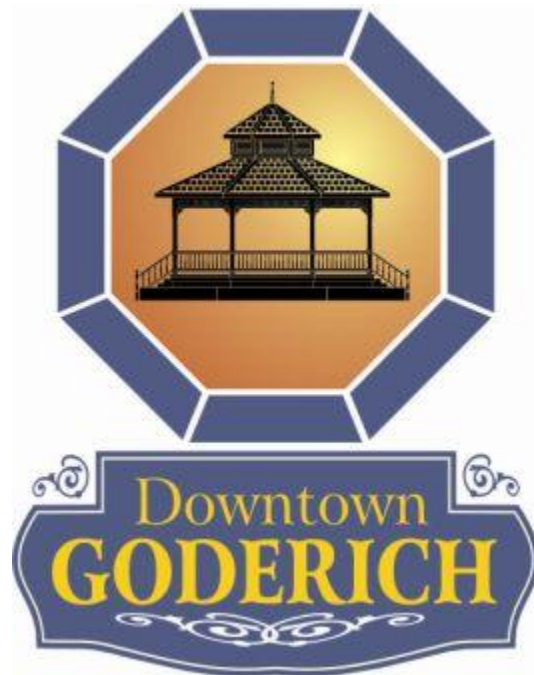


Goderich BIA Strategic Plan



March 2010

Prepared by: Goderich B.I.A. Economic Development Committee and Christina Feeney



DOWNTOWN GODERICH BUSINESS IMPROVEMENT AREA

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Message from the Chair of the Economic Development Committee

On behalf of the Goderich BIA, I would like to thank John and Christina Feeney for the excellent work they have done on this report! We had a very short time period to complete this project and John and Tina's expertise and efficiency allowed us to meet this deadline and.... produce a valuable working document.

In addition, thank you to our funding partners: HBDC, The Town of Goderich, Vicki Luke (OMAFRA) as well as our dedicated committee members, Michael Strickland, Myles Murdock, Rob Evans, Dan Stringer and manager, Susan Armstrong for contributing so much time and knowledge to this project.

The many meetings of our minds have led us to this action plan, which we are all very excited about. Our enthusiasm, determination, perseverance and energy will drive us to complete these projects which will enhance both the economy and the beauty of Goderich's unique downtown.

It is a sincere pleasure to be part of this wonderful team of people who care so much about the vitality and growth of downtown Goderich. Thank you to the 2010 BIA Board of Management and here's to past and future success!!

***Chair – Michael Strickland
Manager – Susan Armstrong
Lorraine Baechler
Bill Brittain
Cheryl Dunn
Robert Evans
Tom Fincher
Bev Jeffray
Peter Lane
Heather Lyons
Myles Murdock
Dan Stringer
Elizabeth Vanden Broeck***

***Dundee Wealth Management
Baechler Kitchens & Interiors
Winston's Men's Wear
Wuerth Shoes
Amberley Properties Ltd.
Fincher's
West Harbour Insurance & investments Ltd.
Chisholm TV & Stereo
Town of Goderich Councillor
Town of Goderich Councillor
Rexall Pharma Plus
Elizabeth's Art Gallery***

Sincerely,

Bev Jeffray

***Bev Jeffray
Chair, Goderich BIA Economic Development Committee***

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Executive Summary

This document originated as a result of four strategic planning sessions with the BIA Board of Management facilitated by OMAFRA in 2009. The purpose of this document was to take the topics established from the OMAFRA strategic sessions and to detail them for implementation. This document will also be beneficial in educating new committee members on the ongoing projects of the Goderich BIA.

The plan for each project is laid out with detailed implementation steps to assist in completing the project. In addition, the reference material that was used and that a committee should be familiar with in each project is noted. The successful implementation and rate of progress will be reported on regularly through the strategic performance measures.

The document is arranged based on the Goderich BIA mission statement activities of promotions, beautification, commercial development (marketing and business recruitment) and residential development.

Promotions

Expand and Add Festivals and Events

There are many festivals and events held in the Goderich area. Most events are promoted by Goderich Tourism in conjunction with the various event organizers.

In order for the Goderich BIA members to benefit from these events, the BIA needs to set selection criteria to establish what events will receive support, promotional tie-in and sponsorship. Also, for the events that bring crowds to the BIA, the members need to organize their promotion leading up to and during the event.

Finally, during the year, the Goderich BIA needs to brainstorm ideas for new events and determine whether they will co-ordinate the event or pass it on to another interested party to be organized. The expansion of Goderich BIA's support of festival and events will have a large economic impact on the businesses in the BIA.

Beautification

The three beautification themes consist of attracting people into the BIA and giving them "places" to encourage relaxation and longer stays.

Festivals of Banners

The purpose of the festival of banners is to strategically place banners as a way to encourage travel into the Downtown Core and to inform visitors and local residents of events currently going on.

Executive Summary

Beautification (cont'd)

Festivals of Banners (cont'd)

The current phase and planned extension of the banner project will encourage travelers to enter the Downtown Core. In addition, travelers will be informed of current attractions the Downtown Core has to offer.

5 Points Heritage Sign

The purpose of the 5 Points Heritage Sign is to work with the Heritage Committee to design a Gateway to Goderich's Historic District to invite customers into the Goderich BIA. Secondly, during the project, funds will need to be secured for an acceptable design.

Courthouse Park

This project should encourage the Town of Goderich Parks Department to landscape several "public spaces" in the Courthouse Park. These beautification areas are places for people to sit and enjoy their time. These areas would be built in incremental fashion – observing what people are currently doing, building to the need and then observing the effect. When people have these areas within the shopping area, they tend to shop longer and spend more money.

Commercial Development

Commercial development is divided into two categories in the Municipal BIA Mandate: marketing and business recruitment. Marketing activities in this strategic plan include the Website and E-Commerce Project, Parking Management and Retail Hours Strategy. Business recruitment activities in this strategic plan include the BIA Incubator Project, the Hotel/Convention Centre Project and the Goderich Community Arts & Culture Project.

Website and E-Commerce

A successful website and e-commerce package that is kept up to date will encourage visitors to the site and ultimately to the Goderich BIA area. The website is an excellent media to promote branding in the Goderich BIA.

Executive Summary

Commercial Development (cont'd)

Parking Management

Managing the existing parking is the best long term parking plan. The existing parking, when reserved for customers places the customers in the shopping area. The angled street parking allows for easy in and out.

Retail Hours Strategy

Regular retail hours should be extended during peak retail times such as high tourist weekends in the summer, Christmas season as well as during festivals and events. The success of the strategy depends on communicating to the public as to when these extended hours will be and on having all retail stores participate.

BIA Incubator

The purpose of the BIA incubator is to form a brainstorming committee of new retail store ideas and perform basic feasibility studies for the ideas. As the studies are completed, they would be published and circulated locally to interested groups and lenders.

Hotel/Convention Centre

A hotel/convention centre adds to the mix of the services the Goderich BIA offers. In order to facilitate this addition the Goderich BIA needs to work with potential hotel developers to determine what steps are necessary to make a hotel/convention centre in the Goderich BIA feasible.

Goderich Community Arts & Culture

A Community Arts & Culture Centre will enhance the current mix of BIA restaurants and gift shops. A feasibility study is underway and will be completed by the fall of 2010 or the spring of 2011. The BIA needs to keep abreast of the progress. Assuming a positive announcement following the feasibility study that the project is moving forward, the BIA will become a prominent member of the new committee.

Executive Summary

Residential Development

Multi-Residential Tax Incentive

This project seeks to clarify the assumption that lowering multi-residential tax rates will increase build opportunities in the Goderich BIA and at the same time increase the overall taxes received on a given parcel of land.

High Density Residential Development

The purpose of this project is to identify and understand the issues and potential with regards to attracting high density residential development (condominiums). Collecting data regarding local views of condominiums in the Goderich BIA area will allow developers to assess the potential for development in Goderich.

A developer kit will allow developers to quickly make decisions and to get staff working on the project. Touring and entertaining the developers in the area will show developers what Goderich has to offer and its commitment to the project.

Background Information

BIA Mandate (Municipal Act 2001 – Section 204)

The BIA Mandate establishes the method and reason a BIA is formed. As per the Municipal Act 2001, the BIA Mandate is below:

A local municipality may designate an area as an improvement area and may establish a board of management,

- (a) to oversee the improvement, beautification and maintenance of municipally-owned land, buildings and structures in the area beyond that provided at the expense of the municipality generally; and
- (b) to promote the area as a business or shopping area.

In carrying out these responsibilities, BIAs have become involved in numerous activities, which often include:

- Special Events – organizing and partnering in special events that highlight unique attributes of the area and increase customer visits.
- Seasonal Decorations – creating a unique and pleasant environment for customers and staff of all businesses, retail and non-retail, through the use of decorations that are appropriate for the season and holiday.
- Streetscape Improvement and Other Amenities – providing for more customer-friendly lighting, signage, street furniture, planters, banners and sidewalk treatment.
- Marketing – understanding who the customers are, and creating effective promotions to retain and expand the customer base.
- Business Recruitment – working with the property owners to help ensure that available space is occupied, and that an optimum business and service mix is achieved and maintained.

Goderich Business Improvement Area Mission

The Goderich BIA is a legislated, municipal organization representing business and property owners. It is dedicated to providing the vision and leadership to sustain the economic vitality of the Business Improvement Area through beautification, promotions and commercial and residential development.

Background Information



Figure 1 - Goderich BIA Aerial Photograph

Purpose of Document

The purpose of this document was to take the topics established from the OMAFRA strategic sessions and to detail them for implementation. This document will also be beneficial in educating new committee members on the ongoing projects of the Goderich BIA.

The plan for each project is laid out with detailed implementation steps to assist in completing the project. In addition, the reference material that was used and that a committee should be familiar with in each project is noted.

Community involvement will be key in many of the projects and every effort should be made to gain the approval of the BIA members and the community at the initiation of each project. Also, many projects are interrelated and will need to be co-ordinated with measures from other projects in the plan.

The successful implementation and rate of progress will be reported on regularly through the strategic performance measures.

Background Information

Acknowledgements

This document originated as a result of four strategic planning sessions with the BIA Board of Management facilitated by Vicki Luke (OMAFRA) in 2009.

The contribution of the Goderich B.I.A. Economic Development Committee which met weekly had an integral part in developing this report. The committee included Michael Strickland, Bev Jeffray, Rob Evans, Myles Murdock and Susan Armstrong.

The creation of this document was funded by grant money from Huron Business Development Fund Internship 2009-2010 Grant.



Expand and Add Festivals and Events Project

Purpose and Scope

There are many festivals and events held in the Goderich area. Most events are promoted by Goderich Tourism in conjunction with the various event organizers.

In order for the Goderich BIA members to benefit from these events, the BIA needs to set selection criteria to establish what events will receive support, promotional tie-in and sponsorship. Also, for the events that bring crowds to the BIA, the members need to organize their promotion leading up to and during the event.

Finally, during the year, the Goderich BIA needs to brainstorm ideas for new events and determine whether they will co-ordinate the event or pass it on to another interested party to be organized.

BIA Committee Responsible

Events and Programming Committee

Funding and Partnerships Required

Town of Goderich
Community Development Partnership Committee
Goderich Tourism
Huron Tourism Association
Heritage and Culture Partnership

Implementation Steps

The implementation steps have been split into two sections: BIA Sponsored Festivals and Events and BIA Managed Festivals and Events.

BIA Sponsored Festivals and Events

1. Obtain a complete list of all Goderich and Area Festival and Events. Key columns to include and keep updated yearly would be: event, event date, organization, contact name, contact e-mail, contact phone, and whether it is classified as a festival or an event. This information may be obtained from Goderich Tourism which keeps a master list of Goderich events. The Committee should include a column for selection criteria met and whether the BIA supported the event.
2. The BIA Board should establish selection criteria to determine events which will be supported. The Board should outline the selection criteria on a questionnaire that can be completed by the organizer to assist in the preparation of the application.

Expand and Add Festivals and Events Project

Implementation Steps (cont'd)

BIA Sponsored Festivals and Events (cont'd)

3. Selection criteria may include, but should not be limited to:
 - main location for the festival or event
 - whether the festival or event will be in Courthouse Park or in another location in or adjoining the Downtown Core
 - amount of time spent in the Downtown Core (and time allocation between regular business hours and after hours events)
 - whether the festival or event will compromise the success of an existing event
 - whether the festival or event (or a similar one in this or another area) has been successful in bringing visitors to the area
 - whether the festival or event will impede traffic in the Downtown Core during regular business hours
 - whether the festival or event will compromise beautification in the Downtown Core and require a large amount of rehabilitation to the downtown after it is held
 - whether the festival or event is a fundraiser or not-for-profit event vs. profit oriented event
 - whether the festival or event will be considered direct competition to the existing BIA members instead of an enhancement to bring visitors to the Downtown Core
4. Update the BIA listing and apply the selection criteria as events or additional requests come to the attention of the BIA Events and Programming Committee.
5. Six months prior to a supported event start date, the BIA Manager should send an e-mail to the contact person and ask what the event organizer will need for support for this year. Offer to lend mentoring support, promotional tie in, financial sponsorship and to have BIA representation at festival and event meetings when necessary.
6. The organizer will return the information to the BIA Events and Programming Committee for discussion and approval of their request.
7. Inform the organizer of the outcome of the BIA Events and Programming Committee decision.
8. Send the BIA members information on upcoming Festivals and Events as early as possible and a reminder in the month prior.
9. Five weeks prior to the Festival or Event that is being supported, have the organizer deliver "In-Store Material" to the BIA Manager for marketing purposes.

Expand and Add Festivals and Events Project

Implementation Steps (cont'd)

BIA Sponsored Festivals and Events (cont'd)

10. Four weeks prior to the Festival or Event, have the BIA Events and Programming Committee distribute the "In-Store Material" to all the BIA members.
11. One to two weeks prior to the Festival or Event, remind the BIA members of the event and give them some theme ideas for decorating for the event.
12. If a complaint occurs about the level of sponsorship of a festival or event from either a BIA member or an organizer of a Festival or Event, the person making the complaint will be informed by the BIA Manager of the process for selection along with a copy of the selection criteria. If the person making the complaint has additional information to offer or would like to adjust their event to fit the criteria, they will be encouraged to re-submit a request.

BIA Managed Festivals and Events

1. The BIA will follow implementation steps 1 to 4 regarding Sponsored Festivals and Events for BIA managed festivals and events. Internally managed Festivals and Events will be kept on the same listing as Sponsored Events. All internally managed Festivals and Events should follow the Town of Goderich Special Events Policy & Procedure Manual.
2. Six months prior to a supported event start date, the BIA Events and Programming Committee should determine if a volunteer group or paid co-ordinator will be used to run the festival or event. At this time, a Special Events Request Form which can be obtained from Goderich Tourism should be completed.
3. Notify the Town of Goderich of the funding requirements for the Festival or Event and request permission to hold the location in the Downtown Core.
4. Check with the Huron Tourism Association and Goderich Tourism to ensure there are no conflicts with the timing of other events.
5. Monthly, send the BIA members information on upcoming Festivals and Events that are to be managed by the BIA.
6. Five weeks prior to the Festival or Event that is being managed, have the organizer deliver "In-Store Material" to the BIA Manager for marketing purposes.
7. Four weeks prior to the Festival or Event, have the BIA Events and Programming Committee distribute the "In-Store Material" to all the BIA members.

Expand and Add Festivals and Events Project

Implementation Steps (cont'd)

BIA Managed Festivals and Events (cont'd)

8. One to two weeks prior to the Festival or Event, remind BIA members of the event and give them some theme ideas for decorating or taking advantage of this marketing opportunity.
9. Annually, ensure information is provided to Huron Tourism Association, Goderich Tourism and the Town of Goderich to ensure co-ordinated advertising and location use for the BIA Sponsored Festivals and Events.
10. Annually, hold a brainstorming session with the BIA Board of Management. This meeting will be facilitated by the Events and Programming Committee to discuss other possibilities for BIA Managed Festivals and Events. At this time, collect ideas and details only. Then, take these ideas and apply the selection criteria in a later meeting of just the Events and Programming Committee as per regular procedure.
11. If a complaint occurs about the level of sponsorship of a festival or event from either a BIA member or an organizer of a Festival or Event, the person making the complaint will be informed by the BIA Manager of the process for selection along with a copy of the selection criteria. If the person making the complaint has additional information to offer or would like to adjust their event to fit the criteria, they will be encouraged to re-submit a request.

Reference Material

Town of Goderich Special Events Policies & Procedures Manual – available at <http://www.goderich.ca/> - choose the Town Hall Menu, Services, Public Works & Parks, under Boulevard & Park Trees, choose Event Policy.

Town of Goderich Special Event Request Form – available from Tourism Goderich

Huron County Tourism Report 2009 – available on the Ontario's West Coast website – <http://www.ontarioswestcoast.ca/> - choose the Information Menu, Huron Tourism Association – it is currently at the bottom of the page.

Huron County Tourism Festivals and Events listing – available on the Ontario's West Coast website <http://www.ontarioswestcoast.ca/> - choose the Travel Experiences Menu, Festivals and Events.

Expand and Add Festivals and Events Project

Reference Material (cont'd)

Current Festivals and Events

The following is a current list of Festivals and Events to Expand 2009/2010 as provided by the BIA Manager and updated from the information on the Ontario's West Coast Website.

Event	BIA Involvement	Date/Time of Year 2010
Winterfest Weekend	Sponsor-in-kind	February 5 - 7
Family and Heritage Day - Museum	None	February 15
Young Canada Week Pee Wee Hockey Tournament	None	March 12 - 20
March Break Finale – Museum	None	March 20
Easter Egg Hunt	None	April 3
Spring Fling Film Fest	Sponsor	April 9, 10
International Museum Day	None	May 18
The Forbidden Ride	None	May 28, 29
Farmers Market	BIA	May – October
Flea Market	BIA	May – October
Canada Day Celebrations	Sponsor/Tourism	June 30 to July 4
Children's Festival	Sponsor	July 3
Festival of Arts and Crafts	Sponsor	July 9 -11
Kinsmen Summerfest	Sponsor	July 15 - 17
Scottish Flare on the Square	Sponsor	July 17
Outdoor Movie Night	BIA/Tourism	July 23
Memories Then and Now Show & Shine Car Show	None	July 24
Rural Roots	None	July 30 – August 9
Sallows Summer Children's Program	None	July – August
Harbour Park Band Concerts	None	July – August
Piping Down the Sun	None	July - August
Days of Discovery Day Camp – Museum	None	July – August
Summer Concert Series	BIA	July – September
Celtic College/Celtic Kids Day Camp	None	August 2 - 5
Celtic Roots Festival	Sponsor-in-kind	August 6 - 8
Goderich Art Club Annual Exhibition	None	August 6 - 8
Goderich Triathlon	None	August 15
Taste of Huron	Sponsor	August 23 - 29
West Coast Bluesfest	Sponsor	September 3, 4
Health and Harvest Festival	BIA	September 18
Doors Open and Haunted Huron	None	October 22 - 24
Spooktacular	BIA	October 31
Country Christmas Craft Show	None	November 6

Expand and Add Festivals and Events Project

Reference Material (cont'd)

Current Festivals and Events (cont'd)

Huron Tract Spinners and Weavers Annual Sale and Exhibition	None	November 6, 7
Remembrance Day Open House – Museum	None	November 13
IODE Christmas House Tour	None	November 13, 14
Festival of Lights/Christmas Parade	Tourism	November 20
Holiday Open House – Museum	None	December 5

The following is a list of potential events that could be used as a branding opportunity for both the Goderich BIA and the Town of Goderich as a whole. This listing should be discussed at the initial meeting to update any additional ideas and to further develop the ideas below.

Event
Film Festival – October/November
Agrifest
Tiger Dunlop Days
Salt Festival
Artisan Cheese Festival
Ice Cream Festival
Sunset Festival

Feasibility Study: Downtown Goderich Film Festival – available from BIA Manager

Saskatoon 2009 Pedestrian Study – available at www.downtownsaskatoon.com, choose the Work & Invest Menu, Pedestrian Study.

Timeline

1 – 2 years

Performance Measurement

Increase the number of Festivals and Events in the shoulder season.

Increase the number of Sponsored and BIA Managed Festivals and Events.

Increase the number of visitors and the economic impact of their visit to the Goderich BIA.

Expand and Add Festivals and Events Project

Conclusion

“Special events are important and very popular in Huron County. They build, sustain and enhance the tourism product in an area and provide cultural opportunities for local residents.”¹

The Goderich BIA has an opportunity to build on this statement. Expansion of Festivals and Events will have a large economic impact on the businesses in the Goderich BIA. As such, the Goderich BIA is committed to expanding and adding Festivals and Events in the area by offering mentoring support, promotional tie in, financial sponsorship and representation at required festival and event meetings.

¹ County of Huron Annual Tourism Report

Festival of Banners Project

Purpose and Scope

To strategically place banners as a way to encourage travel into the Downtown Core and to inform visitors and local residents of events currently going on.

BIA Committee Responsible

Beautification Committee

Funding and Partnerships Required

Town of Goderich
Ontario Ministry of Transportation

Implementation Steps

Current Phase

1. The first phase of the Festival of Banners project is well underway. Working with Big, Bold, Beautiful Banners from Vancouver, the Beautification Committee has ordered 14 units per theme which will do 7 posts with a banner on each side. The current themes are Flea & Farmers Market, Shopping and Dining Downtown and Downtown Goderich (ordered x 2). The banners are constructed of dye printed nylon which is very strong and can withstand high wind torque. The nylon allows sunlight to show through the colours giving the effect of silk and showing brilliant colour. The banners are 32" x 72".



Figure 2 - Some Sample Banner Designs by Gwen Kiar

Festival of Banners Project

Implementation Steps (cont'd)

Current Phase (cont'd)

2. The graphics are developed by a local graphic artist and then handed over to the Banner Company to adjust for the actual banner. The graphic must be like a colouring book: simple, easy to see and to interpret the meaning. The graphics should speak for themselves to visitors that do not speak English. The words will also be placed on the banners as well.
3. The Beautification Committee is purchasing hardware (2 sets per pole) for the placement of banners and is working with Robert Burrows from Classic Displays for this part of the project.
4. The banners will be placed on Kingston and Hamilton Street as they are the main access points off the Highways for tourist traffic. In the future, the committee would like to put banners up on East Street and West Street as well.
5. The Beautification Committee will need the assistance of the Town of Goderich Parks and Goderich Works Department to schedule the placement of the hardware and banners on the poles. Current plans would be to have the banners up before Victoria Day and take them down again mid-fall. In the future, the banners may need to be changed during the summer for different festivals and events that are going on and this would need to fit with the Town of Goderich works schedule.

Community Involvement

1. Various methods of involving the community and promoting the banners are being discussed by the Beautification Committee.
2. One method would be to involve local artists in a competition to design a banner. The entries would be judged by a committee. The artist would have to allow the banner company the right to adjust graphics to accommodate the material, size of banner, etc. The artist would have their name displayed on the banner.
3. Another method could include involving the local Festivals and Events committees and Service Groups. They would be encouraged to design and purchase banners to be placed during a season or a specific event.

Festival of Banners Project

Implementation Steps (cont'd)

Extension of Current Banner Area

1. Develop a plan for time of year, routes, height, spacing and quantity required of banners to extend the area.
2. Obtain a quote for the cost of the banners as identified in step 1 from Big Bold Beautiful Banners.
3. Obtain a quote for the cost of the required hardware from Classic Displays.
4. Obtain BIA Board approval to move forward with a budget cost as determined in steps 2 and 3.
5. Contact the Ontario Ministry of Transportation to find out if the banner program is within their jurisdiction. If it is, then apply for permission to place the banners from May to November.
6. Contact the Town of Goderich for the same approval process as step 5.
7. Upon successful completion of steps # 3 – 5, purchase the banners and hardware.
8. Work with the Town of Goderich to place banners as per plan developed in step 1.

Reference Material

Saskatoon 2009 Pedestrian Study – available at www.downtownsaskatoon.com, choose the Work & Invest Menu, Pedestrian Study – modify to use for traffic count

Timeline

1 – 2 years

Performance Measurement

Increase the number of vehicles travelling into the Downtown Core via the banner routes.

Take surveys of visitors to determine whether the banners were informative and if the banners encouraged them to travel to the Downtown Core.

Festival of Banners Project

Conclusion

The current phase and planned extension of the banner project will encourage travelers to enter the Downtown Core. In addition, travelers will be informed of current attractions the Downtown Core has to offer.

5 Points Heritage Sign Project

Purpose and Scope

To work with the Heritage Committee to design a Gateway to Goderich's Historic District to invite customers into the Goderich BIA.

To secure the funds for an acceptable design of the 5 Points Heritage Sign. The funding will come from grants.

BIA Committee Responsible

Beautification Committee

Funding and Partnerships Required

Town of Goderich Heritage Committee
Federal and Provincial Grants

Implementation Steps

1. Review the supplied photos with the Heritage Committee and decide on:
 - a. Construction location
 - b. Construction material (stone, cement, metal, timber)
 - c. General layout
 - d. Minimal height to accommodate trucks and emergency vehicles or discuss a logical truck by-pass
 - e. Theme – will the archway commemorate a particular time, person or event
2. Upon agreement with the Heritage Committee, set an architectural budget.
3. Take comments from step 1 and place an RFP out to a short list of architectural firms.
4. Select the successful architectural firm.
5. Have the BIA Manager investigate possible grant funding that may assist with costs.
6. Upon completion of the proposal, have the architectural firm do a presentation at the BIA board meeting. At the same meeting, discuss grant funding possibilities.

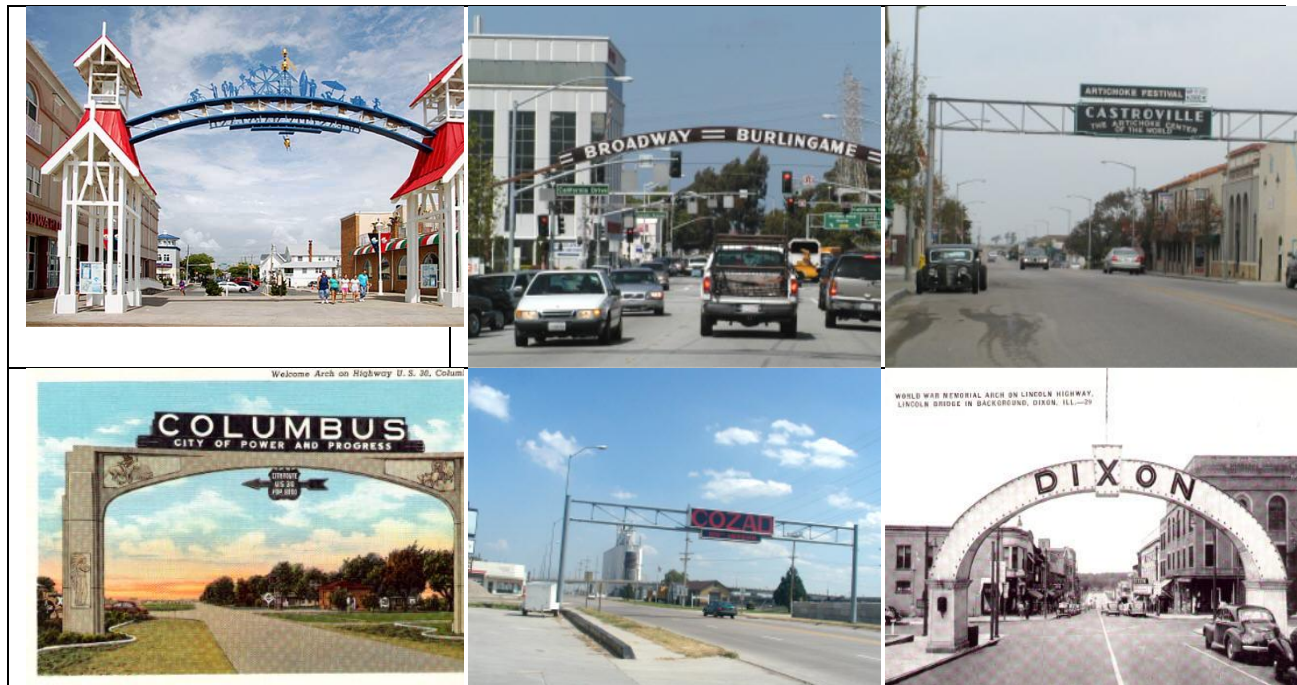
5 Points Heritage Sign Project

Implementation Steps (cont'd)

7. Make the board decision to move forward and allocate the necessary funds to the project.
8. If the BIA decides to move forward with the project:
 - a. Do a Press Release of the project and make an architectural drawing available for public viewing. Set up a public meeting to discuss the project.
 - b. Make a proposal with the Heritage Committee to Town of Goderich Council for their approval.
 - c. Make submissions for grants.
 - d. Work with the architectural firm to hire a General Contractor.
 - e. Commence construction.

Reference Material

The following are some examples of several welcoming archways.



5 Points Heritage Sign Project

Reference Material (cont'd)

The following are some examples of several welcoming archways.



5 Points Heritage Sign Project

Timeline

3 – 5 years

Performance Measurement

Goderich BIA and Heritage Committee come to an agreement on acceptable design and placement.

RFP placed and an architectural firm and budget are established.

Grant funding possibilities are presented.

Conclusion

Finding an acceptable design that suits both the Goderich BIA and the Heritage Committee and obtaining the necessary funding will ensure a 5 Points Heritage Sign that is built to enhance the beautification of the Downtown Core.

Courthouse Park Project

Purpose and Scope

This project should encourage the Town of Goderich Parks Department to landscape several “public spaces” in the Courthouse Park. These beautification areas are places for people to sit and enjoy their time. These areas would be built in incremental fashion – observing what people are currently doing, building to the need and then observing the effect. When people have these areas within the shopping area, they tend to shop longer and spend more money.

BIA Committee Responsible

Beautification Committee

Funding and Partnerships Required

County of Huron
Town of Goderich
Town of Goderich Heritage

Implementation Steps

“Effective public spaces are extremely difficult to accomplish, because their complexity is rarely understood.”² Great BIA’s succeed because of the good smaller spaces within them. These smaller spaces when added together become more than the sum of the parts. It is these small spots that define the richness and depth of its social life.

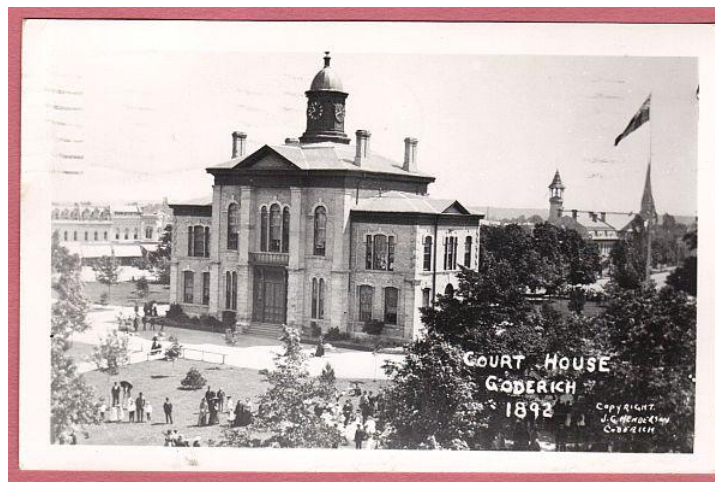


Figure 3 - People Enjoying the Courthouse Park in 1892

² Eleven Principles for Creating Great Community Places

Courthouse Park Project

Implementation Steps (cont'd)

1. Let the community be the expert. Extract from the Goderich BIA and other interested parties what they feel are key attributes of the area. Look at how the area functions and what is meaningful to the people who are using it.
2. A lot can be determined through observation. Look at how people are using or not using the public space. By finding out what they like or don't like, it may be possible to assess what makes the space work or not work.
3. Create a place, not a design. To make a space into a vital "space", physical elements must be introduced that would make people welcome and comfortable.
4. Use Triangulation. "Triangulation is the process by which some external item provides a linkage between people and prompts strangers to talk to other strangers as if they knew each other."³
5. Create the vision for the space. What kind of activities might be happening in the space, a view that the space should be comfortable and have good image. The space must be an important place where people want to be. It should instill a sense of pride in the people who live and work in the surrounding area.



Figure 4 - Architectural Drawing from 1999 Courthouse Park Project

³ Eleven Principles for Creating Great Community Places

Courthouse Park Project

Implementation Steps (cont'd)

6. Present the vision to Town of Goderich Council. Visually show what you want to do but emphasize the needs of the people are most important. Get the initial designs on paper or in a model but emphasize that the change will take place in stages and may be adjusted as needed. Seek a motion to go ahead with your plan with the flexibility to change and adjust the plan based on user acceptance.
7. Once a successful motion has been obtained, have a meeting with the Town of Goderich Parks Department to discuss the overall plan and the first steps.
8. Start small and be willing to experiment. Don't expect to get it right initially. Experiment with short term improvements that can be tested and refined.
9. You are never finished. By their nature, good public spaces that respond to needs, the opinions and the ongoing changes of the shoppers require attention. Needs are constantly changing and other things happen in a BIA environment. Being open to the need for change and having the Town of Goderich Council flexible to enact that change is what builds great public spaces.

Reference Material

Eleven Principles for Creating Great Community Places – available at <http://www.pps.org/info/products/11step>

Town of Goderich Parks By-Law – By-Law No. 76 of 1989 – available from Town of Goderich

Public Concern (2007) for Sustaining the Park – available from Town of Goderich

Timeline

3 – 5 years

Performance Measurement

2 – 5 areas around the Courthouse Park that people use to enjoy their time.

Conclusion

Building on what the public is doing now, and working in small incremental steps, the Goderich BIA needs to build areas that the public will enjoy using to encourage them to spend more time the Downtown Core.

Website and E-commerce Project

Purpose and Scope

To develop a website and an e-commerce package that has the goals of promoting branding and interest in the Goderich BIA.

BIA Committee Responsible

Website Committee

Funding and Partnerships Required

County of Huron
Town of Goderich
Goderich & District Chamber of Commerce

Implementation Steps

1. Hire a website developer and approve the Website Application Development Contract.
2. Provide the Goderich BIA logo, colour schemes and current marketing initiatives to the website developer.
3. Approve the initial design of the website.
4. Provide the following information to the website developer or have available to enter when website developer is ready:
 - General welcome paragraph
 - News and events listing including which articles are to be accessed by BIA members only upon login
 - Promotional ads
 - Listing of documents including which articles are to be accessed by BIA members only upon login
 - Photos and initial album structure
 - Directory of members and owners
 - Profile – organization, history, goals
 - Member benefits
 - Awards information
 - Board members
 - Goderich BIA area map in PDF format
 - Links required to other web sites that visitors may find interesting
 - Contact information

Website and E-commerce Project

Implementation Steps (cont'd)

5. Review website content and test features.
6. Weekly, the BIA Manager should update the following information on the website:
 - News and events
 - Promotional ads
 - Documents
 - Photos and new albums
 - Member and Owner Directory changes
 - Member Benefit changes
 - Awards information
7. The BIA Manager will trouble shoot with members who are attempting to update their information and who may have problems.
8. Monthly, the BIA Manager should update the following information on the website:
 - Links required to other web sites that visitors may find interesting
 - The link to the Goderich Chamber of Commerce Directory of Available Properties should be updated when it comes available
9. Yearly, the BIA Website Committee should review the information on the website and determine if adjustments are needed in the following areas.
 - In sync with the County Web Development Plan
 - Page structure
 - Banner, design and layout
 - Welcome paragraph
 - Profile – organization, history, goals
 - Board members
 - Goderich BIA area map
 - Contact information
 - Ensure all links and e-mails on the site still work
 - Check Search Engine Optimization to ensure high ranking on key words

Reference Material

Atomic North New Media Development – Website Application Development Contract – available from BIA Manager

Website and E-commerce Project

Reference Material (cont'd)

Web Marketing Strategy for the County of Huron – available from County of Huron staff Mike Pullen

Directory of Available Properties – developed by Goderich Chamber of Commerce – the contact at the Chamber is Karen Leitch, Special Projects Co-ordinator – an official launch is expected in April. The current demo listings are available at the following link: <http://www.espacelistings.com/results.asp?firsttime=2&guidkey={0D52809E-FB62-4ACA-81EF-CAAF4A6B9369}>

Timeline

1 – 2 years

Performance Measurement

Number of visitors to the website

Yearly review by the BIA Website Committee that verifies the website information is being kept current.

Conclusion

A successful website and e-commerce package will be kept up to date, encourage visitors to the site and to the Goderich BIA area. It will also stimulate the user with the goals of promoting branding and interest in the Goderich BIA.

Parking Management Project

Purpose and Scope

Managing the existing parking is the best long term parking plan. The existing parking, when reserved for customers places the customers in the shopping area. The angled street parking allows for easy in and out.

BIA Committee Responsible

Economic Development Committee

Funding and Partnerships Required

Goderich BIA Members and Employees

Implementation Steps

Parking Expectations

It is incorrect to believe that 100% of customer parking can be utilized. A more practical target of 85% full parking should be used. Anything greater than 85% full will create the perception that there is no available parking.

Education

A very important step in parking management is educating its importance. The following items should be addressed with each new employee and existing employees should be reminded of these items on a regular basis:

1. Managing parking is a much better option than building more space as the extra parking is further away from the Downtown Core.
2. On-street parking takes up half to one-third of the space required for the same amount of spaces in a large parking lot. In a large parking lot, access lanes, driveways and landscaping areas take up a lot of space. Also, there is the indirect cost associated with consumer sprawl.
3. For free customer parking to be effective, parking cannot be on a first-come, first-served basis since the owners and employees arrive to the shopping area first. Instead, the parking in the shopping area needs to be left empty as the stores open and the customers come into the area.

Parking Management Project

Implementation Steps (cont'd)

Education (cont'd)

4. The Goderich BIA is a “shop-move-park-shop” environment. The Goderich BIA is not compact when compared to a Town such as Seaforth where the same number of stores are located in a two-lane strip. Shoppers would prefer to have available parking at every destination that they want to stop.
5. Short-term customer parking should fill the Square and its side streets. Owner and employee parking should fill in the designated parking areas behind the stores and the inside of the Square which is less convenient for shoppers who are popping in and out of stores to make purchases. Designated municipal parking lots include: South Street (beside the Livery), North Street (behind Troyan & Fincher), Lighthouse Street (behind Coffee Culture) and at Knox Church (Newgate Street lot).
6. It is important to improve user information and marketing. Many parking problems result in part from inadequate user information. User information can be provided by proper signage, maps, brochures, website and electronic guidance systems.
7. During Festivals and Events, event participants and organizers should be directed to park in the longer-term parking areas. Additional parking areas for festival and event patrons should be made more visible and people should be guided to the designated special parking areas using additional signage or traffic directors.
8. An overflow parking plan should be in place when parking fills during special events, peak shopping periods or if there has been a temporary reduction in parking supply. These are necessary so that the customers are going to the correct area. It is important that the spillover is not going to undesirable areas such as residential streets or other business' parking lots.

Parking Ideas

The placement of bike racks on the Square and adjoining streets should be investigated to encourage non-automotive traffic on the square and also to ensure that people who prefer to travel by bike have a safe, out of the way space to place their bikes when they are in the stores. These bike racks could be used by owners and employees as well as customers to cut down on the number of parking spaces required during peak shopping times.

Parking Management Project

Implementation Steps (cont'd)

Enforcement

Enforcement is required to keep the program working properly. If a BIA member feels that there is an ongoing problem with parking in front of their business by other business owners and employees, the friendly reminder notices should be placed on the windshield of the car that is the source of the problem.



Figure 5 - BIA Friendly Parking Reminder

If the problem persists, please contact the BIA office or a BIA board member for additional assistance. The following guidelines will assist in “Having a Difficult Conversation”.

1. Seek permission to provide the feedback. Start by stating that you have some feedback you'd like to share. Ensure it is a good time or let them choose a different time.
2. Start with a soft approach but quickly let the fellow BIA member or employee know you want to discuss parking.
3. Tell the BIA member or employee directly what the problem is as you perceive it. Talk to the person directly about their parking problem and not about parking in general. The best feedback is straight forward and simple.
4. Remember that this is not a personal vendetta; the difficult conversation has a direct business purpose.
5. Tell the person the positive impact of changing their parking practice – for example, more customers will have access to prime parking.

Parking Management Project

Implementation Steps (cont'd)

Enforcement (cont'd)

6. Reach an agreement on what they will do to change their parking and set a due date. Follow up to ensure the problem gets rectified.

Reference Material

Parking Management Strategies, Evaluation and Planning – Victoria Transport Policy Institute – available at http://www.vtpi.org/park_man.pdf

Downtown Parking Strategy – Yuba City – available at <http://yubacity.net/documents/Planning/downtown-parking-strategy-b-draft.pdf>

Parking Fast Facts – Welcome to Downtown Goderich Package – available from BIA Manager

Timeline

1 – 2 years

Performance Measurement

A summer or co-op student will perform counts of available parking spots in the designated municipal parking areas and the store front parking to determine if education is creating willingness to park in the longer-term parking areas.

A summer or co-op student will perform counts of use of the installed bike racks to determine if they are having a positive impact on lower the traffic.

Survey the visitors to the area and BIA members about the available parking in the area.

Conclusion

Developing a system of education and enforcement should increase the utility of existing parking resources and the overall supply of parking as needed to accommodate customers in a store front shopping environment.

Retail Hours Strategy Project

Purpose and Scope

To communicate to BIA members the importance of maintaining consistent hours between stores.

To encourage extended hours during the summer and Christmas seasons and during special festivals and events.

To co-ordinate promotion for those BIA members who are opening longer hours during the seasons and during festivals and events.

BIA Committee Responsible

Economic Development Committee

Funding and Partnerships Required

Goderich BIA Members
Huron Tourism Association
Goderich Tourism
Special Festivals and Events Organizers

Implementation Steps

1. Prior to a season (Christmas or Summer) or a special Festival and Event that is BIA Supported or Organized, survey the BIA members to find out who is going to be open for extended hours. For example, they may be open later on weekend nights or opening Sunday for the season. Communicate to the BIA members the importance of being open during these special times to encourage shopping in the Downtown Core.
2. Develop the promotional cards that are printed to go in the customers' bags to inform the current customers of the extended hours and distribute them to the businesses involved. This will reach current customers that are interested in shopping downtown more often.
3. Develop a one page flyer to go in the Focus supersaver bag for the Christmas and Summer seasons. This will reach a wider market than the people who are already visiting the Downtown Core, including the cottagers in the summer months.
4. Also, these flyers could be given to the Tourist Office for distribution with tourist packages and to special Festivals and Events Organizers to distribute with their material to attract the tourist crowd.

Retail Hours Strategy Project

Implementation Steps (cont'd)

5. Feature those businesses with extended hours in a special section on the BIA website.
6. A special project is being undertaken by the West Street retail area to place OPEN banners outside their stores during the hours they are available. If this pilot project is a success in drawing the people to the businesses, consideration should be given to expanding it to all open businesses in the Goderich BIA.



Figure 6 - Goderich BIA Open Banner



Figure 7 - A Similar OPEN Banner Project in Corning, New York

7. After a season or special Festival or Event, obtain feedback from the members that had extended hours and feature the success stories in BIA newsletters and on the website.

Reference Material

Saskatoon 2009 Pedestrian Study – available at www.downtownsaskatoon.com, choose the Work & Invest Menu, Pedestrian Study – modify to use for traffic

Timeline

1 – 2 years

Retail Hours Strategy Project

Performance Measurement

Increase in number of visitors to the Downtown Core during the extended hour periods.

Increase in sales revenue for the BIA members involved in the extended hour programs.
Obtain feedback from organizers of special Festivals and Events from their participants on the experience in the Downtown Core.

Conclusion

Maintaining consistent opening hours among stores and extending hours during the summer and Christmas seasons and during special festivals and events will encourage shoppers to spend more time in the Goderich BIA area. Also, co-ordinating promotion of these extended hours will make the public more aware of the effort the BIA members are making to serve them and will result in additional sales revenue for the members.

BIA Incubator Project

Purpose and Scope

To expand the Economic Development Committee to include some realtors, lenders, young people etc. for the purpose of generating ideas and determining feasibility of products and services that could be used to fill vacancies in the Downtown Core.

BIA Committee Responsible

Economic Development Committee

Funding and Partnerships Required

County of Huron
Town of Goderich
Huron Business Development Corporation

Implementation Steps

1. The BIA incubator will create and maintain three tools: New Retail Ideas, Vacancy Charts and Pedestrian Counts.
2. Add an agenda item to the monthly BIA Board Meeting that will start a listing of new retail store ideas. As a starting point, the ideas suggested in the Goderich Residents Survey are included below. Some of these store types have been brought to the area since the survey. Additionally, other tourist based BIAs should be researched at the annual Ontario BIA event to determine the types of businesses that have been successful in an area similar to Downtown Goderich.

Central attraction	3 season market
Specialty stores	Men’s clothing
Grocery	Children’s clothing
Specialty food market	Convenience store
Shoes	Hardware
Fabric	Maternity

3. Incentives for attracting existing businesses to the Downtown Core should also be discussed among the committee. Some ideas brought forth in the strategic planning meetings are as follows: the Community Improvement Fund, BIA dues waived for the first year or free advertising for a certain time period in BIA publications.

BIA Incubator Project

Implementation Steps (cont'd)

4. Have a student or volunteer research each retail store idea. Combine information about target markets, marketing concepts, functional store layout (i.e. size required) and location criteria on a one page flyer. Also assess the impact the type of business would have on truck and courier traffic to determine the desired location. The Goderich Chamber of Commerce Directory of Available Properties should be consulted to determine if a suitable space already exists in the Goderich BIA. Different funding ideas for the business should also be researched especially if there is some type of niche start-up funding available.
5. These flyers will go into a binder called "Looking for ideas...Looking for something new...Discover Goderich BIA"
6. On a monthly basis, update a graph of the Goderich BIA vacancy data. This information is useful to people seeking business opportunities in the area, local planners and for other developers working on larger Goderich BIA projects. Also, keep a current Directory of Available Properties in the binder.
7. At annual pre-determined intervals, perform pedestrian counts. This would follow a standard pedestrian count format that will be developed by the Goderich BIA Board.
8. Items #5, 6 and 7 would be compiled and distributed semi-annually to the HBDC, local banks, Small Business Enterprise Centre and taken to trade shows to sell Downtown Goderich.

Reference Material

Town of Goderich Official Plan – p. 9 – 12 – available from BIA Manager

Saskatoon 2009 Pedestrian Study – available at www.downtownsaskatoon.com, choose the Work & Invest Menu, Pedestrian Study – modify to use for traffic

Directory of Available Properties – developed by Goderich Chamber of Commerce – the contact at the Chamber is Karen Leitch, Special Projects Co-ordinator – an official launch is expected in April. The current demo listings are available at the following link: <http://www.espacelistings.com/results.asp?firsttime=2&guidkey={0D52809E-FB62-4ACA-81EF-CAAF4A6B9369}>

Downtown Goderich Survey Results – available from BIA Manager

BIA Incubator Project

Timeline

1 – 2 years

Performance Measurement

Increase in the occupancy rate in Downtown Core of desirable and complementing businesses.

Conclusion

Having the information available to potential investors with the preliminary research already completed will reassure those investors that Goderich BIA is interested in obtaining their business. Also, keeping the lenders involved in the incubation process will help them see a need for a potential business in the area.

Hotel/Convention Centre Project

Purpose and Scope

A hotel/convention centre will enhance the mix of the services the Goderich BIA offers. In order to facilitate this addition the Goderich BIA needs to work with potential hotel developers to determine what steps are necessary to make a hotel/convention centre in the Goderich BIA feasible.

BIA Committee Responsible

Economic Development Committee

Funding and Partnerships Required

County of Huron Planning Department
Town of Goderich
Town of Goderich Heritage Committee
Private Investors

Implementation Steps

Goderich and surrounding area has a total guest capacity of approximately 457 in Hotels, Motels and Country Inns and approximately 87 in Bed & Breakfasts.⁴

1. A feasibility study for a hotel needs to be conducted to determine if an 80 room 3 floor layout would be economically feasible in Goderich and also to determine the possible locations for the hotel.
2. Once it has been determined that it is economically feasible and there is an available location appropriate for the project, the guidelines in the Best Western report could be followed to attract a Best Western to the Goderich BIA. We have used the Best Western guidelines because they have built a similar hotel in Kincardine and were open to discussing possibilities when they were contacted. It is expected that a review of the same scale of hoteliers' websites would yield similar results.

⁴ Preliminary Theatre Feasibility Study for the Town of Goderich prepared by Janis A. Barlow and Associates p. 13

Hotel/Convention Centre Project

Implementation Steps (cont'd)

The guidelines are as follows:

3. Best Westerns are privately owned. Ownership can either be an individual or a corporation. Estimated costs are \$120,000 per room. One corporation concept may be to have 200 BIA businesses and other interested parties purchase 1 share for \$10,000 each. The \$2,000,000 equity may secure a bank loan of \$8,000,000 for a total construction cost of \$10,000,000. A detailed assessment of the building costs involved should be done to determine the amount of capital required for the project. In the case of a corporation, a professional manager would be hired.
4. A Best Western facility is purchased through the area representative. For Ontario the representative is Steve Hedington. He can be reached at 905-447-7959.
5. The area representative contacts other Best Westerns in the area to gain their approval. In the case of Goderich, both Kincardine and possibly Walkerton would be contacted. At this point, Walkerton is at the advanced design stage.
6. Upon receiving approval in step 5, an architectural firm would be hired.
7. The architect will meet with the Town of Goderich Heritage Committee to determine the layout and design guidelines.
8. The initial plan should be submitted to Town of Goderich for approval.
9. With funding and approvals in place, preliminary plans can begin as follows to be submitted to the area representative:
 - a. Site Survey – showing property boundaries, adjoining streets, grade elevation (contours), utilities, casements, building setbacks, existing conditions etc.
 - b. Plot Plan – showing walkways, driveways, parking facilities that are adequate for the total number of rooms (estimated 93 spots), location of signage, exterior lighting, landscaping and property dumpster.
 - c. Detailed Plan – floor plan outlining lobby, public washrooms, meeting rooms and guest rooms.
 - d. Building Elevation – showing architectural view and detailing materials being used.
 - e. Preliminary engineering documents must be submitted for all disciplines and should include mechanical, plumbing and electrical plans.

Hotel/Convention Centre Project

Implementation Steps (cont'd)

10. The Best Western Corporate head office will become deeply involved in the project to the point of deciding the furniture type, TVs, appliances, etc. that will be used. These items must be purchased through Best Western Corporate Office.
11. Once there is an agreement between the Best Western Corporate head office and the investor, construction can commence.

Reference Material

Best Western Design Guidelines for Conversion and New Construction Properties – available on the Best Western website – <http://www.bestwesterndevelopers.com/> - choose the Best Western Membership Menu, Hotel Prototypes

Best Western Mid Scale Prototype - available on the Best Western website – <http://www.bestwesterndevelopers.com/> - choose the Best Western Membership Menu, Hotel Prototypes

Wyndham Hotel Group with 12 brands including Days Inn, Howard Johnson and Travelodge – available at <http://www.hotelfranchise.wyndhamworldwide.com>

Tourism and Accommodation Review page 13 – Preliminary Theatre Feasibility Study for the Town of Goderich prepared by Janis A. Barlow & Associates – available from BIA Manager

Initial Viability Analysis – Hotel p. 34 – Downtown Goderich Business Improvement Area 2008 Residents Survey Report – available from BIA Manager

Timeline

1 year

1 – 3 years for revisions to the application process

Hotel/Convention Centre Project

Performance Measurement

Contact with Best Western or a similar hotel chain is completed.

Feasibility study for the hotel is completed.

An investor is found for the project.

Plan is approved by the Town of Goderich and the Heritage Committee.

Plan is approved by Best Western Corporate Office.

Conclusion

A working plan for a hotel, such as the Best Western, would be very supportive of other ongoing projects such as the Community Arts & Culture project and Expand or Add Festivals and Events. Using an accredited hotel chain would enhance Goderich as a travel destination. Assisting with the development of the feasibility study would show a potential investor that the Goderich BIA is committed to the project.

Goderich Community Arts & Culture Project

Purpose and Scope

A Community Arts & Culture Centre will enhance the current mix of BIA restaurants and gift shops.

The Goderich BIA needs to be a prominent member of the Goderich Community Arts & Culture Committee. As a member, the BIA will bring the ability to assist with local fundraising and may be able to offer assistance of grant writing through their full-time staff. The BIA is critical to the success of the project in terms of issues of parking, restaurant, information and overnight accommodations.

BIA Committee Responsible

Economic Development Committee
BIA Manager

Funding and Partnerships Required

Town of Goderich
Goderich Tourism
Huron Tourism Association
Heritage and Culture Partnership
Goderich Little Theatre

Implementation Steps

1. The Goderich Community Arts & Culture Ad Hoc Committee (previously the Theatre Build Committee) is presently a committee consisting of 3 members of the Goderich Little Theatre and 3 members of Town of Goderich council. They have hired a consultant to study the proposal and have ad hoc meetings as needed with the consultant. The Ad Hoc Committee expects that either in late fall 2010 or early spring 2011 they will have a proposal ready for Town of Goderich council. At that time, a new Committee would be set up to oversee the project.
2. The Goderich Community Arts & Culture Committee currently issues a quarterly status report – the Goderich BIA should request a copy of this report through Committee member John Grace.

Goderich Community Arts & Culture Project

Implementation Steps (cont'd)

3. The BIA Manager needs to write a letter to the Committee expressing the Goderich BIA's support of the project indicating the areas which they can be of assistance such as local fundraising and grant writing. In this letter the Goderich BIA would request a copy of the quarterly report and also suggest that the Goderich BIA Manager and a member of the Goderich BIA Economic Development Committee would be interested in being on the expanded Committee once it is set up. A previous letter was sent to Mayor Shewfelt and Town Council in October 2007. This letter should be reinforced now with a new letter to the Ad Hoc Committee with the additional details noted above.

Reference Material

Preliminary Theatre Feasibility Study for the Town of Goderich prepared by Janis A. Barlow & Associates – available from BIA Manager

Initial Viability Analysis – Performing Arts Centre p. 25 – Downtown Goderich Business Improvement Area 2008 Residents Survey Report – available from BIA Manager

Quarterly Reports of the Goderich Community Arts & Culture Ad Hoc Committee – available from John Grace Committee Council Member

Performing Arts Theatre Assessment written by BIA Board Member Robert D. Evans – available from BIA Manager

Timeline

1 – 2 years to become a member of the new Committee

Performance Measurement

A Goderich BIA member and the BIA Manager are on the Board of the new Committee assisting with the success of the project.

Conclusion

Becoming a prominent member of the Goderich Community Arts & Culture Committee will give the Goderich BIA firsthand knowledge of the project and will allow the Goderich BIA to offer assistance. Being a committee member will also ensure that items that are critical to the success of the project such as parking, restaurants, information and overnight accommodations are taken into consideration.

Multi-Residential Tax Incentives Project

Purpose and Scope

To clarify the assumption that lowering multi-residential tax rates will increase build opportunities in the Goderich BIA and at the same time increase the overall taxes received on a given parcel of land.

BIA Committee Responsible

By-Law Committee

Funding and Partnerships Required

County of Huron
Town of Goderich

Implementation Steps

BIA Initiatives

1. Take a large parcel of land and perform the following calculations:
 - a. Calculate the taxes that would be raised if the land remains vacant and parceled into individual residential lots
 - b. Calculate the taxes raised if the land was parceled into individual lots and an average Goderich home was built on each lot
 - c. Calculate the taxes raised if a condo was built on the same complete parcel of land
2. Research the “New Multi-Residential” tax class 8.
3. Select a project champion. The project will need someone who can talk knowledgeably about the issues. Most likely this person will have a personal interest in the tax class but also has the character to speak on behalf of the BIA as a whole.

Town of Goderich Initiatives

4. At a Community Development Partnership meeting, have the champion explain the results of the calculation in step #1 and the benefits of the program. Ask if there are any parties opposed. Bring any opposition back to the board to decide if the opposition can be overcome and if the project should continue.
5. Meet with the Town of Goderich CAO. Go over the calculations and the benefits. Ask if there is any opposition. Bring any opposition back to the board to decide if the opposition can be overcome and if the project should continue.

Multi-Residential Tax Incentives Project

Implementation Steps (cont'd)

Huron County Initiatives

6. Meet with the members who sit on the Warden's Committee. This represents two members from each municipality. Go over the calculations and the benefits. Ask if there is any opposition. Bring any opposition back to the board to decide if the opposition can be overcome and if the project should continue.
7. Meet with the planning department for the County of Huron. Go over the calculations and the benefits. Ask if there is any opposition. Bring any opposition back to the board to decide if the opposition can be overcome and if the project should continue.

Final Steps

8. If no opposition has been found, then write up the minutes from the meetings in items # 4 – 7 and make recommendations to Huron County to place the by-law into effect. If there is opposition and the BIA wishes to pursue the class, outside assistance should be solicited by approaching the Ontario Professional Planners Institute. The institute has guidelines for Hiring Planning Consultants. Hiring a planning consultant may bring a broader expertise to the topic. Choose an independent planning consultant to work on the project. Follow their recommendations.

Reference Material

Assessment Act – O. Reg. 282/98 – available at http://www.e-laws.gov.on.ca/html/regs/english/elaws_regs_980282_e.htm

Ontario Professional Planners website – <http://www.ontarioplanners.on.ca/>

Timeline

1 year

Performance Measurement

The multi-residential tax incentive is either passed or taken to furthest level possible by the Goderich BIA.

Multi-Residential Tax Incentives Project

Conclusion

The process outlined above will clarify the assumption that lowering the multi-residential tax rate will increase build opportunities in the BIA and at the same time increase the overall taxes received on a parcel of land.

High Density Residential Development Project

Purpose and Scope

To identify and understand the issues and potential with regards to attracting high density residential development (condominiums).

To attract residential development in partnership with realtors, the Chamber of Commerce, and the Town of Goderich in order to increase the number of people living in the Downtown Core.

BIA Committee Responsible

Economic Development Committee

Funding and Partnerships Required

County of Huron Planning Department
Town of Goderich
Goderich & District Chamber of Commerce
Realtors & Developers

Implementation Steps

1. Complete an in-house feasibility study to support the study found in the Downtown Goderich Business Improvement Area 2008 Residents Survey Report.
2. Put together a Condo Developer's Kit including:
 - a. Video of Goderich
 - b. Testimonials about living in the area
 - c. A supplement to assist developers in filling out the County of Huron Condominium Application Form
 - i. Key County personnel and contact information
 - ii. A copy of the Provincial Policy Statement 3(1) of the Planning Act
 - iii. A map of the land use designation for the BIA and its surrounding area
 - iv. A map of the zoning use designation for the BIA and its surrounding area
 - v. Supplied water map
 - vi. Sewer disposal map
 - vii. Storm sewer map
 - viii. Information on qualified firms that can prepare a conceptual storm water management plan
 - ix. A comment from the Goderich Heritage Committee on subject areas that may have an archaeological potential.

High Density Residential Development Project

Implementation Steps (cont'd)

3. Bring together a group that represents the Goderich BIA and Town of Goderich to attend meetings as suggested in items # 4 – 7.
4. Set up a meeting with the London & Region chapter of the Canadian Condominium Institute to gain insight into developers that would show an interest in the Goderich area. Show the Developer's Kit. Seek insight into current condo developments occurring in the London area. Following this meeting, make revisions to the developer kit as deemed necessary.
5. Working through local real estate agents, seek to find local developers. Show the developers the kit and seek developer interest. Also, obtain feedback on the developer's kit. Make revisions to the kit as necessary.
6. Set up meetings with London and Area developers such as Tricar and Auburn Homes to meet with them at their offices. Review the material regarding the Goderich video and the developer's kit.
7. Invite developers to a BIA sponsored evening. A typical evening may start at 3 pm. Tour the development sites, many local historic sites, walking tour of the current stores, dining in the area followed by a play at the Livery. The developer should leave the meeting with an appreciation of the opportunities Goderich would hold for condo owners (their customers).

Reference Material

Initial Viability Analysis – Condominium p. 22 – Downtown Goderich Business Improvement Area 2008 Residents Survey Report – available from BIA Manager

Town of Goderich Official Plan – p. 4 – 8 – available from BIA Manager

County of Huron – Condominium Application Form – available from County of Huron Planning Department

London Developers Contact Information

- Tricar Group – www.tricar.com - 519-494-3000
- Auburn Homes – www.auburnhomes.ca – 519-434-2332

Local Associations

- Canadian Condominium Institute – London Chapter – www.cci-sw.on.ca – 519-453-0672

High Density Residential Development Project

Timeline

1 year

1 – 3 years for revisions to the application process

Performance Measurement

Create the Condo Developer's Kit

Meet and show the developer kit to 1 – 2 local developers.

Meet and show the developer kit to 2 – 5 city developers.

Conclusion

Collecting data regarding local views of condominiums in the Goderich BIA area will allow developers to assess the potential for development in Goderich.

A developer kit will allow developers to quickly make decisions and to get staff working on the project.

Touring and entertaining the developers in the area will show developers what Goderich has to offer and its commitment to the project.

Other Projects Noted in Strategic Planning Session for Future Consideration

Short-Term (within 1 year)

- Walkway access
- By-laws to comply with official plan
- Review information managements re: available property
- Promotional video
- BIA Policies and Procedures

Medium-Term (within 2 years)

- Gardens and Trees – inventory, plans and policy
- Attract business development
- Hamilton Street infrastructure
- Promote The Square for health and fitness
- Bus tour packages
- Ambassador program

Long-Term (3 – 5 years)

- Benches, picnic tables
- Statues and public art displays