

Discover Downtown Fenelon Falls Action Plan



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Acknowledgements

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Introduction

Location

Fenelon Falls is a small village situated at the centre of the City of Kawartha Lakes, located on the Trent-Severn Waterway between Cameron and Sturgeon Lakes. Nicknamed the “Jewel of the Kawarthas”, the village has a population of around 2500 permanent residents, which increases in the summer due to tourism and cottagers. Over the last decade, the village has seen dramatic changes in population growth and new residential developments. These have made it possible to create new opportunities aimed at strengthening the commercial sector, improving the physical environment, and promoting activities that will add to the community's enjoyment of their downtown and local quality of life.

Downtown Revitalization Program

Downtown revitalization is one of the many programs funded and run by the Ontario Ministry of Rural Affairs, aimed at helping rural communities improve the economic, physical and social well-being of their community's downtown area. The Ministry provides users with a variety of resources to do so, including online webinars, training sessions, and written manuals accompanied by a plethora of applied examples and resources. The Downtown Revitalization Coordinator's manual from Ontario Ministry of Rural Affairs outlines the significance and importance of reviving town centres to create meaningful spaces and experiences within the downtown area. It explains, “The revitalization of Ontario's cities, towns and villages is not just about retail stores and shopping. Town centres are the historical heart of most communities. They are home to places where the community gathers and socializes, celebrates and mourns. ... Downtowns thrive and bustle when there is a dynamic interchange between public space, civic/social uses and commercial

activity. This makes for interesting places that residents and visitors want to come and experience."¹

The Downtown Revitalization Process

Downtown revitalization is a long-term process that helps improve a community's downtown area in four scripted stages:

1. **Stage I: Organizing & Scoping:** Preparation steps and activities to ensure the community is ready for and can sustain a downtown revitalization process.
2. **Stage II: Collect Data & Analyze:** Collecting information and data on local businesses, target markets, and residents perceptions of the downtown.
3. **Stage III: Develop Goals & Action Plans:** Interpreting results from Stage II and determining a market position for the downtown. Specific goals and actions are prioritized and linked in a coherent Action Plan that will provide the direction for the next five years.
4. **Stage IV: Implementation & Monitoring:** Using and implementing the Action Plan by creating an effective work plan and establishing a process for ongoing monitoring.

Fenelon Falls has previously been through a downtown revitalization, along with other Kawartha Lakes communities like Coboconk-Norland, Lindsay and Omemee. Fenelon Falls is the only rural community in Ontario to go through the process a second time.

Important projects that were identified in the first downtown revitalization that have not been completed across all communities include the following:

- Signage (highway, wayfinding, business direction signs, parking, public infrastructure, key community assets)
- Public washrooms in downtown
- Placemaking initiatives (gathering spaces, additional public art)

Important projects that were identified in Fenelon Falls' first downtown revitalization project that were not completed include the following:

- Streetscape improvements for Water, Francis and May Streets
- Cultural & Recreational Directory
- Policy to allow for housing developments
- Better viewing options for the Falls
- Downtown infrastructure (traffic management)

¹ *Downtown Revitalization Coordinator's Manual - PREFACE*, Ontario Ministry of Rural Affairs.

These initiatives have been long standing interests in the community and are now validated, for a second time, by community and market data.

Additionally, the previous downtown revitalization project yielded lots of big wins:

- Increase in community leadership and capacity
- Reconstruction of Colborne Street
- Rock wayfinding signage project
- Downtown walking tour
- Million Dollar Makeover program (policy document & projects)
- The Grove Theatre development and launch
- Outdoor sculpture project
- Public art (permanent rain garden at Fenelon Museum)
- Beautification (flowers, street-pole banners)
- Business retention during COVID-19 pandemic
- Business innovation during COVID-19 pandemic
- New condo developments (in progress)
- Relationship with High School Co-op Program

The previous downtown revitalization project in Fenelon Falls showed that transformation starts with passionate people. When a community rallies around a shared vision, it turns challenges into opportunities, creating a community where people don't just live, but choose to belong.

Four Pillars of Downtown Revitalization

For a downtown revitalization project to be successful long-term, the process must be balanced and have coordinated action. Below is a four-pillar approach outlined in the Downtown Revitalization Coordinator's manual:

- ★ **Economic Development:** Business opportunities that can drive business and economic growth in the downtown area, such as business investment/attraction for a particular business type;
- ★ **Leadership & Management:** Activities that include various people and organizations to ensure the downtown revitalization process continues, and that volunteers/community changemakers are celebrated and renewed;
- ★ **Marketing & Promotion:** Ensuring that the identity and positive image of the downtown is communicated effectively, and that events and activities animate the area;
- ★ **Physical Improvements:** Restoring historic façades, streetscaping, parking, and creating safe, walkable environments.

Stage I: Organizing & Scoping

Downtown Revitalization Management Committee

The first stage of the downtown revitalization process requires a variety of readiness assessments to ensure the community is ready for and can sustain a downtown revitalization project for the long-term. A priority for Stage I is to form a Management Committee that is made up of key stakeholders in the community. The following list is a team of 14 volunteers on the Discover Downtown Fenelon Falls Committee that are providing focus and moving the project forward throughout the downtown revitalization process. Representatives from the Fenelon Falls Farmer's Market and the Fenelon Falls Curling Club were also in attendance at some meetings.

- ★ **Carlie Arbour:** Economic Development Officer at the City of Kawartha Lakes, supporting local businesses through economic development activities, strategies and programs for over 10 years.
- ★ **Jim Armstrong:** Founding member and Chair of Kawartha Works Community Co-Operative.
- ★ **Kathy Armstrong:** Integral member of the Fenelon Falls Horticultural Society, a longstanding volunteer organization of over 100 years that preserves the local environment through native pollinator gardens, rainwater gardening, shoreline restoration, and tree planting.
- ★ **Marylee Boston:** Manager of the Fenelon Falls & District Chamber of Commerce ("Chamber"), coordinating many activities and events that support and promote local businesses and tourism in the community of Fenelon Falls.
- ★ **Jeanne Desbrisay:** Community member on the Discover Downtown Fenelon Falls Committee.
- ★ **Chris Handley:** Resident of Fenelon Falls & fourth-generation business owner of Handley Lumber, an independent business outside the downtown offering quality lumber, building materials and hardware. Handley Lumber also proudly sponsors many local community initiatives and events, including the Fenelon Arts Committee, minor hockey leagues, trade shows and more.
- ★ **Marieke Junkin:** Programs Manager of the Kawartha Lakes Public Library, overseeing many branches in the various communities throughout Kawartha Lakes.
- ★ **Lynne Manning:** Chair of the Discover Downtown Fenelon Falls Committee, Chair of The Grove Theatre Board of Directors, and Co-Founder of The Grove.
- ★ **Merrill Pierce:** Downtown resident, Chamber Director, and Discover Downtown Fenelon Falls Committee Liaison with the Chamber. Founder and President of The Pierce Group, an executive coaching organization.

- ★ **Carolyn Puterbough:** Economic and Business Advisor for the Ontario Ministry of Rural Affairs, with over 20 years of experience supporting communities through the downtown revitalization process.
- ★ **Doug Hawe:** Real estate agent for properties in the Kawartha Lakes and Toronto.
- ★ **Shelby Richardson:** Contract Downtown Revitalization Coordinator for the Fenelon Falls & District Chamber of Commerce, with a post-secondary education in public relations and communications.
- ★ **Tim Wisener:** Downtown business owner of three distinct businesses located along the main street: Colborne Street Gallery, Home by Tim + Chris, and Room by Tim + Chris. Co-Founder of The Grove Theatre.

Downtown Revitalization Coordinator

Along with the formation of the Downtown Revitalization Management Committee, there was also a need for a dedicated Downtown Revitalization Coordinator to oversee the project and its activities. The Coordinator is meant to act as the bridge between the Ontario Ministry of Rural Affairs, the Chamber, and other relevant community organizations to achieve the identified objectives and goals. Through funding from Ontario Rural Economic Development, the Downtown Revitalization Coordinator led various initiatives that moved the project forward, such as leading DR meetings, creating surveys, leading efforts on data collection and analysis, and organizing and facilitating a public community meeting.

Downtown & Project Boundaries

The downtown area and project scope in Fenelon Falls includes Colborne, Water, May and Market Streets, and parts of Francis and Bond Streets. A map of the downtown area and the project limits are indicated below.



Stage II: Collect Data & Analyze

In order for a downtown revitalization process to be successful, there must be evidence-based findings that support the goals, objectives and actions laid out in the Action Plan. Between September 2023 - March of 2025, there were seven data collection points completed: First Impressions Community Exchange, Customer Origin Survey, Business Mix Analysis, Resident Survey, Business Owner Survey, Santa Day Survey, and a Community Meeting.

First Impressions Community Exchange

The First Impressions Community Exchange (FICE) program brings in an outsider's perspective to a community's downtown area. A visiting team's insights can provide a fresh perspective on the downtown's appearance and services, either reinforcing the self-assessments or revealing new aspects of the downtown. A community can

acquire new ideas for improving the downtown by observing physical improvements in the exchange community.²

A FICE was done with the community of Campbellford in the fall of 2023. A group of five multidisciplinary members visited Fenelon Falls and gave feedback on the downtown area. A list of their top five positive features of downtown Fenelon Falls were recorded:

1. The people - friendly & welcoming with excellent customer service.
2. The streetscape - interlocking brick, street furniture & large tree vaults.
3. The murals & public art.
4. Downtown business mix.
5. The focus on the water and the ability to get close and enjoy it.

The group also identified five potential challenges for of Fenelon Falls, some outside of project scope:

1. Pedestrian connectivity on the south side of the bridge.
2. Seasonality of tourism & future climate impacts.
3. Meeting future accessibility requirements.
4. Lack of space for downtown development & expansion.
5. Commercial uses moving into residential spaces.

Customer Origin Survey

The Customer Origin Survey is a quick interview survey that was conducted throughout high-traffic areas in the downtown area, typically outside of peak periods. The information gathered is used to plot a map of the consumer trade area. A on-street survey was conducted outside businesses in downtown Fenelon Falls across 8 days in June of 2023. There were 526 responses. The key findings were:

- 56% of respondents want an affordable/alternative grocery store in Fenelon Falls
- 14% of respondents want a bakery in Fenelon Falls
- 13% of respondents want more restaurants
- 11% of respondents want more entertainment options in Fenelon Falls
- 7% of respondents want more professional services available in Fenelon Falls

² *Downtown Revitalization Coordinator's Manual - Stage I*, Ontario Ministry of Rural Affairs.

Business Mix Analysis

A Business Mix Analysis identifies a downtown's current commercial structure and potential business opportunities. Below are some key definitions that are helpful when interpreting the results of a Business Mix Analysis:

- **Convenience retail/service:** Frequent & impulse purchases, minimum effort required, nearby/close to other services.
- **Comparison retail/service:** Frequent purchases but less on impulse. Businesses visited to compare price and selection.
- **Destination retail/service:** Infrequent purchases, more expensive, require greater thought beforehand. Willing to travel farther as distance is less important. Purchases are kept for a long period. Comparisons are made with respect to the merchandise's appearance, quality, price, style, and the need for it.
- **Food/Entertainment:** Goods consumed on-site.

The below charts showcase the results of the downtown Fenelon Falls Business Mix Analysis, completed in downtown Fenelon Falls July 2024.

Business Mix Analysis Totals and Percentages		
Consumer Classification Codes	Number (#)	Percentage (%)
Convenience Retail	7	6.80%
Convenience Service	3	2.91%
Comparison Retail	16	15.53%
Comparison Service	12	11.65%
Destination Retail	10	9.71%
Destination Service	17	16.50%
Food/Entertainment	11	10.68%
Public Service	7	6.80%
Vacant	7	6.80%
Parking	4	3.88%
Residential	9	8.74%
Green Space	1	0.97%
TOTALS	104	101%

Breakdown of Retail and Service Businesses							
	Total	Destination		Comparison		Convenience	
Total	65	27	42%	28	43%	10	15%
Retail	33	10	30%	16	48%	7	21%
Service	32	17	53%	12	38%	3	9%

Resident Survey

The Resident Survey was available online from January 23 - February 15, 2025. There were 356 responses out of the 2,500 population with a 95% confidence level and 5% margin of error. The key findings were:

- 50% of residents shop in downtown Fenelon Falls two or more times a week
- 60% of residents agree that businesses in downtown Fenelon Falls sell the products/services they want
- 94% of residents shop local whenever possible
- People leave Fenelon to shop because of:
 - High grocery prices
 - Lack of variety & selection at existing stores
 - Big box stores offering better selection & variety
- Residents think Fenelon is lacking:
 - Public transportation/Taxi/Ride-sharing services
 - Location & availability of parking spots
 - Affordable/alternative grocery store

This survey had many open-ended responses that showcased a strong sense of pride and positivity for the community of Fenelon Falls. Notable mentions included the people/friendliness, their family, and the friends they have made while living in the area. Some residents shared that they would not want to live anywhere else.

A summary report containing all results from the Resident Survey can be found online [here](#).

Business Owner Survey

The Business Owner Survey was conducted both online and in-person between January 27 - February 12, 2025. There were 55 responses out of 103 downtown businesses with a 95% confidence level and 10% margin of error. The key findings were:

- 50% of downtown businesses have reported an increase in total dollar sales over the last three years
- 70% of downtown businesses participate in events in/near downtown Fenelon Falls
- 80% of downtown business owners agree that the look and feel of downtown Fenelon Falls helps their business
- 85% of downtown business owners agree that the existing downtown business mix helps their business
- 65% of downtown business owners disagree that there is plenty of convenient parking in downtown Fenelon Falls

A summary report containing all results from the Business Owner Survey can be found online [here](#).

Santa Day Survey

A Santa Day survey was conducted in-person among Santa Day attendees on November 30, 2024. There were 75 responses. The key findings were:

- Over 25% of Santa Day attendees live in Fenelon Falls
- Average age of attendees was 26-35
- 40% of attendees come to Santa Day every year/too many times to count
- 43% of attendees were shopping at local businesses & dining at local restaurants during Santa Day (shopping may have been impacted by the poor weather)
- Over 50% of attendees come to Fenelon Falls for other events

The full results from the Santa Day survey can be found online [here](#).

Market Area Data

The Ministry of Rural Affairs created a Market Data Report for Fenelon Falls' trade area based on data collected during the Customer Origin Survey. Market data provides information about market demographics, local market conditions and opportunities so communities can develop effective strategies for revitalization efforts. Results from the Market Area Data also included a Market Threshold Analysis, which provides information on the types of businesses that exist in Fenelon Falls' trade area and the theoretical ability for the trade area to support a particular

type of business. Information from the Market Threshold Analysis may help a community understand potential new business opportunities.³

The following high potential businesses are businesses/services that had high market threshold numbers that were reinforced by high response mentions in both the Resident and Business Owner Surveys:

1. Taxi/Transportation service
2. Supermarket & grocery
3. Fitness & recreational sports centres
4. Full service restaurants
5. Hotels & accommodations

The following additional potential businesses are businesses/services that had a high market threshold count, but were not been mentioned as frequently in both the Resident and Business Owner Surveys, or vice versa:

1. Computer systems design & related technology services
2. Office of physicians
3. Limited service eating places
4. Child day-care services
5. Specialty food stores

Results from the full Market Area Data Report are available online [here](#).

Market Position Statement

A market position describes the role and function of the downtown, as well as the downtown's target market and main users. The market position statement can provide strategic focus in the action planning process by identifying what strengths the community can build on. After discussion and refinement from the Management Committee, the previous statement was revised:

“Fenelon Falls blends small-town charm, cultural energy, and endless possibilities. Rooted in natural beauty, it is a welcoming place to work, live well and thrive by the water.”

³ *Downtown Revitalization Coordinator's Manual - Trade Area Analysis*, Ontario Ministry of Rural Affairs.

Community Meeting

The idea to host a community meeting was inspired by the concept of participatory community design outlined in the Downtown Revitalization Coordinator's Manual. The manual explains that participatory community design assumes the citizens of a community possess the ability and the responsibility to shape their own future. Instead of allowing participants to give potential design ideas to physical spaces in the downtown area as the manual suggested, the meeting was set up to allow participants to view the highlights of the recent community surveys and engage with the results directly.

Members from the Discover Downtown Fenelon Falls Committee hosted the Community Meeting on March 26th, 2025. It was held at the Fenelon Falls Seniors Centre from 5:30pm-7pm. Five tables were set up around the room: Resident Survey, Business Owner Survey, Business Opportunities (Market Area Data), Visitor Input (combination of the Customer Origin Survey, Santa Day Survey, and First Impressions Community Exchange), and Fenelon Forward. The Market Position Statement, SWOT Analysis and What We Know Topics were posted on walls in between survey tables. Sticky notes, green dots and pens were provided at each table for community members to leave open-ended comments and vote with the green dots on highlights they agreed with. Feedback forms were also left on all tables for attendees to rate their experience and leave open-ended comments about the meeting itself.

There were 30 attendees who signed in at the community meeting. A total of 50 sticky notes were placed on various survey highlights, accompanied by a total of 150 green dots.

A full summary report containing the results from the community meeting can be found online [here](#).

Stage III: Develop Goals & Action Plan

To create the Action Plan, the goals, objectives and subsequent tasks must be based on the data collected during Stage II. A total of nine critical issues/gaps were identified through the data collected, and were ranked from 1-9 in order of mentions across all data points:

1. Parking (location/availability)
2. No public transportation/taxi/ride-sharing services
3. Lack of professional services (doctor's & office supplies)

4. No affordable grocery store
5. No community gathering space
6. Lack of accommodations
7. Fitness/recreation sports centre
8. Wayfinding signage
9. Update streetscaping throughout side streets

The list of critical issues was then refined by the Discover Downtown Fenelon Falls Committee into four broad overarching goals:

1. **Enable Growth Through Infrastructure:** Lay the foundation for economic and population growth in downtown Fenelon Falls through thoughtful infrastructure investment.
2. **Expand/Build Business Diversity:** Support the growth of a vibrant and varied business community in downtown Fenelon Falls.
3. **Improve Pride of Place:** Foster a strong sense of pride among residents, businesses, and visitors by celebrating the character and identity of downtown Fenelon Falls.
4. **Placemaking:** Create engaging public spaces and initiatives in downtown Fenelon Falls that strengthen the connection between people and their environment.

Once the goals were established, the following Action Plan was able to be created.

Action Plan

Legend

- **CKL:** City of Kawartha Lakes
- **CIP:** Community Improvement Plan
- **Discover Downtown Fenelon Falls Committee:** DDDFC
- **Downtown Revitalization:** DR
- **Fenelon Falls & District Chamber of Commerce:** FFDCC

Goal 1: Enable Growth through Infrastructure Development

DR Pillar	Goal #1: Lay the foundation for economic and population growth in downtown Fenelon Falls through thoughtful infrastructure investment.
Leadership & Management, Physical Improvements	<p>Objective 1.1: Prioritize the revitalization of bridge infrastructure as a critical and essential investment in the economic future, accessibility, and long-term viability of downtown Fenelon Falls and the broader community.</p> <p>Suggested Actions:</p> <ol style="list-style-type: none"> 1. Advocate for infrastructure solutions that improve downtown access (e.g. bridge improvements/alternate routes). 2. Ensure that bridge upgrades allow for two-way pedestrian traffic that will accommodate baby strollers, walkers, and mobility scooters. 3. Advocate for municipal partners and stakeholders to prioritize long-term planning for critical infrastructure that increases access to the downtown. 4. Work with municipal partners to request a “seat at the table” for collaborative discussion between key stakeholders on timing, mitigating impact of critical infrastructure work, and solutions for downtown infrastructure challenges.
Leadership & Management,	<p>Objective 1.2: Create uniformity throughout the downtown through streetscape design aesthetics already used in Colborne Street improvements.</p>

Economic Development	Suggested Actions: <ol style="list-style-type: none"> 1. Identify priority side-streets and areas for consistent streetscape upgrades. 2. Collaborate with municipal partners to improve pedestrian infrastructure, lighting, brickwork, furniture, trees and amenities throughout downtown side streets. 3. Ensure the CKL incorporates consideration of Colborne Street reconstruction in all design planning.
Leadership & Management, Physical Improvements	Objective 1.3: Improve downtown signage. Suggested Actions: <ol style="list-style-type: none"> 1. Work with municipal partners to update and install cohesive street name signage throughout the downtown area (refer to Appendix A). 2. Explore a new unified wayfinding system that helps visitors navigate key destinations.
Physical Improvements	Objective 1.4: Increase the use of off-street parking lots. Suggested Actions: <ol style="list-style-type: none"> 1. Promote available off-street parking options using maps, signage, and digital tools. 2. Explore creative ways to encourage customer-friendly parking (e.g., positive messaging, shopping/dining incentives). 3. Work with municipal partners to assess and improve systemic parking signage. 4. Work with municipal partners to assess the viability for downtown parking enforcement.
Physical Improvements	Objective 1.5: Support improvements to public parking infrastructure in line with municipal strategies. Suggested Actions: <ol style="list-style-type: none"> 1. Advocate for the repaving, reconfiguration, and enhancement of existing public lots. 2. Collaborate with CKL and local stakeholders to explore future infrastructure upgrades, including EV charging stations.
Leadership & Management,	Objective 1.6: Support downtown businesses during major infrastructure projects/construction periods. Suggested Actions:

Marketing & Promotion, Economic Development	<ol style="list-style-type: none"> 1. Advocate for consideration of business needs during bridge construction or other major infrastructure projects. 2. Encourage digital readiness for businesses to maintain service and sales through online platforms. 3. Develop and promote initiatives that help downtown businesses remain visible and accessible during disruption periods.
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Goal 2: Expand/Build Business Diversity

DR Pillar	Goal #2: Support the growth of a vibrant and varied business community in downtown Fenelon Falls.
Physical Improvements, Marketing & Promotion	<p>Objective 2.1: Welcome and support long-term investment in the downtown area.</p> <p>Suggested Actions:</p> <ol style="list-style-type: none"> 1. Create a long-term plan that supports broad community development (bridge repairs, residential developments, etc.) while showcasing long-term investment opportunities in downtown Fenelon Falls.
Marketing & Promotion, Economic Development	<p>Objective 2.2: Attract new businesses and investment to the downtown area.</p> <p>Suggested Actions:</p> <ol style="list-style-type: none"> 1. Develop and share information that highlights downtown investment opportunities (e.g. market data, available properties, testimonials). 2. Create an investment attraction marketing plan that promotes the benefits of locating a business in downtown Fenelon Falls through targeted outreach and marketing materials. 3. Explore business retention and expansion opportunities that support long-term sustainability and growth. 4. Support the improvement of development processes by sharing the challenges experienced by new businesses and investors.
Marketing & Promotion, Economic Development	<p>Objective 2.3: Create short-term accommodations within the downtown area for all-season tourists and out-of-town visitors.</p> <p>Suggested Actions:</p>

	<ol style="list-style-type: none"> 1. Explore opportunities to educate real-estate agents and investors using relevant DR data. 2. Explore opportunities to develop, utilize and promote second floor accommodations.
Leadership & Management, Economic Development	<p>Objective 2.4: Support efforts to improve access to essential services that contribute to a complete community.</p> <p>Suggested Actions:</p> <ol style="list-style-type: none"> 1. Advocate for the need for a second grocery store or expanded food retail options in Fenelon Falls. 2. Share relevant DR data with stakeholders and partners to support business development.

Goal 3: Improve Pride of Place

DR Pillar	Goal #3: Foster a strong sense of pride among residents, businesses, and visitors by celebrating the character and identity of downtown Fenelon Falls.
Marketing & Promotion, Physical Improvements, Economic Development	<p>Objective 3.1: Support the use of funding opportunities that enhance downtown businesses and public spaces.</p> <p>Suggested Actions:</p> <ol style="list-style-type: none"> 1. Promote available improvement programs (e.g. Million Dollar Makeover) to business and property owners. 2. Research and identify new funding opportunities. 3. Provide input into the development of an updated and refreshed CIP. 4. Collaborate with downtown stakeholders to seek future funding to implement projects and initiatives that enhance downtown (i.e. Rural Economic Development Fund).
Leadership & Management, Marketing & Promotion	<p>Objective 3.2: Leverage downtown branding to promote identity and encourage engagement.</p> <p>Suggested Actions:</p> <ol style="list-style-type: none"> 1. Explore creative ways to engage the public using the brand (e.g., street-pole banners, social media campaigns, etc.). 2. Collect marketing assets to contribute to business investment and attraction strategies. 3. Explore collaborative marketing opportunities between downtown stakeholders, partners and

	fundlers.
Leadership & Management, Marketing & Promotion	Objective 3.3: Celebrate the people, businesses and stories behind downtown Fenelon Falls. Suggested Actions: <ol style="list-style-type: none"> 1. Share stories that highlight the impact of local businesses and community members. 2. Expand relationships with local media to promote stories online and in print. 3. Explore opportunities to host a celebratory community pride event in the off-season. 4. Maintain and strengthen positive relationships and engagement with downtown stakeholders.
Leadership & Management, Marketing & Promotion	Objective 3.4: Continue to promote Fenelon Falls as a year-round destination. Suggested Actions: <ol style="list-style-type: none"> 1. Support and promote seasonal events, signature experiences, and activities that draw visitors year-round. 2. Investigate, encourage and support grassroots off-season events and attractions within the downtown area. 3. Investigate ways to activate vacant second-storeys and/or underutilized downtown spaces.

Goal 4: Placemaking

DR Pillar	Goal #4: Create engaging public spaces and initiatives in downtown Fenelon Falls that strengthen the connection between people and their environment.
Leadership & Management, Physical Improvements	Objective 4.1: Create a dedicated community gathering place that encourages community involvement and civic enjoyment within the downtown area. Suggested Actions: <ol style="list-style-type: none"> 1. Explore opportunities to design a public gathering space in the downtown area. 2. Engage the community in defining the public gathering space purpose, programming, and design. 3. Explore opportunities to utilize vacant land available in the downtown.

	4. Explore opportunities for public washrooms.
Physical Improvements, Marketing & Promotion	<p>Objective 4.2: Support the development of recreation-based activities and active transportation infrastructure downtown.</p> <p>Suggested Actions:</p> <ol style="list-style-type: none"> 1. Identify and implement infrastructure that supports walking, biking, and active living (e.g. bike racks). 2. Promote connections between recreational assets and the downtown (e.g. Victoria Rail Trail). 3. Collaborate with partners to enhance downtown recreation options for youth and families.

Out of Scope Priorities

The following priorities came up during Stage II data collection but are outside the scope of this action plan. They are areas where Fenelon Forward can focus advocacy efforts:

1. No local taxi/ride-sharing services available.
2. Lack of licensed child care options in the area.
3. Utilizing the current Community Centre to support fitness/recreation outside the downtown area.
4. Additional grocery store within the community outside of the downtown area.
5. Relocation of the Water Street boat launch.

Stage IV: Implementation & Monitoring

Stage IV involves creating an effective Implementation Work Plan to manage the execution of the objectives and actions laid out in Stage III. The Implementation Work Plan is meant to establish a process for ongoing monitoring and evaluation.

The Discover Downtown Fenelon Falls Committee and the Fenelon Forward group will work together to create an Implementation Work Plan and update the status of the plan as the downtown revitalization project progresses. Moving forward, the Discover Downtown Fenelon Falls Committee will focus on objectives and actions that are in the downtown area, while Fenelon Forward will focus on broader community initiatives outside of downtown.

The Fenelon Falls & District Chamber of Commerce will serve as the main point of contact for both working groups during the Implementation stage. The office can be reached by phone at 705-887-3409 or by email at hello@explorefenelonfalls.com.

Appendix A

The following images illustrate current street signage in need of updating, as identified in Goal 1, Objective 3.1.

Image A1: Intersection of Oak, May and Water Street



Image A2: May Street



Image A3: Francis and Market Street



Image A4: Bond Street West



Image A5: Francis and John Street



Image A6: West Corner of Bond and Colborne Street



Image A7: East Corner of Bond and Colborne Street



Image A8: Colborne and Water Street

