

# Kincardine Toolkit



Launched in 2010, the Spruce the Bruce Program supports the revitalization of Bruce County downtowns. Spruce the Bruce has taken its genesis from the Main Street USA Four Point Approach®, which emphasizes Organization, Physical Design, Economic Development, Marketing and Promotion as integral components to successful downtowns.

Using insights from tourism destination development, Spruce the Bruce supports local community efforts to bring stakeholders together through Brand development that will build successful destinations. The program supports communities through strategic policy and capital investment.

This Community Toolkit tells a story about downtown Kincardine – what it has and where the community wants to go.

Let's Get Spruced!

# Introduction

The Municipality of Kincardine on the east coast of Lake Huron is a community composed of the main town of Kincardine and a number of small villages and hamlets. The community's recorded history began in 1848 with the arrival of a group of Scottish immigrants who built a dam and sawmill on the Penetangore River. In 1999 the Town of Kincardine was amalgamated with the former Township of Bruce and Township of Kincardine into the Municipality of Kincardine which today consists of approx 578 square km of land and close to 12,000 residents.

Kincardine was originally named after a British diplomat in the mid 1800's and became home to many European families and settlers. This European and specifically Scottish lineage would entrench deep roots into Kincardine's community identity and become the pride of Kincardine.

Economically, the Municipality of Kincardine depends heavily on agriculture and the agricultural service industry for employment and the Bruce Nuclear Generating Station being the largest area employer. Tourism is also economically prominent within the Municipality.

With Tourism being the second largest economic generator in Bruce County, the experiences of tourists and our interactions with them are essential to our economic well-being. Tourists and residents alike are attracted to places that offer unique and exciting experiences and are more likely to make return visits to places where they experience this first hand. Residents and visitors stay longer, spend more, return to, and speak well about places where they form strong, positive impressions.

In the summer, visitors and residents alike enjoy the picturesque streets and bricked sidewalks of historic downtown Kincardine. With events and attractions such as: the Kincardine Scottish Festival and Highland Games; the Gatherings of the Bands; Doors Open Kincardine; Saturday Night Pipe Band Parades, Kincardine Fish Derby and many Business Improvement Area special Events, there is never a dull moment in Kincardine! The downtown parallels the shoreline offering glimpses of the waterfront including its harbour and amenities. Downtown Kincardine is the location of an original town hall and auditorium, now known as the Kincardine Centre for the Arts showcasing the Bluewater Summer Playhouse, Kincardine Theater Guild, Victoria Park Art Gallery and the Scougall Collection of heritage photography.

Victoria Park is in the heart of downtown Kincardine and accommodates numerous gatherings, including the famous Saturday evening summer concerts and the 100 year-old tradition of the Kincardine Scottish Pipe Band. Some of the community's finest historic homes and gardens are located on Princes Street, just north of Victoria Park.

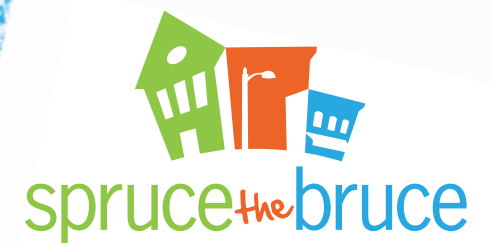
Established in 1908, the Pipe Band Parade marches downtown Saturday evenings throughout the summer to the delight of thousands of visitors and local residents. Kincardine is truly proud of this ongoing community tradition.





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# Section 1

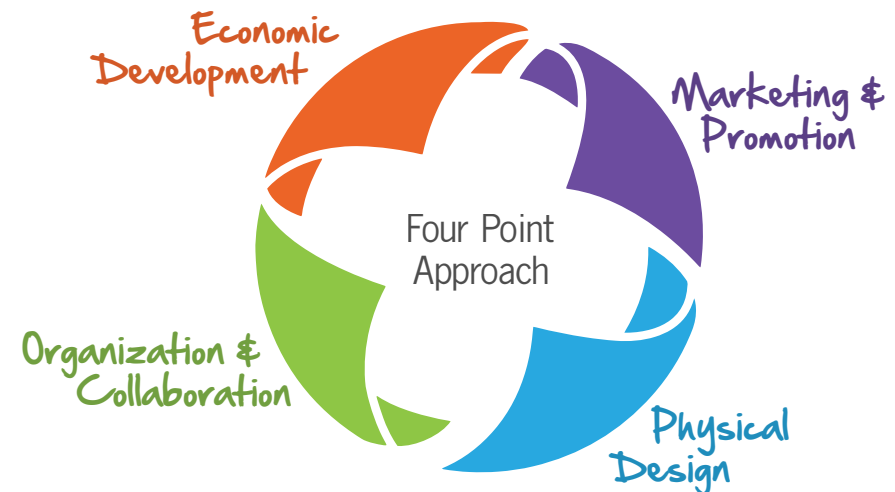
# Why Mainstreets Matter

We all know where our mainstreets are, but do we know what they are and why they matter? Whether they are named First Avenue or King Street, are a County Road or Provincial Highway, what they represent is universal. Mainstreet is the economic engine, the big stage and the core of the community. Bruce County's downtowns represent 2/3rds of our commercial assessment value and are the main point of contact with tourism dollars- our second largest industry. Our mainstreets tell us who we are, who we were and how the past has shaped us. We do not go to our commercial strips to learn about our past, explore our culture or discover our identity. Our mainstreets are the places of collective memory and where people still come together.

The Spruce the Bruce Program had its genesis from the Main Street Program developed by the National Trust for Historic Preservation in the United States, but focuses on a destination-oriented downtowns improvement agenda that embrace brand development to create unique and successful downtowns.

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

## Main Street Four Point Approach



# The Role of...

## The Business

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

## The Community

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

## The Municipality

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

## The County

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

# Spruce the Bruce Approach

## Organization

The most important pillar as it is the Leaders in the community who can accomplish the goals and objectives set out by the program. It brings partners together and gets everyone working towards the same goal.



Is Organizational capacity established?

If **YES**, move onto the 3 pillars

If **NO**, complete Organizational capacity before continuing

## Economic Development

Economic Restructuring strengthens a community's existing economic assets while expanding and diversifying its economic base.

## Marketing & Promotion

You need to know who you are before you can know where you're going. Promotion takes many forms, but the goal is to create a positive image that will rekindle community pride and improve consumer and investor confidence in your downtown.

## Physical Design

Community Design is about how the physical design of buildings, roads, parks and neighborhoods fit together.

# Purpose of a Community Toolkit

This Community Toolkit showcases Kincardine and its unique identities and opportunities that, if applied consistently, will provide the community with the potential to enhance its downtown both economically and aesthetically. Kincardine has the advantage of having the shoreline of Lake Huron within walking distance of downtown and a stable population that can sustain the downtown in the off-season.

By focusing efforts and being strategic with both public and private undertakings, Kincardine has the potential to create an atmosphere that attracts more visitors, businesses, and creates a vibrant, self-sustaining community for residents.

This Toolkit is intended to foster leadership and creativity while at the same time providing some guidance in terms of next steps and how to move forward in a consistent and coordinated manner. It provides a summary of the

community's identity and Brand; an action plan and some tools to help get started. In order to support a coordinated approach, it is recommended that all community partners from suppliers and community groups to Town Council and staff embrace this Toolkit and follow this guide as closely as possible, recognizing that it is a living document that will evolve with time.

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

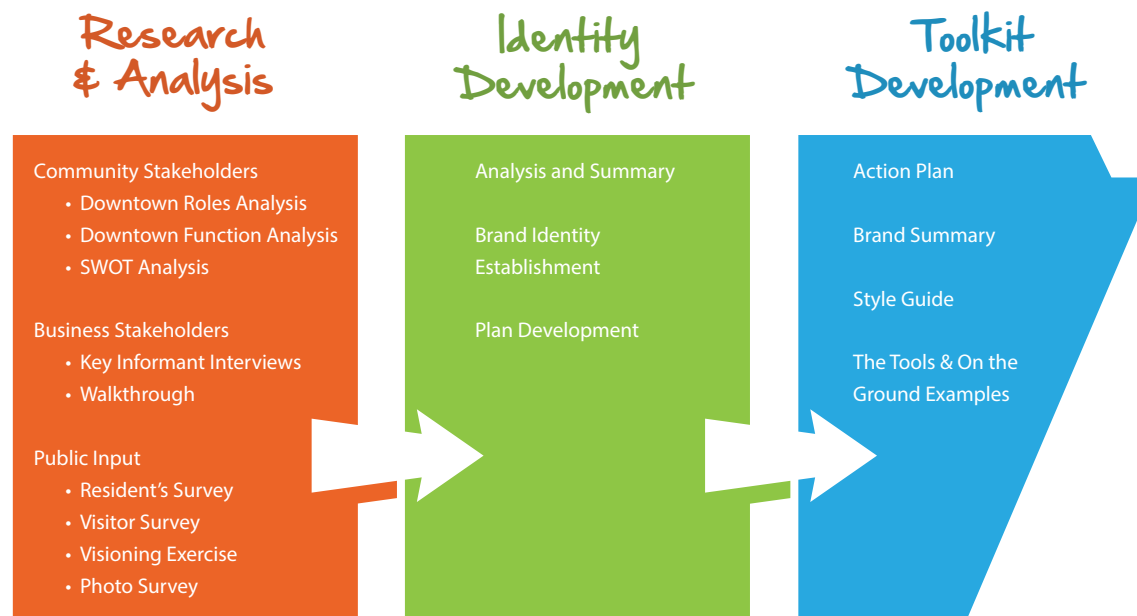


## Section 2

# The Research

# The Research

The Municipality of Kincardine, the Kincardine & District Chamber of Commerce, Business Improvement Area, Tourism Table, Arts & Cultural supporters and Penetangore Regional Economic Development Corporation, collectively have developed multiple studies, reports and recommendations related to the health of downtown Kincardine and the community as a whole. These reports directly informed the development of this Community Toolkit.



Throughout the past 5 years, numerous organizations have utilized multiple methods to collect information...

from community stakeholders, BIA members, business owners and individuals to assess the health and current pulse of downtown Kincardine in an effort to use these findings to create a Downtown Development Strategy. The goal was to take an accurate assessment of the current status of downtown Kincardine in order to make realistic recommendations and strategic plans to ensure long term growth of downtown Kincardine.

The Kincardine Spruce the Bruce (STB) team collected background information regarding the health of downtown Kincardine from a variety of background studies, official plans and relevant tourism findings to develop a structured and focused downtown revitalization program. A number of sources were utilized and this document represents a summary of those research findings. The sources included:

1

Previous Kincardine Plans

2

Downtown Provitalization Process & Plan

3

BIA “Blueprints”

4

Business Retention & Expansion Studies

5

Community Perceptions Report

6

Kincardine Strategic Tourism Report



# Background Research Downtown Diagnosis

## 25 Characteristics of a well functioning Downtown

This is a tool developed to evaluate the function of downtown. Characteristics of a downtown are divided into four categories- organization, marketing, economic development and design. Each characteristic is ranked on a scale of 0 to 4 to yield a final score out of 100.

0

Does not meet criterion

1

Weakly meets criterion

2

Meets criterion moderately well

3

Meets criterion reasonably well

4

Very strongly meets criterion

2.9/4

### Organization

This indicates that the downtown meets these criteria. Currently, there are multiple downtown groups including the Chamber, BIA, and Tourism Table alongside additional committees. Improvements could be made by having more overlap or centralization between committees.

2.4/4

### Marketing

This score suggests that the downtown meets the criteria moderately well, especially related to event organization.

2.7/4

### Economic Development

Implies that the downtown meets these criteria reasonably well. Low commercial vacancies, a good base of neighbourhood retail and services were the strongest characteristics in this component.

2.5/4

### Physical Design

Suggests the downtown only meets the criterion moderately well.

Score

67/100

This score indicates that although the downtown meets several criteria moderately well (specifically for event coordination and organization) there is still room for improvement. By developing a cohesive downtown revitalization strategy that focuses on marketing and design, alongside specialty activities and infrastructure to attract investment, Kincardine will continue to strengthen the downtown core and ensure its long term stability.



The other diagnostic tool used within the Downtown Provitalization Process & Plan Report and the Community Perceptions Survey was a SWOT analysis. There were some significant discussion points that arose from each of the areas in the SWOT and they are highlighted below.

## Highest Rated Strengths:

1. The Downtown's proximity to beach
2. Recreational green space in downtown
3. Heritage buildings

## Biggest Challenges:

1. Seasonal visitors and activities  
(needing to expand the shoulder seasons for both)
2. Inconsistent business hours make it difficult to shop
3. Traffic from the highway doesn't flow into the downtown
4. Lack of synergy in retail & services

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## Opportunities:

Some of the opportunities expressed throughout the report included the expansion of clearer municipal signage, specialized tours and a stronger emphasis on cross promotion between the business community and local events (themed promotions, collaborative advertising etc). The reports also expressed that it found "participants were more reluctant to articulate opportunities compared to strengths, weaknesses and threats".

## Threats:

The threats articulated also expressed concern about the downtowns ability to withstand competition from highway development, a lack of beach stewardship, vacant and dilapidated storefronts in the downtown core detracting from the downtown atmosphere. Community demographics related to the slow population growth could be a concern and overall expressions of negative attitudes towards change could be problematic.



# Business Stakeholders Key Informant Interviews

Extensive Business Retention & Expansion studies were completed focusing on downtown Kincardine. These reports were created to determine what is currently working and not working within the downtown and to identify changes that would help to improve the business environment of downtown Kincardine. These reports highlighted the following recommendations and implementation strategies:

1. Create a downtown commercial analysis;
2. Recruit downtown investment through creation of business inventory;
3. Pull people into downtown through gateway sign creation;
4. Coordinate economic development initiatives;
5. Coordination of downtown branding and marketing initiatives;
6. Create a winter marketing campaign;
7. Fund and support downtown streetscape & lake side façade improvements;
8. Improve downtown signage;
9. Develop downtown activities that are inclusive to seniors & youth;
10. Design and hold stakeholders forums;
11. Develop a cohesive revitalization plan;
12. Secure additional funding for downtown revitalization projects;
13. Monitor and re-evaluate downtown revitalization strategies annually;
14. Coordinate, develop and expand arts and cultural initiatives;
15. Identify residential opportunities in downtown; and
16. Identify transportation opportunities in downtown.

# Stakeholder Interviews

Public consultation was sought from the Kincardine BIA as part of the development of a Tourism Strategic plan. It was subsequently expanded to include tourism players from the business, heritage and agricultural communities to identify and understand the perceived challenges, vision and goals the community had for downtown Kincardine.

Public consultation was sought from the Kincardine BIA and Chamber of Commerce as part of the development of a Tourism Strategic plan. It was subsequently expanded to include tourism players from the business, heritage and agricultural communities to identify and understand the perceived challenges, vision and goals the community had for downtown Kincardine.

The Kincardine Tourism Table defined the strategic planning process as the following: develop a work plan; establish work groups to complete specific tasks; provide oversight to the development of the strategic report; confirmed findings; formulated recommendations; adopted an Action Plan to guide implementation; and engage various partners in the work that lies ahead. More than **thirty committee and work group meetings** were held between August 2012 and April 2013 to complete the study. From that, a Tourism Table was formed. The Tourism Table continues to meet

bi-weekly to implement various aspects and projects identified through the Tourism Strategic Plan.

Three community engagement sessions were held and participants were assigned to small workgroups where they had opportunity to examine key concepts and problem-solve important questions related to the future of downtown Kincardine.

Some of the highlights included: defining local and regional competition, shoulder season tourism expansion and targeting marketing. Marketing must be accompanied by infrastructure development that continues to make Kincardine unique from the competition and highlights the Scottish Brand. Conversations related to drawing upon local assets including festivals, beaches and local heritage were discussed and the need to collaborate with Arts & Cultural initiatives was articulated.

# Public Input: Residents Questionnaire

A community resident's questionnaire was distributed throughout the winter of 2013 and was designed to ask specific questions about downtown Kincardine. Questions probed for information on: tourism assets; where the local hang out; where locals take visiting friends and family; challenges to tourism; how to get people to spend more money in downtown; images of Kincardine; and what would add to visitor enjoyment. The questionnaire was distributed in hard copy and electronic format. A press release was issued to the media to advise the community of the questionnaire. Highlights from this include:

- 1 Tourism Assets: The Beach
- 2 Where do the locals hang out: Restaurants
- 3 Best spot to take visitors: Local beaches
- 4 Challenges to Tourism: Lack of retail diversification
- 5 Ways to encourage visitor spending:  
Create additional shopping options
- 6 Kincardine is known for: Scottish Heritage/ Shoreline location
- 7 How to increase visitor enjoyment: Hospitality

# Economic Development

The downtown business district of Kincardine offers a very unique experience for shoppers and visitors alike. The three most prevalent and dominating economic sectors within the downtown include dining, financial services and gift shopping.

Like most downtowns, Kincardine businesses do have specific challenges. Kincardine's main challenge involves seasonal traffic and slow winter months. There are also issues relating to irregular or inconsistent store hours that impact shoppers desiring to shop beyond the typical 9 to 5 business hours. However, the economic climate of the downtown can be regarded as being a stable to healthy environment. Kincardine would benefit from having anchor businesses at each end of the downtown district to assist with

pedestrian flow from one end of the downtown to the other.

The main strengths of the downtown includes the visually appealing look and feel of the shops, streetscape design and historical architecture. In addition, the downtown is served well by the presence of a strong business community (Chamber of Commerce, BIA and Penetangore Regional EDC) and municipal support through property development and streetscape initiatives in addition to historic building restoration.

The weakness attributes of the downtown include: the seasonality and lack of retail diversification. The need for anchor tenants offering diversification of products, services and grocery items would help attract additional shoppers to the area.

## Respondents like:

- The variety of retail and service businesses located in the downtown core
- The visual appeal of downtown streetscape including facades, architecture and design

## Respondents would like:

- Extended hours for shopping including throughout the winter season
- Stronger diversification of products available locally



# Summary & Recommendations

Each of these research tools and reports provides insights into achieving continuous downtown revitalization in Kincardine. As noted, downtown revitalization is focused around four key pillars: Organization; Economic Development; Marketing and Promotion; and Physical Design. The priority areas for Kincardine are primarily a coordinated approach to **Economic Development** along with **Marketing and Promotion** initiatives that enhance the Scottish Brand.

Downtown Kincardine needs to focus on Economic Development revitalization which includes strengthening and diversifying businesses within the downtown. One of the first steps is to create a detailed downtown inventory assessment in an effort to understand what business types are missing in Kincardine. Having a list of what exists and what business types are missing will feed into business recruitment plans which can be used to convince future businesses to expand and/or relocate to downtown Kincardine.

Other Economic Development opportunities include: developing business clusters, engaging in collaborative marketing initiatives, researching additional private/public business models, understanding local vs visitor demand spending in Kincardine and investigating municipal business improvements such as improvement tax rebates.



Downtown Kincardine can benefit from increased attention on the Marketing & Promotion pillar by creating Scottish themed coordinated events, sale days and promotions, bringing additional Scottish festivals into downtown, advertising campaigns and targeted business recruitment.

With some ingenuity and dedication to developing downtown Kincardine, establishing an identity and targeting the traveling visitor market, downtown Kincardine will grow into a premier destination.





## Section 3

# Branding



# Developing the Plan

Developing the plan starts with articulating common goals and objectives as well as outlining the steps necessary for achieving them. It is important to distinguish between a Vision and a Brand. The key distinction between a Brand and Vision is that a Brand describes the image you want people to have of your downtown right now, while a Vision describes what the downtown will look like at some point in the future.

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

# Developing the Plan

The Spruce the Bruce team has been working with local municipality to develop a destination development strategy for the entire County where each Town has a specific yet equally important function to play. Kincardine's focus should be one of Scottish entertainment. Kincardine needs to attract those people who are looking to get away from the hustle and bustle of their everyday lives and get back to their roots while experiencing a true taste of Scotland in Ontario.

Downtown Kincardine has the opportunity to benefit from its proximity to Lake Huron and 100 year old history of community based Scottish traditions. It is essential to develop destination infrastructure and expand the Scottish experience into downtown. This is the key to Kincardine's future success and the way Kincardine can enhance its market appeal to visitors and locals alike. **As a result of the research, the following Community Identity and Brand of "Ontario's Scottish Destination" was articulated for Kincardine.**

## Vision

Downtown Kincardine is where you'll find authentic Scottish lifestyle and heritage in Ontario; where residents and visitors alike come to enjoy the flavor of Scottish culture on the waters of Lake Huron. Nowhere else will you enjoy Scottish traditions such Pipe Band Parades, Highland Games, Gathering of the Bands and tartans highlighted along quaint cobblestone streets. Kincardine's connection with the water and Scottish roots run directly into the downtown and create a charming, flavourful and authentic Scottish community on the water.





# Mission

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

.....

To develop a robust business climate in downtown Kincardine that caters to local needs while expanding and promoting the Scottish Brand in order to develop downtown as a destination.



# Ontario's Scottish Destination

Kincardine is proud of their Scottish roots and their connection to Lake Huron. From their Scottish themed festivals and pipe band parades to their sunset pipers, Kincardine is well positioned to be Ontario's Scottish Destination.

Kincardine's Scottish Brand Promise is to offer an original Scottish experience that embraces a historic downtown atmosphere and a waterfront location where the local tartan is proudly displayed and everyone can enjoy a little taste of Scotland.

Kincardine should marry its energetic, bustling and colourful downtown atmosphere with its peaceful shoreline location. Many communities trace their heritage back to Scotland but none has embraced it like Kincardine. Their festivals and events set the stage perfectly to develop Kincardine's unique asset and transform the community into a premier destination. A Brand is what you are known for and Kincardine is known as Ontario's Scottish Destination.



# Kincardine

ONTARIO



# Action Plan Summary

## 2013 Action Plan

Goals transform the Mission statement into priority areas for downtown. The following Action Plan chart was established by the local Spruce the Bruce committee as areas of primary focus.



### ORGANIZATION

**That volunteers and staff work together to investigate policies, practices, programs and funding to support and coordinate downtown development.**

| GOALS  | WHEN |
|--|------|
| Create a Tourism Table - define roles, terms of reference and MOK support    | ST   |
| Divide up tasks, roles and create work groups                                | ST   |
| On-going communication with municipal council on efforts                     | ST   |
| Development of a Community Toolkit   | ST   |
| Develop a VFR Support Program  | MT   |
| Access and assess the preferred model for a Customer Training program        | MT   |
| Develop a Volunteer recruitment and connection program                       | MT   |
| Explore Destination Funding potential opportunities                          | MT   |
| Signage & Patios By-law review and recommendations                           | MT   |
| Multi-year maintenance/capital replacement plan                              | LT   |
| Investigate Downtown Improvement Grant Opportunities                         | LT   |
| Investigate and apply for government and non-government funding for downtown | LT   |
| Maintain a part time Downtown Development Manager                            | OG   |

### ECONOMIC DEVELOPMENT

**That the resilience of the downtown be supported through a range of activities that enhance economic development strategies with consideration for the brand.**

| GOALS   | WHEN |
|---|------|
| Give input into the future of the MOK Community Grant program                           | ST   |
| Input into the 2014 Budget  | MT   |
| Development of a Visitor Centre Presence in Downtown and review of current location     | MT   |
| Trade Market Analysis (BR&E OMAFRA)   | MT   |
| Downtown business recruitment as identified (i.e. Men's clothing, theatre, bakery, etc) | MT   |
| Review Highway commercial development impacts on the downtown                           | LT   |
| Support affordable housing opportunities in downtown core                               | LT   |
| Facilitate granting opportunities of employment subsidies                               | LT   |
| Merchants to integrate Scottish brand into daily businesses                             | LT   |
| Maintain an up-to-date inventory of available spaces in downtown / manage monthly       | OG   |
| Student employment coordination between local groups, municipality, non-profits         | OG   |
| Customer Service Training - Enterprise Centre / BCFDC                                   | OG   |

| PHYSICAL DESIGN  | GOALS  | WHEN |
|--|--|------|
| <p><b>That the attractiveness of downtown be strengthened by dovetailing public and private infrastructure with the community brand.</b></p> | New gateway signs  | ST   |
|  | Public meeting spaces in downtown  | MT   |
|  | Walkway Development & connection to Beach  | MT   |
|  | Creation of downtown entrances   | LT   |
|  | Continue to work with municipality on street furniture/ infrastructure improvement | LT   |
|  | Address the aesthetics of empty storefronts and unattractive storefronts           | LT   |
|  | Address the lake facing side of downtown stores                                    | LT   |
|  | Marina Development including infrastructure  | LT   |
|  | Downtown Washrooms   | LT   |
|  | Downtown Clean up to address empty and dirty storefronts and facades               | OG   |
| Maintenance and improvements to Lighthouse Infrastructure  | OG   |      |

| MARKETING AND PROMOTION   | GOALS  | WHEN |
|---|--|------|
| <p><b>That the promotion of Kincardine be strengthened and leveraged through specific and targeted brand enhancing marketing initiatives.</b></p> | Ambassador Program   | ST   |
|   | Wi-Fi stage one  | ST   |
|   | Promote downtown successes through local media outlets                                   | ST   |
|   | Wi-Fi Stage two  | MT   |
|   | Vacant Storefront Window Improvement and Advertising Opportunity                         | MT   |
|   | Host Facebook Seminar - Small Business Enterprise or CFDC                                | MT   |
|   | Host a series of Seminars and advertising workshops - Small Business Enterprise and CFDC | MT   |
|   | Public/private Web Model   | LT   |
|   | Create consistent relationship with local print media / newspapers / local radio         | LT   |
|   | Downtown Kincardine Radio promotion Campaign   | LT   |
|   | Evaluate Hours of Operation in Downtown  | LT   |
|   | Targeted Buy-Local Campaign / Focused Winter Campaign                                    | LT   |
|   | Marketing plan for community events vs visitor events                                    | OG   |
|   | Improve communications between downtown and major employers                              | OG   |

Short Term . . . . . (3-4 months)      Medium Term . . . . . (6-12 months)      Long Term . . . . . (1 year +)      Ongoing

Keywords

Scottish  
Shoreline  
Energetic  
Experience  
Destination

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

# Materials



**Cobble Stone**



**Brick**



**Dark Wood**



**Iron**



**Tartans**

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Initiatives and new development in Kincardine should strive to capture the Scottish heritage and European countryside architecture. The classic historical design of downtown should utilize muted saturated colours, contrast, strong lines, decorative mouldings, Celtic knots and matte finishes while highlighting local and Scottish tartans whenever possible.

Buildings should utilize strong vertical lines. Building materials including cobble stone, brick, dark wood, and iron can be used and layered to create an atmosphere of rural Scotland mixed with urban Scottish architecture and design.

It should be noted that the STB team reviewed the Façade Improvement Guidelines that were produced for the Municipality of Kincardine in September 2007 by SKA Stempski Kelly Associates Inc. The materials presented in these Streetscape Guidelines are consistent with the direction that the STB team recommends with regard to the Brand and Identity for Kincardine.

# Typography

BLAIRMDITC TT MEDIUM

AABBCcDDEEFFGGHhIiJjKkLLMMNN

OoPPQqRRRSsTTUuVvWwXxYyZz123456789

ITC Franklin Gothic - Book

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz123456789

**ITC Franklin Gothic - Demi**

**AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz123456789**



## Colour Palette



### Shoreline

CMYK 10/20/75/5

RGB 218/178/77



### Engery

CMYK 22/100/100/15

RGB 175/30/35



### Scottish Heritage

CMYK 90/35/100/50

RGB 0/77/36



### Waterfront

CMYK 100/90/30/30

RGB 27/44/93



### Bustling

CMYK 0/0/0/0

RGB 255/255/255

# Build a Better Palette

The colour palette selected is a summary of exterior paint swatches that can be utilized on facades and other application to enhance the Toolkit Brand. The colours shown are drawn from Benjamin Moore colour swatches and are intended for illustration purposes only. This Toolkit does not provide an endorsement of any specific product or paint brand and utilizes these palettes to illustrate a desired style and effect only.



**Stewart Gold**



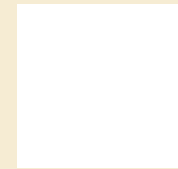
**Million Dollar Red**



**Absolute Green**



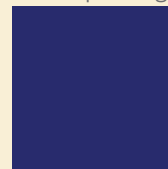
**Old Navy**



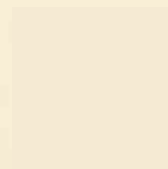
**Cloud White**



french quarter gold:



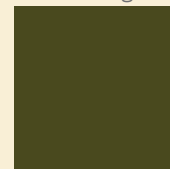
blue



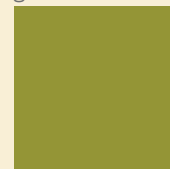
seabring white



smouldering red



guacamole



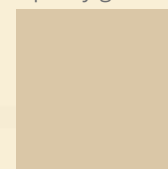
dark celery



seaweed



tapestry gold



richmond gray



midnight navy



brilliant blue



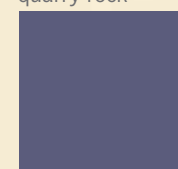
absolute green



pebble beach



quarry rock



blue gaspe

## Logo Design

The logo conveys the character of Kincardine and its Scottish roots. The classic styled font and piper nod to Kincardine's Scottish history and are integrated into a contemporary design. Scottish traditions are the backbone of Kincardine, and much like the piper in the logo, Scottish is the pillar of Kincardine.



# Logo Colour Variations



A black version of the logo should be used when the background of the application is light in colour or grayscale has been requested.



A reverse version of the logo should be used when the background of the application is a dark colour.



Coloured versions of the logo can also be used to enhance the application it is being used on.

# Street Banners



# Billboards/ Print/ Web Advertising



Merchandise



Web Banner



Rack Card



Print



Billboard

# Signage/ Bike Racks

Waste Receptacles



Signage Headers

Bike Rack



# Benches/ Planters/ Awnings



Decorative urn with winter faux topiary



Co-ordinated window boxes on upper levels and urns along street



Awning



Large heavy decorative urns placed between windows.



Benches

# Public Art

The opportunity for the community of Kincardine to create public spaces and displays of art to reflect the local talent and industries.



**Mural, Kincardine**



**Scottish Themed Wood Sculptures, Kincardine**



**Scottish Themed Wood Sculptures, Kincardine**



**Mural, Tiverton**



**Goldsworthy Arches**



**Stoney, England**

# Lighting

## Light Wall



## Street Lights



# Gateway Entrance Signage



# Façade Examples



**Isle of Arran, Scotland**



**Classic brick architecture**



**Traditional stone residence, Scotland**



**Edinburgh Royal Mile High Street, UK**



**Rural Scotland suburban intersection**



**Classic gothic architecture**

# Local Facades





# Summary

Spruce the Bruce has developed with the community of Kincardine, a Toolkit that creates the basis for a successful revitalization program for downtown. Ownership is the key to developing an authentic and believable Brand for a community. All members of the community have a role to play in developing and fostering the brand and in moving the Action Plan forward. The methods employed to create this Toolkit combines with positive community feedback ensures that this Toolkit is destined for success when applied consistently. Too many times downtown redevelopments buy the same historic coach lamp as the community next door, which dilutes the authenticity of the place. Be known for something different and make your community stand apart from the crowd!

In closing, we offer the following inspiration.

1. **Creating successful downtowns is about more than planning.** Many great plans get bogged down because they are too big, too expensive and simply take too long to happen. **Short-term actions** like planting flowers can be a way of not only testing ideas, but also giving people the confidence that change is occurring and that their ideas matter. Short-term actions need to occur at the outset and then be evaluated while longer-term planning is in progress.
2. **Money is not the issue.** All too often money is used as an excuse for doing nothing, which is why you hear people say “it can’t be done!” In fact, too much money or money spent on consultants actually discourages the inventiveness and creativity required to create a great street or downtown. When money becomes an issue, it is generally an indication that the wrong concept is at work. So don’t worry about the money, just get started!
3. **You are never finished.** Creating a great place is not about developing a plan or a design. It is based on community passion, vision and an evolving Action Plan. Part of any plan has to be the management of the downtown. No matter how good the buildings look or how many hanging baskets are hung, the downtown will never be successful unless it is well managed by the Kincardine Spruce the Bruce local committee.

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This Toolkit is a starting point and illustrates possibilities. For more information or support with your local project please contact the Kincardine Spruce the Bruce committee or the Spruce the Bruce Program at [STB@brucecounty.on.ca](mailto:STB@brucecounty.on.ca)

A young boy in traditional Scottish kilts and sporrans is playing bagpipes. He is wearing a black tam o' shanter with a red pom-pom and a white circular emblem. He is standing on a stone wall in a grassy area. The background is slightly blurred, showing other people in the distance.

# Credits

## Acknowledgements

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