



# Downtown Revitalization Final Report October 2017

Prepared for:  
Ontario Ministry of Agriculture, Food & Rural Affairs  
Municipality of Trent Hills

# Executive Summary

The Connecting Downtown Campbellford Task Force was formed to advise and coordinate activities during the planning phase of the Downtown Revitalization project. The Task Force hosted a series of public consultations, conducted surveys of the Downtown business community, shoppers and residents, and analyzed market data.

The Connecting Downtown Campbellford Task Force has adopted the following Vision Statement, three Market Position Statements and six Goals:

Vision Statement: Downtown Campbellford is economically sustainable, energized with community pride, and encourages healthy lifestyles, waterfront activities, and dynamic businesses, while embracing our heritage and future development.

Market Position Statement for Residents: Downtown Campbellford is the region's business core and community gathering place where predominantly independent businesses provide regional residents with essential goods, services and social resources.

Market Position Statement for Business Owners, Developers: Downtown Campbellford is the one vibrant waterfront downtown that provides business owners and developers with available space, a proven loyal regional customer base supported by a downtown revitalization plan and evidence based economic research.

Market Position Statement for Tourists & Visitors: Downtown Campbellford is the one destination stop on Trent Severn Waterway that provides food, essentials and experiences in a vintage setting because we are friendly and we have it all . . . from nature to culture to shopping.

## Goals:

1. Downtown Campbellford will implement the Connecting Downtown Campbellford Revitalization Plan
2. Downtown Campbellford will be an investment destination for outside investors and existing businesses.
3. Downtown Campbellford will be a four season, memorable tourism destination with authentic local experiences.
4. Downtown Campbellford will be a thriving waterfront community with visual appeal and deep civic pride.
5. Downtown Campbellford will work collectively, communicate openly, and be welcoming.
6. Downtown Campbellford will become the region's business core and community gathering place that delivers on all needs.

At the close of the 12-month planning phase of the Downtown Revitalization Project, the Task Force has prepared a Final Report and Action Plan to guide and inform the 8-10 year implementation phase of the project.

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# Acknowledgements

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# Downtown Revitalization Program Process

## Downtown Revitalization

Downtown revitalization is the process of improving the economic, physical and social well-being of a community's traditional town centre. This is done through an integrated approach targeting both short and long term goals through strategic actions covering the following four pillars:

**Economic Development:** The project endeavours to help existing Campbellford businesses thrive through exploration of Market Penetration strategies as well as Market and Product Development; and employ market data to identify possible new business opportunities that complement the existing downtown business mix.

**Leadership and Management:** The revitalization committee was made of representatives from various organizations to ensure that the process was inclusive and the project continues to move forward. The formation of partnerships with local business owners and the celebration of volunteers were also important to the process. Recommendations are included in this plan to strengthen leadership and management in the downtown over the long term.

**Marketing and Promotion:** Essential to ensuring that the identity and positive image of the downtown is communicated, Marketing and Promotions was used throughout the process to ensure community engagement and positive project momentum. Recommendations are included to enhance future downtown marketing initiatives.

**Physical Improvements:** Improvements such as façade restoration, streetscaping, and creating positive environments were of particular concern for Campbellford; therefore comprehensive Streetscape and Façade Design Guidelines were developed.

For long-term success, the process needs a balanced approach that encourages incremental and simultaneous work on all four pillars and coordinated action among stakeholders.

## Connecting Downtown Campbellford Task Force

The Downtown Revitalization program involved a partnership between the Municipality of Trent Hills, with the support of the Rural Economic Development Branch of the Ontario Ministry of Agriculture, Food and Rural Affairs, and the Connecting Downtown Campbellford Task Force which is coordinated by the Downtown Revitalization Coordinator, Leisha Newton, and comprised of key community players including: the Chamber of Commerce, Campbellford Business Improvement Area, Farmer's Market, the Municipality, business owners and residents.

This team of volunteers provided advisory oversight and local knowledge throughout the process. The role of the Task Force included building consensus around common goals and priorities for downtown revitalization; overseeing the activities of working groups and subcommittees so that revitalization activities were inclusive and develop shared goals; while including stakeholders from across the community. Connecting Downtown Campbellford has

worked closely with the Ministry of Agriculture, Food and Rural Affairs (OMAFRA) to adapt these principles to meet the needs of its downtown community.

## The Process and Stages of the Project

In 2015, Heather Candler, Agriculture and Rural Economic Development Advisor with the Ontario Ministry of Agriculture, Food and Rural Affairs made a presentation to the Campbellford/Seymour Revitalization Committee on Downtown Revitalization. The Campbellford/Seymour Revitalization Committee had investigated the possibility of Campbellford participating in the Downtown Revitalization Program provided through the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA). Through discussions with Municipal staff, the committee recommended an application for Rural Economic Development (RED) funding to conduct a Downtown Revitalization (DR) Project for Campbellford. In the spring of 2016, the Municipality of Trent Hills was awarded RED funding, and downtown Campbellford began the DR Project.

To undertake this initiative the Downtown Campbellford Revitalization Project followed the four stage process identified below:

### **Stage 1 - Organizing and Scoping**

This stage included the formation of the Task Force, the public launch, initial literature review, and training. This stage also included initial visual surveying of the town and work plan development.

### **Stage 2 - Collecting and Assessing**

This stage included three analysis tools that collect information about current and potential businesses in the community and highlight the goods and services they offer. They are:

*Building & Business Inventory* (Collect information on buildings and businesses for the purpose of creating a database);

*Commercial & Consumer Structure Analysis* (Collect specific information on businesses in the downtown including function, type of business);

*Business Owner Survey* (One-on-one interview with business owner to determine information about business climate);

Stage two also includes two analysis tools that collect information about current and potential customers for the downtown. They are:

*Customer Origin Survey & Trade Area Report /Market Analysis* (Customer/visitor interviews leaving stores or other high traffic locations; results mapped);

*Resident Survey* (Survey for residents (paper/online) regarding preferences and shopping habits).



An additional document that support Stage two are the *Façade and Streetscape Design Guidelines*.

### **Stage 3 - Planning and Prioritizing**

During Stage three a balance must be struck between creating a product (developing the strategy and writing the Strategic Plan and Action Plan) and facilitating the process (building consensus and ownership). This stage includes:

*Market Analysis Data Review* (Identify key sectors, trade area, issues and concerns);

*Market Position Statement* (Develop Market Position Statement and Unique Selling Proposition);

*Business Development Opportunities* (Short list business development opportunities based on market analysis/physical assessment);

*Strategic Plan and Action Plan(s) Development* (Create Strategic Plan and Action Plan) to respond to issues and opportunities).

### **Stage 4 - Implementing and Monitoring**

Stage 4 is the process of putting the Strategic Plan into action and establishing a process for ongoing monitoring to ensure that the plan remains dynamic and does not sit idle.

### **Community Involvement**

The success of the Connecting Downtown Campbellford DR Project was dependent on the many volunteers that participated throughout the planning phase. There were 10 Task Force meetings, 20 Working Group meetings, three community engagement events, one data party and two strategic planning sessions, one downtown walkabout and two youth engagement sessions and three presentations to community groups during the planning phase.

Three working groups were formed to assist with the activities of the DR Project. The working groups represent three of the four pillars of the project: Economic Development; Physical Improvements; and Marketing and Promotions. Members included Task Force members along with additional community volunteers with an interest in the downtown revitalization process.

Connecting Downtown Campbellford had 25 volunteers that donated over 700 hours of their time throughout the past year to complete the planning phase of the DR Project.

# Project Preparation

## Task Force Activities

At the November and December 2016 Task Force meetings, members were asked to define the focus and context of the DR Project for Downtown Campbellford.

## Vision Statement

The Task Force developed the Vision Statement as

*“Downtown Campbellford is economically sustainable, energized with community pride, and encourages healthy lifestyles, waterfront activities, and dynamic businesses, while embracing our heritage and future development.”*

## Self-Assessment Activities

### Function of the Downtown

The Function of the Downtown activity features 25 characteristics of a downtown, organized by the four pillars of Leadership and Management, Marketing and Promotions, Economic Development, and Physical Improvements. Task Force members were asked to rate the performance of downtown Campbellford for each function on a scale of 0 to 4. The results identified areas to focus on when developing the Strategic Plan. (Table 1)

**Table 1: Self-Assessment Activities: Functions of the Downtown**

| Attributes of a Successful Downtown   | Maximum Score | Campbellford's Average Rating |
|---|---------------|-------------------------------|
| <b>Leadership &amp; Management</b>  |               |                               |
| A strong ratepayers' group or residents' association is in place  | 4             | 0                             |
| A strong business group or association – e.g., BIA, Chamber of Commerce) is in place.   | 4             | 2.9                           |
| A coordinating body or coordinator position for marketing and development initiatives is in place.  | 4             | 2.4                           |
| Regular communication vehicles are in place for dialogue among community stakeholders.  | 4             | 1.25                          |
| Municipal interest and support for downtown marketing and development initiatives exist.  | 4             | 2.7                           |
| <b>Leadership &amp; Management Total</b>  | <b>20</b>     | <b>9.25</b>                   |
| <b>Marketing &amp; Promotion</b>  |               |                               |
| Strong and unique visual identity is conveyed through signage featuring identity, logo, brand, etc.   | 4             | 1.1                           |
| Gateway/sense of entrance into downtown area is in place.   | 4             | 1.4                           |
| Coordinated advertising takes place.  | 4             | 0.8                           |
| Coordinated events and activities are being undertaken in the area.   | 4             | 2.2                           |
| <b>Marketing &amp; Promotion Total</b>  | <b>16</b>     | <b>5.5</b>                    |
| <b>Economic Development</b>   |               |                               |
| A range of retail and service activities serve local and neighbouring populations.  | 4             | 3.2                           |
| "Specialty" activities exist to attract tourists.   | 4             | 2.8                           |
| A municipal presence is in the downtown area – e.g., town hall, library, recreation centre, etc.  | 4             | 3.25                          |
| Social services and activities are in the downtown area – e.g., seniors' centre, youth drop-in centre, etc.   | 4             | 2.7                           |
| A growing residential base exists in, or near, the downtown.  | 4             | 2.25                          |
| Commercial, retail vacancies are relatively low.  | 4             | 1.9                           |
| There is a recent track record of new investment and development in the downtown area.  | 4             | 1.4                           |
| <b>Economic Development Total</b>   | <b>28</b>     | <b>17.5</b>                   |
| <b>Physical Improvements</b>  |               |                               |
| An <u>historic core</u> of building stock exists with a mix of building styles and well-kept signage in the downtown.   | 4             | 1.9                           |
| The downtown has various "landmarks" – specific and unique features associated with the area.   | 4             | 2.4                           |
| Infill development has been sensitive in context with surrounding building stock.   | 4             | 1.7                           |
| A positive overall physical image exists in the downtown area   | 4             | 1.75                          |
| Streetscape and pedestrian amenities are in place – downtown presents a pedestrian-friendly environment.  | 4             | 2.2                           |
| Adequate and well-signed or visible parking is available.   | 4             | 1.9                           |
| There is a neat and clean appearance to the area overall.   | 4             | 1.9                           |
| Green spaces and park areas are interspersed throughout the area  | 4             | 2.5                           |
| A public square or gathering area is present.   | 4             | 3                             |
| <b>Physical Improvements Total</b>  | <b>36</b>     | <b>19.25</b>                  |
| <b>Leadership &amp; Management Total</b>  | <b>20</b>     | <b>9.25</b>                   |
| <b>Marketing &amp; Promotion Total</b>  | <b>16</b>     | <b>5.5</b>                    |
| <b>Economic Development Total</b>   | <b>28</b>     | <b>17.5</b>                   |
| <b>Physical Improvements Total</b>  | <b>36</b>     | <b>19.25</b>                  |
| <b>Sum of All Components</b>  | <b>100</b>    | <b>51.5</b>                   |
| <p><b>40 – 59 points: Your downtown is in significant need of a revitalization strategy — the areas of weakness identified by this diagnostic assessment should be used as the starting point for the development of a strategy.</b></p> <p><i>All items that were given an average ranking of 1.25 or less are highlighted in pink as opportunities for improvement or items for review.</i></p> <p><i>All items that were given an average ranking of 3 or more are highlighted in green.</i></p> |               |                               |

This exercise highlighted the need to undertake a downtown revitalization project for Campbellford at this time. Based on the self-assessment, Leadership & Management and Marketing & Promotion were identified as areas requiring development and strategic action.

### **Walk-About**

The community was assessed through walk-about, conducted by Task Force members & community volunteers over two days, November 1 & 3, 2016.

Participants were sent out in groups of 2-3 people and asked to record “on-the-street” observations. The observations were shared with the group, and discussed. The information gathered during this self-assessment activity was discussed in a Task Force meeting and supported the findings of other preparation activities.

The feedback was a focused on beautification and the prevalence of commercial vacancies in the downtown. The boundaries of the study area were confirmed by the participants.

### **24 hours in the Downtown**

This exercise was conducted during the November 2016 Task Force meeting. The Task Force members were asked to identify the activities taking place in downtown Campbellford at various times throughout the day. This process helps identify the types of activities that occur in the downtown as well as the different stakeholders who live in the community.

General observations captured throughout this process included:

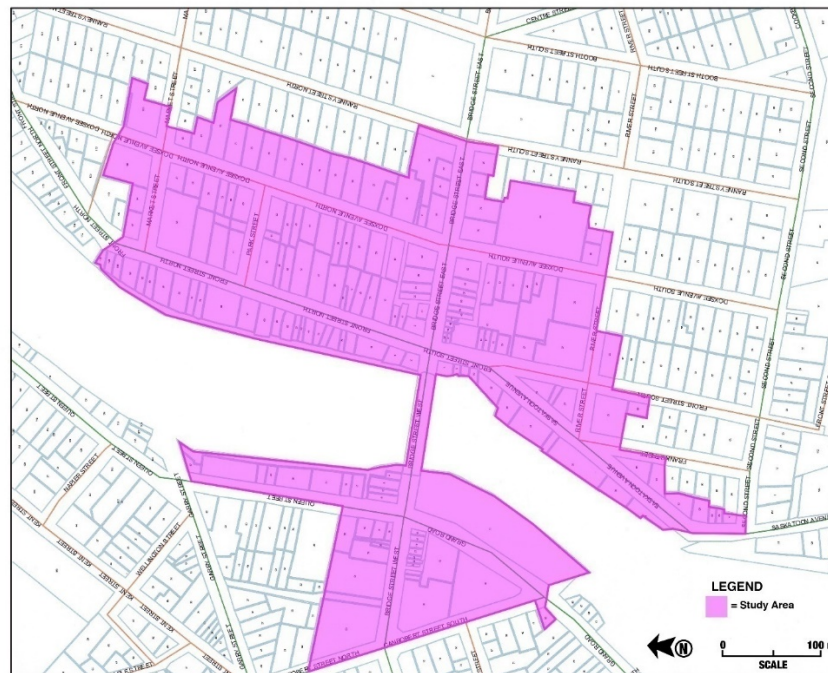
- Bus traffic on the bridge between 8:15-8:30am and 3:15-3:30pm during the school year
- Smells of chocolate or baked goods at various times of the week and day
- Friendly and open store owners
- Majority of shoppers seen at lunchtime and after work throughout the week, and on Saturday mornings
- Quiet and empty streets after 6pm most nights, many of the businesses are not open
- Lots of pick-up trucks and livestock trailers on Tuesday morning, because of the Sales Barn (in Hoard’s Station)
- Sounds include chimes from the clock tower, church bells, birds, laughing children
- Restaurants were busy at lunchtime throughout the week
- Constant flow of traffic at the post office
- Children are seen huddled around the library stairs before & after school

This exercise highlighted that activity in the downtown centers around regular errands, services and shopping, reinforcing that Downtown Campbellford is servicing the basic needs of everyone in our community.

## Study Area

The study area for a DR Project was defined in the November 2016 Task Force meeting. The study area is shown in Figure 1.

Figure 1: Downtown Campbellford Study Area



Prominent in the study area for the Campbellford DR Project is the bridge, and the waterfront along the Trent Severn Waterway. This defines many of the challenges and opportunities in Downtown Campbellford.

## Promotions & Communications

Creating a project identity within the community was important for the promotion and continued communications of the DR project and its progress. As a result, the Task Force chose Connecting Downtown Campbellford for the project name, and a logo was designed.

While preparing to conduct the data collection process of the DR Project, it was determined that the most effective way to provide updates about the progress of the DR project was to create a [www.connectingcampbellford.ca](http://www.connectingcampbellford.ca) website, along with Facebook & Instagram pages.

These social media and online promotions tools were used to provide regular updates about the project as well as to promote any public events that Connecting Downtown Campbellford hosted throughout the planning phase of the project.

Figure 2: Bridge Banner promoting Connecting Downtown Campbellford



## Public Launch

Upon the completion of the project preparation activities, the Task Force hosted a project launch event in January 2017. This event introduced local businesses, residents and community organizations to the DR Project, outlined the planned activities and encouraged community involvement in the process. There were 42 members of the community in attendance, and the event was covered by both local newspapers & local radio.

## Data Collection & Analysis

### Community Interactions

The DR Project for Campbellford included nine different data collection exercises that resulted in 1109 unique interactions with local residents, downtown businesses, community organizations and the Municipality.

Table 2: Unique Interactions throughout the Data Collection process

| Surveys/ Interactions                              | Responses   |
|--|-------------|
| Connecting Downtown Campbellford Volunteers        | 25          |
| Resident Survey                                    | 376         |
| Business Owner Survey                              | 23          |
| Community Organization Outreach                    | 107         |
| Customer Origin Survey                             | 461         |
| Youth – Elementary School Responses                | 20          |
| Youth – I.C.E. Program                             | 27          |
| Streetscape & Façade Design – Focus Group          | 16          |
| Streetscape & Façade Design – Community Engagement | 54          |
| <b>TOTAL</b>                                       | <b>1109</b> |

## Market Area Data Report

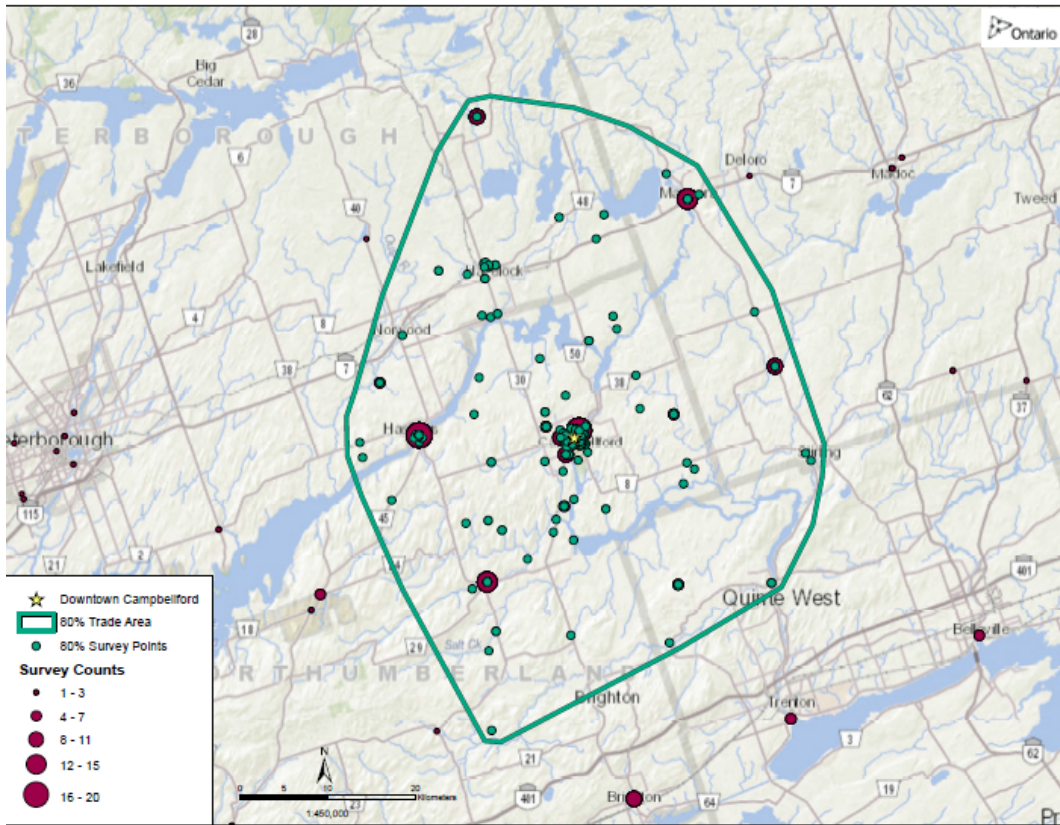
The Market Area Data Report is comprised of two components; the Trade Area Report and the Business Mix Analysis. Market Analysis provides communities with information about local market conditions and opportunities so they can develop effective strategies for community revitalization. The Trade Area analysis provides information about local consumer demand and demographic characteristics of a community's trade area. The Business Mix Analysis provides information about business located in your Trade Area.

### Trade Area

The postal codes and closest main street provided by shoppers during the Customer Origin Survey was used by OMAFRA to create the Trade Area for downtown Campbellford. The data was provided to OMAFRA and a Trade Area Map was created as part of the Market Area Data Report. The following shows the trade area map for downtown Campbellford as of May 2017. It is worth noting that this trade area is consistent with the service/catchment area of the Campbellford Memorial Hospital.



Figure 3: Downtown Campbellford Trade Area (as of May 2017)



Determining the size and demographic characteristics of a community's Trade Area is a critical component of the analysis. The trade area is used to focus efforts to increase activity in the downtown as the area is home to the majority of customers. In this case the Task Force determined that the trade area should be based on an 80% zone determined by primary postal codes reported by shoppers in the downtown as part of the Customer Origin Survey. This Trade Area included all of Trent Hills, eastern Peterborough County, and northern Northumberland County.

## Demographics

The Demographics for the Trade Area are as follows: Population 35,089 (Census 2011) and growing; The median age as well as the dominant age group estimates are the same compared to Northumberland, but higher compared to the province. Average household income (\$73,302) is lower in comparison to Northumberland and the province.



Table 3: Trade Area Demographics

| Trade Area Data                         |            |                |           |
|---|------------|----------------|-----------|
| Population                              |            |                |           |
| 2011 Census                             | 35,089     |                |           |
| 2016 Population estimate                | 36,222     |                |           |
| Age Distribution                        |            |                |           |
| 2012 Median Age estimate                | 50.5       |                |           |
| 2012 Dominant Age Group estimate        | 55 to 59   |                |           |
| Income                                  |            |                |           |
|   | Trade Area | Northumberland | Ontario   |
| 2016 estimated Average Household Income | \$73,302   | \$84,174       | \$98,192  |
| 2019 projected Average Household Income | \$78,040   | \$89,542       | \$105,761 |

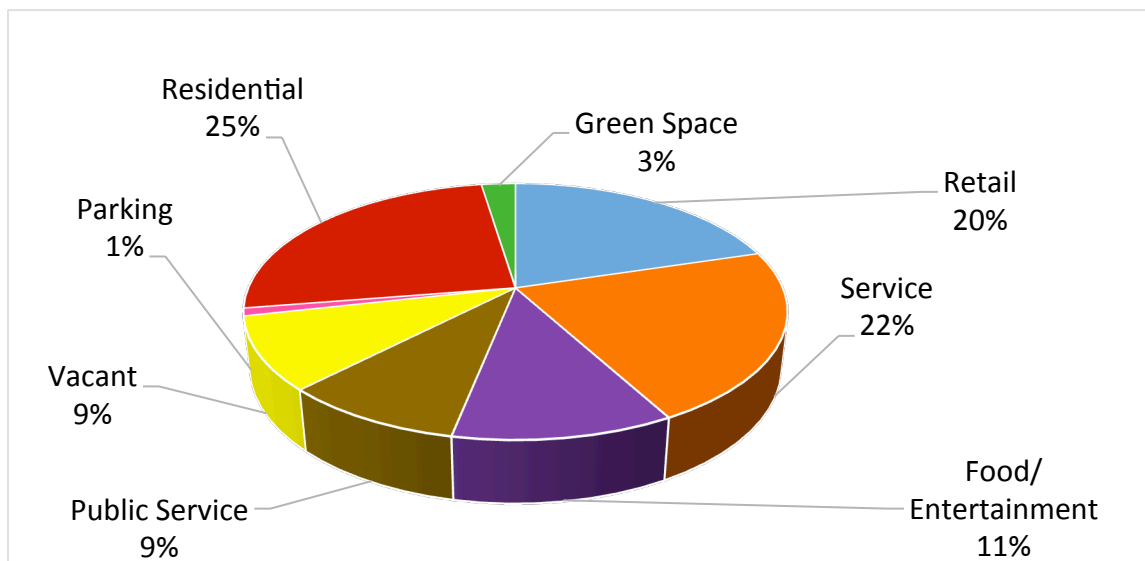
### Household Expenditure Estimates

In comparison to the Province those in the Trade Area spend more on: Transportation, Health care, Recreation, and Tobacco and alcohol; they spend less on: Clothing, and education.

### Building & Business Inventory

The Building Inventory is a detailed inventory of all of the buildings within the study area. There were a total of 207 properties classified, with the street level function of the property identified. The downtown Campbellford study area contains a mix of residential homes (25%), service businesses (22%) and retail businesses (20%).

Figure 4: Building & Business Inventory



## Business Mix Analysis

In terms of Business Mix the report showed a lot of market saturation, this could be due to several factors, for example:

The saturation of *Restaurants and Other Eating Places* despite the fact that our customer surveys reported dissatisfaction with local offerings suggests that preliminary strategies should focus on market penetration rather than attracting new businesses.

## Commercial and Consumer Structure Analysis

The Commercial Structure Analysis was a visual analysis conducted in December 2016 in the study area. Data collected was used to create the map shown in Figure 3, which illustrates commercial use in the study area, and was a supporting document to the Trade Area and Market Analysis conducted by OMAFRA.

### Commercial and Consumer Structure Analysis Conclusions

Within the study area the following were identified:

10 = Convenience Retail

4 = Convenience Service

19 = Comparison Retail

9 = Comparison Service

**13 = Destination Retail**

**32 = Destination Service**

23 = Food and Entertainment

19 = Public Service / Community  
Organization

**20 = Vacant**

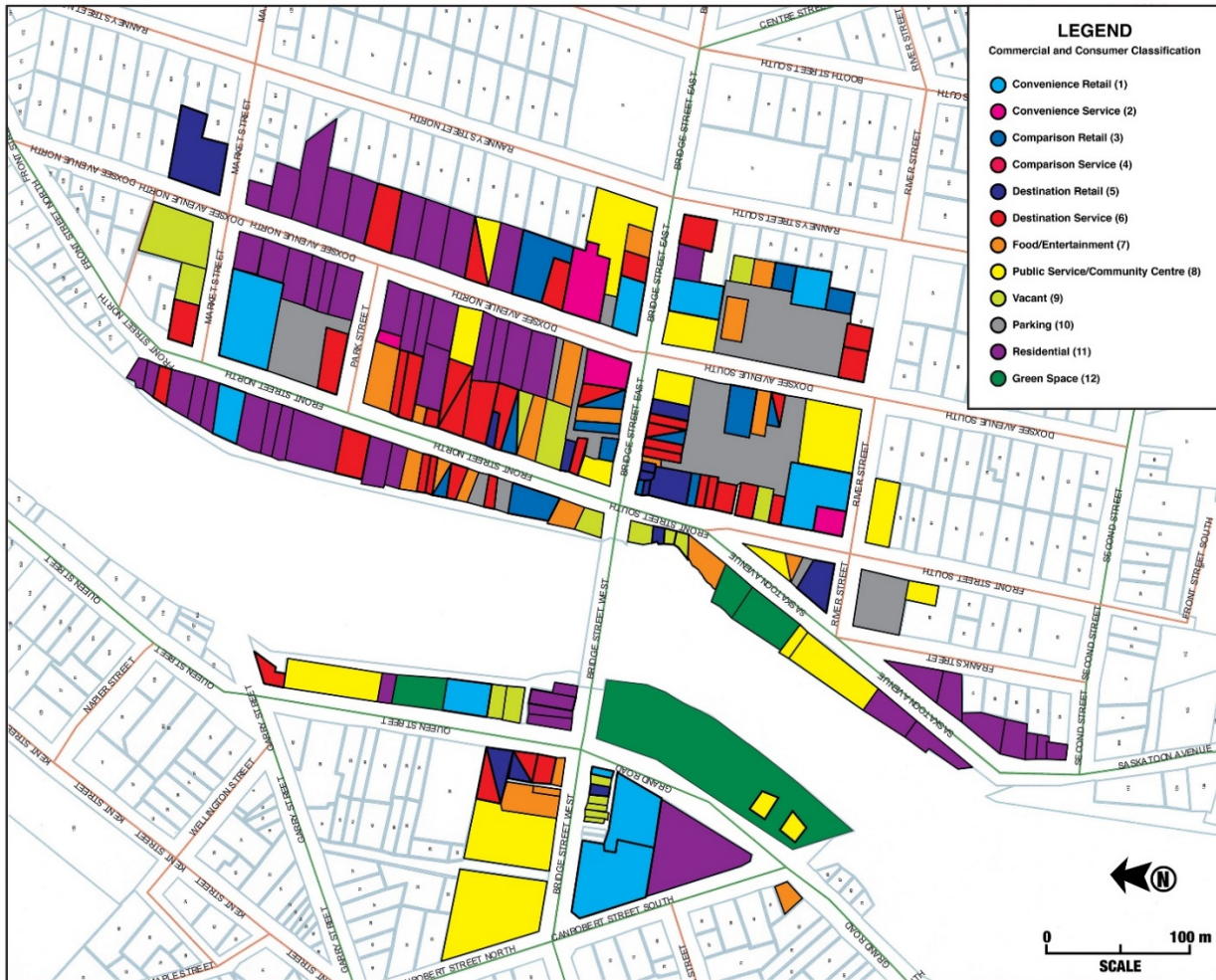
2 = Parking

52 = Residential

5 = Green Space

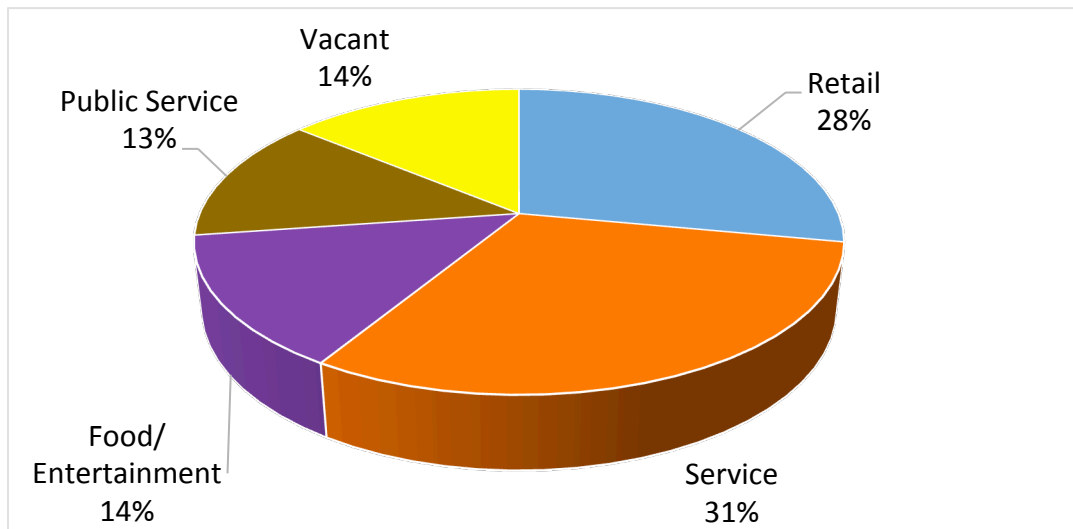
Note the number of Destination Retail and Destination Service businesses, this is an important factor as these are the types of business that draw consumers into a downtown. This is a tremendous strength that could be leveraged to increase attraction to the downtown. Also important is the high number of vacancies; many available properties are in significant locations. It will be crucial to develop strategic recruitment to fill these key vacancies.

Figure 5: Commercial and Consumer Structure of Downtown



From the data collected for the Building Inventory, there were 150 properties classified for the Commercial Structure Analysis. The Commercial Structure Analysis classifies the street level function of the business operations. This analysis does not include public service, residential, green space, and parking. This analysis showed that 31% of commercial buildings in downtown Campbellford are Service Businesses. Downtown Campbellford is currently very mixed, meeting the broad needs of regional residents.

Figure 6: Commercial Structure Breakdown of Downtown



### Customer Origin Survey

A Customer Origin Survey is intended to be a quick interview with customers throughout the downtown. The goal is that each survey will take no longer than one to two minutes to conduct. The customer origin survey was conducted in May 2017, with 461 responses collected and the survey consisted of 3 questions:

1. What is your postal code (and closest main street to your home)?
2. What is the reason for coming into downtown Campbellford?
3. What business or service would you like to see in the downtown that is not currently available?

When asked why customers were visiting the downtown, 61% of respondents were in the downtown because they were close to home, work or school. Another common response was to visit a particular (destination) retail within downtown Campbellford.

Figure 7: Customer Origin Survey: Reasons for visiting downtown Campbellford

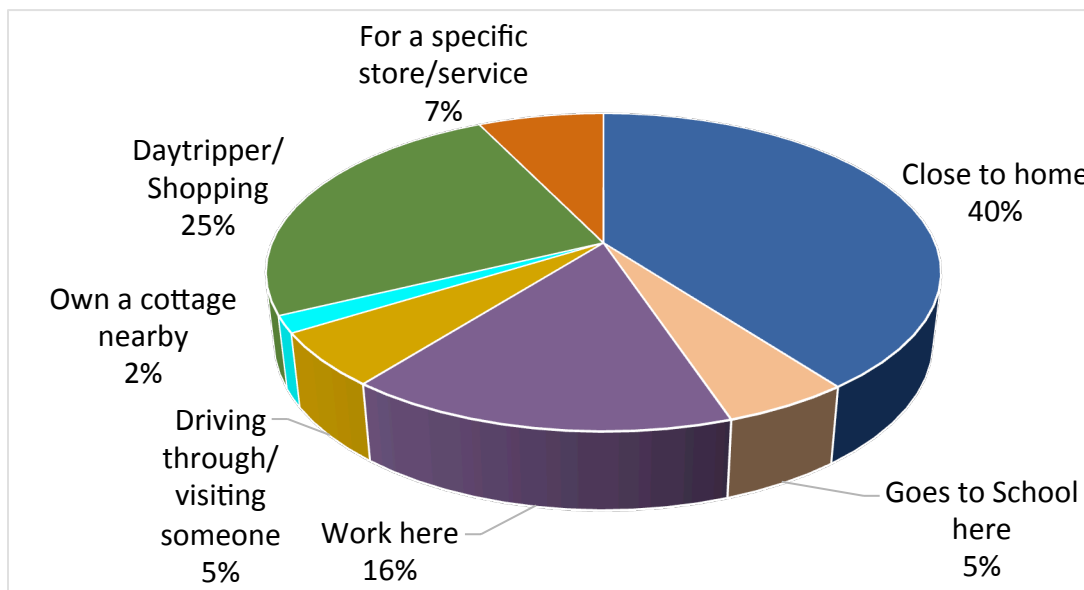
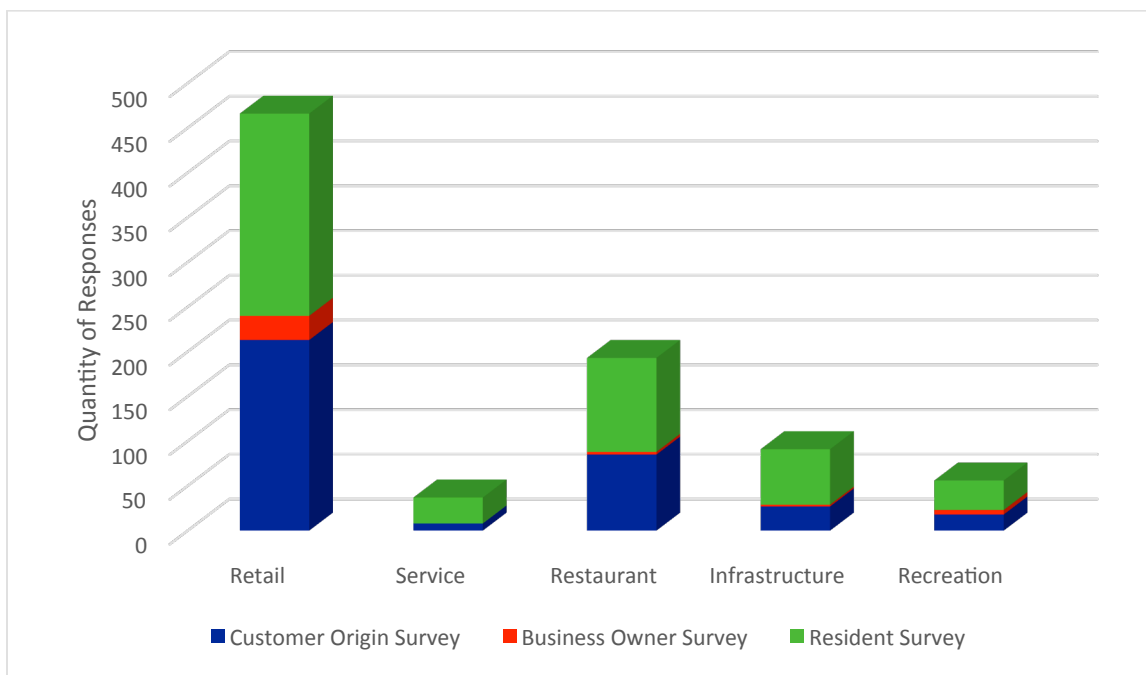


Figure 8: What new business or service would you like in the downtown that is not currently available?



This question was asked three times throughout the data collection process; during the Customer Origin Survey; Resident Survey; and the Business Owner Survey.

Looking at the combined data, there is a strong preference for more retail businesses in the downtown. Over a third of the retail responses referenced the need for clothing and/or shoe

businesses, and a third of responses requested a specific type of retail business. These included businesses that offer electronics, arts & crafts, and food related retail businesses.

Over 25% of restaurant respondents requested fast food options, and 10% would like to see food options on the waterfront.

The infrastructure responses included suggestions related to accessibility, economic development activities, and improvements to transportation.

## Business Owner Survey

A Business Owner Survey was conducted with 23 downtown businesses from February through May 2017. The surveys were personal interviews conducted by the Downtown Revitalization Coordinator. The feedback that was received from the businesses provided insight into gaps of information and understanding of the services and resources that are available to the downtown businesses.

### Business Owner Survey Conclusions

There was a positive business climate reported. 80% of businesses have been in operation in Campbellford for more than 11 years. There is a positive outlook looking with 25% of the businesses planning to expand, and 58% project sales to increase over the next year.

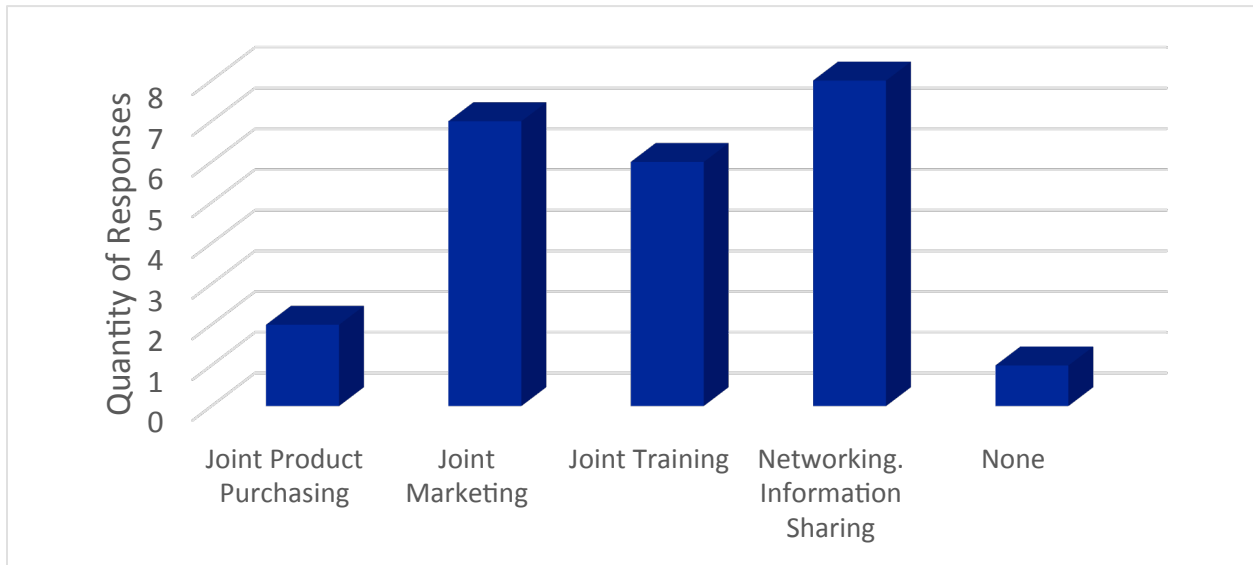
Among business owners, there is a desire for improved communication and a more coordinated marketing & promotions strategy for the downtown.

### Training & Collaboration

Seminars and training opportunities for local business owners would be invaluable; this includes business and financial planning, marketing, and web presence, as well as networking opportunities so that business owners may work collaboratively.

Business owners reported being interested in collaborating with other businesses especially when it comes to joint marketing and web presence as seen in Figure 9.

Figure 9: Interest in co-operative efforts with other businesses



### Business Mix

Retail/Service opportunities that come up repeatedly include:

1. Clothing and shoes
2. Food related retail
3. Entertainment facilities especially for youth and family

### Resident Survey

A Resident Survey was conducted to collect feedback from Trent Hills residents about their downtown Campbellford buying habits, ideas for improvements and identification of market gaps. The Resident Survey was conducted from February through April 2017, with the option to respond online or in writing. All Trent Hills residents were invited to participate in the resident survey, both online through the website and Facebook page as well as via a mailed notification. There were 376 responses, with the majority representing Campbellford residents.

Figure 10: Resident Survey Poster



## Resident Survey Conclusions

### Respondent Profile

The majority (73%) of survey respondents live in Campbellford, 15% live in Warkworth, and 11% live in Hastings.



Table 4: Do you agree/ disagree with the following statements?

|   | Disagree | Agree |
|---|----------|-------|
| <b>Stores in Downtown Campbellford are open when I want to shop.</b>                | 20%      | 65%   |
| <b>Businesses in Downtown Campbellford sell the products and services I want.</b>   | 26%      | 40%   |
| <b>The prices of products and services in Downtown Campbellford are reasonable.</b> | 17%      | 58%   |
| <b>I like the overall look and feel of Downtown Campbellford.</b>                   | 39%      | 42%   |
| <b>I feel safe during the day in Downtown Campbellford.</b>                         | 4%       | 90%   |
| <b>I feel safe at night in Downtown Campbellford.</b>                               | 8%       | 73%   |
| <b>Parking in Downtown Campbellford is convenient and easy to use.</b>              | 23%      | 62%   |
| <b>I try to shop locally whenever possible.</b>                                     | 5%       | 82%   |
| <b>I prefer to shop outside of Downtown Campbellford.</b>                           | 55%      | 18%   |

Figure 11: What do you like about Downtown Campbellford?

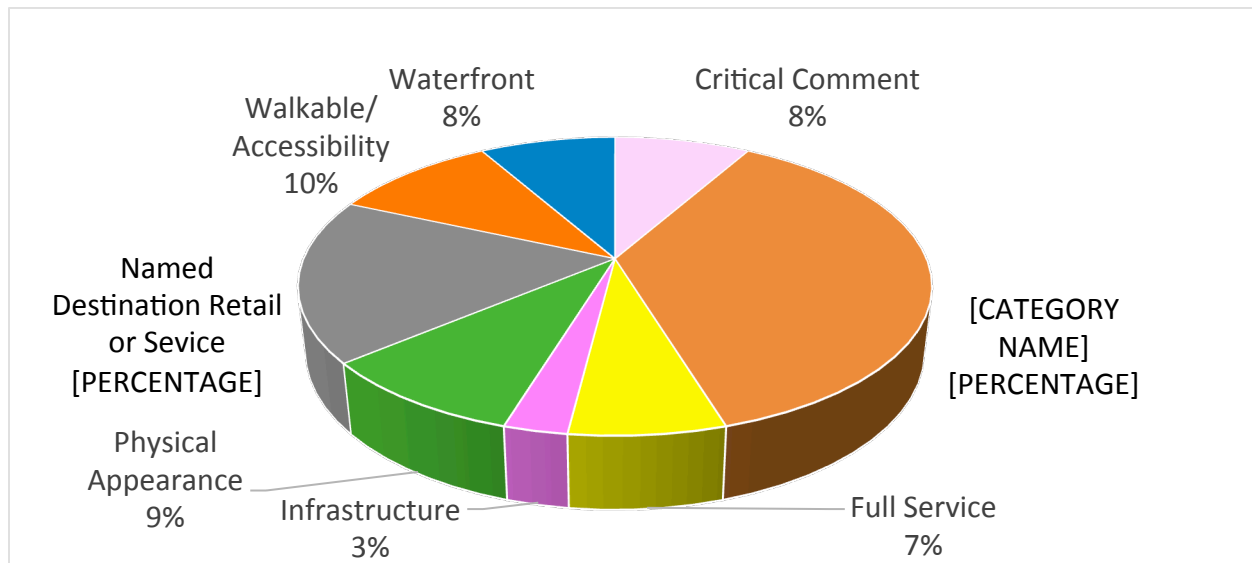
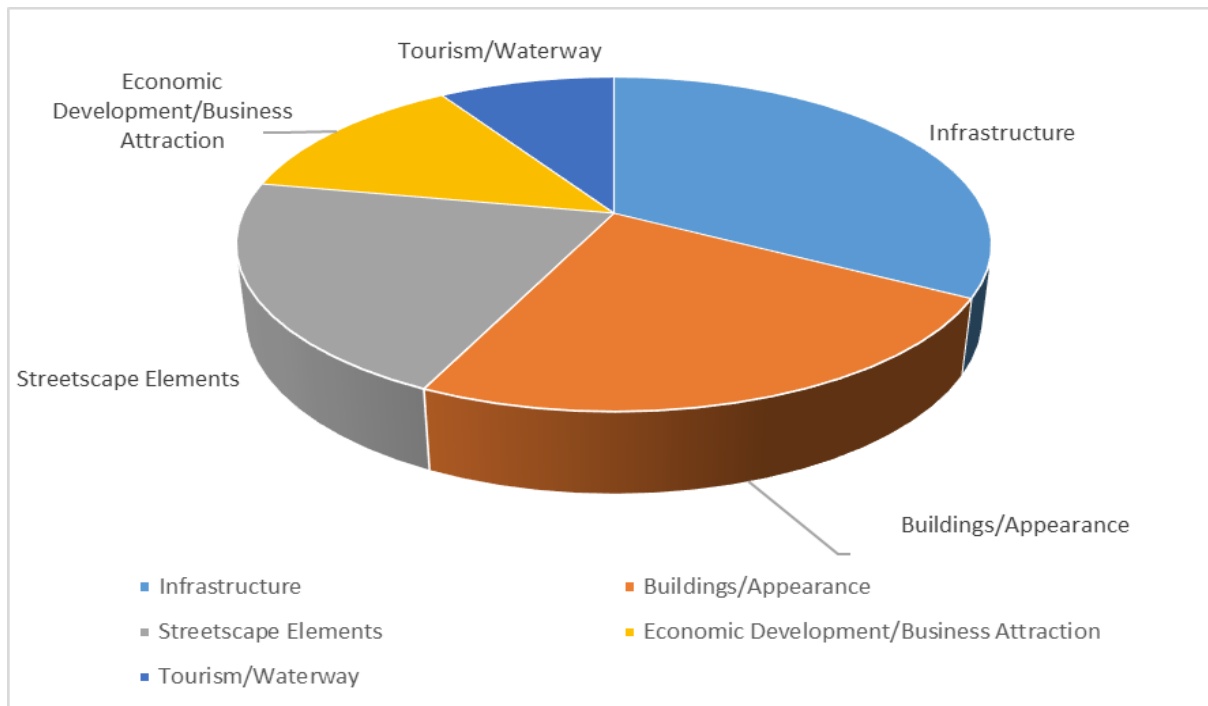


Figure 12: What do you think is most important to improve in Downtown Campbellford?



#### KEY FINDINGS FROM RESIDENT SURVEY

Residents feel safe in the downtown, they appreciate the friendliness they encounter and the preference is to shop locally. They recognize the importance of the waterway in the downtown and would like to see an increased focus on its use and promotion as a tourism asset.

When looking at ways to improve the downtown, the majority of comments are directed at beautification efforts such as improvements to buildings, streetscape elements such as greenery, garbage receptacles and the “look & feel” of the downtown, and improvements to infrastructure.

#### Community Organization Outreach

Throughout the process, the Downtown Revitalization Coordinator visited community groups to promote the Program and collect ideas about what can be done to improve downtown Campbellford. Presentations were made to the Campbellford Lion’s Club, Trent Hills Chapter of PROBUS, and the Campbellford Rotary.

Community feedback focused on issues related to accessibility, beautification, and support for youth & community activities. Suggestions for improvements included improved snow removal, public spaces and consistent business practices such as posting and adhering to regular hours of operation and opening on Sundays.



# Themes

## Focus on Food

Throughout the data collection process a common theme around food was identified. When the Task Force asked what Campbellford is known for, the response was “Cheese, Chocolate, Beer and Bakery”. Campbellford has four retail assets that attract people to the area: Empire Cheese, World’s Finest Chocolate, Church Key Brewery and Dooher’s Bakery all directly impact the downtown. Many shoppers, when asked during the customer origin survey, “what new business or service should be available in downtown Campbellford”, made suggestions related to grocery store offerings, a butcher, vegan options, and an expanded or year round Farmer’s Market.

Restaurant suggestions included fast food options, ethnic menu items, healthy and/or vegan options, and more bars/pubs.

This led to the recommendation to focus on the development of a food cluster in downtown Campbellford.

## Events & Festivals

Community events or festivals are a wonderful way to bring people into the downtown. The cooperation of the businesses, residents & community organizations can help to make an event a great success, including the Municipality, Chamber, Campbellford BIA and local businesses. Community events or festivals are often organized by community organizations and volunteers.

Both the Resident Survey and Business Owner Survey identified the need for additional events or festivals in downtown Campbellford. In keeping with the potential focus on food, there were many suggestions for food related events such as a Food Truck event, Ribfest, Food Sampling, or a Craft Beer Festival.

There was additional interest in promoting retail businesses in downtown Campbellford with a street dance or sidewalk sale.

## The Waterway

There was a strong desire for more use, promotion and physical improvements to the waterfront. Respondents would like to see the introduction of patios, water activities, seasonal retail and restaurant options, and water facing upgrades to the buildings located on the Trent Severn Waterway.

## Communication is the Key to Success

There was an expressed need for an effective method to communicate with the residents, businesses and community organizations. Many lacked knowledge of local events, products or service offerings, and municipal information.

# Streetscape & Façade Design Guidelines

The Physical Improvements Working Group (PIWG) engaged community members in design activities, which included organizing a community design workshop. Stempski Kelly Associates (SKA), a professional architectural design firm was contracted to create Streetscape & Façade Design Guidelines for downtown Campbellford.

This process included community participation in two community engagement events attended by community members, residents, business owners and the municipality.

Upon the completion of the SKA Streetscape & Façade Design Guidelines Report, the PIWG provided additional feedback for consideration when the Streetscape & Façade Design Guidelines are reviewed during the implementation phase.

The Streetscape Design Guidelines will be a resource to the Municipality during the planning and implementation of future infrastructure projects and improvements. It contains design suggestions for improved sidewalks, transition areas such as entrances to parking lots and ways to incorporate more greenery to the study area.

The Façade Design Guidelines will support property owners wishing to renovate their buildings by providing style advice that will lead to a cohesive and complementary visual in the downtown. It will also assist in the creation of a style guide for the Community Improvement Plan program.

For more details, the Streetscape & Façade Design Guidelines Report can be found on the Connecting Downtown Campbellford website ([www.connectingcampbellford.ca](http://www.connectingcampbellford.ca)) or by contacting the Municipality of Trent Hills.

# Youth Input

## Elementary School Comments

Patrick Muldoon facilitated a group discussion in February 2017 with grade 7 & 8 students from Hillcrest Elementary School in Campbellford. They discussed 2 questions: what they love about the downtown, and what they would change in the downtown. A summary of their feedback is listed below.

### "What do you love about our Downtown?"

1. Kids really appreciate the opportunity to pick up quick food at lunchtimes. They feel that there are lots of options, but that some restaurants are missing out on the opportunity to provide lunchtime student meals that are quick, cheap and healthy.
2. Students love having the river in the middle of town. They like swimming there, paddleboarding and watching the boats in the summer.
3. They like the fact that they can buy affordable things they need at many of the downtown shops but feel that a store that offered technology-based items is lacking.
4. They like the fact that there are benches around the town and places to sit.
5. They agree that the "vintage feel" of our town is special.
6. They really enjoy having a Theatre in town!
7. They think that the town pool is an important part of their downtown experience in the summer.
8. They use the library as a place to get books, but also to hang out together.
9. Students are happy that there are some park spaces in our downtown.
10. Kids appreciate some of the unique shops and services we have here, including Doohers, the Chocolate Factory Store and the Bowling Alley.

### "How would you change Downtown?"

1. Overwhelmingly, they agreed that free Wi-Fi would improve their experience in downtown. They noted that only having free wifi outside the library contributes to a mess on the steps there, and a group of kids that they think scare elderly people away from the library.
2. Many agreed that the park beside the pool is underused and that it might be better used as a "Dog Park", noting that there are no off-leash areas in Campbellford.
3. They felt that it would be nice to have some picnic tables in the downtown that had some shade / weather protection. They thought this would be especially helpful at lunchtimes.
4. They feel that trash is an issue in our downtown. They point to a lack of recycling receptacles, often overflowing garbage containers and some places where no garbage

receptacles are present. They are also concerned about the amount of cigarette waste on the streets and no receptacles for this problem.

5. Students said that at nighttime that there are areas that they feel are too dark and unsafe. They would like to see more police officers keeping an eye on "trouble spots" downtown.
6. They would like to have more events downtown and they really missed fireworks this year.
7. They think that many of the sidewalks and streets are not safe to ride bikes, scooters or skateboards on, and that potholes and broken sidewalks make a bad impression on people who visit.
8. They would like to have later opening hours for stores in Campbellford.
9. Students felt that the river needed to be more accessible. They would like to have a place to swim, jump from, or hang out that adults approved of.
10. They feel that many of the buildings with peeling paint should be remodeled. They like the feel of the architecture being old, but not the paint looking old!

## High School ICE Program

The Innovation, Creativity and Entrepreneurship (ICE) training is offered to grade 11 and 12 students enrolled in a Specialist High Skills Major (SHSM) program at Campbellford District High School. ICE training is approximately 6 hours of training in which student teams use a process called the 3 Gears (developed by the Rotman School of Management at the University of Toronto) to solve a real-world challenge specific to a local business. At the end of the process, students share their insights and innovations with their community partner.

In April 2017, close to 30 CDHS from the four SHSMs: Arts & Culture, Business, Construction and Health & Wellness, participated in the I.C.E. training to assess, observe, generate ideas and pitch solutions to members of the Connecting Downtown Campbellford Task Force. The students were engaged and excited to be a part of the revitalization process, thrilled that their ideas could have impact and influence within their community.

\* denotes items that the students identified as priorities  
(#) denotes the number of times the idea was identified

### **Student Observation Themes:**

#### **Boating and Docks**

- Maps for boaters (2) \*
- Signs for boaters directly them to shops in the downtown (12) \*
- Paint murals on the back of buildings facing the water \*
- Better docking for boats



- Waterway cleanup (4)
- Better looking paths for boaters \*
- Add benches along the waterfront (3)\*

- Make the Toonie more visible from the water
- Improve water-view of town (6) \*
- More shaded spots along waterfront for boaters

#### **Branding & Look of the Town:**

- Plant more trees and bushes (6)
- Display local artwork (3) \*
- Put more sitting areas in Old Mill Park (3)
- Space for teens to hang out other than the steps of the Library (2)
- Update pool and the park beside the pool to be more welcoming (dark) (12)
- More live music in summer (consider youth) (5)
- Decorative lights out all year long \*
- Dog park & disposable doggy bags \*
- Improve use of empty space (3) \*

#### **Storefronts and Streets**

- Repair sidewalks and streets (potholes) (9)
- Add more garbage cans, with recycling (10)
- Create an atmosphere, theme or strong brand for Campbellford (6) \*
- Retail Mix – little for pre-teen, teens and early 20's
- Improve waterfront apartment buildings and restaurant
- More visible signs (18) \*
- Update and paint buildings (19) \*
- Improve lighting around stores (4)
- Access to water from stores
- Use more colour (7) \*
- Empty trash bins more often (1)

#### **Traffic:**

- Main intersections are very busy (4)
- Downtown feels crowded due to parallel parking (4)
- Timing of lights (4)
- No right on red?

#### **Student Suggested Actions:**

##### **Improving the Appearance (x 2)**

- New fencing and railing along the water
- Adding more flowers and tree
- Welcome to Campbellford signs – water point-of-view (2)
- Murals on buildings (water point-of-view) (2)
- Re-vamp and update buildings (both groups)
- Better access to water from store fronts
- Create an atmosphere/theme for the town through the use of colour (2)

- Create and purchase Snapchat filters for Campbellford “hotspots” – waterfront, Doohers, arena, Cheese Factory
- Update Old Mill park and boaters area
- Improved signage in downtown core to key places to visit and others

nearby (Doohers, Chocolate, Ferris, Cheese, etc.)

- Clean up waterfront and park with the pool
- Local art featured on banners
- Lights throughout the year
- Stone sidewalks, road repairs

### **Pollution and Improving Parks**

- Create a dog park (downtown or closer to Ferris’ park)
- Doggie bags for dog poop
- Additional garbage and recycling bins throughout the downtown

- Emptied regularly
- Create community composts that could be used in the community garden on Doxsee

### **Aesthetics**

- Add more garbage and recycling bins
- Continue to add outdoor/natural elements (tree, flowers, green spaces)
- Artwork/branding on the back of signs
- Mural displays
- Update and add maps of the community sites to see

- Repaint buildings and bricks; brighter colours
- Buildings on corner of Front and Bridge – renovate apartments into waterfront view, nice apartments and update water facing facades to attract boaters and create more waterfront views for diners

### **Adding Colour**

- Campbellford themed banners – use local artist work

- Improve retail mix
- Paint gazebo in Old Mill Park

### **Updating Buildings**

- Improve older buildings, keep history feel, but needs painting and updating
- Clean up alleys and behind the buildings

- Add a “tag wall”
- Retail mix – Streetwear store for pre-teen and teen shoppers (near the Aron)

# Strategic Planning

## Data Party

A group of volunteers met in July 2017 to review the data that was collected, identify trends and key findings of the strategic planning sessions. The group reviewed the responses from the:

- Customer Origin Survey;
- Business Owner Survey;
- Resident Survey;
- Business & Building Inventory; and
- Market Area Data Report.

A data summary was created to inform the upcoming strategic planning process.

### Top 5 recommendations

The Data Party came to the following top five recommendations for the downtown revitalization project:

1. **Focus on the Waterway and Waterfront Development** – work with property owners, community stakeholders and the Trent Severn Waterway to better utilize the world renowned asset in our community
2. **Establish a Cohesive Food Focused Plan** that brings together local food stakeholders
3. **Enhance existing Tourism offerings** with attention to new, local experiences
4. **Recognize that Campbellford is a hub for business and services** – where basic needs of the region are met.
5. **Improve Communication**

## Strategic Planning

The strategic planning sessions were held in July & August 2017, with 14 volunteers representing local residents, downtown businesses, community organizations & the Municipality.

The first day was a retreat that resulted in three market positioning statements and six goals for downtown revitalization. Throughout the day, volunteers identified opportunities. From these ideas, objectives and actions were developed.

At the second session, the draft objectives and actions were further developed to form the Draft Strategic Action Plan.

The Task Force reviewed the Draft Strategic Action Plan in September 2017. The final Strategic Action Plan is included in this document.

## Vision Statement

Downtown Campbellford is economically sustainable, energized with community pride, and encourages healthy lifestyles, waterfront activities, and dynamic businesses, while embracing our heritage and future development.

## Market Position Statements

During the strategic planning sessions, three market position statements were created for downtown Campbellford.

### Market Position Statement: Residents

Downtown Campbellford is the region's business core and community gathering place where predominantly independent businesses provide regional residents with essential goods, services and social resources.

### Market Position Statement: Business Owners, Developers

Downtown Campbellford is the one vibrant waterfront downtown that provides business owners and developers with available space, a proven loyal regional customer base supported by a downtown revitalization plan and evidence based economic research.

### Market Position Statement: Tourists & Visitors

Downtown Campbellford is the one destination stop on Trent Severn Waterway that provides food, essentials and experiences in a vintage setting because we are friendly and we have it all . . . from nature to culture to shopping.

## Goals

1. Downtown Campbellford will implement the Connecting Downtown Campbellford Revitalization Plan
2. Downtown Campbellford will be an investment destination for outside investors and existing businesses.
3. Downtown Campbellford will be a four season, memorable tourism destination with authentic local experiences.
4. Downtown Campbellford will be a thriving waterfront community with visual appeal and deep civic pride.
5. Downtown Campbellford will work collectively, communicate openly, and be welcoming.
6. Downtown Campbellford will become the region's business core and community gathering place that delivers on all needs.

## Development of Action Plan

With the development of the Action Plan, Downtown Campbellford has goals, objectives and actions to guide activities for the next 10 years. The Action Plan is a working document and will be updated throughout the implementation phase, as new goals, objectives and actions are identified.

To support the implementation phase, an Implementation Advisory Committee will be created along with any working groups, as required. The role of the Implementation Advisory Committee will be to support and guide the activities of the DR Project. Committee members will be recruited to ensure representation from business owners, residents, community organizations, community members and the Municipality of Trent Hills.

Please find the action plan on the Connecting Downtown Campbellford website at [www.connectingcampbellford.ca](http://www.connectingcampbellford.ca).

# Thank you

Connecting Downtown Campbellford would like to acknowledge all of the following community members who contributed valuable time and endless knowledge and creativity throughout the downtown revitalization process for Downtown Campbellford.

## Task Force

Valerie Ryan, Chair  
Nancy Allanson, Chamber of Commerce  
Caroline Bingley, BIA  
Samantha Bland, ARON Theatre rep  
Bob Connor, Windswept Group  
Katherine Forestell, YAC  
Kim Hulsman, Rotary  
Normande Lacoursiere  
Jenny Madden, Farmer's Market  
Emma Mahoney, YAC  
Patrick Muldoon  
Patrick Muldoon Jr., YAC  
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## Working Group & Action Planning

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Davina Jalea, Antonia's Bistro  
Sarah Lewis, Canadian Tire  
Aaron Macanuel, Canadian Tire  
Emily Smith  
Tom Terentiew  
David Wright

## Support

Kira Mees, Community Development Officer  
Councilor Rosemary Kelleher-MacLennan  
Councilor Cathy Redden  
Heather Candler, OMAFRA



# Strategic Action Plan

## September 2017

Prepared by:  
Connecting Downtown Campbellford Task Force

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## Downtown Revitalization Recommendations

1. Municipality of Trent Hills Council to adopt the Downtown Revitalization Final Report and Action Plan, and provide leadership throughout the downtown revitalization process.
2. Community to embrace the Downtown Revitalization Final Report and Action Plan, and work collaboratively to achieve the goals.

## Definition of Terms

**Downtown:** Downtown will refer to the study area defined by the Connecting Downtown Campbellford Task Force in the Downtown Revitalization Final Report. (See Figure 1)

**Goal:** Created to address the critical issues identified as a result of the Connecting Downtown Campbellford Task Force's analysis of the data collected. **6** goals have been identified.

**Objective:** Identified as a result of the Connecting Downtown Campbellford Task Force's analysis of the data collected at the beginning of the strategic planning process. **21** objectives have been identified.

**Action (What):** The action identified to be completed to achieve the goal. **67** activities have been identified.

**Priority:** Comparative level of priority in "activity" execution.

Based on the OMAFRA Downtown Revitalization template, actions will take up to 8 years to implement and it may be 10 years or more to see an impact. In order to better define the expected timeline of each priority level, the Task Force has outlined the four priority levels in terms of the time in which they are expected to be executed. The timelines and "activity" counts are outlined below:

**ONGOING:** A continuous activity throughout the Implementation of the Plan. The committee identified **4** actions as ONGOING.

**IMMEDIATE:** Completed within 6 months of the launch of the implementation phase. The Committee has identified **9** actions as IMMEDIATE.

**SHORT TERM:** Completed within 18 months of the launch of the implementation phase. The Committee has identified **31** actions as SHORT TERM.

**MEDIUM:** Completed within 36 months of the launch of the implementation phase. The Committee has identified **22** actions as MEDIUM.

**LONG TERM:** Completion may take 3 years or longer from the launch of the implementation phase. The Committee has identified **1** action as LONG TERM.

**Details (How):** Individual tasks and activities that need to take place in order to complete the action.

**Responsibility (Who):** Those who will lead or partner to complete the actions, followed by supporting partners & stakeholders.

**Partners/Stakeholders:** A person, group or organization who will be involved in the completion of an action.

**Timeline (When):** The target date for the completion of an action.

### Glossary of Acronyms/ Terms:

|         |   |   |
|---------|---|---|
| BIA     | = | Campbellford Business Improvement Area                                |
| CDO     | = | Community Development Officer, Municipality of Trent Hills            |
| CDHS    | = | Campbellford District High School                                     |
| CIP     | = | Community Improvement Plan  |
| Chamber | = | Trent Hills Chamber of Commerce                                       |
| OBIAA   | = | Ontario Business Improvement Area Association                         |
| OMAFRA  | = | Ontario Ministry of Agriculture, Food & Rural Affairs                 |
| Plan    | = | Connecting Downtown Campbellford Revitalization Strategic Action Plan |

## Action Plan

### 1. GOAL: Downtown Campbellford will implement the Connecting Downtown Campbellford Revitalization Plan

***OBJECTIVE: Communicate the Connecting Downtown Campbellford Revitalization Plan to businesses, community groups and the residents.***

#### 1.1 ACTION: Present the Connecting Downtown Campbellford Revitalization Plan to the Municipality of Trent Hills Council

|                |  |
|----------------|--|
| Priority       | <b>IMMEDIATE</b>   |
| Details        | The CDO will present the Connecting Downtown Campbellford Revitalization Plan to Trent Hills Council through a Staff Report. |
| Responsibility | Lead: CDO  |
| Timeline       | The Connecting Downtown Campbellford Revitalization Plan will be presented at a Fall 2017 Council meeting.                   |

#### 1.2 ACTION: Present the Connecting Downtown Campbellford Revitalization Plan to all public stakeholders.

|                |                                       |
|----------------|---------------------------------------|
| Priority       | <b>IMMEDIATE</b>                      |
| Responsibility | Lead: CDO/ Implementation Coordinator |
| Timeline       | Late 2017/ early 2018                 |

#### 1.3 ACTION: Create a Communications Plan for the Connecting Downtown Campbellford Revitalization Plan

|                |   |
|----------------|---|
| Priority       | <b>SHORT TERM</b>   |
| Details        | <ul style="list-style-type: none"><li>Identify all stakeholders, and determine the most effective way to communicate the Campbellford Downtown Revitalization Strategic Plan</li><li>Use connectingcampbellford.ca website, Facebook page and Instagram as vehicles to communicate publicly</li><li>Conduct a Road Show presenting the Campbellford Downtown Revitalization Strategic Plan to community groups within Campbellford.</li></ul> |
| Responsibility | Lead: Implementation Coordinator<br>Partners/ Stakeholders: CDO, Implementation Advisory  |

|                 |                                |
|-----------------|--------------------------------|
|                 | Committee, BIA, Chamber, Media |
| <b>Timeline</b> | 2018                           |

**1.4 ACTION: Share the Downtown Revitalization Research Data with the downtown businesses.**

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>SHORT TERM</b>   |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>• Conduct detailed analysis that relates directly to different sectors of the downtown business community.</li> <li>• Determine an effective way to present information to different sectors.</li> <li>• Approach each sector within the business community to share data and research that relates to each business sector. This will include suggestions for restaurants, or retail opportunities</li> </ul> |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: BIA, Chamber, CDO, OMAFRA   |
| <b>Timeline</b>       | Summer 2018.  |

**1.5 ACTION: Create a working group to identify & implement "quick wins". Communicate wins to the public.**

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>ONGOING</b>  |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>• Create a list of suggested "quick wins"</li> <li>• Use social media and the connectingcampbellford.ca website to communicate when "quick wins" and actions are completed.</li> </ul> |
| <b>Responsibility</b> | Lead: CDO/ Implementation Coordinator<br>Partners/ Stakeholders: CDO, Implementation Advisory Committee, Downtown Business Owner(s), Media  |
| <b>Timeline</b>       | Ongoing   |

**1.6 ACTION: Host a public launch of the Connecting Downtown Campbellford Revitalization Plan**

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>IMMEDIATE</b>  |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: CDO, Implementation Advisory Committee, Media |
| <b>Timeline</b>       | The launch event should be planned within 3 months of employment of the Implementation Coordinator.       |

---

***OBJECTIVE: Implement the Connecting Downtown Campbellford Revitalization Plan.***

---

**1.7 ACTION: Secure funding for implementation phase.**

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>IMMEDIATE</b>  |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>• Review the actions as outlined in the Campbellford Downtown Revitalization Strategic Plan</li> <li>• Identify funding requirements to implement the actions</li> <li>• Identify funding opportunities with funding agencies</li> <li>• Identify what resources are required to implement the Campbellford Downtown Revitalization Strategic Plan</li> <li>• Allocate resources for implementation of the Campbellford Downtown Revitalization Strategic Plan</li> <li>• Submit Staff Report for consideration for Council support to help fund the implementation</li> <li>• Submit application(s) for funding to complete action(s) as outlined in the Campbellford Downtown Revitalization Strategic Plan</li> </ul> |
| <b>Responsibility</b> | Lead: CDO<br>With Potential Support From: Municipality of Trent Hills Council, OMAFRA, Campbellford/ Seymour Community Foundation, Implementation Advisory Committee  |
| <b>Timeline</b>       | December 2017   |

**1.8 ACTION: Hire a Downtown Revitalization Implementation Coordinator.**

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>IMMEDIATE</b>   |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>• Create a job description</li> <li>• Determine the required length of the contract to complete actions as outlined in the Campbellford Downtown Revitalization Strategic Plan</li> <li>• Follow the Municipality's Human Resources procedure to post, interview and award the position.</li> </ul> |
| <b>Responsibility</b> | Lead: CDO<br>Partners/ Stakeholders: Municipality of Trent Hills Council & Staff   |

|                 |            |
|-----------------|------------|
| <b>Timeline</b> | March 2018 |
|-----------------|------------|

### 1.9 ACTION: Recruit an Implementation Advisory Committee

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>SHORT TERM</b>   |
| <b>Details</b>        | Engage community stakeholders to participate in the Implementation Advisory Committee |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Downtown stakeholders     |
| <b>Timeline</b>       | May 2018  |

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## ***OBJECTIVE: Implement and Manage the Campbellford Downtown Revitalization Project***

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### 1.10 ACTION: Develop performance measures for the Campbellford Downtown Revitalization Strategic Plan

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>SHORT TERM</b>   |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>Identify performance measures</li> <li>Develop a performance measurement plan</li> </ul> |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Implementation Advisory Committee, CDO, OMAFRA                      |
| <b>Timeline</b>       | Summer 2018   |

### 1.11 ACTION: Monitor performance of the Downtown Revitalization project

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>ONGOING</b>  |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>Regular updates will be shared with the Implementation Advisory Committee</li> <li>Regular reports will be shared with stakeholders</li> </ul> |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Implementation Advisory Committee, CDO, OMAFRA  |
| <b>Timeline</b>       | Ongoing   |

### 1.12 ACTION: Report performance to OMAFRA, Municipality of Trent Hills, and community.

|                 |                |
|-----------------|----------------|
| <b>Priority</b> | <b>ONGOING</b> |
|-----------------|----------------|

|                       |  |
|-----------------------|--|
| <b>Details</b>        | <ul style="list-style-type: none"> <li>• Prepare an annual “Report Card” to update the status of the action plan progress to OMAFRA.</li> <li>• Highlight successes, challenges and future steps of implementation of the Action Plan</li> <li>• Present an annual report to the Implementation Advisory Committee</li> <li>• Present an annual report to Municipality of Trent Hills Council (CDO, through a staff report)</li> <li>• Present an annual report to stakeholders</li> </ul> |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Implementation Advisory Committee, CDO   |
| <b>Timeline</b>       | Ongoing  |

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***OBJECTIVE: Incorporate the Campbellford Downtown Revitalization Strategic Plan into current plans and programs.***

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- 1.13 ACTION: Consult with community groups and organizations to identify opportunities to implement/ incorporate the Connecting Downtown Campbellford Revitalization Plan into their plans and programs.**

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>IMMEDIATE</b>  |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>• Engage all stakeholders to raise awareness of the Plan</li> <li>• Work with stakeholders during their planning activities</li> </ul> |
| <b>Responsibility</b> | Lead: CDO/ Implementation Coordinator<br>Partners/ Stakeholders: CDO, Campbellford/ Seymour Revitalization Committee, Chamber   |
| <b>Timeline</b>       | Ongoing   |

- 1.14 ACTION: Incorporate the Connecting Downtown Campbellford Revitalization Plan into the Municipality of Trent Hill’s Community Development Strategic Plan**

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>MEDIUM</b>   |
| <b>Responsibility</b> | Lead: CDO<br>Partners/ Stakeholders: Implementation Coordinator |
| <b>Timeline</b>       | 2019  |



## 2. GOAL: Downtown Campbellford will be an investment destination for outside investors and existing businesses.

### ***OBJECTIVE: Develop investment attraction strategy for Downtown Campbellford***

#### 2.1 ACTION: Create and maintain an inventory of available properties & vacancy rates

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>SHORT TERM</b>   |
| <b>Details</b>        | Develop and maintain a database of available properties and vacancies within downtown Campbellford. |
| <b>Responsibility</b> | Lead: CDO<br>Partners/ Stakeholders: Planning Department  |
| <b>Timeline</b>       | Summer 2018   |

#### 2.2 ACTION: Collaborate with Northumberland County to enhance current investment attraction efforts

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>MEDIUM</b>   |
| <b>Responsibility</b> | Lead: CDO<br>Partners/ Stakeholders: Implementation Coordinator, Northumberland County, Northumberland CFDC |
| <b>Timeline</b>       | Ongoing   |

#### 2.3 ACTION: Create an investment package for commercial & home based businesses

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>MEDIUM</b>   |
| <b>Details</b>        | Material in the package should include: Community Profile, List of Vacant Properties, Fact Sheets, Marketing Material           |
| <b>Responsibility</b> | Lead: CDO<br>Partners/ Stakeholders: Implementation Coordinator, Northumberland County Economic Development Department, Chamber |
| <b>Timeline</b>       | 2019  |

#### 2.4 ACTION: Develop an investment attraction strategy to address market vacancies

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>MEDIUM</b>  |
| <b>Responsibility</b> | Lead: CDO<br>Partners/ Stakeholders: Implementation Coordinator, BIA, Northumberland County Economic Development |

|                 |            |
|-----------------|------------|
|                 | Department |
| <b>Timeline</b> | 2019       |

## 2.5 ACTION: Lobby provincial government for changes to the vacancy rebate.

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>MEDIUM</b>  |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>Liaison with Ontario BIA Association regarding progress in lobbying for changes to current vacancy rebate regulations</li> <li>Circulate letter of support to other Municipalities regarding changes to current vacancy rebate regulations</li> </ul> |
| <b>Responsibility</b> | Lead: CDO<br>Partners/ Stakeholders: Planning Department, Municipality of Trent Hills Council  |
| <b>Timeline</b>       | 2018   |

## 2.6 ACTION: Communicate the investment strategy

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>MEDIUM</b>   |
| <b>Responsibility</b> | Lead: CDO<br>Partners/ Stakeholders: Implementation Coordinator, BIA, Chamber |
| <b>Timeline</b>       | 2020/2021   |

## 2.7 ACTION: Planning Department to streamline redevelopment process for the downtown in strategic locations

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>SHORT TERM</b>  |
| <b>Responsibility</b> | Lead: Planning Department<br>Partners/ Stakeholders: CDO |
| <b>Timeline</b>       | Ongoing  |

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## ***OBJECTIVE: Create a Business Retention & Expansion (BR&E) Implementation Plan***

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## 2.8 ACTION: Conduct analysis of BR&E data

|                 |   |
|-----------------|---|
| <b>Priority</b> | <b>SHORT TERM</b>   |
| <b>Details</b>  | <ul style="list-style-type: none"> <li>Compile and analyze the data collected during</li> </ul> |

|                       |  |
|-----------------------|--|
|                       | <p>previous BR&amp;E surveying</p> <ul style="list-style-type: none"> <li>• Look for trends and opportunities</li> <li>• Develop recommendations &amp; strategy</li> <li>• Determine if additional data is required to complete the BR&amp;E analysis, or if any gaps exist in the data.</li> <li>• Conduct any additional data collection that is required to complete the BR&amp;E analysis</li> </ul> |
| <b>Responsibility</b> | <p>Lead: CDO</p> <p>Partners/ Stakeholders: Implementation Coordinator, Implementation Advisory Committee, OMAFRA</p>  |
| <b>Timeline</b>       | 2018/2019  |

## 2.9 ACTION: Share BR&E research with the community

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>MEDIUM</b>   |
| <b>Details</b>        | When the analysis of the data is complete, and recommendations have been developed, communicate recommendations to the community. |
| <b>Responsibility</b> | <p>Lead: Implementation Coordinator</p> <p>Partners/ Stakeholders: CDO, BIA, Chamber</p>  |
| <b>Timeline</b>       | 2019  |

## 2.10 ACTION: Conduct workshops that focus on business expansion

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>MEDIUM</b>   |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>• Develop workshops related to improving product selection, competitive marketing, and growth opportunities.</li> <li>• Identify professionals that can conduct training</li> <li>• Identify funding options, and secure funding for workshops.</li> <li>• Coordinate a training series</li> </ul> |
| <b>Responsibility</b> | <p>Lead: Chamber</p> <p>Partners/ Stakeholders: Implementation Coordinator, Implementation Advisory Committee, BIA, Northumberland CFDC, Northumberland County</p>  |
| <b>Timeline</b>       | 2019  |

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## ***OBJECTIVE: Develop a Waterway Development Plan***

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## 2.11 ACTION: Review zoning for all properties along the waterway (within the study area)

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>MEDIUM</b>  |
| <b>Responsibility</b> | Lead: Planning Department<br>Partners/ Stakeholders: CDO |
| <b>Timeline</b>       | 2020   |

### 2.12 ACTION: Market the Community Improvement Plan (CIP) & Style Guide, to commercial waterway property owners

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>MEDIUM</b>  |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>Review the current CIP &amp; Style Guide to identify waterway improvement opportunities for building &amp; business owners.</li> <li>Create a CIP fact sheet focused on the waterfront properties</li> <li>Share this information with all building &amp; business owners with waterfront property</li> </ul> |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: CDO, Implementation Advisory Committee, BIA  |
| <b>Timeline</b>       | 2019   |

## 3. GOAL: Downtown Campbellford will be a four season, memorable tourism destination with authentic local experiences.

### ***OBJECTIVE: Develop a Tourism Marketing Strategy***

#### 3.1 ACTION: Develop tourist experience & asset inventory

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>SHORT TERM</b>   |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>Create a list of all current tourism experiences &amp; assets in downtown Campbellford</li> <li>Maintain this inventory on an annual basis</li> <li>Identify existing experiences and explore opportunities to expand</li> </ul> |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Implementation Advisory Committee, Chamber  |
| <b>Timeline</b>       | 2018  |

#### 3.2 ACTION: Identify new experiential tourism offerings

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>MEDIUM</b>  |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>• Based on the current inventory of tourism experiences &amp; assets, identify other opportunities that could be offered within downtown Campbellford</li> <li>• Approach potential vendors or attractions that could consider starting a business in downtown Campbellford</li> <li>• Partner with the Chamber to attract and support new tourism business moving to downtown Campbellford.</li> <li>• Promote any new tourism experiences or assets that locate within downtown Campbellford</li> <li>• Identify, explore new waterfront/waterway tourism experiences/ attractions</li> </ul> |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Implementation Advisory Committee, Chamber   |
| <b>Timeline</b>       | 2019/2020  |

### 3.3 ACTION: Develop & implement a tourism marketing campaign

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>MEDIUM</b>   |
| <b>Details</b>        | Work with the Chamber, BIA and stakeholders to develop Downtown Campbellford tourism marketing campaign     |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Implementation Advisory Committee, BIA, Chamber |
| <b>Timeline</b>       | 2020  |

### 3.4 ACTION: Investigate the creation of social media and mobile application based opportunities to promote downtown Campbellford businesses or attractions.

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>MEDIUM</b>  |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Implementation Advisory Committee, BIA, Chamber, Youth |
| <b>Timeline</b>       | 2020   |

### 3.5 ACTION: Identify tourism target markets

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>MEDIUM</b>  |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Implementation Advisory Committee, Chamber |
| <b>Timeline</b>       | 2020   |

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***OBJECTIVE: Provide more waterfront/waterway tourism experiences***

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**3.6 ACTION: Develop workshops with a focus on developing waterway tourism experiences & assets**

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>IMMEDIATE</b>   |
| <b>Responsibility</b> | Lead: Chamber<br>Partners/ Stakeholders: Implementation Coordinator, BIA |
| <b>Timeline</b>       | 2017/2018  |

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***OBJECTIVE: Ensure infrastructure meets the needs of visitors***

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**3.7 ACTION: Review the wayfinding signage to identify any potential improvements**

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>MEDIUM</b>   |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: CDO, Implementation Advisory Committee, Trent Hills Chamber, BIA, Roads & Urban Services Department |
| <b>Timeline</b>       | 2019/2020   |

**3.8 ACTION: Review washrooms facilities to identify necessary improvements**

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>SHORT TERM</b>   |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>• Create a map outlining the location of all washroom facilities within the study area.</li> <li>• Make recommendations for potential new or adjusted locations or options for washroom facilities throughout the downtown.</li> <li>• Communicate the available locations of public facilities</li> </ul> |
| <b>Responsibility</b> | Lead: Implementation Coordinator  |

|                 |   |
|-----------------|---|
|                 | Partners/ Stakeholders: Chamber, BIA, Roads & Urban Services Department |
| <b>Timeline</b> | 2018  |

### 3.9 ACTION: Investigate options for wi-fi enhancement throughout downtown Campbellford

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>SHORT TERM</b>  |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>• Conduct a needs assessment</li> <li>• Develop recommendations</li> <li>• Implement recommendations</li> </ul> |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: CDO, BIA, Chamber  |
| <b>Timeline</b>       | 2018   |

### 3.10 ACTION: Create a downtown Campbellford website

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>SHORT TERM</b>  |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: BIA, Chamber, CDO, Implementation Advisory Committee |
| <b>Timeline</b>       | 2019   |

### 3.11 ACTION: Create a map/directory of businesses, attractions & amenities in downtown Campbellford.

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>SHORT TERM</b>  |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: BIA, Chamber |
| <b>Timeline</b>       | 2019   |

## 4. GOAL: Downtown Campbellford will be a thriving waterfront community with visual appeal and deep civic pride.

### ***OBJECTIVE: Beautify downtown Campbellford***

#### 4.1 ACTION: Implement a beautification program with the downtown businesses

|                 |   |
|-----------------|---|
| <b>Priority</b> | <b>SHORT TERM</b>   |
| <b>Details</b>  | <ul style="list-style-type: none"> <li>• Develop program guidelines for downtown</li> </ul> |

|                       |   |
|-----------------------|---|
|                       | <p>Campbellford</p> <ul style="list-style-type: none"> <li>• Communicate the details of the program to all downtown businesses</li> <li>• Engage stakeholders to assist implementing the program</li> </ul> |
| <b>Responsibility</b> | <p>Lead: BIA</p> <p>Partners/ Stakeholders: Implementation Coordinator, Parks &amp; Facilities Department, Implementation Advisory Committee, Campbellford &amp; District Horticultural Society</p>         |
| <b>Timeline</b>       | 2018  |

#### 4.2 ACTION: Review and update the banner program in downtown Campbellford

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>SHORT TERM</b>   |
| <b>Responsibility</b> | <p>Lead: CDO</p> <p>Partners/ Stakeholders: Implementation Coordinator, BIA, Roads &amp; Urban Service Department</p> |
| <b>Timeline</b>       | 2018  |

#### 4.3 ACTION: Create a Local Art Installation Program in Downtown Campbellford.

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>SHORT TERM</b>   |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>• Identify a community member or group to champion this initiative</li> <li>• Create a list of potential art installation projects, and determine possible costs to the building and/or business owner</li> <li>• Determine if funding is available for the implementation of this project, and identify potential partners to secure funding.</li> <li>• Survey local businesses &amp; building owners to investigate interest to participate, potential themes &amp; mediums</li> <li>• Survey the local arts community to investigate interest to participate. Potential themes and mediums</li> <li>• Ensure that all signage permits or private property agreements have been addressed prior to the installation of any art within the downtown</li> <li>• Finalize the Public Art Policy</li> </ul> |
| <b>Responsibility</b> | <p>Lead: Implementation Coordinator</p> <p>Partners/ Stakeholders: Implementation Advisory</p>  |



|                 |  |
|-----------------|--|
|                 | Committee, BIA, Downtown Building & Business Owners, Trent Hills Creative Matrix |
| <b>Timeline</b> | 2018   |

- 4.4 ACTION: Develop a program to engage the downtown businesses to promote the community and the downtown as a welcoming, vibrant place to visit.**

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>MEDIUM</b>  |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: CDO, BIA, Chamber, Implementation Advisory Committee |
| <b>Timeline</b>       | 2020   |

- 4.5 ACTION: Develop a recognition program to acknowledge beautification efforts**

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>MEDIUM</b>   |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: CDO, BIA, Chamber |
| <b>Timeline</b>       | 2019  |

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***OBJECTIVE: Implement the Streetscape & Façade Design Guidelines Report***

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- 4.6 ACTION: Adopt streetscape recommendations from the Streetscape & Façade Design Guidelines Report**

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>IMMEDIATE</b>   |
| <b>Details</b>        | The CDO will present the Connecting Downtown Campbellford Revitalization Plan and the Streetscape & Façade Design Guidelines Report in a Staff Report. |
| <b>Responsibility</b> | Lead: Municipality of Trent Hills Council  |
| <b>Timeline</b>       | Fall 2017  |

- 4.7 ACTION: Conduct a review of the Streetscape recommendations from the SKA Streetscape & Façade Design Guidelines Report and provide recommendations**

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>SHORT TERM</b>   |
| <b>Responsibility</b> | Lead: CDO<br>Partners/ Stakeholders: Municipal Staff, Chamber |
| <b>Timeline</b>       | 2018  |

**4.8 ACTION: Conduct a review of the Façade Design Guideline recommendations from the Streetscape & Façade Design Guidelines Report, and provide recommendations**

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>SHORT TERM</b>  |
| <b>Responsibility</b> | Lead: CDO<br>Partners/ Stakeholders: Municipal Staff, Implementation Advisory Committee, BIA |
| <b>Timeline</b>       | 2018   |

**4.9 ACTION: Create a Style Guide to support the Community Improvement Plan (CIP)**

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>SHORT TERM</b>  |
| <b>Details</b>        | Based on a review of the Façade Design Guidelines, create a simple, user friendly guide that will support the Downtown Community Improvement Plan. |
| <b>Responsibility</b> | Lead: CDO<br>Partners/ Stakeholders: BIA, Downtown Property Owners, Downtown Business Owners, Implementation Advisory Committee                    |
| <b>Timeline</b>       | 2018   |

**4.10 ACTION: Promote the CIP program & Style Guide**

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>SHORT TERM</b>   |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Bylaw Department, Building Department, CDO, BIA, Chamber, Implementation Advisory Committee |
| <b>Timeline</b>       | 2018/2019   |

**4.11 ACTION: Create a program to recognize CIP participation and success**

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>MEDIUM</b>   |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: CDO, BIA, Chamber |
| <b>Timeline</b>       | 2019  |

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***OBJECTIVE: Engage Youth to be civic pride ambassadors for the Connecting Downtown Campbellford Revitalization Project.***

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#### 4.12 ACTION: Develop a Youth Engagement Plan

|                |   |
|----------------|---|
| Priority       | <b>SHORT TERM</b>   |
| Responsibility | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Implementation Advisory Committee, CDO, Youth, CDHS |
| Timeline       | 2018  |

#### 4.13 ACTION: Initiate clean-up and physical improvement activities that can get the community involved and promote pride in our community.

|                |   |
|----------------|---|
| Priority       | <b>SHORT TERM</b>   |
| Responsibility | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Implementation Advisory Committee, CDO, Youth, CDHS |
| Timeline       | 2018  |

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***OBJECTIVE: Municipality of Trent Hills plays a leadership role in developing innovative planning practices and a proactive attitude towards downtown development***

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#### 4.14 ACTION: Conduct a review of the Signage Bylaw to identify opportunities for improvements.

|                |   |
|----------------|---|
| Priority       | <b>SHORT TERM</b>   |
| Details        | <ul style="list-style-type: none"><li>Form a committee that will be responsible for conducting a review of the current signage bylaw. This committee would make any recommendations for changes to the bylaw to reflect the needs of the community.</li><li>Consider the recommendations from the Streetscape and Façade Design Guidelines Report that may apply.</li><li>Follow the Municipal guidelines for implementing the suggested changes.</li></ul> |
| Responsibility | Lead: Planning Department<br>Partners/ Stakeholders: CDO, Trent Hills Chamber, Implementation Coordinator, Bylaw Department   |
| Timeline       | 2020  |

#### 4.15 ACTION: Conduct an Active Transportation Study

|                |   |
|----------------|---|
| Priority       | <b>MEDIUM</b>   |
| Responsibility | Lead: Planning Department<br>Partners/ Stakeholders: CDO, Municipal Staff |
| Timeline       | 2021  |

### 5. GOAL: Downtown Campbellford will work collectively, communicate openly, and be welcoming.

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*OBJECTIVE: Improve communications within the community*

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#### 5.1 ACTION: Create a Communications Plan for downtown Campbellford

|                |   |
|----------------|---|
| Priority       | <b>SHORT TERM</b>   |
| Details        | <ul style="list-style-type: none"><li>• Include website recommendations &amp; strategies for business and community information sharing</li></ul> |
| Responsibility | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Implementation Advisory Committee, CDO, BIA, Chamber                                  |
| Timeline       | 2018  |

#### 5.2 ACTION: Municipality to host Think Tanks and/or Drop-in sessions for information sharing

|                |   |
|----------------|---|
| Priority       | <b>SHORT TERM</b>   |
| Details        | <ul style="list-style-type: none"><li>• Create a list of topics based on feedback from data collection &amp; stakeholders.</li><li>• Identify facilitators for each topic</li><li>• Plan public events to share information and brainstorm activities</li></ul> |
| Responsibility | Lead: Implementation Coordinator<br>Partners/ Stakeholders: CDO, Chamber, BIA   |
| Timeline       | Ongoing   |

#### 5.3 ACTION: Host an Annual Summit of stakeholders to encourage collaborative initiatives and collective input from community leading organizations

|                |                                  |
|----------------|----------------------------------|
| Priority       | <b>SHORT TERM</b>                |
| Responsibility | Lead: Implementation Coordinator |

|                 |  |
|-----------------|--|
|                 | Partners/ Stakeholders: , CDO, Municipality of Trent Hills Council, BIA, Chamber |
| <b>Timeline</b> | 2018   |

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***OBJECTIVE: Improve knowledge & understanding of Municipal processes***

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- 5.4 ACTION: Create a “Municipality 101” information program to provide the community with a better understanding of Council protocols and Municipal procedures and policies**

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>SHORT TERM</b>  |
| <b>Responsibility</b> | Lead: CDO<br>Partners/ Stakeholders: Clerks Office, Implementation Coordinator |
| <b>Timeline</b>       | 2018   |

- 5.5 ACTION: Create Fact Sheets related to community issues**

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>SHORT TERM</b>   |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Municipal Staff, Campbellford/Seymour Heritage Society, CDO |
| <b>Timeline</b>       | 2019  |

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***OBJECTIVE: Work collaboratively to achieve success***

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- 5.6 ACTION: Create an Ambassador Program within the downtown business community to encourage recognition of local businesses, and collective initiatives**

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>SHORT TERM</b>  |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: BIA, Chamber |
| <b>Timeline</b>       | 2018   |

- 5.7 ACTION: Support the reactivation of the Campbellford BIA**

|                 |  |
|-----------------|--|
| <b>Priority</b> | <b>IMMEDIATE</b>   |
| <b>Details</b>  | <ul style="list-style-type: none"> <li>Provide support to the Municipality of Trent Hills Council, as required to assist the Campbellford BIA</li> </ul> |

|                       |   |
|-----------------------|---|
|                       | with moving forward.  |
| <b>Responsibility</b> | Lead: CDO, Municipality of Trent Hills Council<br>Partners/ Stakeholders: Downtown Business Owners,<br>Downtown Building Owners, Chamber, OBIAA |
| <b>Timeline</b>       | Late 2017   |

**5.8 ACTION: Create a volunteer recognition program to acknowledge volunteer involvement in downtown Campbellford**

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>MEDIUM</b>  |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>• Volunteer awards</li> <li>• Website spotlights</li> </ul> |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: BIA, Chamber, Youth                    |
| <b>Timeline</b>       | 2019/2020  |

**6. GOAL: Downtown Campbellford will become the region's business core and community gathering place that delivers on all needs.**

***OBJECTIVE: Create opportunities for Housing in downtown Campbellford***

**6.1 ACTION: Conduct a downtown housing study to assess options to increase housing stock in downtown Campbellford**

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>LONG TERM</b>   |
| <b>Responsibility</b> | Lead: CDO<br>Partners/ Stakeholders: Implementation Coordinator,<br>Planning department, Northumberland County Staff |
| <b>Timeline</b>       | 2020/2021  |

**6.2 ACTION: Promote flexible housing redevelopment in downtown Campbellford**

|                       |   |
|-----------------------|---|
| <b>Priority</b>       | <b>MEDIUM</b>   |
| <b>Responsibility</b> | Lead: Planning Department<br>Partners/ Stakeholders: CDO, Municipal Staff |
| <b>Timeline</b>       | 2019  |

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***OBJECTIVE: Create a Food Cluster Development Strategy for downtown Campbellford***

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- 6.3 ACTION: Develop a strategic plan that will identify potential opportunities for expansion, relocating and/or promotion of the Farmer's Market and ensure future growth & sustainability

|                |  |
|----------------|--|
| Priority       | SHORT TERM   |
| Responsibility | Lead: Farmer's Market<br>Partners/ Stakeholders: Implementation Coordinator, CDO |
| Timeline       | 2018/2019  |

- 6.4 ACTION: Host a consultation with downtown Campbellford restaurants to share research findings regarding consumer interests in food products & events

|                |  |
|----------------|--|
| Priority       | SHORT TERM   |
| Responsibility | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Implementation Advisory Committee, CDO, BIA, Chamber |
| Timeline       | 2018   |

- 6.5 ACTION: Develop a strategy to promote the Food Sector in downtown Campbellford

|                |  |
|----------------|--|
| Priority       | MEDIUM   |
| Details        | May include a "Buy Local" Food Program for downtown Campbellford & other opportunities           |
| Responsibility | Lead: Implementation Coordinator<br>Partners/ Stakeholders: Implementation Coordinator, CDO, BIA |
| Timeline       | 2019/2020  |

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***OBJECTIVE: Address the impact of the current bridge on Downtown Campbellford***

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- 6.6 ACTION: Conduct a study to evaluate the economic impact of the current bridge on downtown Campbellford

|                |           |
|----------------|-----------|
| Priority       | MEDIUM    |
| Responsibility | Lead: CDO |

|                 |   |
|-----------------|---|
|                 | Partners/ Stakeholders: Planning Department, Implementation Coordinator, Northumberland County Staff, Chamber |
| <b>Timeline</b> | 2019/2020   |

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***OBJECTIVE: Provide goods & services to meet the community needs***

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- 6.7 ACTION: Offer training for downtown Campbellford businesses and their staff to improve the consumer & visitor experience in downtown Campbellford**

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>SHORT TERM</b>  |
| <b>Responsibility</b> | Lead: Chamber<br>Partners/ Stakeholders: Implementation Coordinator, BIA |
| <b>Timeline</b>       | 2018/2019  |

- 6.8 ACTION: Promote and animate public spaces in downtown Campbellford**

|                       |  |
|-----------------------|--|
| <b>Priority</b>       | <b>ONGOING</b>   |
| <b>Details</b>        | <ul style="list-style-type: none"> <li>• Explore opportunities to make improvements to current assets</li> <li>• Work with community organizations to bring new events &amp; activities to the downtown</li> </ul> |
| <b>Responsibility</b> | Lead: Implementation Coordinator<br>Partners/ Stakeholders: CDO, BIA, Implementation Advisory Committee, Parks & Facilities Department   |
| <b>Timeline</b>       | Ongoing  |