



Downtown Selkirk Renewal Strategy

2016 – 2021

Acknowledgements

The City of Selkirk would like to thank Lombard North Group (LNG), consultant, for doing a great job on preparing draft Downtown Selkirk Secondary Plan which is referred as *Downtown Renewal Policy Document* in this Strategy document. Most of the background information and images used in this Renewal Strategy was taken from the policy document prepared by LNG.

The City would also like to thank the Downtown Steering Committee and Red River Planning District for its thoughtful contribution which enabled LNG to prepare a document which provided a solid foundation for the Downtown Selkirk Renewal Strategy.

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Introduction

In 2012, the City of Selkirk in collaboration with the Red River Planning District, initiated a secondary plan for Selkirk's downtown. A wide range of stakeholders were involved in the planning process, including City Council, District Planning staff, individual residents, RCMP, and stakeholder advisory groups comprised local businesses, service agencies, downtown land owners, and community interest groups. The draft Downtown Selkirk Secondary Plan (DSSP) was prepared by Lombard North Group (LNG). Due to complications in effective implementation of the DSSP, the draft DSSP has been used as a detailed background study, i.e. Downtown Renewal Policy Document (DRPD) which supports the foundation of the Downtown Selkirk Renewal Strategy (DSRS).

A vibrant, safe and attractive downtown core where people can live, work, shop and play is one of the key factors which will play an important role in the future success of Selkirk. The downtown has already begun to see significant changes over the last 10 years with investments in residential multi-family developments and local businesses. In order to build upon our success and ensure a positive momentum, Selkirk requires a strategy that focuses future public and private investment decisions. The Downtown Selkirk Renewal Strategy which provides a plan of action will help in achieving the long-term vision for the downtown.

The downtown study by LNG provides a series of policies, strategies and development proposals which have been included and expanded on in this Downtown Renewal Strategy. The City of Selkirk recognizes the importance of a vibrant downtown which serves as a hub for residential, business, recreation and cultural activities, and is committed to making the investment necessary to achieve its community vision.

Selkirk Downtown Area Map



Courtesy: Lombard North Group, Winnipeg, MB

Why Downtown is Important?

Downtown or a traditional commercial district is the most visible indicator of community pride, along with its economic and social health. It is either an asset or a liability in the effort to recruit new residents, new businesses and industries, retirees, tourists, and others to the community and to retain the existing residents and businesses. Quality of life is what separates successful cities and towns from declining communities in the new millennium. The downtown or neighborhood commercial district is the visual representation for a community's heritage. The architecture of a downtown is a physical expression of community's history.

1. **Downtown districts are prominent employment centres.** Even the smallest commercial district employs hundreds of people, and often the district is collectively the community's largest employer.
2. **The downtown district is a reflection of community** image, pride, prosperity, and level of investment — one of the critical factors in business retention and recruitment efforts.
3. **Downtown represents a significant portion of the community's tax base.** If the district declines, property values drop, placing more of a tax burden on other parts of town.
4. **The traditional commercial district is an ideal location for independent businesses,** which in turn:
 - Keeps profits in town with local owners
 - Supports other local businesses and services
 - Supports local families with family-owned businesses

- Supports local community projects
- Provides a stable economic foundation with direct ties to the community

5. **Downtown is the historic core of the community.** Its buildings embody the community's past and its visual identity.
6. **A vital downtown area reduces sprawl** by concentrating business in one area and uses community resources wisely, such as existing infrastructure, tax dollars, and land.
7. **A healthy downtown core protects property values** in surrounding residential neighborhoods.
8. **The district is a government centre** where city hall, municipal buildings, the courthouse, and/or post office are located. It often is an important service centre as well for finding attorneys, insurance offices, financial institutions, health & social services, and other important services.
9. **Downtown provides an important civic forum, where members of the community can congregate.** Special events and celebrations held downtown reinforce intangible sense of community.

(Adapted from an article by Alicia Goehring, Wisconsin Main Street Program, Wisconsin Department of Development)

After the development of a commercial district comprises of big retail boxes at Manitoba Avenue, an importance of downtown revitalization has been increased to retain its existing businesses and its liveliness.

Vision

“Downtown Selkirk is the heart of a thriving city”

Objectives

- 1) Enhance the character of Manitoba Avenue East and Main & Eveline Streets as “historic main streets”;
- 2) Celebrate and capitalize on our cultural assets and heritage;
- 3) Improve the visual character of the downtown;
- 4) Encourage higher density residential development and mixed uses for buildings;
- 5) Facilitate the orderly (re)development of vacant or underutilized land within the downtown;
- 6) Improve the connectivity and transportation for all users of the roadway, and promote the downtown as a pedestrian and bicycle friendly destination;
- 7) Improve the quality of our parks and public spaces, and support the continued development of the waterfront and vicinity as Selkirk’s “meeting place”; and
- 8) Encourage investment and a variety of commercial enterprises to serve local residents and promote tourism to downtown.

Strategic Directions

Five themes have been identified which will provide strategic directions for Selkirk downtown revitalization. Specific actions with a combination of tactics and tools will be taken to achieve the long term vision. Strategic partnerships may also be established for the implementation of this plan to achieve desired results.

1) Capitalize on our assets

Selkirk has a strong presence of historical buildings, structures and places, which reflect its rich cultural heritage. These cultural assets contribute to a unique sense of place and help to define a local identity. Most of these cultural assets are located within the boundaries of the downtown core. In addition to specific buildings and structures, the historic value of Selkirk’s two main areas should also be noted, i.e. Manitoba Avenue East and the Waterfront. These two areas should be celebrated for their historical significance and the role they play in anchoring the downtown by creating a unique sense of place and character.



An opportunity exists to explore how these historic buildings, structures and places can figure prominently in the successful revitalization of Selkirk’s downtown.

The following are a series of community assets that distinguish Selkirk and its Downtown from the rest of the region. This renewal strategy will seek to build on our assets and to maximize their benefits to the community as means of revitalizing our Downtown:

History and Heritage

Selkirk's long history is intertwined with trade and the Red River. During its peak period of prosperity as a fishing port, Selkirk was home to large transportation and fishing fleets which traveled along the Red River and Lake Winnipeg. Selkirk also boasted a waterfront area that housed warehouses, shipping offices, fish processing plants and an active dock. This history has provided Selkirk with a built form that is rich in cultural assets. Taking advantage of this rich history and our important heritage assets will help in differentiating ourselves within the regional market place.

The Waterfront

Selkirk is a river city and the Red River is the community's most important physical feature. Historically, the Red River was the focal point for trade and business, and now, it transforms into a hub for recreation. The development of the Waterfront in 2002, established the riverfront as a focus for all-season community use. The drive along the Waterfront continues to connect people with local places and events as well as celebrate Selkirk's river port heritage. Building on this investment is critical in creating destination places that can draw people to the downtown.

Manitoba Avenue East

Manitoba Avenue East is Selkirk's heritage "main street". Historically Manitoba Avenue provided many of the stores and businesses that served the C.P.R. line and the trade resulting from shipping on the Red River and Lake Winnipeg. The future of Manitoba Avenue will continue to be intertwined with the uses along Main Street, Eveline Street and the Waterfront. Consequently, with its unique character and

proximity to the Waterfront, Manitoba Avenue East is well situated to provide a unique commercial experience within the region.

2) Promote mixed land use development

Downtown Selkirk is home to a mix of parks, waterfront, retail, office, institutional, residential and leisure uses. The edges of the downtown are dominated by single family home neighbourhood to the south and west. The Red River and Selkirk's Waterfront line the eastern boundary. Commercial, office and retail uses are primarily clustered along Main Street, Eveline Street and Manitoba Avenue East.

Though the variety of uses provides a solid foundation for Selkirk's downtown, there are some "gaps" that need to be addressed. These gaps were identified in collaboration with community residents, community stakeholders, business owners and Council. These gaps include:

- a lack of variety of commercial and entertainment amenities;
- a lack of investment in the urban design of our buildings and streetscapes;
- a need for more trees and emphasis on landscaping;
- filling in the "missing teeth" by developing vacant or underutilized parcels; and
- a lack of a range of housing options.

Understanding the interplay and connectivity of these gaps is critical to ensure the long term sustainability and viability of commercial and residential establishments in the downtown.

These gaps, identified by the community, recognize that building a prosperous downtown requires more than solely determining WHAT should be built and WHERE, but recognizes a need to address HOW it is built and implemented. The quality of the spaces we create in the downtown will determine how people use the

downtown, impact the level of private sector investment and influence our civic pride.

Commercial Development

At present, Selkirk supports two commercial main streets (Main Street and Manitoba Avenue East) and a big box commercial retail area. Although there are multiple commercial retail areas for residents to choose from, there are signs that commercial amenities in the downtown may be lacking. The downtown's mall, the Selkirk Town Plaza, sits half vacant. Additionally, much of Manitoba Avenue East is home to social agencies and is lacking a diversity of unique commercial & recreation experiences that can draw people to downtown outside of business hours.

Residential Development

Higher density housing is lacking in the downtown core and the available ones are scattered over the Main & Eveline Streets. Most of the higher density multi-family housing units are occupied by the seniors or empty nesters. Higher density residential development targeting variety of groups and income levels will increase the usage of restaurants and parks during the off-peak hours.

Fostering dense infill residential development will create the conditions necessary to enliven our downtown, improve the perceptions of safety and security, and ensure its needs are met for all residents of Selkirk.

3) Redesign and beautify Downtown Streets

Successful downtowns have streets that provide a diversity of functions, types of uses, look and character. Some streets may be more residential in nature, whereas others may have a more dense commercial main street character. For Selkirk's Downtown to be successful, our strategy and policies for development need to take into account the diversity in the character of our streets and to build upon their

strengths.



Courtesy: Lombard North Group, Winnipeg, MB

Main Street

For many people coming to Selkirk, Main Street provides the “first impression” of the community and its downtown. As a regional arterial street with a wide right of way, Main Street was not designed with a **pedestrian oriented** focus. Parking lots in front of stores and businesses on Main Street illustrate the priority of **automobile oriented** uses.

Main Street between McLean and Morris Avenues could be focused to create and enhance a pedestrian oriented urban form. This pedestrian oriented urban form would complement the revitalization of Manitoba Avenue and Eveline Street.

Eveline Street

Eveline Street, Selkirk's historic main street, parallel to the Red River, is a key north-south collector that connects residents from the south end of the City to the Downtown and the Waterfront. It is also the first and last street to be seen when arrive or departing from the downtown from the east. Eveline Street's pedestrian scale, mixed-use nature and connection to the waterfront and wharf provide an opportunity for this street to become Selkirk's "signature" character street.

Manitoba Avenue East

Manitoba Avenue east of Main Street has a unique small town character which is expected to play an important role in the revitalization of the downtown. The street will continue to provide a wide range of commercial, office and institutional uses.

Eaton Avenue

Although Eaton Avenue is only one block in length, it serves as one of three major entries to the City of Selkirk. Displaying a mix of land uses including civic facilities, commercial development, community services, surface parking lots, multi-family residential, and the quality of Eaton Avenue's streetscape should endeavor to reflect its importance as a gateway to the city. Additionally, the street may, in the future, see significant changes when decisions are made to update or re-develop the Selkirk Town Plaza Mall and neighbouring Civic Centre, and Fire Hall relocation.

Residential Avenues

Residential Avenues currently provide a mix of residential densities as well as commercial and office uses. Some of these streets have undergone a greater degree of transformation than others. Clandeboye, Superior and Morris Avenue offer more commercial and office type uses than Queen and Robinson Avenue, which still retain their residential character. Residential Avenues are transformational in nature and are expected to continue to evolve and increase in density over time. It is important that if infill development occurs along these streets then it should have

been done with sensitivity to adjacent land uses in order to minimize the potential land use conflicts.

Parking

An assessment of downtown Selkirk's parking capacity determined that the downtown has over 2,100 parking spaces. These spaces include both on-and off-street parking for both public and private lots. Approximately 925 are public parking spaces including 618 on-street and 307 off-street spaces. Selkirk has a number of angled on-street parking spaces along Manitoba Avenue (east of Main Street) and along Main Street. Manitoba Avenue has approximately 104 on-street angled parking spaces and Main Street has approximately 196 spaces. Low turnover rates of on-street parking on Manitoba Avenue are an on-going concern for businesses which makes it difficult for their customers to park their vehicles nearby due to pre-occupied parking spots. Providing a good supply of parking in the right locations can help to foster and support business growth.

In addition to the public parking spaces within downtown, there are approximately 1,192 private off-street parking spaces. These private spaces belong to both commercial and residential multi-family land uses.

An opportunity exists for some or portions of these private and public lots to be candidates for infill development.

4) Enhance parks & open spaces and promote recreation and cultural activities

Selkirk has three primary "green" assets within the downtown area, i.e. the Waterfront, Queens Park, and Water Tower Park. Selkirk Park, the City's largest green asset, is located just outside the northeast boundaries of the downtown core. All of these green assets are located at the edges of the downtown core, leaving a noticeable "green void" centrally within the downtown. This green void is made

more noticeable by a lack of public street trees, the ill health of those street trees that do exist, and the lack of landscaping on private properties.

An opportunity exists to improve our existing parks and open spaces; greening our streets through planting more public street trees; and improving the visual quality of our streets by revising our landscaping standards within the Zoning By-law. Also, design and introduce certain programs to promote recreation & cultural activities in the parks during off peak hours, i.e. party in the park, summer & winter sports activities, snow sculpturing, etc.

5) Promote active transportation

Selkirk's street network is comprised of a traditional grid system. West of Main Street, most streets are continuous and connect easily with surrounding neighbourhoods. East of Main Street, the grid terminates at Eveline Street and the Waterfront. Main Street, a provincial highway, provides the primary north-south axis and is the primary spine for the City. Manitoba Avenue, an east-west collector street, provides another key spine that connects Selkirk Crossing to the downtown. Its importance as a key city-wide street will increase as development progresses within Selkirk Crossing, the new library complex and a hospital, and the designated industrial park.

At present, Manitoba Avenue (between Main and Eveline Streets) is a one-way street that directs traffic towards the Waterfront, limiting the connectivity potential with Manitoba Avenue West. One-way traffic encourages higher traffic speeds, which negatively impacts the ability of the street to become a thriving **pedestrian friendly** destination street.

Additionally, Selkirk's path and trail network has seen modest investment. Currently, there is no official path and trail plan for the City. The pedestrian and

cyclist network relies on the sidewalk system. However, the beginning of a network exists with: the Selkirk Community Trail that connects Eveline to Selkirk Park; the Trans Canada Trail that follows Eveline Street; and an unorganized trail along the former spur line that connects Sophia to Eveline Street.

An expanded trail and sidewalk network is required to improve connectivity between neighbouring residential areas, the downtown, and major attraction areas. Improved connections to the Waterfront area and the Selkirk Community Trail as well as improved walking conditions on our existing streets will create a more desirable place for people to come and stay downtown.

Successful downtowns take into account and plan for how all users of the roadway arrive and move around within the downtown when they get there. Creative ideas and planning will help improve the connectivity to the downtown and the Waterfront for pedestrians and cyclists.



Courtesy: Lombard North Group, Winnipeg, MB

Initiatives

A set of following initiatives have been taken which serves as tools or tactics to support the strategy and achieve downtown renewal objectives:

1) Zoning Bylaw Amendments/Revision

The City of Selkirk's Zoning Bylaw No. 4968 was adopted in July 2001. The Zoning Bylaw is not properly aligned with the Selkirk & District Development Plan which does not only delays the development approval process but also hinder the new development opportunities. For example, a property on Manitoba Avenue is designated "Regional Commercial" in the Development Plan, but zoned "Agriculture – Urban Reserve".

Revising the City of Selkirk Zoning Bylaw to align it with the Selkirk & District Development Plan will help in streamlining the development process and provide directions for the future development in the City, specifically, downtown revitalization.

2) Selkirk Enterprise Zone Incentive Program

Currently, the City doesn't have any program which will help in improving the appearance of downtown and make it more vibrant. The Selkirk Enterprise Zone Incentive Program will be designed to provide incentives for Business Creation & Expansion, Façade & Site Improvement, Housing, Brownfield Remediation, and Heritage Preservation to support the implementation of the Downtown Renewal Strategy.

3) Land Bank Program

There are some vacant land and rundown properties strategically located in downtown. These neglected properties sometimes portray an ugly picture of downtown to the visitors. If one or some of these properties would be purchased

and redeveloped by the City then it will help in improving the façade, increasing the property value and maximize the utilization of that property(s).

For this purpose, a land bank reserve is required which could be used for land purchases. The amount for this reserve can be generated through allocating a portion of revenue from land sale proceeds on yearly basis. This program will help the City to enhance the physical appearance of existing buildings, make them functional, and bring new investment in working with the private sector.

4) Fire Hall Relocation

The existing Fire Hall is located at 200 Eaton Avenue which requires extensive restoration in order to accommodate present and future fire prevention services demand of the City. The relocation of a Fire Hall within downtown will not only provide access to the fire department to any location of the City within 3 – 5 minutes in case of fire, but also enhance the beauty of downtown with an addition of a contemporary building.

5) Business Improvement District

A Business Improvement District (BID) is a defined area within which businesses are required to pay an additional tax (or levy) in order to fund projects within the district's boundaries. The BID is often funded primarily through the levy but can also draw on other public and private funding streams. BIDs may go by other names, such as Business Improvement Area (BIA), Business Revitalization Zone (BRZ), Community Improvement District (CID), Special Services Area (SSA), or Special Improvement District (SID).

The services provided by BIDs are supplemental to those already provided by the municipality, such as cleaning streets, providing security, making capital improvements, construction of pedestrian and streetscape enhancements, and marketing the area.

In Canada, there are around 400 estimated BIDs or BIA's including 15 in the City of Winnipeg which is called Business Improvement Zones. The creation of BID in Selkirk will provide downtown businesses and other organizations a sense of ownership and responsibility towards the beautification and renewal of downtown.

6) Tax Increment Financing (TIF)

Tax Increment Financing is a public financing tool that is used as a subsidy for redevelopment, infrastructure, and other community improvement projects. The method uses the future gains in taxes to subsidize current improvements.

In general, improvements to or additional amenities for an existing neighbourhood drive up property values and property tax revenues. When an increase in site value and private investment generates an increase in tax revenues, it is called the "tax increment". TIF dedicates these tax increments within a defined district to finance the debt issued to pay for the project, and is often designed to channel funding toward improvements in underdeveloped or underutilized areas. It creates funding for public or private projects by borrowing against the future increase in these property tax revenues (*Federation of Canadian Municipalities*).

Pursuant to Manitoba Municipal Act, Section 261.3(1), *a council may by by-law establish tax increment financing programs in designated areas of the municipality for the purpose of encouraging investment or development in those areas.*

7) Business Incubation Centre (BIC)

Entrepreneurship culture is very important for a community to recruit new businesses, and attract & retain young professionals. Business incubator is one of the tools to foster the entrepreneurial culture in the community by providing intellectual, physical, and financial support for business start-ups. Currently, two office spaces are dedicated for business incubators at the Civic Office which will be

rented to young professionals for business start-ups for a certain period of time at a nominal rate. The Business Incubation Centre could be run in partnership with Selkirk Biz and Community Futures North Red.

Business incubation is a dynamic process of business development. Incubators cater to start-up companies, helping them to survive and grow during the initial period when they are most vulnerable. An incubation program's main goal is to produce successful graduates businesses that are financially viable and free standing when they leave the incubator, usually within two to three years.

If located in downtown, the Business Incubators create an eco-system of entrepreneurship in the downtown core; improve the local business environment through capital investment; increase commercial occupancy and development upon graduation of a business from the incubator; increase the number of job creation through a new small business development; and, increase the diversity and availability of goods and services in the downtown area which will be resulted in more traffic into downtown.

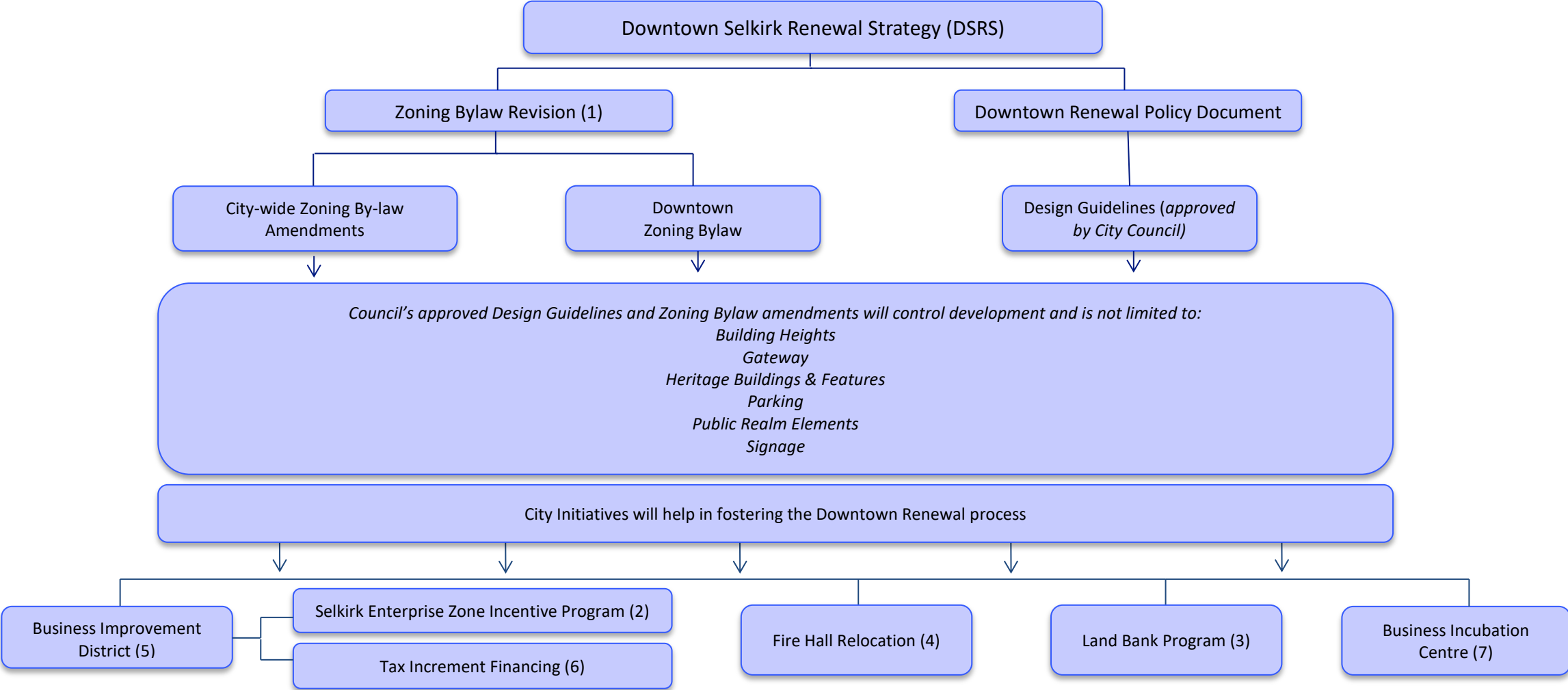
"The entrepreneurs, who are the driving forces behind innovative and creative business initiatives, often, want to live and work in a centre of activity. These entrepreneurs crave a centre that embraces a wide variety of restaurants, entertainment, night life, and cultural activities. Essentially, they want to run their businesses in a place where work, play, living and socializing intersect: a vibrant downtown fits that description." - Franco Crupi

Measure of Success

The success of the Downtown Selkirk Renewal Strategy will be measured through select metrics, i.e. number of new businesses established in downtown, number of new housing units added into downtown core, and number of improved properties which will be resulted in increased assessed values. Additional metrics will be established in the future to enhance the quantitative and qualitative measure of success of this strategy.

Implementation Plan

The Downtown Renewal Policy Document will provide the basis for implementation along with Zoning Bylaw amendments. The city-wide and downtown specific zoning bylaw revision/amendments will set the guidelines for development in the downtown core. The Policy Document will lead to Design Guidelines which will support specific zoning regulations to conform the development and can also be used as caveat on development projects.



Our Downtown Strategy

Strategy	Action	Tools & Tactics	Partners	Timing					
				2016	2017	2018	2019	2020	2021
1) Capitalize on our assets <i>Develop programs and policies to enhance the historic assets and structures which represent Selkirk's strong history and heritage.</i>	<ul style="list-style-type: none"> Establish an inventory of Historic buildings, structures and places which reflect Selkirk's rich cultural Heritage 	<ul style="list-style-type: none"> Asset mapping Inventory of Historic buildings, structures and places Collect info on the building conditions 	<ul style="list-style-type: none"> Heritage Committee Red River Planning District (RRPD) 		√				
	<ul style="list-style-type: none"> Develop design guidelines for restoration of existing buildings and for new development 	<ul style="list-style-type: none"> Building standards and design guidelines Zoning Bylaw revision/amendments Renewal policies and document 	<ul style="list-style-type: none"> Lombard North Group (LNG) Council 		√				
	<ul style="list-style-type: none"> Develop an incentive program for restoration of Historic buildings 	<ul style="list-style-type: none"> Selkirk Enterprise Zone Incentive Program (SEZIP) Grants/incentives for façade improvement Tax Increment Financing (TIF) 	<ul style="list-style-type: none"> Heritage Committee Selkirk Biz Selkirk Community Renewal Corporation (SCRC) 		√				
	<ul style="list-style-type: none"> Install smart phone compatible interpretive signage in specific areas to supplement Virtual Heritage Museum 	<ul style="list-style-type: none"> Signage with QR codes which provide information on the history and culture of Selkirk 	<ul style="list-style-type: none"> Heritage Committee Red River North Tourism 	√	√	√			
	<ul style="list-style-type: none"> Develop a land bank program to purchase strategic land and properties in the downtown for restoration and new development 	<ul style="list-style-type: none"> Strategic land mapping Inventory of strategic land and properties Policies for new development or redevelopment of properties and land 	<ul style="list-style-type: none"> Real Estate Property owners 	√	√				
	<ul style="list-style-type: none"> Prepare and implement the Manitoba Avenue East redesign plan 	<ul style="list-style-type: none"> Feasibility study and a redesign plan Property improvement guidelines Traffic flow and parking guidelines 	<ul style="list-style-type: none"> Planning & Engineering Consultant (PEC) 		√	√	√		
	<ul style="list-style-type: none"> Replace the slip dock covers at waterfront 	<ul style="list-style-type: none"> Removable slip dock covers 		√	√				
	<ul style="list-style-type: none"> Consider establishing a full service marina 	<ul style="list-style-type: none"> Recreation Master Plan Marina Feasibility Study Marina Development Plan 	<ul style="list-style-type: none"> P & E Consultant (PEC) Waterfront Development Corporation (WDC) 				√	√	√

Strategy	Action	Tools & Tactics	Partners	Timing					
				2016	2017	2018	2019	2020	2021
2) Promote mixed land use development <i>Revise existing and formulate new bylaws, policies and programs to increase off-peak use of downtown through residential and multi-use development.</i>	<ul style="list-style-type: none"> Revise/amend Zoning Bylaw to allow and promote mixed land use development 	<ul style="list-style-type: none"> Zoning Bylaw Policies and programs promoting mixed land use development 	<ul style="list-style-type: none"> P & E Consultant Red River Planning District Council 		√	√			
	<ul style="list-style-type: none"> Develop policies and incentive program to encourage residential development 	<ul style="list-style-type: none"> SEZIP - Grants/incentive for new higher density housing development 	<ul style="list-style-type: none"> Developers Red River Planning District 		√				
	<ul style="list-style-type: none"> Encourage multi-use development and activities to increase the off peak use of downtown 	<ul style="list-style-type: none"> Grants/incentive for conversion of abandon or rundown buildings into offices, recreation & cultural spaces, and condos Grants/incentive for relocation or new business development or activity which brings traffic during off peak hours 	<ul style="list-style-type: none"> Developers Selkirk Biz Sports & Recreation Clubs Red River North Tourism 		√				
3) Redesign and beautify downtown streets <i>Establish and implement design guidelines and streetscape concept plans to make downtown prominent and beautiful.</i>	<ul style="list-style-type: none"> Establish design principles and guidelines 	<ul style="list-style-type: none"> Zone specific building and design guidelines Zoning Bylaw revision/amendment Policies and document 	<ul style="list-style-type: none"> Lombard North Group Red River Planning District 		√				
	<ul style="list-style-type: none"> Establish Selkirk Business Improvement District (SBID) 	<ul style="list-style-type: none"> SBID Bylaw and policies 	<ul style="list-style-type: none"> Council Downtown Businesses 		√	√			
	<ul style="list-style-type: none"> Develop a downtown streetscape concept plan for Main & Eveline Streets and residential avenues 	<ul style="list-style-type: none"> Streetscape concept plan. Zoning bylaw revision/amendment 	<ul style="list-style-type: none"> P & E Consultant Selkirk Community Renewal Corporation Selkirk Business Improvement District 			√			
	<ul style="list-style-type: none"> Implement downtown streetscape concept plan for Main & Eveline Streets and residential avenues 	<ul style="list-style-type: none"> Building design & heights Gateways & signage Heritage Buildings and Features Parking Public Realm Elements 	<ul style="list-style-type: none"> Red River Planning District Lombard North Group 				√	√	√
	<ul style="list-style-type: none"> Grants/incentives to improve façade of residential & commercial properties 	<ul style="list-style-type: none"> SEZIP - Grants for residential & commercial properties' façade improvement 	<ul style="list-style-type: none"> Selkirk Community Renewal Corporation 	√					

Strategy	Action	Tools & Tactics	Partners	Timing					
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4) Enhance parks & open spaces and promote recreation and cultural activities <i>Develop a long term parks strategy to explore opportunities for enhancement of parks and open spaces.</i> <i>Identify and design programs to promote recreation and cultural activities in downtown parks.</i>	<ul style="list-style-type: none"> Develop and implement parks strategy 	<ul style="list-style-type: none"> Clearly defined objectives and action plan for parks development 		√	√	√			
	<ul style="list-style-type: none"> Explore partnership opportunities with private sector and other levels of government to finance the construction and operations of parks situated in downtown 	<ul style="list-style-type: none"> Sponsorship and naming program Grant applications to other levels of government Waterfront landscaping improvements 	<ul style="list-style-type: none"> Selkirk BID Federal & Provincial Governments Selkirk Biz Waterfront Dev. Corp. 	√	√				
	<ul style="list-style-type: none"> Improve landscaping on major streets and avenues of the downtown 	<ul style="list-style-type: none"> Landscaping guidelines for downtown properties facing major streets Tree planting & creation of more flower or planting beds on the boulevards 	<ul style="list-style-type: none"> Lombard North Group 		√	√	√		
	<ul style="list-style-type: none"> Identify & promote recreation and cultural activities during the off-peak hours in downtown parks 	<ul style="list-style-type: none"> Outdoor art classes and sessions Corporate functions and events in the park Block party or party in the park 	<ul style="list-style-type: none"> Art gallery Selkirk BID Selkirk Biz Homes for the Holidays 		√	√			
	<ul style="list-style-type: none"> Explore partnership opportunities between Businesses and sports & recreation organizations to use auditorium/board rooms and open basement spaces of office & other buildings for recreation activities 	<ul style="list-style-type: none"> Rental agreements between commercial and recreation organizations Organized indoor sports and recreation classes, i.e. chess, dance, performing art, etc. 	<ul style="list-style-type: none"> Sports and recreation organizations Selkirk BID Lord Selkirk School Division 		√				
	<ul style="list-style-type: none"> Explore the opportunity of building a multi-purpose auditorium in downtown for performing arts, small scale concerts, fashion shows and seminars 	<ul style="list-style-type: none"> Creation of a team of different art groups to lobby other levels of government for funding Designated area for arts activities 	<ul style="list-style-type: none"> Art groups Selkirk BID & Selkirk Biz Selkirk & District Community Foundation 			√			
	<ul style="list-style-type: none"> Collect data on local artists Promote street art 	<ul style="list-style-type: none"> Murals, snow, clay & metal sculptures Art work which promotes history and culture of Selkirk Decorative painting of crosswalks/sidewalks 	<ul style="list-style-type: none"> Art Gallery Lord Selkirk School Division Local Artists 		√				
	<ul style="list-style-type: none"> Establish SMART zones at the waterfront and parks 	<ul style="list-style-type: none"> Wi-Fi equipped parks Smart phone charging stations 			√				

Strategy	Action	Tools & Tactics	Partners	Timing					
				2016	2017	2018	2019	2020	2021
5) Promote active transportation <i>Create an inter-connected neighbourhood trail system to increase foot and bicycle traffic.</i>	<ul style="list-style-type: none"> Establish an inter-neighbourhood walking and bicycle trail 	<ul style="list-style-type: none"> Trail network design and plan Recreation Master Plan 			√				
	<ul style="list-style-type: none"> Develop a sidewalk construction plan to link them with the trails for better connectivity within downtown core 	<ul style="list-style-type: none"> Sidewalk development and maintenance plan 			√				
	<ul style="list-style-type: none"> Introduce bike lanes on major downtown streets, i.e. Main & Eveline Streets and Manitoba Avenue 	<ul style="list-style-type: none"> Bike lanes Bylaw to create bike lanes Law and regulations for bike lane users 	<ul style="list-style-type: none"> RCMP Council 			√			
	<ul style="list-style-type: none"> Explore establishing bicycle rental stations 	<ul style="list-style-type: none"> Locations identification Creative bicycle rental station program Abandon bicycle restoration program 	<ul style="list-style-type: none"> RCMP Selkirk & District Community Foundation Selkirk Biz IERHA 				√		
	<ul style="list-style-type: none"> Install bike racks at strategic locations throughout downtown 	<ul style="list-style-type: none"> Identified bike rack locations Integrated bike rack designs into the theme of the location 				√			
	<ul style="list-style-type: none"> Consider investing in the vital signs study to better understand the link between active transportation and health & welfare of the community. 	<ul style="list-style-type: none"> Vital signs study 	<ul style="list-style-type: none"> Selkirk & District Community Foundation 			√			

Note: Target achievement is subject to Annual Business planning process and availability of resources.