

# **Bancroft**

## **Downtown Revitalization**

### **Final Project Report**

**2008-2009**





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## INTRODUCTION

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### **Brief History of the Town of Bancroft**

Ideally situated more than a 100 km from its closest larger centres, Belleville to the south and Peterborough to the south-west, Bancroft, with a permanent population of about 4000, is a hub for a very large geographical area. Less than an hour's drive north to the east gate of Algonquin Park, it is a community that benefits from the thousands of visitors who travel through the town on the way to "the park" each year. The rugged landscape, abundant fresh water lakes, wilderness recreational opportunities and cottages, result in a population explosion during the summer months estimated to be 30,000.

Bancroft was first incorporated in 1879 as the region was settled by a hearty group of early loggers and their families, many whom were Loyalists and former Irish Palantines who had initially settled 'down front' along the shores of Lake Ontario in what is now known as 'Loyalist County'. Early settlers made their way north along the Hastings Colonization Road. They were attracted to the York River (an earlier name for the town) and soon established a mill to process the abundant white pine forest surrounding Bancroft.

In the early part of the 20<sup>th</sup> century, the discovery of valuable minerals in the hills of North Hastings, brought new people and new prosperity to the region. Over 1600 species of minerals were found, so many that Bancroft has become known as 'The Mineral Capital of Canada'. Many families who had formerly eked out a living on small farms, gave that all up to work in the mines, only to be left with nothing when many of the mines closed up in a few short years.

In the later half of the 20<sup>th</sup> century Bancroft was still very much a lumber based economy. With the more recent depletion of area forests combined with international issues in the lumber industry, Bancroft is currently struggling to keep its logging industry alive.

In the later half of the 20<sup>th</sup> century, Bancroft and area has become more dependent on tourism as an economic driver. Tax dollars from cottages on local lakes, tourists shopping in local stores, lodging at local establishments and eating in downtown restaurants, have a significant impact on the economy.

The Revitalization Project has provided a unique opportunity for the community to come together to identify the challenges we face, the assets we have to build on and the opportunities we must seize in order to ensure our future prosperity.





## Bancroft Location

Bancroft is the largest urban settlement in North Hastings. In the 2006 Census, the Town of Bancroft, which includes the former municipalities of Bancroft and Dungannon, had a permanent settlement of 3,838. Bancroft, a main hub for all of North Hastings, services approximately 5000 families year-round and an estimated population of 30,000 seasonal residents and tourists. Bancroft is only 45 minutes drive south of Algonquin Park.

Bancroft is located at the intersection of Highway #62 and #28 approximately 1.5 hours drive north east of Peterborough and north of Belleville. Bancroft is approximately a three hour drive from Toronto and 2.5 hours from Ottawa.

**Figure 1: Map indicating location of Bancroft**





## Background Information – Downtown Revitalization Project

Communities are judged by their downtown or main street. The image that the downtown conveys will determine whether or not it is a place tourists will want to visit again or whether or not potential business owners will decide to invest. Towns that have been able to create an attractive and healthy downtown core and have been able to preserve the cultural and heritage value of the community are able to attract new development, expanded businesses and create a place that socially, politically, and economically, is the heart of the community.

In the early fall of 2007, The Town of Bancroft entered into a partnership with the Municipality of Hastings Highlands and Wollaston Township to launch a Revitalization Project for Bancroft, Maynooth and Coe Hill. The Revitalization effort is based on the Main Street Approach used successfully across North America for the past twenty-five years. In May of 2008, a Project Coordinator was hired to oversee the revitalization efforts in each of the three communities. The guidance and financial support provided by the Ontario Ministry of Agriculture, Food and Rural Affairs and the Community Futures Development Corporation of North and Central Hastings and South Algonquin, has been instrumental in the project's success.

## The Revitalization Effort

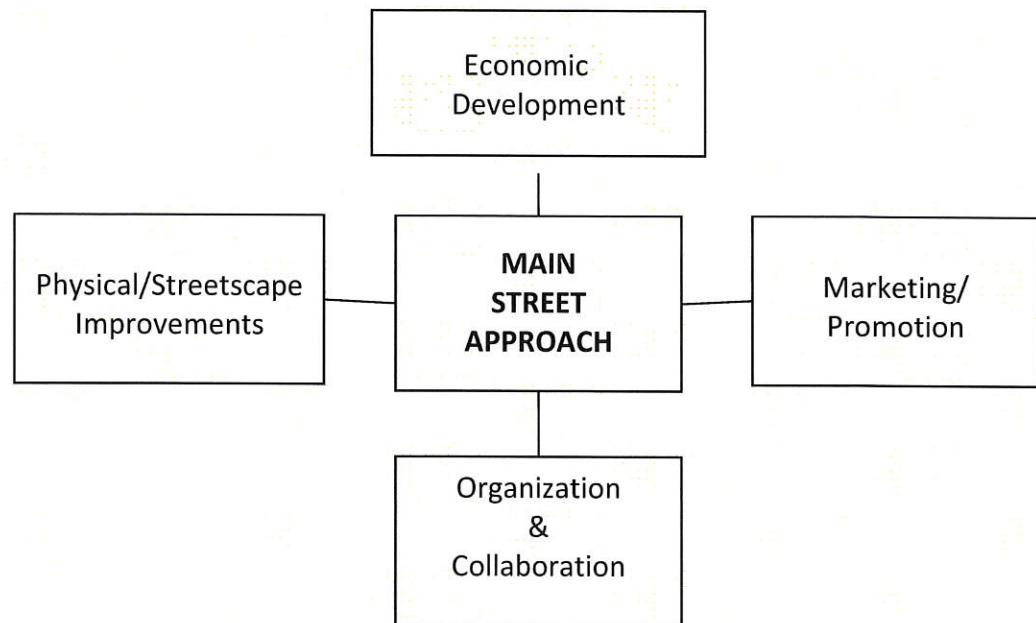
The Downtown Revitalization initiative is an economic development tool that builds on a community's strengths by using a "bottom up" approach. Past experience in other communities demonstrates that there is a direct correlation between community participation in the effort and the success of the project.

The revitalization of Bancroft's downtown depends on four key elements:

- A strong **organization** representing business, individuals, organizations and the municipality with a willingness for **collaboration** to ensure the revitalization efforts are carried out
- An attractive, inviting and functional **physical** environment that enhances the buildings, public spaces, streetscapes, waterfront and use of natural assets
- A **marketing plan** that successfully draws people to the town, enhances its image and promotes a variety of special events and activities
- An **economic development** plan that will attract new development, retain existing business and encourage the expansion of existing businesses and services



**Figure 2: Elements of the Main Street Approach**



Concentrating on these four elements is a proven and widely used method for downtown revitalization. Communities in the U.S., Quebec and Alberta have already successfully revitalized their communities. Closer to home, our neighbours in Central Hastings, Madoc, Marmora, Tweed and Stirling, completed a successful revitalization effort that was initiated in 2005.

## **The Process and Stages of the Project**



In early September 2007, the Town of Bancroft, the Municipality of Hastings Highlands and Wollaston Township, recognizing the value of working together, joined forces to revitalize the communities of Bancroft, Maynooth and Coe Hill. The Main Street Management Committee (MMC) was formed consisting of representatives from each of the three Municipalities, the Economic Development Manager for Hastings County and a representative from the Ontario





Ministry of Agriculture, Food & Rural Affairs. The Municipality of Hastings Highlands agreed to act as the lead for the project in terms of financial management.

Although there were initial difficulties in locating a suitable Project Coordinator, both Bancroft and Wollaston moved ahead to assemble Revitalization Steering Committees in the fall and winter of 2007/2008. The Maynooth Revitalization Steering Committee was assembled once the Project Coordinator was in place in May 2008.

The process included:

- Organizing the Main Street Management Committee
- Organizing a Downtown Revitalization Steering Committees for each of the three communities
- Hiring a Project Coordinator
- Completing an initial analysis and self-assessment of the downtown's appearance and function
- Inventory of local buildings and businesses
- Analysis of the local economic situation
- Surveying of residents
- Analysis of the business mix
- Surveying of Business owners
- Formulating a Community Design Concept Plan
- Determining the Trade Area
- Developing a prioritized Revitalization Strategy and Implementation Plan

## **Why revitalize downtown?**

There are many reasons why it is important to revitalize a community's downtown core including:

- It can improve the image and first impression of the community
- Healthier overall business climate
- Preservation of community for future generations/preservation of history
- Greater opportunity for growth and expansion of business
- Increased occupancy rates and improved marketability of properties
- Increased opportunity for community capacity building
- Increased visitors/customer base
- Expanded tax base
- Downtown remains an employment centre
- Ensures a good mix of local goods and services for residents of Bancroft



## The Bancroft Downtown Revitalization – Steering Committee

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The Bancroft Downtown Revitalization Steering Committee was assembled to represent the greater community in the revitalization process. Membership consists of business owners, municipal representatives, members of local business and community organizations and interested citizens at large. The Steering Committee has come together to look at Bancroft through different eyes than they perhaps ever have before. Through a period of self-assessment of their community, much reflection, education, and discussion, the group has identified assets, challenges and opportunities for the Town of Bancroft. Together, issues have been contemplated, solutions sought and actions generated in a spirit of true community cooperation.

The Committee's activities are to:

- coordinate revitalization work and activities;
- create a climate of confidence, cooperation and mutual assistance among all of the town's major key players and partners;
- build community capacity;
- ensure communication is open and that activities that have an impact on the revitalization process are communicated as clearly as possible;
- assess the situation at the outset so as to be able to identify outcomes and indicators of success as progress is made;
- explore ways to finance the process in the short and long term;
- guide the Project Coordinator in carrying out the work



The Main Street Management Committee appreciates the effort and time given by the following members (past and present):

- |   |  |
|---|--|
| • Carol Kirby – Bancroft Art Gallery                      | • Rob Henderson – Business owner   |
| • John Kirby – Community Futures Development Corporation  | • Larry Haight – Bancroft Improvement Area, business owner                       |
| • Paul Jenkins – Business owner                           | • Kim Crawford – Bancroft & District Chamber of Commerce, Algonquin Arts Council |
| • Sue Weir – Business owner                               | • Chip Gillis – citizen at large   |
| • Peter Whitehead – Member of Municipal Council (Chair)   | • Claude Robinson – Member of Municipal Council                                  |
| • Janis Whitehead – Chamber of Commerce, citizen at large | • Victoria Koppin – Citizen at large   |





## The Project Coordinator

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Since the members of the Bancroft Downtown Revitalization Steering Committee volunteer their time and efforts, it was recognized that a hired individual would be required to keep the initiative moving forward. In cooperation with the other two participating communities, an agreement was drafted to hire a Project Coordinator.

The role of the Coordinator is to foster favourable relations among the various partners and coordinate all activities associated with carrying out the revitalization projects planned by the Committee. Chris Drost was hired as Project Coordinator in May, 2008 and spends three days per week in Bancroft and one day in each of the other two communities, Maynooth and Coe Hill..





## The Analysis

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In an effort to ensure that the recommendations included in the Action Plan are based on data that is valid, current and representative of a good cross-section of sectors in the community, an in depth process of surveying, public workshops and economic analysis, was undertaken.

Considerable planning and effort went into the collecting of new information through surveys and public workshops as well as through the review of statistics available from secondary sources such as the 2006 Census. The reports reflect the contributions of many people and organizations. (i.e. the individuals who filled out surveys; businesses who spent a great deal of time providing input through an in-depth survey; participants in the Community Design Workshop; the efforts of volunteers on the Steering Committee; support from local business and community organizations; the Project Coordinator; as well as provincial technical assistance and financial support for the design professional.

The bulk of the reports reflect the basic components of a Downtown Market Analysis and therefore include key factors that influence supply and demand for retail and service businesses. This included for example, the number of businesses in each category, local spending and household characteristics in the trade area, the shopping preferences of residents as well as the perspective of local business owners. In addition to the business development opportunities identified through this analysis, focus is also directed to the potential physical improvements for the downtown and the opportunities for improved promotional efforts in the community.

In the late winter 2009, the Committee gathered for a “Results Sharing Session” under the guidance and direction of representatives from the Ontario Ministry of Agriculture, Food & Rural Affairs, to review the data and reflect on the market analysis.

*For further information contact:*

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613-332-3331 • [www.town.bancroft.on.ca](http://www.town.bancroft.on.ca)

the **Downtown Revitalization Office**, 613-332-6246

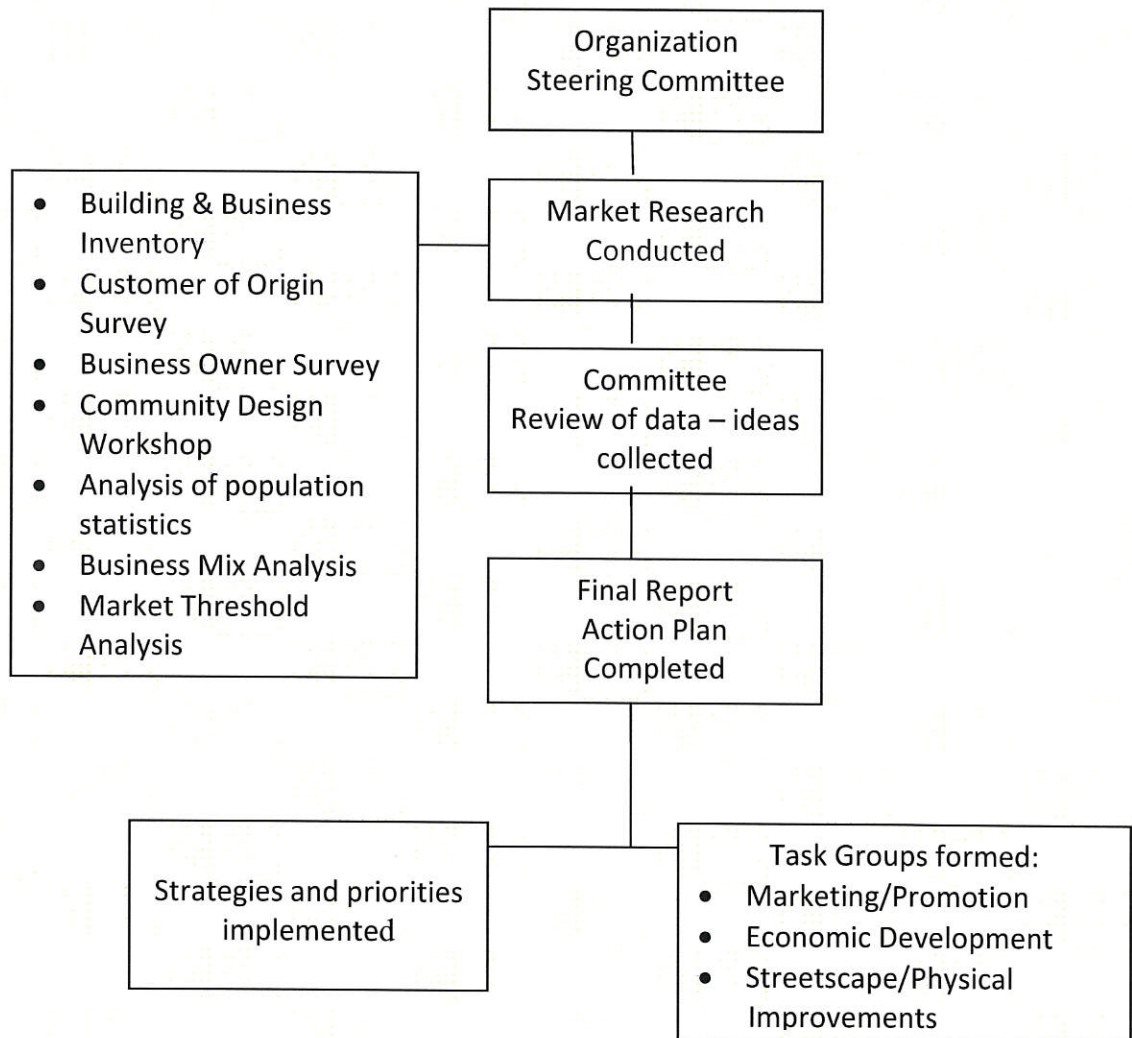
Or **Community Futures Development Corporation**,

26 Chemaushgon Rd., Box 517, Bancroft, ON K0L 1C0

613-332-5564 • 800-465-4119 • [www.community-futures.ca](http://www.community-futures.ca)



Figure 3 outlines the process and some of the work accomplished to date.





## Available Background Reports

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A number of reports were produced summarizing the results of the surveying and Community Design Workshop including:

- A. **North Hastings Community Design Dialogue** (Appendix A)  
This report, produced by Trevor Hesselink, RPP of Groundswell Environmental Consulting, identifies challenges and opportunities in the community in terms of streetscape and offers suggestions for addressing building site controls, character, building materials and signage.
- B. **Local Economic Analysis** (Appendix B)  
This power point presentation incorporates secondary statistical information on basic trends in the area such as population age distribution comparisons; employment by sector: median income and population comparisons within North Hastings.
- C. **Business Mix Analysis** (Appendix C)  
This Report has been compiled by OMAFRA using a combination of locally collected data and secondary sources. The numbers and types of businesses in the downtown, including vacancies, are described and mapped in this report. Business counts are compared to similar sized communities and overall averages of businesses per capita or market thresholds provide a preliminary “gap assessment” that could provide further discussion in terms of potential business development opportunities.
- D. **Business Survey: Executive Summary and Full Report** (Appendix D)  
Extensive face-to-face interviews were conducted using the Provincial Business Retention and Expansion survey. Included in this report are business owner perspectives on key issues and an outline of changes and initiatives they would support.
- E. **Resident Survey – Summary Report** (Appendix E)  
Over 600 respondents from Bancroft provided information on shopping preferences, what new stores they would like to see and what they like and dislike about downtown Bancroft. The results are summarized in this report.





#### F. Trade Area Report (Appendix F)

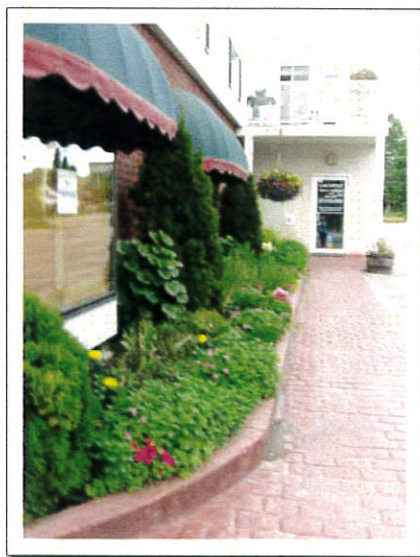
People were intercepted at various types of businesses in the downtown and asked for their postal code and community of origin. This survey was used to define the boundaries of the primary trade area. (i.e. where 75% of the customers originate) The Report, compiled by OMAFRA, provides maps of the trade area are included in the report along with extensive tables and charts comparing the demographic, income and household characteristics of people in the trade area compared to those in the county and the province. It includes data from secondary sources. Estimates of the total spending for different types of merchandise by household, are also included in the report.

These reports formed the basis for the recommendations and Action Plan and will be a useful source of information as this initiative moves forward.

## Formulating the Community Design

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On the evening of October 15, 2008, Trevor Hesselink, RPP, of Groundswell Environmental Consulting, conducted a Community Design Workshop at the North Hastings High School. Trevor is no stranger to Bancroft. He completed the well received "Bancroft Design Dialogue", in 1997, is a former resident of the area and he and his family still have a seasonal residence on Baptiste Lake. Although much of Trevor's previous report was never implemented, he was enthusiastic to re-visit the community with the hope that the revitalization effort will be able to move the ideas forward.





# Bancroft Action Plan

## A. Organization & Collaboration

**Goal 1: Develop a "Be Friendly" campaign for the community.**

Objectives	Actions	Timeline
Increase local awareness of the importance of being friendly to visitors and seasonal residents and make Bancroft a very welcoming community	1. Create new "Welcome Packages" for new residents and businesses.	Fall/Winter 2009/2010
	2. Establish a place in the community for welcome banners.	Spring 2010
	3. Develop an award program in cooperation with the BIA to celebrate the "friendliest business".	2010
	4. Work with BIA to better coordinate shopping hours to match with special events.	Fall 2009
	5. Secret shopper exchange with neighbouring communities.	Deferred at this time
	6. Survey seasonal residents as to their needs.	2010/2011

**Goal 2: Develop new Special Events and build on and enhance existing ones.**

Objectives	Actions	Timeline
Establish new and build on existing community special events to create a longer and more rich "experience" for visitors both in the downtown and surrounding region.	1. Priorities include: <ul style="list-style-type: none"> <li>- Outdoor Weekend Music Festival</li> <li>- Develop a night life in Bancroft</li> <li>- Street art festival</li> <li>- Coordinated business hours during special events</li> <li>- Busker Festival</li> <li>- Town-wide Street Sale</li> <li>- High school age music event at the skatepark tied in with a downtown shopping event</li> </ul>	Special Events Planning sub-committee to be formed – will work with other community groups focusing on new/improved special events          To be planned for 2010



**Goal 3: Build on our existing strengths and assets - minerals, arts and culture, outdoor adventure.**

Objectives	Actions	Timeline
<b>To better develop who we are. Build on those strengths to create packages that emphasize a “total experience” that will encourage a longer stay in the community, and more return visits.</b>	<ol style="list-style-type: none"> <li>1. Priorities include: <ul style="list-style-type: none"> <li>- Bring canoe races back to Bancroft</li> <li>- Triathlon</li> <li>- Adventure race</li> <li>- Blackfly Celebration</li> <li>- Capitalize on Gemboree</li> </ul> </li> </ol>	Will work with other community groups planning new experience packages

**B. Marketing & Promotion**

**Goal 1: Take steps to better promote ourselves locally and outside the region.**

Objectives	Actions	Timeline
<b>To establish a recognition or brand for our community that identifies us as unique and ties in with the new regional brand that is being developed. To promote ourselves using a variety of different media and other opportunities outside the community.</b>	<ol style="list-style-type: none"> <li>1. Establish a full-time Special Events Coordinator for Bancroft.</li> <li>2. Add banners across the streets to promote special events.</li> <li>3. Promote the “one tank of gas away” from major centres.</li> <li>4. Develop a brand and tag line for Bancroft that ties in with the regional brand.</li> <li>5. Improve directional signage in the downtown.</li> <li>6. Improve signage to the Tourist Information Centre.</li> <li>7. Produce detailed maps of the downtown that also identify businesses.</li> <li>8. Do more promotion outside the area at tradeshow. (encourage businesses to work together to reduce costs/partner with other communities)</li> <li>9. Establish a Community Development office as a resource for attracting new</li> </ol>	<p><b>Priority action</b> – potential to partner with Coe Hill &amp; Maynooth</p> <p>Will provide input to future community branding. Regional branding process is in progress through NHEDC.</p> <p>Encourage through Networking Breakfasts/Workshops</p> <p>Work with County to obtain funding for Enterprise Facilitator program. Seek other options</p>



	business, building community capacity. 10. Support and encourage joint marketing between businesses and organizations in the community.	with revitalization partners.  Ongoing through networking breakfasts and workshops provided for business owners.
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## C. Economic Development

### Goal 1: Pro-actively seek new lifestyle related businesses to the downtown.

Objectives	Actions	Timeline
In recognition that a community's ability to attract new residents and businesses and to keep its young people, is directly related to its ability to provide varied social opportunities, pro-actively recruit and encourage specific "lifestyle" businesses. Place an emphasis on improving the night life in Bancroft.	<ol style="list-style-type: none"> <li>Priorities include: <ul style="list-style-type: none"> <li>Restaurants with outdoor patios</li> <li>A movie theatre</li> <li>Late night pub or bar with live music</li> <li>Stores catering to youth-music, clothing</li> <li>Fitness facilities – gym, pool</li> </ul> </li> </ol>	In progress. Working with Monieson Centre

### Goal 2: Provide assistance to the existing business community by developing a Community Improvement Plan with financial incentives for façade improvements.

Objectives	Actions	Timeline
Encourage updating of existing business facades in the downtown core to create a more inviting appearance and vitality in the centre of the community that will attract visitors and potential new businesses.	<ol style="list-style-type: none"> <li>Work with the Town to provide input to a CIP including the facility to have financial incentives for facades, when funds are available.</li> <li>Work with the County Economic Development Manager to seek funding</li> </ol>	<p>Priority Action - Fall 2009</p> <p>Fall 2009/Winter 2010</p>





**Goal 3: Develop , sign and map trail systems for bicycling in Bancroft and surrounding area.**

Objectives	Actions	Timeline
<b>Establish Bancroft as a premier ranked bicycling destination.</b>	<ol style="list-style-type: none"> <li>1. Map new trails, add a cycling trail section to website with maps and information on trails, sign trails.</li> <li>2. Hard pack trail between Bancroft &amp; Birds' Creek.</li> </ol>	<p>Priority Action – Fall 2009 In progress – Sept. 2009</p> <p>Priority Action - Fall 2009 In progress – funding obtained in cooperation with EOTA</p>

**Goal 4: Build on existing outdoor adventure recreational assets.**

Objectives	Actions	Timeline
<b>Make outdoor adventure “easy” for potential visitors who plan their vacation through the internet. Provide a variety of “experiences” that target specific markets.</b>	<ol style="list-style-type: none"> <li>1. Priorities include: <ul style="list-style-type: none"> <li>- Developing more ATV sites and trails</li> <li>- Pro-actively working with existing businesses to provide access to ATV and snowmobile rentals</li> <li>- Work with businesses to encourage the development of “experience packages”</li> <li>- Work in cooperation with the Chamber and NHEDC on using their websites to attract adventurers</li> </ul> </li> </ol>	<p>2010 - Seek funding from Ontario Tourism using results of Premier Ranked Tourism Project</p> <p>Work with other community groups that are also focusing on experience development.</p>

**Goal 5: Encourage new mixed housing development in the downtown.**

Objectives	Actions	Timeline
<b>To increase the number of residents in the downtown to provide a larger base of regular year-round customers and to potentially attract new businesses that will give the town more night</b>	<ol style="list-style-type: none"> <li>1. Provide a letter of support to Bancroft Community Living &amp; Wellness Centre Project</li> </ol>	Letter of Support provided – Fall 2009



**Goal 6: Work with Loyalist College or other post-secondary institution to expand programs in Bancroft. (programs could be directly related to our local assets. (i.e. geology, environmental studies, stewardship)**

Objectives	Actions	Timeline
To develop the long term benefits and “spin-off” opportunities of having a full college or university program in the community. Retain our youth and make post secondary opportunities financially accessible to local families.	1. Work in cooperation with NHEDC to approach institutions, develop an apprenticeship program at NHHS.	2010

**Goal 7: Seek a builder to construct and showcase an eco-friendly home in the downtown.**

Objectives	Actions	Timeline
Put Bancroft “on the map” as a model “green” community	1. Assist and promote the Supported Housing Group’s efforts for creating a green mixed residential/commercial building in the downtown.	Fall 2009 See above – letter of support provided to Supported Housing Group for green building

**Goal 8: Pro-actively seek new businesses that build on our community’s assets and fill a gap in the needs identified by our residents.**

Objectives	Actions	Timeline
To actively attract new businesses and “hungry entrepreneurs” using the results of the Trade Area Analysis and Business Mix analysis to identify gaps.	<ul style="list-style-type: none"> <li>- Pro-actively approach local business owners to consider expansion to fill local needs</li> <li>- Also contact other companies to make them aware of local needs and opportunities using the Trade Area data as support</li> </ul> <p>Identified priorities include:</p> <ul style="list-style-type: none"> <li>- A conference centre</li> <li>- Large residential project for a variety of income levels</li> <li>- Anchor stores that fill local needs for our Trade Area (to reduce the leakage using Residents Survey to determine where leakage is occurring).</li> </ul>	<p>Build Bancroft will be addressing some of these actions in 2010.</p> <p>Ongoing</p>



**Goal 9: Support additional development by encouraging infrastructure improvements that will open up new opportunities.**

<b>Objectives</b>	<b>Actions</b>	<b>Timeline</b>
<b>To encourage new infrastructure to open up further development and to keep government aware of the need to adequately maintain all infrastructure in the community and links to the community.</b>	<ol style="list-style-type: none"> <li>1. Lobby for improvements to Hwy 62</li> <li>2. Work with Greyhound to ensure bus and package service is maintained in the downtown.</li> </ol>	<p>Plans for #62 have been announced.</p> <p>Summer 2009</p>

**D. Design**

**Goal 1: To improve the overall appearance of the downtown core.**

<b>Objectives</b>	<b>Actions</b>	<b>Timeline</b>
<b>To make the downtown an inviting destination for residents and tourists. To maintain the heritage flavour of the "boom town" architecture that makes us unique.</b>	<ol style="list-style-type: none"> <li>1. Include a façade incentive program in the Community Improvement Plan.</li> <li>2. Develop a storefront façade/window display or "Paint the town" contest.</li> <li>3. Implement T. Hesselink's recommendations re Snow to Station St.</li> </ol>	<p>Priority - Fall 2009 Provide input to CIP</p> <p>Spring 2010</p> <p>Winter/Spring 2010</p>

**Goal 2: Green the downtown.**

<b>Objectives</b>	<b>Actions</b>	<b>Timeline</b>
<b>To create a greener and more physically inviting downtown that is "pedestrian friendly".</b>	<p>Priorities include:</p> <ul style="list-style-type: none"> <li>- Permanent trees</li> <li>- Additional gardens, planters</li> <li>- Conversation areas</li> <li>- Cycling trails in the downtown. Add bike racks</li> </ul>	<p>Started in summer 2009-09-27 ongoing</p>



#### **Goal 4. Make improvements to the Farmers' Market.**

<b>Objectives</b>	<b>Actions</b>	<b>Timeline</b>
<b>To develop the potential of the Farmers' Market area as an attraction in the downtown core.</b>	Priorities include: <ul style="list-style-type: none"> <li>- Streetscape improvements at market area</li> <li>- Signage for market</li> </ul>	Initiated in summer 2009 Banner installed

#### **Goal 5: Develop a Public Art Plan for incorporating art into the downtown.**

<b>Objectives</b>	<b>Actions</b>	<b>Timeline</b>
<b>To build on our Talented Town designation by establishing a visible presence of public art in the community.</b>	<ol style="list-style-type: none"> <li>1. Establish a sub-committee from the arts community to develop a plan for incorporating and maintaining public art in the community.</li> <li>2. Coordinate Public Art Plan with Cultural Mapping project</li> </ol>	Fall 2009 Committee to be established

#### **Goal 6: Develop standard guidelines for signage and building construction that the heritage, scale and values of the community.**

<b>Objectives</b>	<b>Actions</b>	<b>Timelines</b>
<b>To develop Design Guidelines to be used in conjunction with the CIP Façade Incentive Program.</b>	<ol style="list-style-type: none"> <li>1. Establish a guide of acceptable styles, scope and building materials.</li> <li>2. Participate on committee to review signage when questions arise.</li> <li>3. Improve directional signage downtown (i.e. finger board signs)</li> <li>4. Add map billboards at key locations</li> <li>5. Encourage better marked pedestrian crossings by bringing this issue to the attention of the Town</li> </ol>	Work in cooperation with Forrec to develop guidelines/provide input to CIP





**Goal 7: Create a positive first impression of our community.**

Objectives	Actions	Timeline
To ensure the downtown is clean, tidy and has a well-cared for appearance.	<ol style="list-style-type: none"> <li>1. Get out the message to local businesses to clean up alleys between stores.</li> <li>2. Bring to the attention of Parks &amp; Rec. the need for more recycling and garbage containers in the downtown and the need to keep some out year-round. (as people do have garbage in the winter)</li> <li>3. Contact the Stewardship Council to encourage a river clean up program when water is low.</li> <li>4. Repair rock wall along river</li> </ol>	<p>Fall 2009 – letter to P &amp; R re leaving some containers out in the winter</p> <p>Work done by Town in summer 2009</p>

**Goal 8: Streamline parking in core while promoting pedestrian safety and improvements to traffic flow.**

Objectives	Actions	Timeline
To do a Parking Study for Bancroft that will identify key actions for improving existing parking lots, linking lots that are currently underutilized and identifying exits/entranceways that could be closed off to reduce congestion.	<ol style="list-style-type: none"> <li>1. Assist Building Bancroft Project with any information required as part of the Parking Study they will be doing.</li> <li>2. Investigate “bump outs” that will increase the width of the sidewalk area during summer months for such activities as outside dining, sidewalk sales etc. Ensure by-laws support this direction by working with Town staff.</li> </ol>	Fall 2009/winter 2010



**Goal 9: Encourage business community to work together to create a positive experience in the downtown.**

Objectives	Actions	Timeline
To work with businesses to develop a multi-sensory experience for visitors to the downtown.	1. Use business networking breakfasts, workshops, guest speakers to promote individual business and community wide development of a multi-sensory experience.	Develop through Workshop Planning Group

