
Evaluation	CIP approved, CIP funding, number of facades improved, amount of public and private funds invested

3.5 Activity: Encourage businesses and building owners to improve their properties following the Façade Design Guidelines, in keeping with a historic 'old town charm' and cottage look and feel

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Work with local business and building owners to identify ways to improve their properties • Local contractors and business people to work together and explore a group buying opportunities to improve facades and implement the façade design guidelines
Responsibility	Downtown Revitalization Committee, City of Kawartha Lakes Economic Development, local contractors, local business and building owners
Timeline	2017
Resources	Significant depending on project
Evaluation	Number of building and business owners and contractors engaged, number of facades improved

3.6 Activity: Continue Age Friendly initiatives

Priority	HIGH
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Tasks	<ul style="list-style-type: none"> • Age Friendly committee continue meeting • Continue to host meetings for community members • Help businesses become age friendly
Responsibility	Age Friendly Committee
Timeline	Ongoing
Resources	In kind and financial depending on project
Evaluation	Number of events held, number of initiatives undertaken

3.7 Activity: Celebrate the history of Omemee and its buildings

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Identify historic buildings and buildings with historic value • Identify heritage designated properties • Investigate existing programs to celebrate Heritage (e.g. Stratford plaque program) • Develop program for Omemee • Reinvent the Omemee walking tour
Responsibility	Community, City of Kawartha Lakes Economic Development
Timeline	2018
Resources	In kind staff, volunteer and financial depending on projects chosen
Evaluation	Historical properties identified, program developed and implemented

4. Goal: Grow an animated, ecofriendly pedestrian town linking natural assets and businesses

Challenge: Our Downtown Revitalization research showed that we need pedestrians on our street. It also showed that we have an abundance of natural resources that are disconnected to our downtown. We need to give people a reason to stay in town or stop on their way through and be proud to be in Omemee.

4.1 Activity: Promote Omemee and events on the www.exploreKawarthaLakes.com Official Tourism website

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Develop content for the Omemee page on the Kawartha Lakes Tourism website • Upload information and share via social media
Responsibility	City of Kawartha Lakes Economic Development
Timeline	2017
Resources	In kind staff
Evaluation	Information uploaded, website traffic

4.2 Look for opportunities for businesses to provide a 'natural' 'tranquil' and 'calming' recreational experiences to customers

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> Identify businesses willing to participate Identify ways to provide recreational experiences Help businesses develop experiences Promote
Responsibility	Local businesses, Downtown Revitalization Committee
Timeline	2017-2018
Resources	Volunteer
Evaluation	Number of businesses promoted, number of experiences

4.3 Look for opportunities to connect the beach and rail trail to the downtown

Priority	HIGH
Tasks	<ul style="list-style-type: none"> Link to the Streetscape & Façade Design Guidelines Develop signage for the downtown showing access points to the beach and rail trail Implement ideas
Responsibility	Lions, Community, Downtown Revitalization Committee, City of Kawartha Lakes
Timeline	2016 ongoing
Resources	Need to seek funding or fundraising opportunities
Evaluation	Links planned, links developed

4.4 Investigate the feasibility of a boardwalk

Priority	LOW
Tasks	<ul style="list-style-type: none"> Review existing feasibility study Identify if there are opportunities for pursuing
Responsibility	Community
Timeline	2017
Resources	Potentially requires funding
Evaluation	Assessment on feasibility

4.5 investigate the feasibility of a gazebo at the park for concerts

Priority	LOW
Tasks	<ul style="list-style-type: none"> Identify opportunities for gazebo If interest, conduct a feasibility analysis/ building plan/ fundraising plan
Responsibility	Community
Timeline	2018
Resources	Funding required
Evaluation	Assessment on feasibility

4.6 Work with partner organizations to clean the river and make it appealing for residents and visitors to spend time in the area

Priority	LOW
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Tasks	<ul style="list-style-type: none"> • Identify partner organizations interested in cleaning up the river • Identify places and means to clean • Work with authorities to plan project • Implement project
Responsibility	Community
Timeline	2017
Resources	Volunteer and potentially requires funding
Evaluation	Partners identified, project planned and implemented

4.7 Work with Trent Severn Waterway to find opportunities to improve infrastructure and attract people to use the water and visit Omemee

Priority	LOW
Tasks	<ul style="list-style-type: none"> • Meet TSW Staff • Look at other communities projects (Fenelon Falls, Bobcaygeon) • Identify unique opportunities of this section of the river (e.g. non-motorized craft, business opportunities such as rentals, programming) • Brainstorm ideas to improve • Develop a project plan
Responsibility	Community, TSW, City of Kawartha Lakes Economic Development
Timeline	2018
Resources	Volunteer, in kind staff, funding likely required
Evaluation	Relationship with TSW established, projects identified and implemented

4.8 Increase the number of events throughout the year and regularly during summer

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Identify opportunities for new or improved events (e.g. Christmas event, farmers market, pet show, Chuck Wagon swimming lessons @beach, comedy show) • Find groups interested to put on an event • Create events to be of interest to locals and visitors • Promote events through communication methods identified above
Responsibility	Community, Downtown Revitalization Committee
Timeline	2016 (starting with Still Standing and Christmas event)
Resources	Volunteer time and event costs
Evaluation	Number of events, number of groups involved

4.9 Capitalize on activities in surrounding areas such as Emily Provincial Park

Priority	MEDIUM
Tasks	<ul style="list-style-type: none"> • Identify surrounding places that attract visitors (e.g. Emily Provincial Park, accommodations, Cham Shan Temple) • Find ways to work with these places to promote Omemee and

	create joint activities (e.g. canoeing from Emily Provincial Park to Omemee for shopping) <ul style="list-style-type: none"> • Create joint promotions
Responsibility	Community, Businesses, Downtown Revitalization Committee
Timeline	2018
Resources	Volunteer time
Evaluation	Places with joint promotions

4.10 Work together as a business community to encourage local people to shop locally more often

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Get the business community together • Find ways to reach residents (see communications above) • Identify opportunities that residents would be interested in • Host events or promotions targeted to residents • Survey customers and residents to get feedback
Responsibility	Business owners, Downtown Revitalization committee, City of Kawartha Lakes Economic Development
Timeline	2017
Resources	Volunteer, promotional funding
Evaluation	Initiatives targeted to locals, local perspective on shopping locally

4.11 Develop a promotions and marketing campaign to attract people to stop and shop

Priority	HIGH
Tasks	<ul style="list-style-type: none"> • Tie to marketing, Streetscape and signage projects • Brainstorm campaign ideas • Develop a campaign project plan • Implement campaign • Track number of increased shoppers
Responsibility	Businesses, Downtown Revitalization Committee, City of Kawartha Lakes Economic Development
Timeline	2017
Resources	Volunteer time, funding for campaign
Evaluation	Campaign developed, survey of shoppers, number of increased shoppers

Proposed Downtown Revitalization Committee of Council

FILE NO. _____

Assessment Criteria List to Form a new Advisory Committee of Council

- * Statutory requirement – Is the existence of this committee required by Federal/Provincial/By-law legislation and regulation

List Legislation/Order/By-law _____

- ✓ Is there a clear committee mandate?
- ✓ Is the committee's mandate relevant?
- ✓ Is the committee's mandate achievable?
- ✓ Is the committee's mandate unique?
- ✓ Is the committee's mandate aligned with corporate goals?
Is the committee operating effectively? (for review year)

If not a Statutory requirement – must fulfil five (5) of the following eight (8) criteria

- ✓ Aligns with Strategic Map and Priorities (or other approved Master Plans, guiding documents)
- ✓ Requires citizen voice(s) or external stakeholder expertise to develop public policy or fulfill corporate mandate
- ✓ Broad subject matter is handled by multiple internal divisions and/or external stakeholders
- _____ Emerging issue of clear importance to the municipality
- _____ Significantly helps steam-line discussion and decision making at Council
- ✓ Handles work that staff do not perform
- ✓ Needed for the long-term (minimum four years – term of council)
- ✓ Mandate and work plan and can be clearly articulated

Business and Community Organization ^{FILE NO} _____ Motions to Support Downtown Revitalization

As of February 24, 2017

Lindsay Downtown BIA - January 26, 2017

Moved By: Tim White **Seconded By:** Isaac Breadner

Resolved: That the BIA Board of Directors will support the Downtown Revitalization Strategic Plan in principle, and will support implementation as it fits into the BIA Mandate, and other activities as appropriate.

Carried RBM2017-03

Fenelon Forward - February 16, 2017

Moved by Wayne Jolly and seconded by Joe Willems:

Moved that Fenelon Forward show leadership and support for the downtown revitalization process by endorsing in principle the Committee report. Motion carried.

Copy of: Letter of Support from Fenelon Forward:

February 22, 2017

Mayor Andy Letham
City of Kawartha Lakes

Dear Mayor Letham:

I am writing on behalf of Fenelon Forward to confirm our support in principle for the downtown revitalization implementation report for Fenelon Falls. Many volunteers have devoted hundreds of hours to the report development as part of the Business Retention and Expansion project jointly funded by CKL and OMAFRA. It could not have been accomplished without the effort and skill of City staff (and provincial participation by Judy Coward and her colleagues as well).

We now have a road map for revitalization to Fenelon Falls' future. The implementation plan is well researched and specific in terms of its goals, and over 70 implementation activities. The accomplishment of these goals will require considerable effort and resources from business and building

owners, community organizations particularly the Chamber of Commerce and Fenelon Forward, and the support of residents (current and future growth).

The Fenelon Falls community has demonstrated strong support for this development effort and preparedness to carry this forward. We are requesting that the City and Council continue their strong support and partnership to activate the plan.

It is widely recognized that successful revitalization efforts elsewhere have been dependent upon dedicated municipal support. Specifically, we are requesting:

- A structure of commitment and accountability for CKL participation in implementation in Fenelon Falls (ie-Committee of Council or equivalent)
- Continued staff support from the City in Fenelon Falls
- Investigating shared funding for implementation activities (eg-Community Improvement Plan with incentives for business participation)

With tangible contributions such as these, community participation will be inspired and the ambitious goals of revitalization achieved.

Sincerely,

Alan Engelstad

Chair, Fenelon Forward

cc- R. Mustard, Manager Economic Development, CKL

J. Coward, OMAFRA