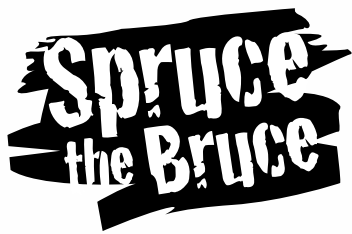


# Lucknow

A Community of Huron Kinloss



Community Toolkit



# Credits

## Acknowledgements

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# Introduction

The Township of Huron Kinloss, with its population of just over 6500, is located in the southwest corner of the County of Bruce. Huron Kinloss is located on the east shore of Lake Huron and boasts some of the world's best sunsets and spectacular beaches. Huron-Kinloss has two friendly villages full of community spirit, Lucknow and Ripley. These communities are rich in history dating back more than 150 years. Both communities are home to active horticultural societies and both villages entertain visitors with their fall fairs illustrating the strong ties to the farming industry.



Economically, the Township of Huron Kinloss depends heavily on agriculture and agricultural services, and some food processing such as the Pine River Cheese factory. A number of residents work in Kincardine or Goderich, with the Bruce Nuclear Generating Station being the largest area employer.

With Tourism being economically prominent within the Township and the second largest economic generator in Bruce County, the experiences of tourists and our interactions with them are essential to our economic well-being. It is important to acknowledge that not all of our downtowns are going to be tourism destinations. There are many roles for our downtowns to play in the bigger picture of the entire tourism product. Some may be supply towns, others may be pass-through's to a destination and some have a specific tourism draw (like rock-climbing or beaches). Tourists and residents alike are attracted to places that offer unique and exciting experiences and are more likely to make return visits to places where they sense that there are interesting opportunities for interactions. Residents and visitors stay longer, spend more, return to, and speak well about places where they form strong, positive impressions.

Each community in Huron Kinloss possesses a unique character and history. Although they are part of the amalgamated Township of Huron Kinloss, the goal of these Toolkits is to showcase each community's unique identity for the purpose of enhancing their distinctive characteristics and inherent charms. Each of the Toolkits presented are complementary to one another and contain consistent elements to indicate that they are part of the broader Corporation.



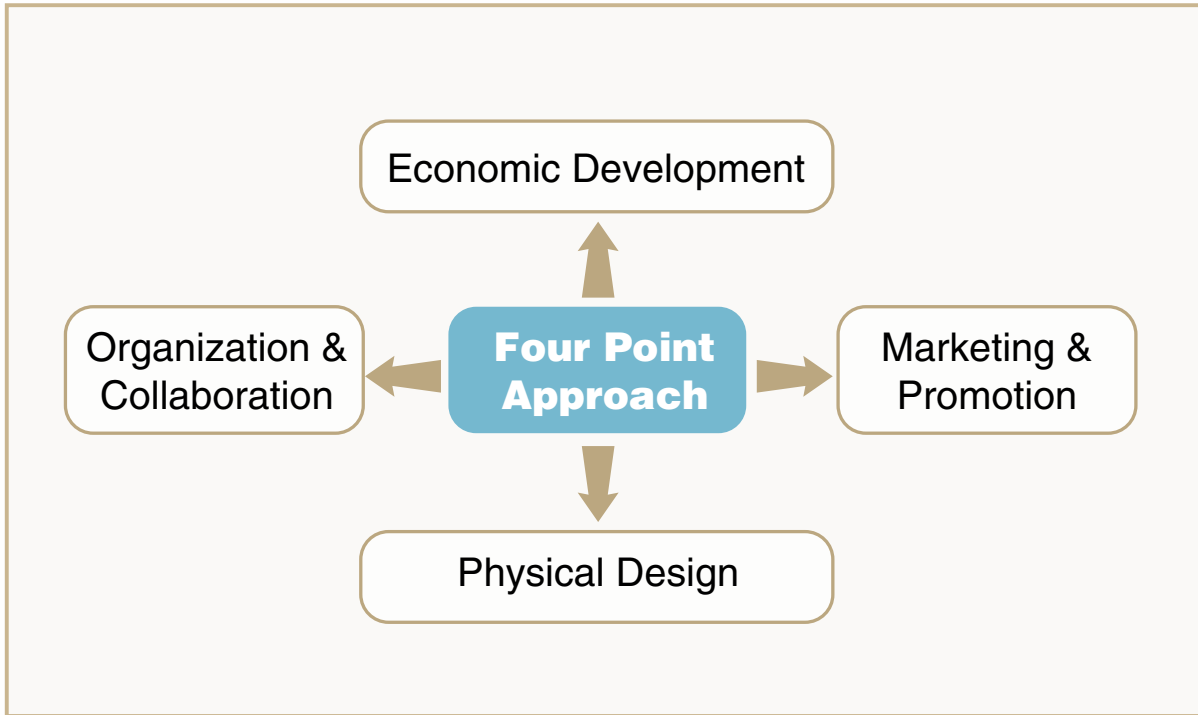
## 2 Why Mainstreets Matter

We all know where our mainstreets are, but do we know *what* they are and *why* they matter? Whether they are named First Avenue or King Street, are a County Road or Provincial Highway, what they represent is universal. Mainstreet is the economic engine, the big stage, the core of the community. Bruce County's mainstreets represent over 70 % of our commercial assessment and are our main point of contact with tourism dollars – our second largest industry. Our mainstreets tell us who we are and who we were, and how the past has shaped us. We do not go to our commercial strips to learn about our past, explore our culture, or discover our identity. Our mainstreets are the places of shared memory where people still come together to live, work, and play.

The Spruce the Bruce process is not a new concept, but has been specifically adapted for Bruce County. The bones of the program come from the National Trust for Historic Preservation in the United States and their Main Street® program. The Preservation first got its roots in 1947 centred on protecting national historic sites and buildings. In 1980, they established the National Main Street Centre and over the past 30 years, the Main Street movement has transformed the way communities think about the revitalization and management of their downtowns and neighborhood commercial districts. Cities and towns across the United States and Canada have come to see that a prosperous, sustainable community is only as healthy as its core.



### Main Street Four-Point Approach®



So what is Main Street®? When we talk about Main Street®, we are thinking of real places doing real work to revitalize their economies and preserve their character. The Main Street Four-Point Approach® is a unique preservation-based economic development tool that enables communities to revitalize downtown and neighborhood business districts by leveraging local assets - from historic, cultural, and architectural resources to local enterprises and community pride. The Four-Point Approach® is the basis of the Spruce the Bruce program and is a comprehensive strategy that addresses the variety of issues and problems that challenge traditional downtowns.



### 3 Purpose of this Community Toolkit

This Community Toolkit showcases Lucknow and its unique identities and opportunities that, if applied consistently, will provide the community with the potential to enhance its downtown both economically and aesthetically. Lucknow has the advantage of being at the intersection of two county roads with significant traffic traveling along its mainstreet. While not a destination in its own right like the Townships waterfront areas, Lucknow has the potential to play an important economic role within its trade area.

By focusing efforts and being strategic with both public and private undertakings, we have the potential to create an atmosphere that attracts more visitors, businesses, and creates a vibrant, self-sustaining community for our residents. This Toolkit is intended to foster leadership and creativity while at the same time providing some guidance in terms of next steps and how to move forward in a consistent and coordinated manner. It provides a summary of the community's identity; an action plan and some tools to help get started. In order to support a coordinated approach, it is recommended that all community partners from suppliers and community groups to Town Council and staff embrace this Toolkit and follow this guide as closely as possible, recognizing that it is a living document that will evolve with time.

While sweeping changes are not expected overnight, community-wide participation and implementation through small incremental changes that use the tools outlined in this document will, over time, allow the vision for downtown Lucknow to be realized!



## 4 Roles

### Role of the Community

- Be proud and take ownership of their community identity;
- Incorporate the community identity into their daily quality of life;
- Support the broader community, businesses and municipality to showcase the identity; and
- Seize opportunities to promote the identity to friends, family and people from outside the area.

### Role of Businesses

- Be proud and take ownership of their community identity;
- Incorporate the community identity into their daily business life;
- Adapt and adopt the identity into their business (i.e. Façade alignment, business signage, themed sale days, etc.)
- Work with their local Chamber of Commerce and Business Improvement Areas to create special events themed around the community identity; and
- Support municipal infrastructure upgrades that align with the community identity.

### Role of Municipality

- Be proud and take ownership of their community identity;
- Incorporate the community identity into daily municipal business life;
- Promote the individual identities in municipal marketing materials; and
- Use beautification and infrastructure projects such as streetscaping, signage, park development, municipal building facades, and urban design initiatives to enhance each community's identity.

### Role of County

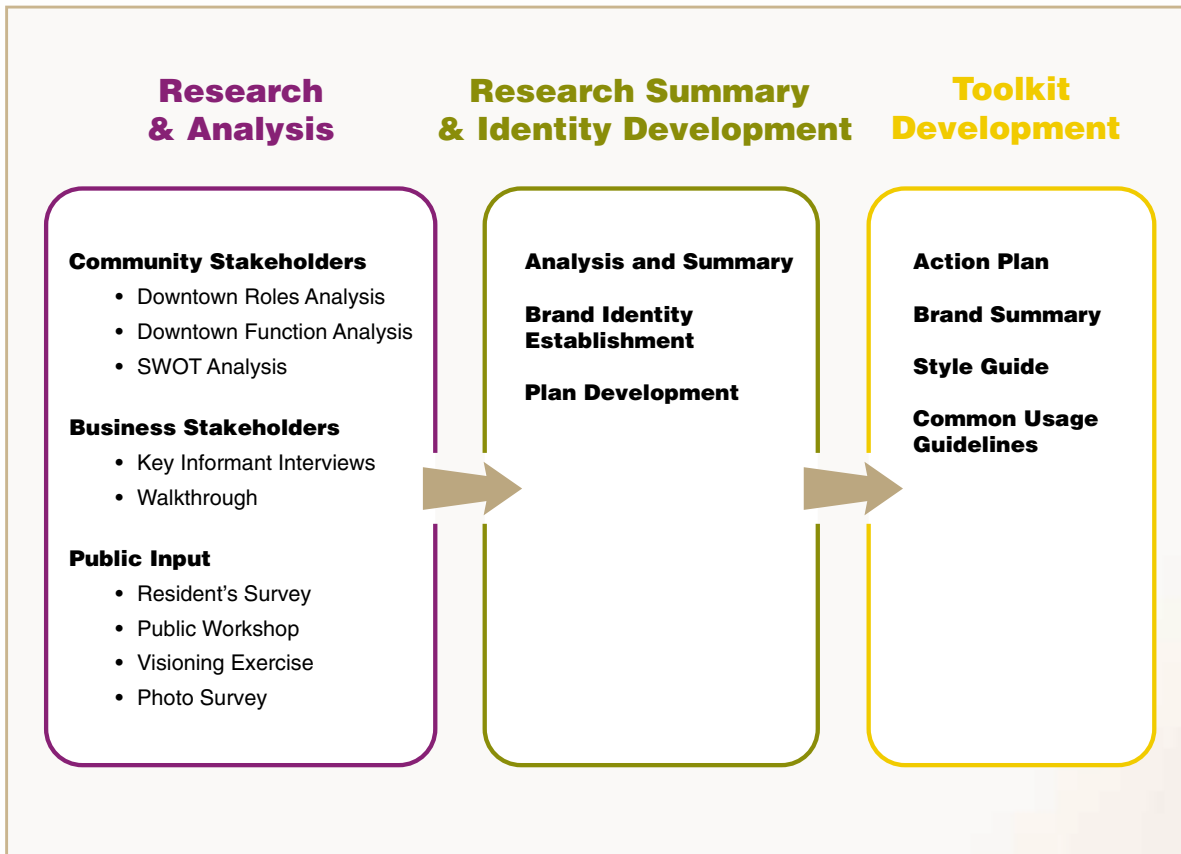
- Be proud and support the local identities and brands of communities in The County;
- Promote the individual identities in County marketing materials;
- Use the individual identities to create a unique tourism product offering; and
- Assist municipalities with the delivery of projects to enhance their identity.



## 5 Process

The Community Toolkit development process began in the spring of 2010 with the launch of the Spruce the Bruce Committee in Huron Kinloss. The Committee is composed of key staff at the Township as well as community stakeholders from both Lucknow and Ripley.

The Toolkit development process was a 10 month process involving an extensive research phase that culminated in the formation of this Toolkit. The Toolkit includes an Action Plan, Brand Summary, Style Guide, and Common Usage Guidelines which are essential to the revitalization of downtown Lucknow.



# The Research

## 6 This is what you told us!

The key to any successful downtown revitalization program is to build a solid foundation. Research from the Main Street® program indicates that this foundation is centred on four pillars: Organization; Economic Development; Marketing and Promotion; and Physical Design.

In the summer of 2010 the Spruce the Bruce (STB) team collected background information regarding the health of downtown Lucknow in order to develop a structured and focused downtown revitalization program. The team solicited feedback from a number of sources and this document represents a summary of those research findings.

The sources were:

- Community stakeholders which undertook Downtown Diagnostic exercises;
- Business stakeholders through Key Informant interviews;
- Public input through a Resident's Survey, Public Workshop and Photo Survey.

These research findings form the basis of Lucknow's Brand Summary, Style Guide, Common Usage Guidelines and Action Plan to support their revitalization efforts.



## 6.1 Community Stakeholders

The Lucknow Chamber of Commerce and the Spruce the Bruce Committee used three diagnostic tools to determine how the downtown was functioning. The first tool (***Downtown Roles***) asked participants to compare the importance of the current function of the downtown for both Commercial/Economic Roles and Social/Non-Business roles to that of 10 years ago. While this tool does not provide a lot of detailed information, it does provide a quick and effective assessment of how the downtown is performing its various roles and functions within the community. Participants were asked to rank the items as, increased, decreased or stayed about the same.

The second tool (***Downtown Function***) used 25 characteristics of a well-functioning downtown. These were broken down into four components - organization, marketing, economic development and design. Participants were asked to provide a score out of 4 for each characteristic.

The final tool was a ***SWOT analysis*** (strengths, weaknesses, opportunities and threats). Participants again were asked to assess the function of the downtown. Each area of the SWOT was divided up into four categories and a summary: organization, marketing, economic development, and design.

### **Downtown Roles Tool**

Using the first diagnostic tool, respondents indicated that the importance of the Commercial/Economic Role in the Town, which includes retail services, offices, restaurants and entertainment options, and visitor accommodation and services had stayed about the same over the last 10 years.

The importance of Social/Non-Business roles included items such as community meeting places, arts and culture, institutional services and residential diversity. In general, participants indicated that the Social/Non-Business role of the town has increased over the last 10 years. This can mainly be attributed to the addition of the HAWK theatre in the Town Hall.



### Downtown Function Tool

The second diagnostic tool asked participants to give the downtown a score out of 100 by ranking 25 separate characteristics on a scale from 0 to 4:

- 0 Does not meet criterion
- 1 Weakly meets criterion
- 2 Meets criterion moderately well
- 3 Meets criterion reasonably well
- 4 Very strongly meets criterion

The characteristics are organized into four components. The first component was Organization. The average score for the characteristics in this component was 1.6/4. This indicates that the downtowns ability to meet the characteristics for Organization was weak to moderately well. Marketing, the second component, had an average score of 2.2/4 suggesting that the downtown meets the criteria moderately well. Economic Development was the next component and Lucknow meets this criterion moderately well with an average score of 2.1/4. The final component is Design indicated a resulting average score of 1.9/4 therefore meeting the criterion moderately. The average score for Lucknow is 49.4 out of 100.

This score indicates that although the downtown meets several criteria weakly to moderately well, the downtown needs a complete revitalization strategy that focuses on organization and design.

### SWOT Analysis

The third and final tool used was a SWOT analysis. There were some significant discussion points that arose from each of the areas in the SWOT and they are highlighted below.

- Strengths:** Strong Chamber of Commerce, Service clubs (Lion's, Kinsmen, Kinettes), good core of essential services in town (grocery store, bakery, butcher, hardware, doctor, dentist etc), located on a main highway that leads to the Lake and excellent customer service.
- Weaknesses:** Too many empty store fronts discouraging people from stopping, absentee landlords with no desire to maintain their buildings, volunteer burnout, missing a "shop at home" attitude, bad economic climate, lack of focus on community identity.
- Opportunities:** Shop in Lucknow campaign, repair streets, add trees, façade improvements, get all organizations working together to make this happen, fill empty storefronts, better communication of grant opportunities for façade improvement.
- Threats:** Economy, population is mainly lower – middle class, proximity to larger centres, (Goderich, and Kincardine), lack of funds to make improvements.



## 6.2 Business Stakeholders

### Key Informant Interviews

Key Informant Interviews in the form of a survey were conducted in July and August 2010 with business owners and operators in downtown. The goal was to determine what is currently working or not working in the downtowns as well as what changes they would like to see that would help to improve the business environment of the downtown area.

The first set of questions asked respondents to rate items as excellent (4), good (3), fair (2), or poor (1). The questions were broken down into seven categories: Physical setting, Transportation, Parking, Gateway/Entrances, Storefronts, Competitive position, and Joint marketing/promotion. The average for each item was between *fair and good*. Some of the highest rated elements included the plants on the main street and the organization of special events whereas the lowest ranked elements were the number of empty storefronts, the window displays and the lack of uniform hours of operation of the businesses.

The next section asked respondents whether their business would benefit from any programs, grants or services including façade improvement grants, joint marketing ventures, and improvements to the physical infrastructure. The overwhelming response was yes, they would benefit!

When the respondents were asked to provide suggestions for improving the retail environment, *removing eyesore buildings* and *creating uniform hours of operation* were the top two suggestions. The next most popular suggestion included increasing festivals and events, improved streetscape and improved parking.

Lastly, respondents were asked (1) why people were coming downtown; (2) what would be the one thing they would like to see improved to downtown; and (3) what they thought was preventing downtown from being a success. The survey concluded that people are coming downtown to shop for necessities; that they would like to see more stores and the downtown cleaned up; and that politics and a lack of funding are preventing improvement from happening.



## 6.3 Public Input

### Residents Survey

Every household in Huron-Kinloss was mailed a survey in July 2010 asking them specific questions regarding the town they lived closest to (i.e. either Ripley or Lucknow). The questions touched on marketing and economic development elements in the downtown. The survey concluded with some basic demographic questions. In total, 2480 surveys were mailed out, 740 with the postal code NOG 2H0 (Lucknow). In total, 52 households with this postal code responded to the survey resulting in a response rate of 7%.

### Marketing

Residents were asked if they were familiar with any specific identity elements for both the Township and their community and whether these elements were recognized by visitors. Nearly 60% indicated that they were familiar with the identity elements for the Township and nearly 58% indicated they were familiar with identity elements for their community. Those who were familiar with identity elements were asked to name the elements that they were familiar with. Most respondents indicated the Huron Kinloss logo on Township trucks and entrance signs.

As for the Village of Lucknow, Donald Dinnie, Paul Henderson, horseshoes, tartan, Sepoy town and drive canny, were popular responses. However, 51% of respondents felt that these elements did not accurately reflect the community, and 79% felt that visitors to the community did not recognize these identity elements.

Respondents generally indicated that the best assets in Lucknow were that all the basic retail necessities (bakery, butcher shop, grocery store, bank, hardware, LBCO) were all in close proximity to one another and readily accessible. They also felt that having the arena downtown and the beautiful mural were assets as well.



## Economic Development

Respondents were asked about their shopping habits to help determine the local attitude towards the business environment in town as well as the overall economic health of the community. 79% of respondents indicated that they shop in downtown Lucknow at least two times per week. 72% of people are running quick errands, 60% are doing their grocery shopping in town and 42% work in downtown more than twice a week. 74% indicated that they shop out of Lucknow at least once a month. The majority of respondents replied that most of their shopping was conducted in Lucknow. Goderich was a more popular destination for clothing, furniture and automotive shopping. Residents were asked the main reasons for choosing to shop out of town: better selection (61%) and products are unavailable (43%) were the most popular responses. Respondents were also asked if they would use extended hours for businesses - 54% indicated they would not.

The majority of people strongly agreed or somewhat agreed that the stores in the downtown sold the products they wanted, the prices were reasonable, the shops were open when they wanted to shop, and they tried to shop locally whenever possible. Further, respondents were asked what new businesses they would like to see in downtown. The top three responses were more clothing stores, especially for men and children, more restaurants and a gym or fitness centre.

Finally, respondents were asked to provide some general feedback regarding the retail environment in downtown. Most people felt that the service in the stores was excellent and that the clerks were friendly and helpful. There were a lot of comments about the empty storefronts taking away from the streetscape and respondents would like to see them filled. There were also some comments relating to physical design. These suggestions included planting trees, pulling weeds, and cleaning up the empty buildings.



## Public Workshop

The Lucknow public workshop was held on Thursday, July 29th at 7pm at the Lucknow Community Centre. The meeting was well attended with approximately 24 people from a good cross-section of the community in attendance. There were two main components to the workshop: a *Visioning Exercise*; and *Round Table Discussions*.

## Visioning Exercise

The *Visioning Exercise* was an opportunity for the residents of Lucknow to express their wishes and desires and how they envisioned the community of Lucknow developing over the next ten years. The exercise explored people's views on the potential revitalization of downtown Lucknow that could occur in that timeframe. The participants were asked to note what had changed, how the downtown looked and felt in the future and what they now loved about it. The 'changes' volunteered were grouped and sorted by staff into four key spheres; Economic Restructuring; Marketing and Promotion; Physical Design and Social (i.e. community).

Both Economic Restructuring and Physical Design emerged as priority areas for the community. With regard to Economic Restructuring the priority was clearly to address the vacancy rate in downtown Lucknow. The majority of participants recognized the decline of businesses in Lucknow over the last several years and the empty storefronts that have resulted. Additionally, they acknowledged that there isn't a 'shop local' attitude and that there is a significant amount of retail leakage happening from downtown Lucknow to places like Wingham and Goderich.

Ideas that were generated towards the Physical Design sphere were related to the need for improvements to traffic flow and accommodation of alternate means of transportation; beautification of the streetscape through the incorporation of street trees, lights and greenery; and improvements to storefronts and building facades to improve the overall look of the Town.

The Marketing and Promotion sphere illustrated a number of ideas from the participants:

Scottish Heritage	Amish / Mennonite Community	Sepoy Community
Paul Henderson	Oktoberfest	Donald Dinnie
Strawberry Festival	Music in the Fields	

What became evident from the discussion was that Lucknow is struggling to identify with one consistent message for use as a 'brand' and that there isn't a dominant identity for Lucknow.



## Roundtable Discussions

The Roundtable Discussions were held the night of the public workshop and consisted of a presentation and discussion evolving three topic areas; Marketing & Promotion; Economic Restructuring; and Physical Design.

### Marketing and Promotion

As noted in the visioning exercise, the Marketing and Promotion discussion highlighted a number of potential 'brands' for Lucknow. Words like Social; Friendly; Sports; Pretty; Agriculture; Declining; and Family were used to describe the community. The discussion also highlighted some challenges related to lack of nightly entertainment, no unique website or brochures and the wide main street. Challenges relating to Marketing and Promotion are related to the lack of a clear, focused identity for who Lucknow is and what the community wants it to be.

### Economic Restructuring

The Economic Restructuring discussion highlighted that there is a base of neighbourhood retail that supports resident needs but that there were only a few businesses that attract visitors to stop. The comment was made that "you can get everything you need in Lucknow" however, others acknowledged that there was nothing unique in downtown to make people want to stop. The challenges highlighted through the discussions were about drawing new businesses to Lucknow and keeping them. There was a feeling that business owners need marketing training and that some survey work should be done to see who is stopping and shopping, why and where they are from.

### Physical Design

On the physical design aspect of the discussion, residents noted that downtown Lucknow was revamped over 15 years ago and nothing has been done since that time. Priorities that were highlighted were related to: Filling in the vacant storefronts; Improving signage around Town and on the storefronts; Adding boulevards / greenery / street trees and benches; and Creating an aesthetically pleasing streetscape both on the sidewalks and storefronts. Comments were made with regard to the wide street through the mainstreet of Lucknow with the silver lining being that there is a lot of potential for improvement to the streetscape and making downtown Lucknow an enjoyable place to spend time.



### **Photo Survey**

In June 2010, disposable cameras were handed out to a variety of people (i.e. student; senior; visitor; resident; business owner; etc) within the community in order to undertake a photo analysis of what defined their community. The participants were given 3 weeks to take photos of Lucknow and all the cameras were returned at which time staff sorted all the pictures into like groupings. The themes that were highlighted through this exercise were:



**Green space/Parks**



**Downtown**



**Community Heroes**



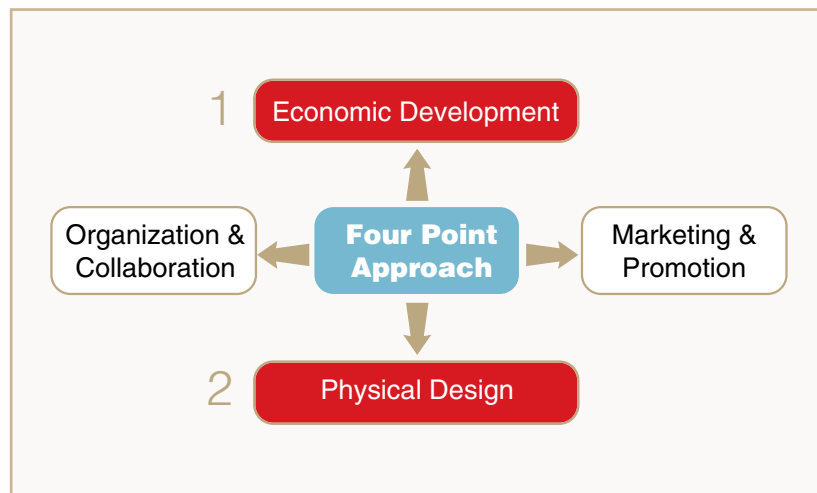
**Community**

The photo analysis gave direction to the professional photos that were taken of Lucknow and used to create the brand identity which is further developed in the next section.



## 7 Research Summary

Each of these research tools provides insights into achieving continuous downtown revitalization in Lucknow. As noted, downtown revitalization is focused around four key pillars: Organization; Economic Development; Marketing and Promotion; and Physical Design. The priority areas for Lucknow are primarily **Economic Development (including specific marketing campaigns)** and a coordinated approach to **Physical Design**.



- 1) Economic Restructuring or Development is about strengthening a community's existing economic assets while expanding and diversifying its economic base. There is a need to sharpen the competitiveness of existing business owners and recruit compatible new businesses and new economic uses to build a commercial district that responds to today's consumer's needs. Converting unused or underused commercial space into economically productive property also helps to boost the profitability of the downtown.
- 2) Design means getting Lucknow's downtown into top physical shape. Top shape means capitalizing on its best assets to create an inviting atmosphere for all visitors and residents of the downtown. This can be created through attractive window displays, parking areas, building improvements, street furniture, signage and landscaping to convey a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices, enhancing the physical appearance by rehabilitating buildings, encouraging appropriate new construction, developing a culture of good design, and long-term planning.

Regardless of the priority area for a community, one of the first steps to any revitalization program is for the community to know who they are and what they want to be. Establishing a community identity that can be utilized in all areas of the improvement plan is the next step to Lucknow's revitalization plan and will be based on the research and community direction that was summarized in this report.



## 8 Establishing the Identity

As referenced above, what became apparent from the research that was gathered was that Lucknow is struggling to identify with one consistent message for use as a 'brand' and there is not a clear identity for Lucknow. If Lucknow wants to succeed in its revitalization efforts, a coordinated and consistent brand is going to have to be put in place that is embraced by all stakeholders. Not only does the brand need to be consistently used by all but it needs to be authentic to Lucknow and it needs to capture enough interest in order to draw people to the downtown.

Lucknow has attempted many identities in the past and their remnants are visible (i.e. horseshoe). There are even more recent initiatives that have been undertaken (i.e. Donald Dinnie). However, none of these 'elements' are a strong enough draw in order to drive people to downtown Lucknow.

The Spruce the Bruce team has been working with local municipalities to develop a strategic plan for the entire County where each Town has a specific yet equally important function to play. Lucknow's function is one of supply town or general store. It is important to realize that Lucknow needs to work within the framework of potential for their downtown. Lucknow is not a destination in its own right and will not be competing with lakeshore and inland lake destinations. However, they have an excellent opportunity to benefit from those travelers passing through their downtown to reach their seasonal destinations. Lucknow can play an essential role in providing a much needed service role within the broader community. The key to Lucknow's future success and sustainability is to provide these travelers with a wide range of services that also meet local needs.

Therefore, the following Community Identity or Brand has been developed for Lucknow. This brand was presented to various stakeholders in October / November 2010 and received a positive reception.





# The Plan

## 9 The Identity – The General Store

In the same way a general store would be run, Lucknow needs to run its downtown as a unified traditional retailer carrying a broad selection of merchandise packed into a relatively small area where travelers and people from the town and surrounding rural areas can come to purchase all their general goods. The bones of this concept exist today, with friendly personalities and essential products that range from fresh local food to all you need to build a house. People do travel out of town for some specialized items (i.e. electronics), the same way you had to order specialty items into the general store or from catalogues. However, there is plenty of opportunity for Lucknow to meet the community's everyday needs.

Additionally, Lucknow has the potential to cater to a growing consumer trend related to the small, localized shopping experience. People want to know where their products are coming from and build a relationship with those that are serving them. People want to buy their meat from the butcher, apples from the local orchard, and buttermilk from the bakery. Lucknow has all the makings of the local general store with unparalleled customer service. With some ingenuity and dedication to developing this identity and targeting the traveling visitor market, the downtown can return to a bustling commercial area.





## 10 Developing the Plan

As noted, before tackling any of the revitalization pillars for downtown, both the community and the revitalization program must first get organized.

**Developing the Plan** starts with articulating common goals and objectives as well as outlining the steps necessary for achieving them.

It is important to distinguish between a vision and a brand. Much has been written about brands in general; many 'branding' consultants have attempted to give relatively unknown cities, downtowns, and businesses clever branding treatments – catchy slogans about whatever the downtown wants to be. Brands seek to place in the prospective visitor's head a belief that "this is the place to go for.....". The key distinction between a brand and a vision is that a brand describes the image you want people to have of your downtown right now, while a vision describes what the downtown will look like at some point in the future.

Defining a Vision for downtown Lucknow is essential as it establishes the 15-20 year perspective for the community and looks beyond the current planning documents to the kind of place that the community aspires to become. It takes that community identity (The General Store) and conveys a sense of personality, character and identity for downtown. A Vision is a description of a desired condition at some point in the future. That Vision guides the mission, goals, objectives and actions of the revitalization plan and make the connective link between the desired / authentic Identity and the Plan to move the community there.



## Vision

At the public workshop in Lucknow, we undertook a Visioning exercise which established the ground work for the following VISION that has been established for downtown Lucknow:

Downtown Lucknow is the General Store where residents and tourists alike come to enjoy friendly personalities, general goods and everyday needs. Lucknow is small-town charm with the everyday essential goods that people will not travel out of town to get. The businesses are bustling in Lucknow and people are enjoying the street and the local, grassroots experiences where they know where the products they are purchasing have come from and build a relationship with those that are serving them.



## Mission Statement

A Mission statement takes Lucknow's Vision and translates it into a stated purpose for the downtown revitalization effort; it can be viewed as the public statement for accomplishing the Vision and the pathway in order to get you there. The mission statement for Lucknow is:

To reestablish the range of businesses and services to downtown Lucknow and improve the overall physical environment to support economic growth.

Goal statements transform the Mission statement into priority areas for downtown. The Spruce the Bruce committee undertook a strategic planning session in September 2010 in order to transform the mission statement into strategic directions. The following Goals were established from downtown Lucknow as priority areas:

- GOAL 1: To foster an environment of organization, leadership and management;
- GOAL 2: To increase the range of businesses and reduce the commercial vacancy rate;
- GOAL 3: To improve the physical design of the main streetscape and the primary intersection;
- GOAL 4: To improve the physical appearance and functionality of mainstreet buildings;
- GOAL 5: To develop a marketing and promotion strategy for downtown.



## 11 Putting the Plan to Work

The residents of Lucknow have spent a lot of time and energy on the various programs and festivals that are offered in town. Through the research gathering, there was often mention of volunteer burnout as an issue. The STB team noticed that Lucknow has spread itself thin as a community. There has not been a coordinated approach to the marketing, beautification, promotion or festivals and as such there are many individuals working on many individual initiatives. Spruce the Bruce and this Community Toolkit is an opportunity to bring that devoted energy together and coordinate an approach that will increase the success of downtown Lucknow.

In order to enact change and begin to see some tangible results in Lucknow, the Spruce the Bruce team recommends that Lucknow focus its initial program on both the **Economic Development** and **Physical Design** pillars. While any revitalization strategy requires broad-based support and organization of both the public and private sector in order to achieve success, it has been our experience that laying the foundation and ground-work for success on the organizational pillar should be completed before a broad-based program is developed.

The Huron Kinloss Spruce the Bruce Committee should focus for the first year on organizing, assessing, planning and then implementing. This is a critical mobilizing phase that develops the vision / mission, partnerships, strategies and actions and will begin to yield results that further mobilize the program. Through the 2010 Spruce the Bruce process a number of preparatory steps were accomplished including:

- identifying the resources;
- assessing the community;
- developing the community identity;
- developing the revitalization vision; and
- determining the short-term actions.

The next steps involve using a set of tools to deepen the understanding of the current retail services and businesses including supply and demand in downtown; community design activities focused on opportunities to improve physical assets; and cultural attributes and their potential strengths.

Developing a more detailed work plan over the next six months to a year that will set out the tasks and steps for the next 3-5 years will take the knowledge gained from the exploratory phase and begin to develop a plan to move forward. It is important for the STB committee to tackle some visible, high impact, short-term projects throughout these preliminary months while the less visible supporting documentation is being developed. The following is an initial Action Plan of the next steps for Spruce the Bruce as it relates to downtown Lucknow.



## 12 Action Plan

The next step to a downtown revitalization plan is to develop action items for each of the priority goals which ensure that the plan remains dynamic and produces results. It is important to consider how the actions will touch on all four points of the revitalization strategy with emphasis placed on each in the following order: Organization or Leadership; Economic Development; Physical Improvement; and Marketing and Promotion.

### **GOAL 1: To foster an environment of organization, leadership and management;**

1. **Organization and Leadership Action:** To create a Lucknow specific Spruce the Bruce Sub Committee with representation on the HK Spruce the Bruce Committee.

Before tackling design, promotion, or economic development activities, a revitalization program must first get organized. Recruiting the appropriate resources by building support from a variety of stakeholders is essential. The Lucknow STB Committee may transform an already existing committee, adding members and expanding their focus or it may be a completely new entity recruiting new members from the community.

**Primary Responsibility:** HK STB Committee

**Proposed Timing:** Year 1 - Initial

**Budget Implications:** None

2. **Economic Development Action:** To attract representatives to the Lucknow STB Sub Committee from the business community and specifically any Chamber of Commerce or BIA representatives.

The Lucknow STB program must identify people who have a vested interest in revitalizing the commercial district. Involving a broad range of interests in the process will show various groups that they share a common goal and facilitate the overall objective of a healthy successful downtown. If a Chamber of Commerce or BIA does not exist, the STB committee should undertake a cost / benefit analysis to their establishment. Each of these organizations benefits from an effective revitalization effort dedicated to creating a vibrant commercial area and responding to the community's economic and social needs.

**Primary Responsibility:** HK STB Committee

**Proposed Timing:** Year 1 - Initial

**Budget Implications:** None



3. **Physical Improvement Action:** To attract representatives to the Lucknow STB Sub Committee from the Lucknow Beautification Committee.

As noted above, you can't lead a community-wide effort without the support of others. Community groups already interested in the promotion and beautification of Lucknow need to be involved in the revitalization effort.

**Primary Responsibility:** HK STB Committee

**Proposed Timing:** Year 1 - Initial

**Budget Implications:** None

4. **Marketing and Promotion Action:** Communication of this Action Plan to other stakeholders (i.e. Kinsmen, Rotary) and soliciting their assistance with specific Action items.

Grassroots organizing starts with articulating common goals and the steps necessary for achieving them, and disseminating this information to the widest audience possible. You will need community stakeholders to create public support and involve enough people to get broad-based participation. Without the support and involvement of all groups, it is doubtful that any revitalization program will achieve long-lasting success

**Primary Responsibility:** Lucknow STB Committee

**Proposed Timing:** Year 1 - Middle

**Budget Implications:** None



## **GOAL 2:** To increase the range of businesses and reduce the commercial vacancy rate;

1. **Organization and Leadership Action:** Development of an Economic Strategic Plan that will outline specific action items related to the strengthening of the economic health of downtown.

Developing an Economic Strategic Plan is an essential component of the comprehensive approach to downtown revitalization. The Economic Development pillar was highlighted through the research as needing the most attention in Lucknow and therefore this tool is a vital component in Lucknow's potential success. This document will be based on the background data (i.e. BR & E – see below) once completed and once established will become the community's blueprint for economic revitalization over the next three to five years.

**Primary Responsibility:** Lucknow STB Committee / Township of HK / Consultant

**Proposed Timing:** Year 3 – once background studies are complete

**Budget Implications:** Yes

2. **Economic Development Action:** To undertake and implement a Business Retention and Expansion Study (BR &E) concurrently with a Business Mix Analysis (both programs available through OMAFRA)

Vital background information for any comprehensive downtown economic development program is the completion of a Business Retention and Expansion (BR&E) Study. The BR&E provides an excellent tool to support and grow existing businesses, while enabling the community support for their local businesses. The Business Mix Analysis (Community to Community Comparison and Market Threshold Analysis) as well as the Trade Area Report are commonly known as downtown Market Analysis Tools. Both tools are valuable in understanding the local economy and business climate, and providing essential information for a community's economic development strategic plan.

**Primary Responsibility:** Lucknow STB Committee / Township of Huron Kinloss / OMAFRA

**Proposed Timing:** Year 1 and 2

**Budget Implications:** Yes – potential funding through OMAFRA



3. **Physical Improvement Action:** Contact owners of vacant land holdings and buildings to discuss the potential for rehabilitation and/or development of their properties.

Vacant land holdings, derelict buildings and absentee landowners are always an issue in any downtown revitalization effort. When disinvestment, poor maintenance and abandonment leave a downtown pockmarked with vacant and dilapidated buildings often the community seeks a quick solution. While there is no single trick to solve all these problems a patient process involving thoughtful planning and advocacy is important. Innovative ideas from zoning by-laws, reinvestment incentives, business attraction initiatives, and adaptive reuses need to be explored through the Economic Strategic Plan.

**Primary Responsibility:** Lucknow STB Committee / Township of HK / Consultant

**Proposed Timing:** Year 3 – once background studies are complete

**Budget Implications:** Yes

4. **Marketing and Promotion Action:** Establish opportunities for workshops/classes on business planning, etc. and develop an active program for recruitment of compatible businesses (i.e. neighbourhood retail) to fill vacancies.

This Action contains two components. The first deals with forming partnerships with organizations like the Bruce Community Futures Development Corporation (BCFDC) and the Saugeen Enterprise Centre which currently organize various workshops and small business investment strategies within our region. The second addresses the need to recruit specific businesses to downtown Lucknow that will fulfill the neighbourhood retail vacancies and enhance 'The General Store' identity for downtown. This recruitment initiative should be a consideration within the Economic Strategic Plan.

**Primary Responsibility:** Lucknow STB Committee / Township of HK / Consultant

**Proposed Timing:** Year 4 – once background studies are complete

**Budget Implications:** Yes



### **GOAL 3:** To improve the physical design of the main streetscape and the primary intersection;

1. **Organization and Leadership Action:** Complete a baseline map of the physical profile of the downtown streetscape.

In order for community streets to become places for people, thereby fulfilling the critical function that is missing in much of Lucknow, they need to be planned and designed appropriately using complete street design principles. Downtown streets have the potential to become destinations worth visiting, instead of just thruways; and commercial strips can be designed as boulevards, safe for walking and interacting.

Before a community can start to tackle the challenges that are present related to physical design, there needs to be a baseline of mapping that outlines the physical profile of the street and streetscape - essentially an inventory of the downtown streets.

**Primary Responsibility:** Township of Huron Kinloss Roads Department

**Proposed Timing:** Year 1

**Budget Implications:** None

2. **Economic Development Action:** Investigate and secure the necessary funding for streetscape improvements and upgrades.

Unattractive or non-functional sidewalks, back alleys, and wasted space – every downtown has these - ugly spaces. Quality design and attention to detail has the power to transform dead spaces into vibrant places that invite people to explore and discover Lucknow's downtown.

Once a Streetscape Masterplan (see below), outlining the priority actions for Lucknow's mainstreet is completed, the Lucknow STB Committee needs to start finding funding. Even small-scale inexpensive improvements can be more effective at drawing people into downtown than major 'big-bucks' projects.

**Primary Responsibility:** Lucknow STB Committee / Township of Huron Kinloss

**Proposed Timing:** Year 4-5

**Budget Implications:** Yes



3. **Physical Improvement Action:** Complete a Streetscape Masterplan that includes specific design solutions for tree coverage, signage, traffic calming and beautification (including the functionality of the primary intersection).

Revitalizing streets for walking, gathering and shopping is perhaps the most direct example of how to benefit a community economically. Currently the street is designed only for the movement of high volumes of traffic, which eliminates other features necessary for healthy street life and economic activity. Incorporating wider sidewalks, large trees, enhanced parking and a community inspired revitalization program can bring life back to the street.

**Primary Responsibility:** Lucknow STB Committee / Township of Huron Kinloss

**Proposed Timing:** Year 3

**Budget Implications:** Yes

4. **Marketing and Promotion Action:** Complete a design workshop to highlight the downtown design issues and potential solutions.

People provide perspective and valuable insights into how an area functions; they have a unique understanding of the issues that are important. The sooner the community becomes involved in the planning process the better – ideally before any planning has been done. Tapping into the ideas and talents of the community is crucial in deciding what will be done to improve an existing streetscape. The people who live or work near the downtown will know from experience which areas need improvement.

A design workshop is an opportunity for those with a vested interest to share their insights into the downtown and help to create not only a design but an effective management strategy for downtown.

**Primary Responsibility:** Lucknow STB Committee / Township of Huron Kinloss

**Proposed Timing:** Year 2

**Budget Implications:** Yes



## **GOAL 4:** To improve the physical appearance and functionality of mainstreet buildings;

1. **Organization and Leadership Action:** Complete a Community Improvement Plan for downtown Lucknow.

Community Improvement Planning is one of the sustainable community planning tools found in the Planning Act, can help municipalities address some of the challenges related to changing economic trends in our downtowns. It provides a means of planning and financing development activities that effectively use, reuse and restore lands, buildings and infrastructure. Community Improvement Plans (CIP) can be a tool for signification rehabilitation, development and land-use change.

**Primary Responsibility:** Township of Huron Kinloss / County of Bruce

**Proposed Timing:** Year 1

**Budget Implications:** None for Plan Development

2. **Economic Development Action:** Complete a Building and Business Inventory for downtown.

A Building and Business Inventory compiles information on all the buildings and businesses in the downtown. This also informs the downtown while informing the downtown businesses about the revitalization process underway. It provides a number of benefits:

- Acts as a basic contact management system;
- Information can be used in various promotional tools;
- Provides up-to-date statistics that can be used to market and describe the health of the downtown;
- Can assist realtors, developers, entrepreneurs in identifying property; and
- Provides a means of documenting important heritage and physical design features in downtown.

When the inventory is completed, you can generate statistics about your downtown, including number of employees, number of new businesses, vacancy rates, locally owned businesses, etc.

**Primary Responsibility:** Lucknow STB Committee

**Proposed Timing:** Year 1

**Budget Implications:** None



3. **Physical Improvement Action:** Assist in the development of an incentives program for facades, signage, structural, accessibility improvements, etc. for private businesses (grants and / or loans).

Downtown buildings are a major contributor to the character of the community. Clean, interesting and well-maintained buildings and signage communicates a sense of pride, commitment to quality in the community and encourages passerby's to stop and enjoy the downtown.

The Planning Act allows for incentives for rehabilitation and improvements to buildings to be established through a Community Improvement Plan. Part of the Plan creation should be an investigation of the feasibility of a grant and / or loan program with attention to financing; development; and management of the programs.

**Primary Responsibility:** Township of Huron Kinloss / Lucknow STB Committee

**Proposed Timing:** Year 3

**Budget Implications:** Yes

4. **Marketing and Promotion Action:** Establish the physical boundary of downtown that will be the focus of the program initiatives, downtown analysis and action planning.

To prepare a CIP, the community needs to establish its 'community improvement project area' as defined by the Planning Act. A good starting point is to examine the Zoning maps for the area and identify where the downtown commercial zoning is. You may also want to use the data collected on the physical, economic, social and environmental characteristics of downtown to adjust the CIP Project Area boundary.

**Primary Responsibility:** Township of Huron Kinloss / Lucknow STB Committee

**Proposed Timing:** Year 2

**Budget Implications:** None



## **GOAL 5:** To develop a marketing strategy to attract the appropriate target market for downtown.

1. **Organization and Leadership Action:** Encourage the Chamber of Commerce or BIA to undertake strategic and coordinated initiatives related to a marketing strategy for downtown.

The Chamber of Commerce in conjunction with the Spruce the Bruce committee, should help to foster cross promoting partnerships between businesses. These partnerships will help to build strong product offerings for consumers. Example:

The hairdressing salon and the bakery could form a partnership where clients at the hairdresser could purchase buttermilk tarts and coffee supplied from the bakery.

**Primary Responsibility:** STB Committee / Chamber of Commerce

**Proposed Timing:** Year 1-5

**Budget Implications:** None

2. **Economic Development Action:** Develop a strategic marketing plan for the downtown.

A strategic marketing plan is essential to the success of the downtown as a whole. A unified marketing approach of the downtown and its businesses will increase the chance of success. The marketing strategy should include all four P's in marketing – product, price, place and promotion.

The first step in this process is to conduct a target market analysis. This research is used to determine who the target market is (demographic, geographic and psychographic).

The strategy should outline a promotions/advertising plan using marketing elements such as print, online, radio, and onsite (signage, banners, etc). The strategy should have a 3-5 year outlook but be re-evaluated on a yearly basis.

**Primary Responsibility:** STB Committee

**Proposed Timing:** Year 5

**Budget Implications:** Yes



3. **Physical Improvement Action:** Establish various physical design improvements or methods to get travelers driving through Lucknow to the lakeshore to stop.

Using the guidelines provided as part of the **brand summary** in the Community Toolkit, begin to develop the look and feel of an attractive General Store in downtown.

Areas of focus should include:

- Business signage indicating what is available in each store versus what the name of the store is (i.e. restaurant vs. Finnalyson's);
- Banners directing consumers to the store that will fulfill their needs;
- Restoring building facades so as to build on the General Store identity;
- Designing an inviting streetscape that encourages people to stop.

**Primary Responsibility:** STB Committee

**Proposed Timing:** Year 4

**Budget Implications:** Yes

4. **Marketing and Promotion Action:** Develop an Economic Recruitment Package that is marketed specifically to those retail gaps identified in the Economic Strategic Plan.

The Lucknow STB committee should develop a business recruitment package that is consistent with the Economic Strategic Plan and that is focused on filling the gaps identified in the target market analysis and business mix analysis.

The research will have identified what products and services will complement the existing businesses and will strengthen the product / service offerings in the community. These missing pieces should be the primary target for economic recruitment.

**Primary Responsibility:** STB Committee / Chamber of Commerce / BCFDC

**Proposed Timing:** Year 4-5

**Budget Implications:** Yes



## Action Plan Summary

These Action Plans will become the road-map for the revitalization of Ripley's downtown. As the Ripley STB committee moves forward with the implementation of its revitalization work, it should ensure that the activities include a mix of quickly achievable actions as well as those that will take longer to realize.

Beginning the process of implementing the Action Plan is the next step for Ripley and it is necessary to create an effective work plan for the Ripley STB committee that meets regularly and provides feedback to the HK Spruce the Bruce committee about the progress of the Action Plan. It is vital to regularly monitor the Action Plan, revise the goals and develop annual work plans – based on the progress made, obstacles encountered and changes happening in downtown. An annual update or report is an effective tool to ensuring that the downtown Action Plan is continually evolving.



## Action Plan Timeline

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>GOAL 1: To foster an environment of organization, leadership and management;</b>					
Develop Lucknow STB Sub Committee	•				
Lucknow STB Sub Committee involves business community	•				
Lucknow STB Sub Committee involves Lucknow Beautification Committee	•				
Lucknow STB Sub Committee involves stakeholders	•	•			
<b>GOAL 2: To increase the range of businesses and reduce the commercial vacancy rate;</b>					
Develop a Downtown Economic Strategic Plan			•		
Implement a Business Retention & Expansion Study	•	•			
Rehabilitation of vacant, derelict buildings and absentee landowners		•	•		
Implement workshops and business recruitment program				•	•
<b>GOAL 3: To improve the physical design of the main streetscape and the primary intersection;</b>					
Map physical profile of the downtown streetscape	•				
Research and secure funding for streetscape improvements				•	•
Complete Streetscape Master Plan (tree coverage, pedestrian signage, traffic calming and beautification)			•		
Complete a design workshop for downtown design issues and solutions		•			
<b>GOAL 4: To improve the physical appearance and functionality of main street buildings;</b>					
Complete a Community Improvement Plan	•				
Compile a Building and Business Inventory	•				
Create an Incentive Program for facades, signage, structural, accessibility improvements etc.		•	•	•	•
Established the physical boundary of downtown	•				
<b>GOAL 5: To develop a Marketing Strategy to attract the appropriate target market for downtown.</b>					
Chamber of Commerce/ BIA initiate strategic and coordinated initiatives of marketing strategy	•	•	•	•	•
Downtown Strategic Market Plan				•	•
Establish physical design improvements and create a travel destination				•	
Create an Economic Recruitment Package specific to retail gaps identified in the Economic Strategic Plan				•	•



# The Tools

The images and colours shown are for illustration purposes only, and are intended to illustrate a desired style and effect, not to define a specific product or colour palette, and are not intended to serve as working drawings or templates for production.

## Brand Summary

Keywords

**Rural Countryside**

**Traditional Customer Service**

**General Supply and Goods**

**Bustling Supply Town**

**Localized Shopping Experience**

Materials



**Wood**



**Antiques**



**Vintage Materials**



**Cast Iron**



**General Store**

Development in Lucknow should enhance the historic downtown buildings with additional architectural details such as canopies (covered sidewalks) and awnings that are a throwback to the turn of the century with a country feel. Enhancements to the streetscape should create street presence, and the feeling of an outdoor room that is reminiscent of the General Store identity.

Buildings should use natural materials like brick and wood; timber posts can add a structural flair. Retention of existing brick structures is encouraged along with restoration of original facades. Stucco, vinyl and metal siding are not appropriate for commercial areas that are visible from the mainstreets.

Materials: rough cut lumber, brick, wood, and cast iron

Graphic Elements such as banners, signage or advertising should reference the General Store theme while focusing on the rural cultural amenities that make this area unique. Street furniture and improvements should be inspired by historical objects like rocking chairs, barrels, and wagon wheels.



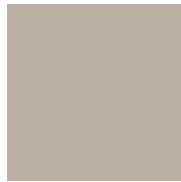
# Summary Direction

## Colour Palette



**Red**

Pantone: 485 C



**Grey Brown**

Pantone: 402 C



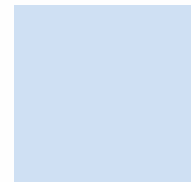
**Gold**

Pantone: 1245 C



**Dark Red**

Pantone: 7421 C



**Light Blue**

Pantone: 2707 C

## Primary Font

**Goudy Old Style BT Extra Bold**

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**Goudy Old Style BT Bold**

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## Complimentary Font

**Book Antiqua**

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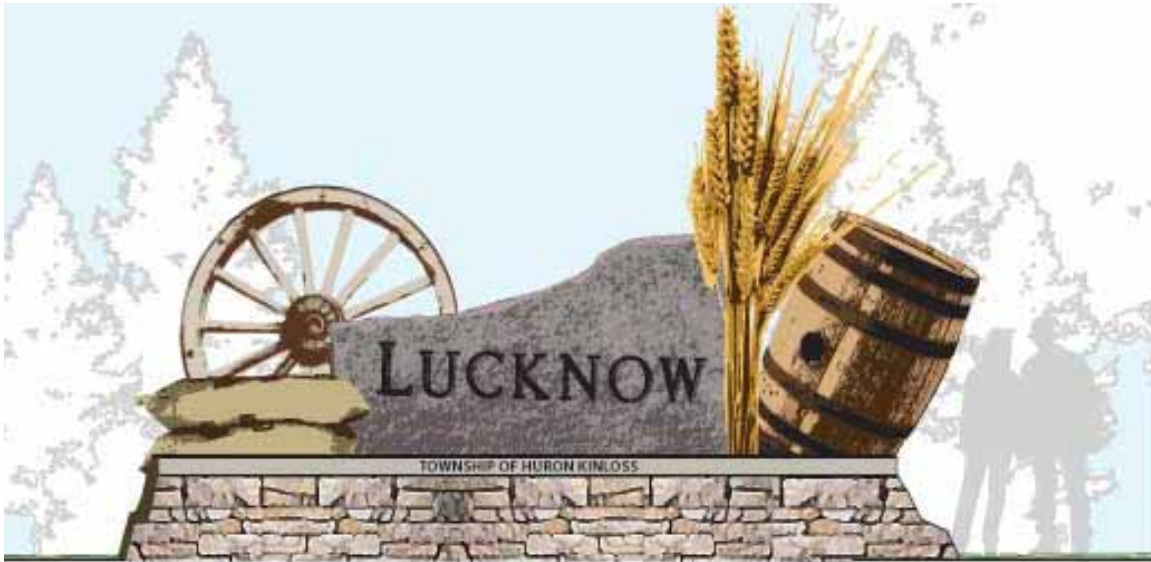
**Book Antiqua Bold**

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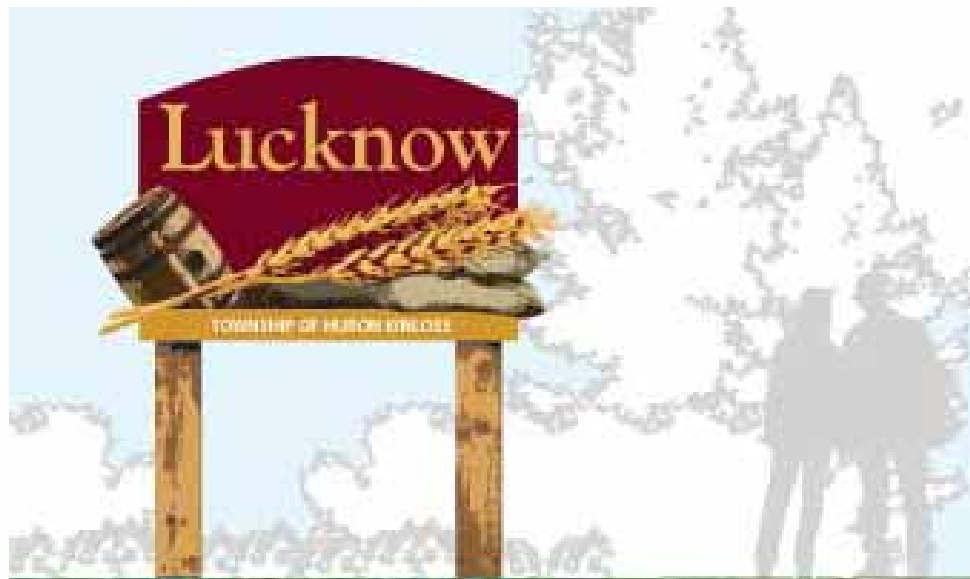


# Common Usage Guidelines

## Primary Intersection Signage



## Gateway Entrance Signage



## Street Banners



### Signage Headers



Planters



Bike Rack



Benches





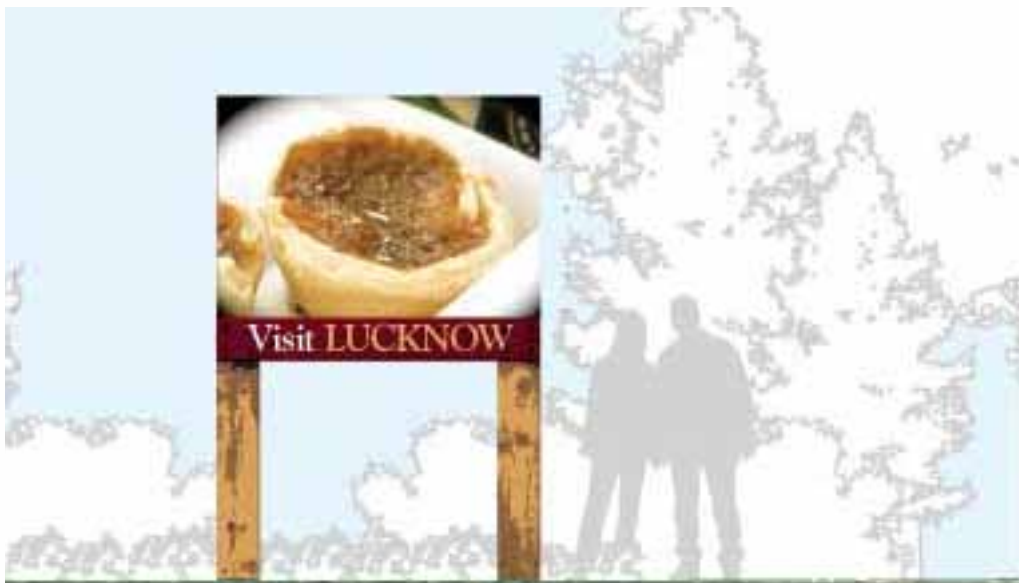
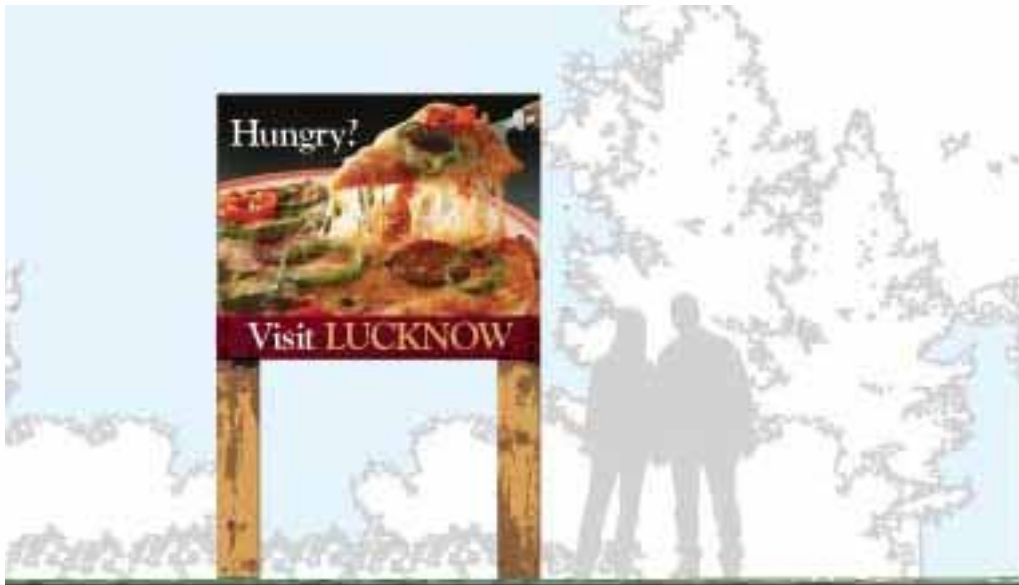
Parking Entrance



Waste Receptacle



## Economic Development Boards



## Façade

Existing buildings could enhance the store fronts with covered sidewalks with architectural features that highlight rustic posts and side brace.



**Jerome, Arizona**



**Tuscan, Arizona**



**Wisconsin, USA**



**Virginia City, Nevada**



**highlights porch with post, side brace and exposed beams**





Existing



Artists rendering



# Summary

In summary, STB has developed with the community of Lucknow, a Toolkit that creates the basis for a successful revitalization program for downtown. Ownership is the key to developing an authentic and believable brand identity for a community. All members of the community have a role to play in developing and fostering the brand identity and in moving the Action Plan forward. The methods employed to create this Toolkit combined with positive community feedback ensures that this Toolkit is destined for success if applied consistently.

This Toolkit is a starting point and illustrates possibilities. For more information or support with your local project please contact the Township of Huron Kinloss or the Spruce the Bruce team at [sprucethebruce@explorethebruce.com](mailto:sprucethebruce@explorethebruce.com).

## P.S.

In closing, we offer the following inspiration.

1. Creating successful downtowns is about more than planning and many great plans get bogged down because they are too big, too expensive and simply take too long to happen. Short-term actions, like planting flowers, can be a way of not only testing ideas, but also giving people the confidence that change is occurring and that their ideas matter. Short-term actions need to occur at the outset and then be evaluated while longer term planning is in progress.

### Lucknow Quick Wins!

1. Planters with trees on mainstreet
  2. Pedestrian Crossings at Intersections
  3. Window dressings in vacant storefronts
  4. Adding benches and vibrant banners to the streetscape
  5. Developing a downtown entrance feature
2. Money is not the issue. All too often money is used as an excuse for doing nothing, which is why you hear people say "It can't be done!". In fact, too much money or money spent on consultants actually discourages the inventiveness and creativity required to create a great street or downtown. When money becomes an issue, it is generally an indication that the wrong concept is at work. So don't worry about the money, just get started!
  3. You are never finished. Creating a great place is not about developing a plan or a design. It is based on community passion and vision and on an ever evolving Action Plan. Part of any plan has to be the management of the downtown. No matter how good the buildings look or how many hanging baskets are hung, the downtown will never be successful unless it is well managed by the Lucknow Spruce the Bruce Committee.

