

Harrow Community Strategic Plan

July 2011



Table of Contents

1.0	Executive Summary.....	6
2.0	Introduction.....	12
2.1	The Goal of the Community Strategic Plan.....	13
2.2	The Purpose of the Community Strategic Plan.....	14
2.3	Structure and Format of the Plan.....	15

Section I: Harrow Community Strategic Plan

3.0	Harrow: Our Community.....	17
3.1	Community Values.....	18
3.2	Community Vision.....	19
3.3	Strengths, Weaknesses, Opportunities and Threats.....	20
3.4	Challenges/Barriers to Success.....	37
4.0	Moving Ahead: The Goals.....	39
4.1	Goal 1: Developing A Strong Unified Community.....	41
4.2	Goal 2: Revitalizing The Downtown.....	51
4.3	Goal 3: Managing Residential Growth Strategies.....	63
4.4	Goal 4: Developing Economic Prosperity and Employment.....	66
4.5	Goal 5: Cultural Development.....	73
4.6	Goal 6: Development of Tourism.....	81

4.7	Goal 7: Attracting New Residents and Businesses.....	89
4.8	Goal 8: Preservation & Conservation of Heritage.....	91
4.9	Goal 9: Enhancing Health, Safety & Accessibility.....	95

5.0 HCSP Documents.....103

5.1	Harrow Official Plan Amendment.....	104
5.2	Downtown Harrow Community Improvement Plan (DHCIP).....	105
5.3	Downtown Urban Design Guidelines.....	131

Section II: Background and Basis

6.0	Legislative Framework.....	149
6.1	Legislation Overview.....	150
6.2	County of Essex Official Plan Policies.....	150
6.3	Town of Essex Official Plan Policies.....	151
6.4	Summary and Conclusions.....	157
7.0	Harrow Community Analysis.....	158
7.1	Background.....	159
7.2	Regional Context.....	159
7.3	Local Context.....	164
7.4	Relationship with Rural Area and Colchester.....	165
7.5	Sense of 'PLACE'.....	165
7.6	Profile of the Harrow Community.....	166

7.7	Harrow Population and Employment Statistics.....	175
7.8	Harrow’s Historical Profile.....	176
7.9	Community Inventories.....	177

Section III: Public Participation

8.0	Public Engagement.....	178
8.1	Public Consultation Process.....	180
8.2	Facebook: Summary and Conclusions.....	180
8.3	Introductory Open House: Summary.....	182
8.4	Breakfast for Businesses: Summary.....	186
8.5	Interview Summary.....	191
8.6	Public Workshop # 1 (Goals): Summary.....	202
8.7	Public Workshop # 2 (Objectives): Summary.....	212
8.8	Council Walkabout.....	212
8.9	Breakfast for Business #1.....	214
8.10	Breakfast for Business #2.....	215

Section IV: Appendices

Appendix A – Steering Committee Minutes

- A.1 - Minutes: February 8, 2011
- A.2 - Minutes: February 22, 2011
- A.3 - Minutes: March 29, 2011
- A.4 - Minutes: April 26, 2011

Appendix B – Introductory Open House Minutes

- B.1 - Handout Comment Sheet: February 23, 2011
- B.2 - Notice: Open House
- B.3 - Poster: Open House
- B.4 - Minutes: Open House

Appendix C – Workshop 1 Minutes

- C.1 - Notice Workshop 1: March 20, 2011
- C.2 - Minutes: April 12, 2011
- C.3 - Poster: Workshop 1
- C.4 - Questions Workshop 1: Roundtable Discussion

Appendix D – Workshop 2 Minutes

- D.1 - Notice Workshop 2: May 10, 2011
- D.2 - Poster: Workshop 2

Appendix E – Council/Staff Walkabout

- E.1 - Council/Staff Walkabout Minutes

Appendix F – Heritage Inventory

Appendix G – Residential Neighbourhood Inventory

Appendix H – Industrial/Commercial Inventory

Appendix I – Institutional Inventory

Appendix J - Surveys

- J.1 - Summary Chart: Surveys
- J.2 - Minutes: Survey Results

Appendix K- Breakfast For Businesses

- K.1 - Minutes: Breakfast for Business #1
- K.2 - Minutes: Breakfast for Business #2

Harrow is:

A quiet rural community strong in its agricultural roots;

A friendly and welcoming community that is

Rich in history, rural values and pioneer spirit.

As Harrow Citizens, We Will:

Prosper based on the strength of our agricultural roots and strong sense of community as we

cherish our rich history and rural values;

We Will:

Work together to foster a better stronger community through communication, preservation of our history, taking a collective responsibility for the wellness of our community and celebrating

our agrarian history, spirit and energy still evident in our community;

We Will:

Extend a warm welcome to new businesses, new residents and all who come to enjoy the

bounty that we have to offer.

1.0 Executive Summary



1.0 Executive Summary

The Harrow Community Strategic Plan (HCSP) is a document that was initiated by the Essex Town Council in January 2011 with the intention of identifying a 'Pride of Place' and also to develop and promote the pre-existing 'Sense of Community' that Harrow maintains. The Harrow Community Strategic Plan (HCSP) establishes insightful directions, goals and objectives for the community of Harrow that have been specifically designed around the needs and wants of the community. The HCSP includes a policy framework to be included in the Town of Essex Official Plan that will be Harrow specific.

The purpose of the Harrow Community Strategic Plan (HCSP) is to develop a community based Harrow specific document that provides a mission and vision with plans of action for the improvement of Harrow. The HCSP is a community based document that can be utilized by the council and community to explore opportunities, achieve goals and objectives of the plan.

The Harrow Community Strategic Plan Document (HCSP)

The HCSP document is comprised of the following subsections:

1.0 Executive Summary

2.0 Introduction

3.0 Harrow: Our Community

4.0 Moving Ahead: The Goals

5.0 HCSP Documents (Official Plan Amendment; Downtown Harrow Community Improvement Plan (DHCIP); Downtown Urban Design Guidelines)

6.0 Legislative Framework

7.0 Harrow Community Analysis

8.0 Public Engagement

Appendices A to K Inclusive

Community Consultation

The Harrow Community Strategic Plan (HCSP) was developed through a series of public consultations and interviews with members of the community. The consultation was done with the intention of gathering public opinion and ideas about Harrow. Through a series of two open houses, two public workshops, community survey, comment sheets, a Facebook page, two business meetings and over seventy-five interviews, information was gathered from the community.

The Harrow Community Strategic Plan Steering Committee, comprised of the Mayor of the Town of Essex, Ward 4 Councillor, community members, the Chamber of Commerce, Youth Centre representative, Harrow Family Health Team representative were instrumental in guiding and directing the public

consultation, information sources, and ultimately the document preparation.

A Strengths Weaknesses Opportunities Threats (SWOT) analysis was successfully undertaken with extensive input and participation from all interested residents and businesses. Using these values that the community members expressed during the public consultations, the HCSP incorporates the needs and wants of those who live in and participate in the community of Harrow.

Who is Harrow?

Harrow defines itself through its community involvement, families, service groups, neighbourhoods and friends combined together as one unit. In Harrow, the sense of community is the greatest asset because the residents feel safe, welcome, happy and content. Harrow's community values are based on the essential belief that all people of Harrow are connected to each other and interdependent; that the community includes everyone and leave no one behind; that they care for each other and believe in shared responsibility and shared sacrifice; that they know everyone has inherent value and worth.

The values of the Community of Harrow are important to the residents and played an essential role in the formation of the HCSP. The values of a community are the characteristics that people love and cherish about their community. In other words, what they value. There are

many aspects about Harrow that its community members greatly value, including:

- The sense of community;
- The historical and agricultural roots of the area;
- The quiet welcoming community that feels safe for all of its members including children and elders to walk freely in;
- Beautiful natural scenery;
- And the sense of a unity created by the small town mentality;
- Friendliness and neighbourly relations with most of the community.

Vision of Harrow:

Through a **Community Vision**, Harrow can identify itself based on the values and a sense of identity they have developed for their community.

Harrow is

A quiet rural community strong in its agricultural roots; a friendly and welcoming community that is rich in history, rural values, and pioneer spirit.

Where is Harrow's future?

The vision of Harrow's future is based on the strength of its agricultural roots, the local history and the sense of community found in Harrow and supported throughout

the surrounding neighbourhood. Harrow's future relies on a strong core of citizens and community members working in collaboration to foster a stronger and more prosperous Harrow.

There were two predominate identities/themes that came through all discussions: Heritage/History and the Pioneer Spirit. Developing Harrow using these two themes will be the focus of events and all initiatives. These themes are supported by the whole community and held true by the residents of Harrow and the surrounding area.

Rejuvenating Harrow can occur through communication, preservation of heritage/history as well as the pioneer spirit still present in Harrow. Using these core themes, Harrow will prosper; develop new resources to become a stronger community working together toward common goals.

Mission Statement:

A **Mission Statement** identifies a direction for the community, a pathway to build on the strengths of the community. A Mission Statement unifies a community's direction for growth and prosperity and how to achieve the rejuvenation.

As Harrow Citizens we will:

Prosper based on the strength of our agricultural roots and strong sense of community as we cherish our rich history and rural values;

We will:

Work together to foster a better, stronger community through communication, preservation of our history, taking a collective responsibility for the wellness of our community and celebrating our agrarian history, spirit and energy still evident in our community;

We will:

Extend a warm welcome to new businesses, new residents and all who come to enjoy the bounty that we have to offer.

How does Harrow get there?

Based on extensive public engagement and community efforts, a set of goals have been developed for Harrow and Council to foster, support and promote rejuvenation of Harrow. These goals are identified in detail under Chapter 4 of this document.

Through public consultation, there are goals and objectives identified that primarily effect the entire community of Essex and have been identified in Chapter 4 in a blue font. The remaining goals that have been

identified in a green font should be initiated and achieved through the efforts of the community of Harrow.

The following highlights some of the goals and objectives identified in more extensive detail in Chapter 4:

- **Goal 1: Developing A Strong, Unified Community**

- Develop a community strategy
- Create a web portal
- Create four (4) community bulletin boards titled 'Harrow happenings'

- **Goal 2: Revitalizing The Downtown**

- Develop a community improvement plan (CIP) for Harrow
- Promote downtown as a destination
- Urban design features to be developed and supported
- Create a parking arcade behind king street buildings in conjunction with store owners
- Create heritage/pioneer themed events in and for Harrow

- **Goal 3: Managing Residential Growth Strategies**

- Official plan policies encouraging mixed residential forms
- Position the harrow public school to be quickly re-adapted to a new and appropriate use to benefit harrow
- Comprehensive zoning by-law should be amended to allow for flexibility, alternative housing forms and enhancement of residential land use

- **Goal 4: Developing Economic Prosperity And Employment**

- Create A Tourism/Economic Development Manager Position For The Town Of Essex
- Create A Harrow Guide – 'Harrow Happenings' (business listing, destination and attraction listing, service club and community group listings)
- Amend official plan and comprehensive zoning by-law for flexibility, economic diversity and modern uses (for example, permit a boutique hotel)

- **Goal 5: Cultural Development**
 - Develop cultural events
 - Promote pioneer-themed events
 - Provide special events to showcase 'heritage/historical harrow' theme

- **Goal 6: Development Of Tourism**
 - Promote Harrow outside of the Essex County region
 - Promote harrow within the region
 - Install new way-finding signs to direct people around Harrow

- **Goal 7: Attract New Residents And Businesses**
 - Adopt official plan policies encouraging new residents and new development
 - Create a welcome committee

- **Goal 8: Preservation & Conservation Of Heritage**
 - Create a list of properties of 'cultural heritage value or interest' within Harrow
 - Utilize the listing of buildings that have 'cultural heritage value or interest' to create a heritage walking tour
 - Create a 'mayor's heritage award

- **Goal 9: Enhancing Health, Safety & Accessibility**
 - Create trail connections within Harrow
 - Create trails connecting Harrow with Colchester and Essex centre
 - Co-ordinate recreational events with other communities (town of Essex, McGregor, Colchester, etcetera) within the Town of Essex

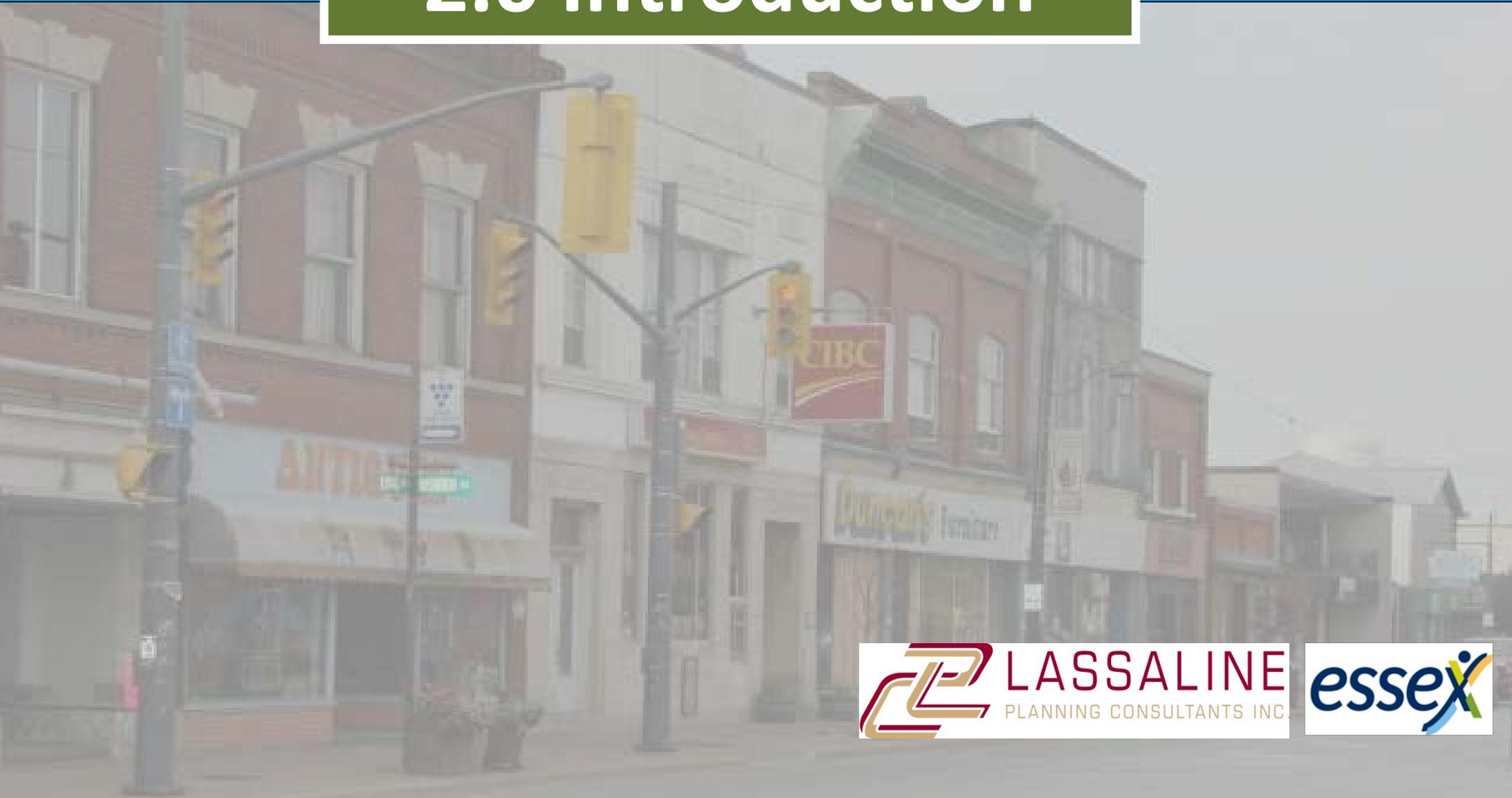
How do we know when Harrow has arrived?

Harrow will have arrived through the achievement of the nine identified goals: communication is improved, the economy is prospering, downtown Harrow is thriving, residential growth has occurred and the community has attracted new residents and new businesses.

Achievement of the goals will be a lengthy process that will involve community initiatives, Council allocation of funding and the Chamber of Commerce and businesses actively pursuing these goals. It is recommended that the goals be revisited on a frequent basis to determine if they need to be re-activated or updated. The success of these goals will become evident when the goals of this plan, such as increasing tourism, downtown revitalization and economic development, become predominant and tangible signs have occurred in the Harrow area.

To recognize the uniqueness of Harrow and support the guidance and direction established in this HCSP, an Official Plan Amendment has been developed to include Harrow specific policies within the Town of Essex Official Plan. The Official Plan Amendment will contain policies to guide and manage the future growth and development of Harrow, and to provide a policy environment for Harrow to achieve 'Pride of Place'.

2.0 Introduction



2.0 Introduction:

Harrow is an urban settlement area with a population of approximately 3,000 located within the Town of Essex. Harrow is a heritage community with its origin in agrarian activities and presently has a solid economic base through employment in: local field crop production, fruit orchards, horse farming, wineries, downtown retail, traditional manufacturing and Harrow Research Station.

Recently, the Town of Essex repealed the four pre-amalgamation Official Plans with the adoption of new Official Plan (2009) and introduced a new Comprehensive Zoning By-law (2010). The new Official Plan reflects the amalgamated municipality of the Town of Essex. Prior to amalgamation, Harrow was one of four independent municipalities. With an effort to recognize the uniqueness of a sense of place, the four individual communities within the Corporation of the Town of Essex, Council is striving to develop policy framework for each of them. Incorporated in the present Official Plan policy framework is a guideline plan for the hamlet of Colchester, situated south of Harrow.

Council has authorized the preparation of a Community Strategic Plan for Harrow. The Harrow Community Strategic Plan (HCSP) establishes a strategic direction for the community of Harrow that will analyze and recommend goals and objectives for the community and

Council to work towards. The HCSP will include a policy framework to be included in the Essex Official Plan that will be specific for Harrow.



2.1 Goal of the Community Strategic Plan

The Goal of the HCSP is to create a document focused on:

- 1) Community Visioning;
- 2) Establishing Community Values;
- 3) Analyzing and Understanding the Vision and Values;
- 4) Defining Objectives and Priorities for the Community;

- 5) Defining Actions and Implementations for the Community;
- 6) Establishing Policies for the above and incorporating them into the Official Plan as policy;

The Harrow Community Strategic Plan (HCSP) is not an urban design study but rather a document that establishes a strategic direction for the community of Harrow. There will be components of the strategic plan and policy direction that will contain graphics and urban design directions and solutions. The urban design component will be a visual support as well as a visual support in the defining actions and implementation plan as recommended approaches.

2.2 Purpose of the Community Strategic Plan

The purpose of the Harrow Community Strategic Plan is to engage the public and stakeholders in a pro-active and positive exercise of establishing: a mission and a vision statement for the community of Harrow in the Town of Essex. The Harrow Community Strategic Plan (HCSP) will be a community based document that will be utilized as a strategic plan and guide for the community to explore opportunities, achieve goals and objectives of the Plan.

Faced with growing demands, aging infrastructure, competing interests and limited financial resources, municipalities are questioning where to focus their

resources. The purpose of this project is to develop a Community Strategic Plan for the community of Harrow.

The Harrow Community Strategic Plan will:

- 1) **Develop a collective vision:** In a time of growing demands and scarce resources, it is important to marshal the resources of a community behind a common vision and engage the public in the development of the vision and values of their community;



- 2) **Establish a framework for the Official Plan and partnerships.** The Community Strategic Plan will function as a goal oriented, implementation

document with a strategic direction designed specific for Harrow. As a component of the Strategic Plan, an amendment containing policies specific to Harrow have been designed for inclusion in the Official Plan. A significant component of the Strategic Plan is the combination of an implementation strategy with an identification of funding and community partnerships to achieve the goals;

- 3) **Maximize resources:** As a management process, strategic planning provides a mechanism for deploying resources in an effective manner. Through the identification of a vision, objectives and strategies, Harrow's Community Strategic planning process will allow the community to focus on key strategic issues and to suggest actions to address them.
- 4) **Establish and Prioritize Goals and Direction:** these goals and objectives will be developed by the community and based on the community needs, desires, and direction. Each Goal and objective will be defined through tasks, details and deliverables.

2.3 Structure and Format of the Plan

Generally, the HCSP will include the following:

- 1) Legislation and Policy overview;
- 2) Profile of the community;
- 3) Harrow's community Vision;
- 4) Harrow's Community Values;
- 5) Developing the strengths, challenges, opportunities, and risks affecting Harrow;
- 6) Analysis and understanding the Vision and Values;
- 7) Developing potential solutions and strategies for implementation;
- 8) Defining Actions (development, redevelopment);
- 9) Defining Priorities (eg: heritage preservation);
- 10) Defining Goals and Objectives for Harrow;
- 11) Assistance programs for consideration;
- 12) Policies for inclusion into Essex OP (OPA);
- 13) Minutes from: focus group discussions, stakeholder discussions, consultations, Workshops, Interviews, Survey, Open House.

Section I: HCS Plan



2011

3.0 Harrow: Our Community



3.0 Harrow: Our Community

3.1 Community Values

Harrow defines itself through its community involvement, families, service groups, neighbourhoods and friends combined together as one unit. In Harrow, the sense of community is the greatest asset because the residents feel safe, welcome, happy and content. Harrow's **community values are** based on the essential belief that all people of Harrow are connected to each other and interdependent; that the community includes everyone and leaves no one behind; that they care for each other and believe in shared responsibility and shared sacrifice; that they know everyone has inherent value and worth.

When examining the **values** of a community, it is critical to examine what the residents love and cherish about their community, in other words, what they value. Residents, land owners, visitors and business owners of Harrow agree that the greatest **values** of their Harrow community include:

- The **sense of community** created by each individual;
- The **sense of “roots to our past”** in the small town, agricultural, rural Ontario feeling of Harrow;
- The **quaint atmosphere and the quiet, peaceful, serene feeling** when in the community;

- The **friendliness, the welcoming feeling** everyone is greeted with when they come to Harrow;
- The **serene view** – tree lined streets, parks, trails;
- The **sense of “time past”** – heritage and history still present;
- The **sense of community wealth** in the people, the facilities, the opportunities;
- The **sense of small town convenience** - ability to get to a destination quickly;
- The **sense of safety** – the ability to walk in the community while feeling safe;
- The **sense of pride of place** and identity with the sense of place;
- The **sense of sustainability** – pride in sustaining the rural, small community in times of economic pressures;
- The **sense of independence** – the ability to support each other in the community in times of crises and economic pressures;
- The **sense of relationships** and support with the rural area surrounding Harrow and the community of Colchester;
- The **sense of community action/support** when addressing community or individuals issues;
- The **sense of community created by service groups and church groups.**

3.2 Community Vision

A **Community Vision** identifies the values as a direction and a sense of identity for the community.

Harrow envisions a future based on the strength of our agricultural roots and the community identity developed from our rich history and community values. Central to our identity is a community of citizens working together to foster a better, stronger Harrow through communication, the preservation of our history, taking a personal and collective responsibility for the well-being of our neighbours and our community, and by making the best of the spirit and energy within us.

Harrow is:

A quiet rural community strong in its agricultural roots; a friendly and welcoming community that is rich in history, rural values, and pioneer spirit.



3.3 Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis)

Through consultation with the community of Harrow, the following SWOT analysis was undertaken. Input was gained through: a survey sent to all landowners within Harrow; comment sheets that were submitted by attendees at the Introductory Open House; extensive interviews (75); two Public Workshops; and a Facebook page that was created as a public forum.

3.3.1 Strengths:

Harrow, with its roots as a small rural municipality, maintains its pride of place and sense of community which contributes to the strong sense of identity. These values are important to build on in order to expand in a positive direction for the future development of the area. The advantages that Harrow possesses are a large benefit for the community that can be built on to move Harrow forward.

- **The Community**

- The residents and business owners of Harrow are its finest assets: warm, friendly and welcoming;
- The residents also have a desire and want to improve their community while retaining these positive attributes;

- Strengths of the Community – agriculture, heritage, community unity, welcoming and friendly;
- Strength of the symbiotic relationship and support with the rural community and the community of Colchester;
- Harrow has a small town charm, welcoming and great sense of community;
- Quiet, small town atmosphere;
- Harrow is a safe community;
- The community has a strong sense of unity;
- Support and assistance provided to all in need in the community;
- Being small, all residents know each other and know when assistance is required;
- Moderate costs of living and residential prices are lower compared to region;
- Fresh fruit and vegetables are available in close proximity in the community – promotes healthy eating;
- Clean air, availability of fresh water and a moderate climate provide a great quality of life.



- **Heritage and History**

- HEIRS - a group dedicated to researching and preserving the history, heritage, and genealogy within the community;
- Harrow is rich in history and heritage;
- Many buildings and features still exist from the 'horse drawn carriage' days of Harrow's past;
- Buildings in the downtown core – 150 to 200 years old – historical downtown;
- Three local cemeteries are well preserved and show a history of and involvement in the development of the Harrow community, the province of Ontario and Canada as well.



- **Community Facilities/Groups**

- The library is a wonderful resource and gathering place – provides a sense of community and ways to communicate;
- Plentiful service groups: Knights of Columbus, Communities in Bloom, Rotary Club, Harrow Fall Fair, Chamber of Commerce, Seniors;
- Harrow has eight (8) church denominations represented, each with service groups – Catholic, United, Methodist, Baptist, Presbyterian, Anglican, Mennonite, other – each are small and communal;
- Harrow Family Health Center – consisting of five (5) family doctors, several nurse practitioners and an Executive Director – provides for a healthy community and will attract new residents as well as support existing residents;

- Supportive health services – physiotherapy, massage, spa and other personal services are available in Harrow.



- **The uniqueness of Harrow**

- The strong sense of community has been fostered and preserved;
- Majority of residence are active in the community;
- Agricultural roots;
- The cost of living is lower than surrounding regions;
- Safe, walkable, healthy community;
- Serene and beautiful scenery.



- **Tourism**

- Harrow Fall Fair attracts thousands of visitors;
- Wineries in the area are a strong local tourist attraction that bring people through Harrow;
- Harrow offers several natural and well established tourist attractions: agriculture, cultural, heritage, and recreation facilities;
- Agriculture: fresh fruit and vegetable stands, pick your own facilities;
- Cultural: museums and artisans in the area;
- Heritage: HEIRS for research, heritage downtown, John R. Park as a living museum;
- Recreation: Harrow Arena, soccer pitches, baseball diamonds, splash pad and skateboard park;

- Harrow is located in close proximity to Lake Erie and the amenities and attractions associated with this proximity: Colchester harbour, Point Pelee National Park, Holiday Beach Provincial Park, etc.



- **Business and Downtown**

- The downtown core of Harrow is established and is considered the heart of the community;
- There are businesses holding true to downtown and its potential;
- There are a number of strong, large employers - Harrow Research Station, Sellick Construction, Atlas Tube;

- Many people walk to downtown to socialize, get to destination or shop at the stores available (eg: Sanford and Son Grocery Store).



- **Seniors and Youth**

- Youth Family Services – provides a leadership program for youth;
- There are several young people in the community who can be a great asset to the future of Harrow
- The seniors are active members in the community and host several events and clubs.



- **Recreational Facilities**

- The majority of the recreational facilities in Harrow are well established, well used by both local and regional participants;
- The majority of the recreational facilities are well used by most members of the community on a daily basis;
- Harrow Arena is an older, unique structure that is well used by local and regional players;
- The soccer pitches are brand new and will attract a number of users locally and regionally;

- Chrysler Greenway Trail – ERCA – brings regional walkers, bikers, cyclists, etc. into Harrow as well as provides a recreational facility for local residents;
- There are two passive parks: Murdoch and Centre St. that are used by their local neighbourhoods;
- Local parks and hiking trails support the local residents and provide a recreational outlet for public and high school students.



3.3.2 Weaknesses

The weaknesses in Harrow are also relevant points to explore. Due to the limitations that the community faces, Harrow's weaknesses will act as a direction to where improvements and alterations in the community can be made to improve Harrow. The disadvantages within the area are great focal points to address for moving Harrow forward into the future.

These limitations include the following:

- **Communication**

- Communication within Harrow between groups, service groups, and the residents is weak – identification of fundraisers, services available, events, etc. are not communicated amongst the groups or within the community;
- Communication outside of Harrow is weak – there is little to no promotion of the community locally, regionally or provincially;
- Recognition of the need for improved communication is lacking because of the familiarity of the residents/businesses/service groups;
- Advertising and promotion on all levels is weak – e.g. familiarity of the residents, businesses and

- service groups – assumptions are made as to availability of items, services, etc.
- Communication and co-ordination of services and functions with other municipalities within the area/region is weak and results in duplication of services.



- **Development**

- There has been resistance in the past by some residents/businesses to promote Harrow for fear of unmanaged growth or loss of the values

- associated with the small community – there is a lack of new development in the community;
- There has been resistance to ‘new’ in the past for fear of the impact on the community values;
- New residential development has not gone forward and therefore there is a lack of new residential units on the market – the housing stock is fully used with relatively no new residences being built;
- There is a lack of new commercial/industrial development in Harrow;
- The arts, museums, galleries, theatres and music – cultural events are lacking
- There is a lack of modern technology skill set in Harrow for expansion of job opportunities.

- **Heritage and History**

- There is a lack of promotion and education on the history of Harrow;
- The potential for the community to explore and promote heritage tourism has not been developed;
- Harrow has a rich heritage and history but it needs to be showcased;
- There are no preservation and conservation plans for heritage in Harrow;

- There is a lack of knowledge on heritage and the value associated with the preservation and conservation of heritage;
- The heritage buildings are experiencing ‘demolition by neglect’, particularly in the downtown core;
- There are no programs (outside of the standard curriculum) to educate and promote Harrow’s history and heritage with students within the community.



- **Tourism**

- Tourism has not been organized or promoted within Harrow;
- There are many tourism features and opportunities to be explored in Harrow and region – but not promoted;

- Residents are not aware of tourism features of Harrow and region (i.e.: Transportation Museum);
- Harrow has been shy and lacking in promotion of tourism potentials – agri-tourism; heritage tourism; winery tourism.
- There are no over-night accommodations for tourism;
- There is a lack of focus and direction for tourism – what to promote?;
- Communication is lacking, resulting in misinformation or miscommunication or lack of knowledge;
- No highway presence or connection to larger communities in area;
- There is no ‘regional’ or ‘provincial’ identification or promotion.



- **The Wineries**

- The wineries do not have an associated identity with Harrow;
- The wineries are lacking in communication amongst each other;
- The wineries are not showcasing themselves to their greatest potential.

- **Parking/Traffic**

- Traffic flow through downtown is fast with only one stop light;
- Parking in the downtown is a major weakness for the community, particularly downtown;
- There is a lack of organized parking for customers and commercial building owners;
- Business owners use the existing on street parking instead of allowing customers front door access.



- **Business and Downtown**

- The downtown is established however there is only half occupancy
- The downtown has become very transient and fluctuating with its occupancy;
- Apartments (bringing eyes to the downtown) in 2nd and 3rd floors have not been developed;
- Half of the downtown stores are empty and not visually appealing with windows replaced with wood plywood instead of glass;
- When vacated, the stores are left untidy and abandoned – visually unappealing;
- Several stores are left closed during daytime hours of operation-lack of consistency;
- Assets of the downtown have not been promoted – warm, friendly, welcoming restaurants, etc.



- **Seniors/Youth**

- There is a lack of accessibility in the downtown-making it difficult for seniors and physically challenged people to use facilities;
- There is a lack of interests and activities in Harrow for the older youth which results in little or engagement with the community;
- There are limited jobs in the community for part time young people;
- The transportation is minimal making it difficult to use facilities outside of the community (i.e.: Civic Centre in Essex);
- There is some senior accommodation, however, there is no ‘Seniors Full Care Facility’;
- There is a lack of new, fully equipped, seniors independent living accommodation;
- With the existing housing stock fully utilized, there are no new single storey, small footprint residences that are being built to attract new ‘empty nesters’ or ‘young families’ into the community;
- There are no apartment buildings or condominiums available for an alternative lifestyle accommodation.



- **Recreational Facilities**

- The recreational facilities in Harrow are very well utilized which results in need for maintenance and upkeep;
- Some recreational facilities are lacking accessibility;
- The Harrow Fair Committee gives the impression that it works in isolation and does not communicate well with the community;
- Baseball diamonds located on the fairground have intrinsic barriers for access, maintenance, and programming;
- The Chrysler-Greenway Trail dissects the community but is not linked to the downtown or other trail system and therefore 'boomerangs' people through Town.

- Murdoch and Centre Street Parks – passive and without an identity as a neighbourhood park.



3.3.3 Opportunities

There are several opportunities that are available to explore for moving Harrow forward. The following list the opportunities that will be developed and explored in Chapter 7, Defining Harrow:

- **The Community**

- With the pride of place and strength in community, Harrow residents and businesses are great assets and provide opportunities for moving Harrow forward;
- Creating a community movement and singular sense of commitment will progress Harrow forward by utilizing the strengths of the community – adding to the positive mind set and having community goals and public recognition of achievements will create a community unified;
- Working with the strengths of the relationship with the surrounding rural community and the Community of Colchester.

- **Heritage and History**

- There is a wealth of heritage homes and heritage commercial businesses – develop a heritage preservation and conservation program for Harrow as a whole;

- Develop a heritage incentive program to finance heritage upkeep and projects;
- Implement a mural program – storyboard approach – history of Harrow;
- Develop an education program for heritage preservation and showcase attributes; Explore with other municipalities the opportunity for heritage tourism;
- Promote and educate heritage at schools and general public to learn about the value of heritage and history;
- Encourage owners of businesses to preserve facade – facade program;



- Develop a downtown tax incentive program for heritage buildings;
- Cemeteries should be researched and showcased – designation explored;
- Develop Heritage Tourism – walks, historical plaques, information for the public – will further develop pride of place.

- **Development**

- Make the town more attractive – clean up downtown;
- Identify Grant opportunities;
- There is a possibility for an Artisan’s Market in a downtown building or Harrow Fair Grounds – explore opportunities;
- Develop local talent and showcase it – Musicians, artists, outdoor theatre, etc.;
- Explore and amend Official Plan and Zoning to support development and allow for flexibility;
- Provide zoning and Official Plan policies for adaptive re-use of the Harrow Junior school proposed to be closed and sold;
- Employment lands need to be reconfigured and relocated – explore options;
- Develop a dialogue with developers to encourage movement within areas designated for residential development;

- Provide cultural attractions;
- Promote and encourage activities and ‘gathering places’: parkette and Murdoch Park;
- Retain a Tourism/Economic Development Manager to oversee economic prosperity and promote local tourism.

- **Tourism**

- Showcase already existing establishments both in Harrow and in surrounding rural area – Wineries, Orchards, Horse farms, Harrow fair;
- Coordinate and combine events - Blessing of the Fields and other events;
- Tourism/Economic Development Manager – responsible for coordinating events and functions;
- Tourist information booth (x2);
- Public Washrooms;
- Develop overnight accommodations (boutique hotel, Bed & Breakfast);
- Develop a Harrow Guide/Brochure containing information on: restaurants, downtown, events, Harrow Fall Fair, etc.;
- Use the heritage and history to draw people into Harrow – heritage tourism;
- Develop two information booths;
- Promote fruit stands, orchards, horse farms, Research Station - develop agri-tourism;

- Have a tourist guide/brochure;
- Develop Harrow web portal;
- Have maps and books to showcase Harrow;
- Create and post 4 gateway signs with landscaping - “Welcome to Historic Harrow” – Gateway program
- Create and post way-finding signage from Essex, Amherstburg, McGregor, Colchester;
- Develop Harrow tours – heritage, farm, Colchester Harbour to Harrow connection, orchards;
- Promote Harrow as an ‘Old World Experience’ - horse and buggy tours - there are approximately 5000 horses in the area.



- **The Wineries**

- Use the wineries to showcase aspects of Harrow;
- Coordinate winery events and Harrow Fall Fair;
- Promote events at the wineries – Wine and Cheese/Office parties ;
- Create wineries as an attraction/experience while bringing tourists into Harrow.

- **The Community**

- Coordinate events, promote tourism by hiring an Tourism/Economic Development Manager;
- Develop community functions and events to include the rural area and community of Colchester;
- Have a community events calendar on the web portal;
- Welcome Package – Harrow Happenings Guide including information about: restaurants, maps, events, social groups, business coupons and recreational facilities;
- Good Host Program to be offered to businesses and service industry;
- Promote a business friendly community – provide promotional events (street fairs, Business of the Month).



- **Business and Downtown**

Work with the Chamber of Commerce, Service Groups and Tourism/Economic Development Manager to:

- Develop lands for commercial and industrial development;
- Slow vehicular traffic downtown;
- Create educational program on accessibility and opportunities to make businesses more accessible;
- Develop downtown as a niche market for retail;

- Encourage youth oriented retail;
- Possibly create a CIP for private and public spaces;
- Develop a gathering place for the community;
- Clean up the downtown;
- Reconfigure the parking in the downtown to create angled parking;
- Update and revise streetscapes and viewsapes;
- Use incentive programs to raise awareness of downtown - for example, a Business of the Month program;
- Involve Community in downtown beautification and public space improvements: buying a brick or buying a bench;
- Encourage outdoor patios;
- Develop a local business Guide for Harrow citizens as well as for promotion, including a map with business locations, services and hours;
- Promote and encourage more variety in retail shopping;
- Review the zoning in Harrow to encourage flexibility and give direction;
- Create a gathering place in the downtown – utilize for culture and theatre;
- Explore an art gallery opportunity for downtown.

- **Seniors and Youth**

- Public Transportation - promote and develop public transportation for use of recreational facilities;
- Provide zoning opportunities for a developer to build a full care seniors facility;
- Provide zoning opportunities for an adaptive re-use or new seniors condominium development;
- Develop leadership programs for local youth;
- Develop gathering place for teens – outdoor theatre, internet cafe, bowling alley, pool hall – explore zoning;
- Provide gathering place to hold band practice for youth and/or to host a Battle of the Bands;
- Create a youth council that is linked to Town Council, made up of young members of the community;
- Provide more professional support services – counselors, mental health workers, educators;
- Get the youth involved in community events – volunteer hours offered to help with the parkette, school clean-up events involved with parks, Communities in Bloom, Computers for Kids;
- The youth are very actively involved in Facebook and cell phones – Events must be advertised in a way that the youth relate;

- Provide zoning for a seniors complex; a seniors full care facility; a seniors apartment/condo complex.

- **Recreational Facilities**

- Ramps and other accessibilities need to be installed for recreation facilities;
- Community Bulletin Board in Tourist Booth – promote community helping and volunteering to help with sports and activities;
- Parking at the facilities is lacking and should be examined;
- Increase height of netting at the baseball diamonds;
- Coloured bike paths tied into Colchester with exercise stations;
- Relocate the Harrow Fair ball diamond away from the Harrow Fall Fair Grounds to a location near existing ball diamond;
- Exploring the possibility of a Tournament Center for Harrow;
- Consider putting a track outdoors at the high school also accessible to the public
- Develop a trail system from downtown to connect with the Greenway for: bike, carriages, rollerblade, walk and run;
- Trail connecting Harrow to Colchester Harbour;

- Post maps for trails along trail and in tourist



booth.

- **Community Groups/Partnerships/Communication:**

- Develop a community bulletin board within the Tourist Booth for improved communication;
- Engage HEIRS and Heritage Committee in heritage preservation, conservation programs;
- Coordination and communication between community groups to increase participation in community;
- Promote communication between the service groups and the youth;
- Economic Development Manager/Tourism Manager to co-ordinate events – one location, one organizer;
- Advertise community events on web portal, Facebook, community bulletin board;
- Promote Harrow regionally and provincially;

- Create brochures/guides specific to Harrow;
- Create new events such as a Fall Maze/ Wine and Cheese Festival/Horse Rodeo/Heritage Functions;
- Create tours specific to Harrow – orchards, wineries, horse farms;
- Partner up with local businesses to fund downtown projects such as park benches and have them recognized as donators;
- Explore the Shore, the wineries and the community groups should partner themselves to support events such as this
- Partner with other communities and municipalities to promote each other – economics of scale;
- Progression towards common community goals.



3.3.4 Threats

Without a positive direction, goals and purpose, the community of Harrow will not prosper and will continue on an economic decline. The significant threats are:

- **Lack of communication**

- Without communication, the community is unaware of events, activities and will not be involved in the renewal and revitalization of the community;
- The community cannot engage and will not be part of the solution for their community – no ownership;
- **Apathy and lack of interest by some residents, businesses, and developers and Council**
- Will result in in-action and the goals and objective not being achieved.

- **Lack of funding**

- Funding is required for most goals and objectives – without the funding, the objectives will not be supported and ultimately achieved.

- **No new development means:**

- A general continuation in the decline in the local economy;
- Isolation of individuals;
- Critical mass will not be achieved for social services to assist those in need of support;
- Seniors will have to move into other communities for their next stage of residency;
- Families and individuals will abandon Harrow for more prosperous communities;
- Schools will close due to lack of enrolment and funding;
- Tourism will not prosper and the downtown will continue into decline;
- Lack of development initiative within the community or by outside developer resulting in no residential or commercial development.

3.4 Challenges/Barriers to Success

Challenges and barriers will inhibit the progression of goals and objectives explored in Chapter 3 and Chapter 4 of this document. The challenges facing Harrow achieving include:

- The majority of the recommended options require funding and commitment to see the achievement of the goal. It is evident that financial support is necessary for the success of implementing some of these ideas however funding may not be available.
- Funding applications and grants will have to be explored by the Economic Development/Tourism Manager. Without the manager, there will not be the coordinated and consistent approach to obtaining funds.
- Some recommendations include legislative amendments to planning documents for the Town of Essex. Through opposition, some of the policy, administrative, or legislative changes may be thwarted and stunt the achievement of the goal.
- In order to progress the business and residential development, support and participation from the Harrow community is crucial. The community and

community groups must be involved and committed to achieving these goals.

- One of the goals being recommended is a community bulletin board that must be maintained and kept current. Administration must establish a policy for the upkeep and maintenance of this public service.
- As a Welcome Committee, the community and businesses must be involved with a certain level of consistency to achieve the welcoming intent. This welcoming process must be delivered to everyone eligible.
- Without business, events and attraction promotions, the consequences could be a lack of public involvement and underutilization resulting in the cancellation of the events. The result will have a negative impact on the economy.
- Heritage and history are a major part of Harrow and they need to be preserved and promoted. If this does not occur, significant heritage and historical memory will be lost and the identity that Harrow enjoys will be lost.
- A decline within the population could occur if additional residential development is not achieved. The effects of this could be schools closing because of

a lack of enrolment, out migration and a decline of economic support in Harrow.

- The community must be visually appealing in order for people to want to visit and live in Harrow. Attractiveness is a key contributor in successfully achieving a healthy local economy.



4.0 Moving Ahead: The Goals



4.0 Moving Harrow Ahead: The Goals

The community of Harrow is strong and unified in their desire to move Harrow forward. Through extensive public discussions: interviews, public surveys, Breakfast for Businesses, Public Workshops and Public Meetings, and general discussions around the community, issues were identified and goals have been developed by the community. Based on the goals identified by the public and through further public input, an implementation strategy has been created.

There are a number of strategies and goals outlined below that have been designed by the community of Harrow for Harrow.

These strategies have been categorized and listed by priority for implementation.

Each goal and their corresponding implementation strategy also have funding sources identified for assistance in financing these goals.

- **Goals and Objectives that are highlighted in blue represent initiatives that could be more effectively developed from a Town initiative level.**
- **Goals and Objectives that are highlighted in green represent initiatives that are more effective from a Harrow community initiative level.**

4.1 Goal 1: Developing a Strong, Unified Community

4.1.1 Develop a Community Strategy

The road network was long established before the automobile. The county and municipal road system was developed and constructed prior to amalgamation. There are no direct road connection between Essex and Harrow. Communication can be an effective link between these communities without the need for building a new road.

During discussions and interviews, we heard from all groups within the community of Harrow that communication needs to be improved at all levels: between Essex and Harrow; within Harrow; within the region and within North America.

In order for Harrow to progress and thrive, communication must be addressed as the first critical goal. Once communication is flowing, all levels of activities will improve and progress.

Improve communication between Town Administration and the Community

- To improve communication, every effort should be made to advertise and publicize in local newspapers;
- When dealing with an issue affecting the Town, advertising should occur within the Essex newspapers as well as circulations in each community;
- When dealing with an issue only affecting one community, it is sufficient to publicize in only the newspapers circulated within the community.

Inform the Community as to 'Who Does What'

- The general public sometimes do not know who to call at Town Hall and don't want to waste staff time;
- Provide a 'who does what' guide to residents and business owners. Ensure communication barriers are removed by providing: department, title, name, contact email, contact phone number and extensions, and emergency contact information;

- Provide a description of each department, who should be contacted, in some circumstances who represents each community, and provide examples: for example, to build a deck at your residence in McGregor, contact Chief Building Official Mr. Smith at ###-###-####, ext ##. This can be done in a brochure/flyer format distributed to all residents.

Hold Council Open House in each community once a year

- Should be done prior to budget being finalized;
- Must include majority of Council – organized by Administration;
- Garner public opinion on major projects and initiatives considered for that community for the year.

Prepare and distribute a Council newsletter annually

- Prepare an in-house newsletter highlighting events, Council initiatives, future events and special invitations;
- Include a picture of each Council member and contact information;
- Distribute throughout the Town and post on the web.

4.1.2 Improve Public Understanding of Town's Processes

Through public discussions, a significant issue of not understanding the planning application and building permitting processes were identified. The Town of Essex should provide process and department information to the public in three formats: hard copies available at the Town Hall, information posted on the web, as well as educational items that can be advertised in the newspaper or distributed broadly by way of flyers.

X Communications occur between Council, administration and Harrow residents when considering municipal purchases of properties or structures. Harrow residents to be consulted prior to financial decisions affecting the community.

X Create a Planning Citizen's Guide

- Create Guides that are concise and detailed that will highlight planning processes (such as site plan application process, minor variance process, Official Plan Amendment process and Zoning By-law Amendment process);
- Post the Planning Citizen's Guide in association with the Planning and/or Planning Application forms section of the Town of Essex website;
- Provide copies at the Town Hall for distribution at time of preconsultation.

X Create Building Department Citizen's Guide

- Create a Citizen's Guide to detail the building permit process, where to find building contractors, sample of a building permit, etc.;
- Provide contact information and direct lines to the building inspectors of each community for quick answers, inspections, etc.

- Provide sketches and diagrams;
- Outline when a permit is not required as well as when a permit is required;
- Post Building Department Citizen's Guide on the web under Building Department information.

X Update Web Site for Building Department

- Expand on the information about the Building Department presently posted on the web. Eg: Identify which Building Inspector addresses which community;
- Include information about when a permit is necessary, when a permit is not necessary;
- Include information about Contractors and when it is necessary to hire a professional;
- Include seasonally relevant bulletins, such as detailed information on decks, pools, etc. in spring.

X Create a Citizen's Page in local newspaper

- The Town of Essex could acquire space allocated within a local newspaper to communicate with the broader community;
- The space could be allocated with a portion dedicated to staff contact information, Council

information/Council agendas, special events calender, general department information, public notices, educational components for the Public Works, Building, Finance, Planning Departments;

- Tender the space and maintain the space for consistency.

Update Development Manual

- The Town of Essex Development Manual is a useful tool for demonstrating development standards and development requirements;
- This Manual should be updated to include: Planning Department processes, pre-consultation processes, planning studies and required information for a complete application, planning contact information, etc.
- Building Department information should be provided.

4.1.3 Create A Web Portal

A wonderful tool for communication is the internet. A web portal is an electronic entrance or series of electronic doorways into a specific topic or niche, in this circumstance, the Town of Essex. A web portal is dynamic, evolving and changing with the information and access it provides. It does not have to be complicated, but it does need to be organized, updated and maintained.

A web portal will provide a multi-door entrance for residences, Council, businesses, tourists looking for information about Essex and the different communities: Colchester, Essex, Harrow, McGregor.

The web portal for Essex should have a main front page with doors leading to different divisions. The main page should have information such as weather, links to current information, topics. The main page should clearly lead the reader to a specific community portal (Colchester, Essex, Harrow, and McGregor).

Town of Essex Web portal

- Create a dynamic, evolving web portal for the Town of Essex;
- Create a division for each department – info, e-applications, forms, contacts, emails, notices and publications;
- Create a division for Council – agendas, individual events, Council blog on events;
- Create a division for Special Events – provide a calendar that is accessible to key community individuals to provide information;
- Create a division for each community of Essex:
 - Colchester, Essex, Harrow, and McGregor;
 - Highlight Tourism – special events, community blogs, each community represented with a division;
- Provide news, weather, editorial content, digital publications, and e-commerce and e-application capabilities;
- Provide local traffic and detour information;
- Provide for remote access by staff, Council and key community individuals to update and provide information.

Harrow Community web portal

- Promote community values and vision;
- Provide Harrow and neighbourhood map and link to Google map;
- Provide a cultural map – Places in Harrow to Experience – museums, heritage walk, Research Station, HEIRS, etc.;
- Provide a ‘Heritage Harrow’ page – promote walking tours, highlight heritage, provide information on history, pioneers, agriculture, etc.
- Have a Harrow Tourism page – restaurants, wineries, retail, hours of operations, etc.;
- Create a page to promote fresh fruit and vegetable markets and availability, u-pick, seasons and hours of availability;
- Post the HARROW HAPPENINGS Guide (below);
- Link to local newspapers, provide live feed of local radio;
- Provide Harrow weather as scrolling bar;
- Provide Business listing;
- Chamber of Commerce link to provide accommodations, business highlights, awards and commemoratives;
- Highlight special events and functions;
- Link to accommodations and places to stay;
- Link to Harrow Facebook page;
- Link to Councillor Facebook pages;

- Link to local real estate offices and MLS listings;
- Provide community information – profile of schools, housing prices, profile churches;
- Promote Recreation Tourism - location maps, capacity, tournaments featured, etc. – Greenway trail, Harrow Arena, baseball diamonds, soccer pitches.
- Highlight community features: quiet living, low cost of housing, close to Windsor, close to waterfront, temperate climate;
- Create a ‘Tours of Harrow’ page – Ghost tour, Bike tour, Horse tour, Trolley tour;
- Create a winery page with links to wineries, orchards, horse farms, Trolley, and other local farm related activities.

4.1.4 Create 4 Community Bulletin Boards – ‘Harrow Happenings’

Small areas of Harrow do not have internet accessibility, have weak services, or the land owner has chosen not to connect to the internet services available. With this in mind, a Community Bulletin Board posted at a site easily accessible for all to use is recommended.

The outdoor bulletin boards should also be accessible for tourists, visitors and day trippers. This is an in-expensive way of advertising to both the community and people coming into the community for the first time.

✘ **Have four (4) bulletin boards posted in the community**

✘ **Use the heritage/pioneer themes to dress up the boards (for example, special frames, etc.)**

✘ **Post the name and contact information of the person to contact for postings**

a) **Four recommended bulletin board locations:**

- A Community Bulletin Board posted at the Tourism Booth in downtown Harrow;
- A Community Bulletin Board posted outside at the arena;
- A Community Bulletin Board posted at Murdoch Park;
- A Community Bulletin Board posted at Centre Park.

b) Who should maintain the bulletin boards?

- This information must be maintained current and up dated frequently to attract both local residents and day trippers to events and functions.
- The bulletin board at the arena should be constructed and designed to be a replica of the tourist booth downtown.
- The bulletin boards must be maintained by the Town of Essex from the physical side to ensure the structures are clean, up dated and appealing.
- A designated local person (Chamber of Commerce or Ward 4 Council Member) must be the recipient of the notices and post them as soon as received.
- The name and phone number of the designated person must be posted on the bulletin board.



Sample of a heritage style bulletin board:

(For more information, see [Learn More](#))

4.1.5 Develop The Downtown Tourist Booth

Downtown Tourist Booth is a beautiful, attractive facility that has great potential. This structure can be equipped to accommodate the posting of a 'Harrow's Happenings' Board and facilities to promote tourism and events.

- Walls to be located on the inside of the structure;
- Walls should be attached to the existing structure that start approximately 2 feet off ground, and are about 3 feet high;
- Walls painted the same colour as the posts;
- Three walls to be provided with pockets/shelves the same colour as the walls to blend;

- Hinged plexiglass installed over the shelves to ensure enclosure of ‘pockets’;
- One Wall – ‘Harrow Happenings’ bulletin board;

✘ **Consider an electronic keypad with attractions, events and tourism information to be posted;**

✘ **Provide in the Booth:**

- **Harrow Happenings Brochure;**
- Local attraction brochures (wineries, orchards, vegetable markets, museums, etc.);
- **Map depicting:** local tourist attractions, local trails and connections; location of public washroom, library, arena, parks;
- Town of Essex information



Sample brochure wall

(For more information, see: [Learn More](#))

4.1.6 Community Groups, Service Groups And Tourism And/Or Economic Development Manager To Coordinate Community Functions

Harrow is rich with community and Service Groups: Knights of Columbus, Harrow Fall Fair Board, Communities in Bloom, etc.

✘ **The Service Groups, the Community Groups and Tourism/Economic Development Manager come together and coordinate community functions:**

- Provide information about the service group and its role in the community to the developer of the ‘Harrow Happenings Guide’;
- Post notices/events/contact information on the ‘Harrow Happenings’ bulletin boards.
- Advertise events on the Town of Essex webpage and post on the Events Calendar.

✘ **Co-ordinate events with local businesses to create events that will promote Harrow with a more regional draw (i.e. wineries);**

- ✘ Promote successes and events – take pictures and have them included on the web and in the paper – for example, a Chamber of Commerce Wine and Cheese – post promote;
- ✘ Service groups to coordinate combined community fundraisers to occur a few times over the course of a year – cost share and profit share. This will ensure source of support is contributing a few times at a larger scale rather than multiple times. This will also strengthen the community groups’ support.
- ✘ Promote and support group activities through communication – contact each other about dates, events, support, sharing of resources.
- ✘ Access and post events in the Community Events Calendar of the existing Town of Essex website and the future Harrow Web portal.

4.1.7 Post Name and Contact Information On Electronic Kinsmen Board

The electronic board in front of the OPP Station is a great communication asset that needs a few tweaks to better communicate.

- ✘ The information provided on the electronic board should be limited to: the function, the date and contact information;
- ✘ A name and contact information needs to be posted on the scrolling board to help identify who is posting the information and to provide the public with accessibility to posting the information.



4.1.8 Assistance Programs

Trillium Foundation Grant: Community Development Program

A Program which offers a limited amount of funding to assist rural and northern regions to obtain information and access/develop the expertise, tools and processes needed to:

- Respond to rural and northern challenges and opportunities; and
 - Become more competitive by collaborating regionally, building on their local assets and developing unused potential.
- Rural.ca

Community Development Trust:

- [Learn More](#)

Community Foundations of Canada:

- Community Foundations of Canada is an active contributor to building more vital communities.
- [Learn More](#)

Bell Canada Social Responsibility:

- BCE supports education, health care, community development, and arts and culture, and promotes programs that use communications technology in innovative ways.
- [Learn More](#)

Prosperity Initiative:

- The Prosperity Initiative aims to encourage businesses and /or not-for-profit organizations to undertake projects that will result in the diversification and enhanced competitiveness of Southern Ontario regions and sectors.
- [Learn More](#)

4.2 Goal 2: Revitalizing The Downtown

4.2.1 Develop A CIP For Harrow

Through discussions with the business community of Harrow, there is a definitive need for a downtown solution to help foster and promote rejuvenation.

The business community does not have the critical mass or the ability to develop a Downtown Business Improvement Area (DBIA) at this time. Future consideration on the formulation of a DBIA would be a positive approach for the business community: bringing all merchants, store owners and service providers together to create a DBIA to address commercial community issues would be appropriate: flower boxes, sidewalk snowploughing, Harrow flags, sidewalk maintenance, etc.

Developing a Community Improvement Plan (CIP) is a worthwhile goal at this time. There is justification for the creation of CIP as determined through the Harrow Community Strategic Plan. The strategic plan provides justification, rationale and background for the creation of the Harrow CIP.

Under Section 28 of the Planning Act, RSO 1990 c.P. 13, Council can create a CIP that affects a neighbourhood/downtown that:

“the community improvement of which in the opinion of the Council is desirable because of

age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason” (Section 28 (1) of the Planning Act, R.S.O. 1990, c.P. 13).

Administration and Council consider attached Draft (CIP) and support the creation of a Downtown Community Improvement Plan (CIP) for Harrow

Please Refer To Section 5.2 of this document - Harrow Downtown Community Improvement Plan (Harrow DCIP).

Develop Urban Design Guidelines and an Implementation Plan for the DCIP

Please Refer To Section 5.3 of this document - Downtown Urban Design Guidelines.

4.2.2 Develop a Downtown Identity

Downtown Harrow is rich in history and heritage and provides and supports the 'Pioneer Harrow' identity.

Buildings in the downtown have existed since the inception of the community of Harrow. The granary and the 'dry goods store' are prime examples of original 'Munger's Corners' buildings still in existence in the downtown.

- ✘ Refer to chapter 5.3 - Downtown Urban Design Guidelines;
- ✘ Re-brand and re-identify Harrow using the VISION AND VALUES of Harrow (heritage/historical/pioneer);
- ✘ Hold a community contest to develop a 'Tag Line' incorporating the VISION AND VALUES and based on the HERITAGE/PIONEER theme for HARROW;
- ✘ Promote Harrow and the tagline development using the symbols of Harrow: horses, wheat sheaves, corn stocks, barns, farmers, fruit trees, grape vines, etc.

- ✘ Create Urban Design Guidelines specific to the downtown to create a uniformity of design, style and presence.
- ✘ Develop the theme of Heritage/Pioneer Harrow identity with the use of symbols such as sheaves of wheat, a harrow, the granary, corn stocks, fruit trees, etc.;
- ✘ Hold community contests to develop brand, tag line and Harrow symbols based on Heritage/Pioneer Harrow theme.
- ✘ Build on the theme of the Heritage/Pioneer Harrow and promote downtown as the center of 'Heart of Harrow';
- ✘ Stores and buildings should incorporate the theme and concept of the Heritage/Pioneer Harrow.

4.2.3 Promote Downtown as A Destination

Harrow is a beautiful community that should be a destination for community shopping, day trippers and tourists.

There are a number of businesses, such as fruit stands, orchards, horse farms, wineries located in the neighbourhood outside of Harrow.

✘ **Combine and share resources for tourism with local existing businesses outside of Harrow to attract tourism to the area and when they have arrived will visit the wineries, the orchards, the artisans, and then travel into Harrow as a destination;**

✘ **Provide winery, orchard, fruit stand, etc. information and brochures in the Tourist Booth. Locate on an up-to-date map;**

✘ **Provide accommodation in the downtown in the form of a hotel and multiple Bed and Breakfasts. These could be developed as freestanding buildings or utilize second and/or third floors of existing commercial buildings in Harrow's downtown.**

- For example, the Municipality of Chatham-Kent, successful in the promotion of their downtown, has developed a number of successful hotel/suites and Bed and Breakfast establishments as second floor accommodations;

- Downtown Chatham's Retro Suites Hotel includes a conference room, banquet hall, bedroom suites, bedroom suites with kitchenettes, fireplaces, etc. (For more information, see:

[Learn More](#))

- The Town's Comprehensive Zoning By-law should be amended to recognize this 'new urbanized' form of accommodation.

4.2.4 Develop Heritage or Pioneer Harrow Themed Events To Promote Downtown To Local Residents As Well As Tourists

✘ **Include local economic drivers such as the wineries, the orchards, the vegetable farmers, gaining exposure to each.**

- Create events like 'Pioneer Harrow Days', discussed below under Section 7.5.

4.2.5 Urban Design Features To Be Developed And Supported

Please refer to section 5.3 downtown urban design guidelines;

✘ **Use canopies and awnings over storefront windows;**

- ✘ Consistent signage;
- ✘ Use heritage colours and design when creating signs, advertisement;
- ✘ Infill and re-development should be built to the established, heritage building line to emphasize and support 'streetscape';
- ✘ Restore and revitalize front facade's while maintaining heritage features;
- ✘ Storefronts and their upper storeys should be well lit to create interesting and appealing night effects;
- ✘ Cafes and outdoor patios encouraged;
- ✘ Use and develop Upper Floors;
- ✘ Upper Floor Design;
- ✘ Corner Buildings;
- ✘ Rear facades are visible and accessible from the parking arcade;
- ✘ Fenestration treatments;
- ✘ Restoration of materials

- ✘ Steps and entrances
- ✘ Complimentary Designs.

4.2.6 Re-Examine Sidewalk – To Be Welcoming And Accessible From The Street

Some areas along the sidewalk are broken, pushed up or have been damaged over time or during snowploughing.

Please refer to section 5.3 downtown urban design guidelines;

- ✘ Fix broken sidewalk stones;
- ✘ Provide drop curbs for accessibility from road;
- ✘ Expand the sidewalk and create a colour delineation between sidewalk and road;
- ✘ Install different coloured border to sidewalk when a drop curb;
- ✘ Steps and stoops to be re-configured for accessibility: physically modified but visible.

4.2.7 Create Traffic Calming Features

Through discussions and at the Breakfasts for Businesses, we heard that vehicular traffic speeds through King Street is too fast.

Please refer to section 5.3 downtown urban design guidelines;

- ✘ Slowing traffic will allow the vehicular traffic to view and examine the store fronts at a slower pace, providing for better exposure;
- ✘ Slowing traffic will support and encourage pedestrian flow and pedestrian crossing;
- ✘ Locate at gateways into downtown – King St at Walnut St; King St at Erie St and Queen St at Sinasac St;
- ✘ Where parking is not allowed on the street and at cross-walks, add ‘bump outs’ to create a traffic calming feature;



Sample Crossing

- ✘ Add bollards at crosswalks to emphasize and highlight the crossing;



- ✘ Create a ‘bump out’ at junction of trail and walkway to create a safe crossing.

- Use bollards.
- Use trees instead of signage;

Sample Crossing



- Create a visually appealing bump out.

4.2.8 Special Pavement At Boundaries Of Sidewalks

Please refer to section 5.3 downtown urban design guidelines;

- Different coloured pavement should be provided at the boundaries of the central area intersections to signal slower traffic to vehicles and a new pedestrian and cyclist friendly balance;
- King/Queen, King/McAfee, King/Walnut, King/Erie, King/Victoria intersections;
- Street corner treatment used at Erie St. and King St. that should be utilized at all intersections: King St. and Walnut St, McAfee St, Queen St.



4.2.9 Create A Parking Arcade Behind King Street Buildings In Conjunction With Store Owners

Please refer to section 5.3 downtown urban design guidelines;

- Create a rear parking area utilizing the historical laneway as an ingress/egress;
- Develop the rear entrances to the buildings where possible – warm and inviting;
- Handicap accessible opportunities;
- Add colour, green space, trees and visually appealing;
- Pave the laneway and using different colours, define edges.



4.2.10 Official Plan Policies Directing New Commercial Uses To Be Unique To Harrow

- Avoid commercial competition with big box and other large, regionally drawing commercial enterprises existing in other municipalities. These big box format stores have a standard larger than 7,500 square feet in floor area and tend to sell mass produced products in bulk and inexpensively.
- Attract and focus on bringing to the downtown the niche, the 'unique to Harrow' commercial uses;
- Recognize the need to provide day-to-day services and goods for Harrow residents;
- Commercial uses could emphasize tourist oriented shopping antique stores, old books and map store, upper end house design items (lamps and lighting stores), art galleries, bed and bath stores, specialty kitchen stores, specialty home decorating stores that provide specialized services, specialty jewelry and accessory store, specialty items not found in a Big Box format store.



4.2.12 Promote Heritage/Pioneer Harrow Theme

4.2.13 Develop A Mural Program

- ✕ Use Heritage/Pioneer themes;
- ✕ High quality sepia or black and white;
- ✕ Tell a story:
 - 1) Historical people of Harrow;
 - 2) Tell about the founding of Harrow;
 - 3) Tell about the history of agriculture;
 - 4) Tell about the history of the Harrow Fair.

4.2.11 Improve Accessibility To Buildings



Sample Mural (<http://zonadearte.wordpress.com/>)

- ✂ **Service Groups, Harrow Research Station, Fair Board to work with the Chamber to develop a theme;**
- ✂ **Great location – wall of the Knights of Columbus, Shoppers Drug Mart, Pie Lady Restaurant, and Tomek Real Estate.**



4.2.14 Create Heritage/Pioneer Harrow Themed Events

- ✂ **Close the main street with detour signage, have a sidewalk sale, sidewalk vendors, artists, artisans, mock Council, mock auctions, etc.**

4.2.15 Promote Downtown As A Gathering Place

- ✂ **Promote patios and outdoor cafes;**
- ✂ **Promote events and activities in the downtown and at the parkette.**

4.2.16 Empty Storefronts Cleaned Up

✂ Chamber to assist store owners with removing boards and replacing with displays;

✂ Chamber and store owners to coordinate 'displays':

- Pioneer/heritage theme;
- Local Artists;
- Local Events;
- High School Art Show;
- Local Photography Contest;
- Advertise other stores in community.

✂ Displays to reinforce theme of Heritage/Pioneer:

- Antiques, farming tools, Harrow Fair.

4.2.17 Repair And Replace Broken Sidewalk Components

4.2.18 Add New Hydro Poles With Heritage Street Lights



Sample in front of Sanford and Son's Grocery Store

4.2.19 Support The Creation Of An Artisan Studio In Downtown Location: Empty Store, Harrow Fair Building, Etc.

4.2.20 Create A Tree-Lined Approach And Main Street View

- Traditional street approaches such as King Street, Erie Street, Queen Street should be lined with trees, maintained and added to where possible to firmly establish the strong connection between farmland and residential to the commercial main street;
- Use concrete planting boxes that also provide for a seat and a gathering place;

4.2.21 Develop An Interesting Intersection And Use The Intersection As A Focal Point For The Heart of Harrow Downtown

- ✘ King St And Queen St
- ✘ King St And Mcafee St
- ✘ King St And Erie St
- ✘ King St And Walnut St



4.2.22 Develop The Existing Carwash On Queen Street For Additional Parking In The Downtown

With the development of this site for additional parking, the Town of Essex and the community of Harrow have an opportunity to add positive features to the downtown streetscape.

- ✘ Add double row of street trees to define the street line;
- ✘ Place curbs and grass around edge of parking lot;
- ✘ Add parking lot lighting (black heritage look in downtown) at the back and sides to ensure a safe parking area;
- ✘ Add benches for resting;
- ✘ Add garbage receptacles;
- ✘ Use 6-8 ft high black wrought iron fence portions at the street line with the trees to create an edge – so parking lot is not a ‘hole’ in the streetscape;
- ✘ Use the heritage and/or pioneer theme to accentuate the parking lot signage.

4.2.23 Add Street Furniture

- ✘ Chamber of Commerce to work with the Town of Essex to design and determine best location for street furniture;

- ✦ Benches and garbage receptacles to create a gathering place and somewhere to stop while exploring downtown.



Sample in front of OPP Station – utilize such combinations throughout downtown.

4.2.24 Assistance Programs

Community Capital Fund (CCF)

- The Community Capital Fund (CCF) will be administered by the Ontario Trillium Foundation (OTF) and will help to revitalize community-based infrastructure by directing funds towards capital assets, including new construction and repairs and renovations.
- [Learn More](#).

OSIFA Loan Program

- Infrastructure Ontario's OSIFA Loan Program is an alternative financing solution designed to help public sector clients renew infrastructure and deliver value to customers and residents.
- [Learn More](#)

Prosperity Initiative:

- The Prosperity Initiative aims to encourage businesses and /or not-for-profit organizations to undertake projects that will result in the diversification and enhanced competitiveness of Southern Ontario regions and sectors.
- [Learn More](#)

4.3 Goal 3: Managing Residential Growth Strategies

4.3.1 Position The Harrow Public School To Be Quickly Re-Adapted To A New, Appropriate Use To Benefit Harrow

The School Accommodation Committee Report has recommended the closure of the Harrow Junior School facility with an amalgamation of the students into the Harrow Middle School. This will make the Harrow Junior School redundant and surplus, providing opportunities for adaptive re-use.

- Official Plan policies in the Secondary Plan should establish a policy framework for the effective re-adaptive use of the school facility;
- The school building, surrounding green space, recreation facilities, parking facilities, location in the community, close proximity to the downtown and general layout of the site accommodates the use of residential as a re-use;
- Official Plan policies to be included in the Harrow Secondary Plan to address the potential residential land use of the site. The inclusion of these policies will be publicly discussed at the

Public Meeting concerning the Official Plan Amendment;

Amend the Comprehensive Zoning By-law to allow:

- i) Continuation of the Institutional (I) use;
- ii) Permit a low rise (2-5 storeys) multiple dwelling;
- iii) Condominium conversion;
- iv) Seniors lifestyle use.

A Holding (H) provision to be applied in anticipation of a site plan application.

4.3.2 Seniors Development

Many community members voiced the concern that there is a lack of a senior's full care facility within the community.

In addition, because the existing Harrowood residential facility is typically well utilized and at capacity, there is a lack of senior oriented, residential development. This would comprise: single detached bungalows, townhouses, semi-detached, low rise apartment/condos.

Official Plan Policies

- Include policies in the Harrow Secondary Plan, Official Plan Amendment to direct and encourage senior oriented residential development;
- Two sites of particular noteworthy will be focused for this proposed land use policy framework:
 - i) Lands presently designated 'Industrial (Employment Lands)' that are to be re-designated to residential; and
 - ii) Lands in front of Harrowood adjacent to the Harrow Family Health Centre.

Amend Zoning By-law

- Allow for senior oriented low rise apartment (R3) zone development within Harrow;
- Amend the Zoning By-law to allow for a full care seniors facility in Harrow.

4.3.3 Official Plan Policies Encouraging Mixed Residential Forms

Through discussions with young families and retirees, there was a resounding need for smaller, single storey mixed housing types in the housing market. With this variety, young families and retirees can remain independent and in Harrow.

Please refer to Harrow Secondary Plan, Official Plan Amendment;

- Residential development policies direct mixed housing forms be encouraged in Harrow: single detached, semi-detached, townhouses, low rise apartments;

4.3.4 Comprehensive Zoning By-Law Amended To Allow For Flexibility, Alternative Housing Forms And Enhancement Of Residential Land Use

Presently the Comprehensive Zoning By-law allows for single, detached residential within Harrow for residential uses.

A variety of mixed housing types are necessary in Harrow for residential accommodation (i.e.: small, single storey and apartments). There is a need for flexibility in the regulations applied to new development.

Amend the CZBL to allow for R1, R2, as well as R3 residential zones within Harrow.

4.3.5 Assistance Programs

Community Capital Fund (CCF):

- Administered by the Ontario Trillium Foundation and will help to revitalize community based infrastructure by directing funds toward capital assets, including new construction and repairs and renovations.
- [Learn More](#)

4.4 Goal 4: Develop Economic Prosperity And Employment

4.4.1 Create A Tourism/Economic Development Manager Position For The Town Of Essex

Focus on tourism and economic development for the Town of Essex;

- Focus tourism and economic development initiatives for the Town of Essex;
- Develop communication and advertising policies and direction for the Town of Essex that incorporates and accommodates the tourism direction of each community;
- Promote wineries, 'Coolchester' Harbour, Harrow, and tourism for Town of Essex while promoting each community;
- Draft and write, in conjunction with the communities Grants and Funding Applications.

Position the Town of Essex in a regional and provincial tourism market;

- promote Town of Essex and communities within the Regional and Provincial marketing and advertising platforms;
- Purchase a TODDY Sign to give Essex communities Hwy 401 exposure.

Participate in Windsor-Essex Tourism;

- Maintain a regional tourism connection to promote strengths of south-western Ontario;
- Develop a Windsor-Essex "Where you Belong" brochure to draw regional, provincial, national and international tourists.

Establish a directory of existing businesses, vacant lands, building sites;

- It is critical to know what is available for promotion, adaptive re-use or development.
- The directory will be useful to determine what needs to be improved, what can be promoted, and where the potentials exist within the Town of Essex.
- With this knowledge, a promotional package can be established to draw in new businesses, support and assist existing businesses and re-use older

building stock for the rejuvenation of neighbourhoods.

Promote Colchester, Essex, Harrow and McGregor

- Promote the individuality of the community within the context of the Town of Essex.

4.4.2 Create An Official Plan Policy Framework For Harrow

Please refer to attached, Section 8: Harrow Secondary Plan.

4.4.3 Create a Harrow Guide - Harrow Happenings

-  **To be used for promotion of Harrow locally, regionally, provincially;**
-  **Post on the web portal;**
-  **Provide to all residents, provide to all businesses in Harrow;**
-  **Provide to local accommodations, tourist attractions (museums), wineries;**
-  **Provide the Tourist Booth with: Events, Business listings, Service Clubs.**

4.4.4 Re-Locate Designation 'Industrial Lands' (Employment Lands)

Presently the employment land designation of 'Industrial' is located to the north of the ERCA/Chrysler Greenway. This land is relatively land locked with access from a minor, secondary road that dissects an established winery – Colio Winery.

The access to these lands is substandard for industrial land uses. This is likely why these lands have not appealed to a developer for employment purposes. As well, additional industrial access through this facility will have a deleterious impact on Colio Wineries and their ability to expand or function effectively.

The present industrial designated lands are adjacent to future residential land uses. This is not appealing to a developer for utilization of these lands for industrial purposes and would highly constrain an appropriate land use from developing.

The site is presently behind existing development and does not provide the road exposure required for industrial/employment development.

While Colio Wineries is serviced, these services do not extend into the vacant employment land site. Infrastructure would have to extensively expand to

accommodate the development of the site for employment purposes, in contradiction to the PPS and the Town of Essex Official Plan policies.

 **Relocate the industrial designation to lands at the west side of Harrow on the west side of Roseborough Rd.**

- This location is outside of the settlement boundaries and would require MMA approval to support the re-location. The settlement area boundary adjustment required for this re-location would be minor and is justified to allow for proper and sound employment development;
- This site fronts on an arterial road providing better and freer access to the property and major County Roads for industrial purposes;
- Adjacent to the site on the east side of Roseborough Road is existing industrial land uses (Atlas Tube, Bus and Transportation Depot, etc.) providing for like and similar uses that would be supportive and would not create a land use conflict;
- This location would allow for free and clear access for employees as well as for shipping and receiving without conflicting with existing businesses;

- The site is fully serviced and available for development without increasing or adding infrastructure to accommodate development.
- This location would allow for the development of the existing industrial lands for residential purposes, an appropriate land use for the present site.

4.4.5 Promote Essex/Harrow As ‘Windsor-Essex Top Smartest Communities’

4.4.6 Promote And Develop A Health Spa And Wellness Center

4.4.7 Amend Comprehensive Zoning By-Law For Flexibility, Economic Diversity And Modern Uses

Harrow presently permits C1 zoning uses in the downtown and some select commercial locations.

 **Harrow would benefit from a Harrow Centre commercial zoning, and a recognition of modern uses while preserving heritage**

- Within the Harrow Centre Commercial Zone, an expanse of commercial uses should be recognized and permitted: internet cafes, patios, etc.

- Recognize the existing setback and streetview provided by the heritage structures and ensure compliance with these structures for future infill;
- Permit residential apartments above the main floor commercial on 2 and 3 floors.

- There should be flexibility in the OP policies to allow for market demand and unique to Harrow solutions.

 **Permit hotel as a land use in commercial areas of Harrow**

 **Provide for hotel accommodation in or near the town centre.**

 **Permit a wellness centre/spa.**

4.4.8 Official Plan Policies Encouraging New Businesses

 **Please refer to attached, Section 8: Harrow Secondary Plan**

- Light manufacturing and high-technology manufacturing would be suited for the employment lands;
- Hotel accommodation is needed within Harrow to support tourism and recreational tourism;

4.4.9 Assistance Programs

Summer Company

- Summer Company, an exciting opportunity for enterprising students, 15 to 29 years old, to start and run their own summer businesses. As a Summer Company entrepreneur, you'll receive hands-on business coaching and mentoring from local community business leaders who will help make your Summer Company a success.
- [Learn More](#)

Scientists and Engineers in Business

- Improve the success rate of start-up businesses in southern Ontario by developing business skills of young entrepreneurs in the STEM (science, technology, engineering and mathematics) fields and providing targeted support to help them bring innovative ideas and products to market.
- [Learn More](#)

Graduate Enterprise Internship Program

- Graduate Enterprise Internship will equip southern Ontario to meet future labour market needs by providing business and management experience to recent graduates of undergraduate programs and graduate students of science, technology, engineering and mathematics (STEM) programs.
- [Learn More](#)

Agri-Technology Centre

- The facility houses a cluster of organizations who work to assist producers, researchers and entrepreneurs in agriculture find capital and take their products to market. Four companies with agribusiness savvy -- BioEnterprise, MaRS Landing, Ontario Agri-Food Technologies and Soy 20/20 -- are partners in the centre, and each will have offices and personnel in it.
- [Learn More](#)

Technical Assistance Funding

- Designed to allow co-operatives to hire outside expertise to help them start and grow their organization. A co-op developer or other consultant is hired for the group to work on particular project or to coach a group looking to form a co-operative.
- [Learn More](#)

First Job Industrial Internship Program

- Designed to move talented people from academia to industry, bringing leading-edge scientific knowledge that helps companies increase their competitiveness and productivity
- Marc Nantel (marc.nantel@oce-ontario.org):

Canadian Youth Business Foundation Start-Up Financing Program The Canadian Youth Business Foundation (CYBF)

- The Canadian Youth Business Foundation aims to provide assistance to aspiring young entrepreneurs through mentoring, educational resources and start-up financing. CYBF will consider loan applications from eligible applicants who have a viable business plan and who agree to work with a mentor for a minimum period of 2 years.
- [Learn More](#)

Ontario Innovation Tax Credit (OITC)

- The OITC is a 10% refundable tax credit for corporations that make expenditures on scientific research & experimental development (SR&ED) carried out in Ontario. Maximum claim is \$2,000,000 per taxation year.
- [Learn More](#)

Summer Work Experience

- Creates summer employment opportunities for secondary and post-secondary students, and supports the operation of Service Canada Centres for Youth where they may also find a job.
- Funding Deadline: May to August of each year
- [Learn More](#)

Canadian Youth Business Foundation - The Business Loan Program

- A national charity providing start-up mentoring, financing and business resources to help you start your own successful business.

- [Learn More](#)
- List of Community Partners: [Learn More](#)

Job Creation Partnerships

- Ministry of Training Colleges and Universities
- Designed to support projects, creating jobs that will provide unemployed, insured participants with opportunities to gain meaningful work experience. Project activities should benefit both the participant and the community. However, the primary focus must be on helping the participant
- [Learn More](#)

Labour Market Partnerships Employment Ontario

- The Ontario Labour Market Partnerships program supports partnerships among employers, employer/employee associations, and community organizations.
- [Learn More](#)

Laidlaw Foundation Youth Organizing Guidelines

- A public interest foundation that uses its human and financial resources in innovative ways to strengthen the capacities of current and future generations of civically engaged Canadians. Young people have ideas and strategies for addressing issues and solving problems in their own lives, their communities and broader society. Through the process of organizing, the Foundation believes

young people can learn about themselves and society, take on responsibilities as community members and citizens, hold institutions accountable, and spark social change.

- [Learn More](#)

Skills Canada

- A resource to explore career opportunities in the skilled trades and technologies.
- [Learn More](#)

Summer Jobs Service

- The program provides free services to improve your job-search and self-marketing skills. It also provides a \$2/hour wage support for jobs with businesses and farms, as well as with not-for-profit and other community organizations.
- [Learn More](#)

The Foundation for Rural Living's Rural Development Officer (RDO) Program

- An innovative approach that builds human resource, in-kind resource and fund development capacity of rural community-based organizations. FRL recruits and places unemployed individuals into Rural Development Officer roles.
- [Learn More](#)

Community Futures Rural Development Fund (Skills Development Program)

 The Bruce Community Futures Development Corporation offers a program that supports skills development for local labor force. The objective is to support the private and non-profit industry employee training initiatives, while providing enhanced skills in the local labor force.

-  [Learn More](#)

4.5 Goal 5: Cultural Development

4.5.1 Develop Cultural Events

Tourism/Economic Development Manager to co-ordinate with Chamber and Service Groups in the community to provide:

'Art in the Parkette'

- Hold 'Art in the Parkette' on two separate occasions to promote the parkette as a gathering place for the community;
- Showcase local artists and artists from surrounding communities.

New Years in the Downtown

- Event to gather in the Parkette;
- Family oriented;
- Close main street and have a family oriented activity including music, performers, etc.;
- 'Time Square' Harrow.

'Battle of the Bands' occurring in Harrow Fair Buildings in partnership with the Youth Centre

- Engage the older youth in a battle of the bands to be held in winter months;
- Possible venue is the Fair Buildings when not in use.

Create a Graffiti Wall

- Provide a wall for the youth to draw and create graffiti;
- Post a sign specifying 'for artists only' and stipulating no swear words, etc.;
- Allow the wall to be a visible wall out of the downtown area.

Create a professional Mural Wall(s)

- Through hiring a professional, you will have a quality, long lasting display;
- Re-create Pioneer Harrow with a story board;
- Showcase Heritage People or Pioneers of Harrow.

Create a summer theatre/band program for Harrow

- Communities comparable to Harrow have successfully created a summer theatre program based on local talent – eg Blyth Ontario with a population of 1,000 has a popular and provincially renown summer theatre program:

[Learn More;](#)

- Involve Service Groups, Communities in Bloom, High School theatre/band program;
- Best location for a gathering place would be the use of the Harrow Parkette. Identify a consistent night to hold the event and have it held either weekly or monthly: a band concert, a play, or some form of entertainment.

Heritage/Pioneer Harrow Days

This event can be more than an annual ‘downtown commercial event’. This feature can be showcased throughout the year with different functions and activities.

This weekend would be a great educational and cultural event for the community and could be a platform for promoting ‘Heritage/Pioneer Harrow’ theme:

- This event could be held on the weekend of the Harrow Fair or to avoid any ‘draw away’ from the fair, could be held on a separate weekend as a stand-alone event;
- Chamber, Harrow Research Station, Harrow Fair, HEIRS, John R Park Homestead and Transportation Museum to combine efforts to provide information, participants, pioneer items, period realistic events, etc.
- Recreate Pioneer Harrow for a weekend;
- Hold a ‘mock’ Council meeting;
- Chamber of Commerce event for the downtown businesses;
- Re-create Heritage/Pioneer Days in Harrow – signage, dress, look of downtown, etc.;

- Close streets and have horse and buggy rides;
- 1850 period costumes;
- Have an outdoor saloon and ‘hawkers’ on the street;
- Hire musicians to play period music;
- Fill empty stores with pioneer educational items;
- Have an old fashioned ‘mock’ auction;
- Invite local orchards, vegetable producers to sell their produce in pioneer costumes;
- Invite local artisans like weavers, sheep shearers to put on demonstrations. These demonstrations would be scheduled and area identified;
- Produce a flyer, post on web, advertise in ‘Harrow Happenings’ and place on community bulletin board.

4.5.2 Promotion of Pioneer Theme

When discussing values with the community of Harrow, the pioneering spirit that developed the community is still evident. This spirit is the strength of Harrow that should be built upon to identify Harrow.

Harrow is rich in pioneer history that is significant to the development of the province of Ontario as well as the nation building of Canada.

Through a combined effort of the Chamber of Commerce, Harrow Research Station, Harrow Fair, HEIRS, John R Park Homestead and Transportation Museum, Harrow can build on and attract local residents, neighbouring residents, and regional tourists to visit Harrow.

As Pioneer Harrow, the quality of life enjoyed by Harrow residents can be a point of promotion for attracting new residents. The images associated with the pioneer life will be an attraction to residents that share the same values: quiet, walkable community. Pioneer Harrow would be attractive to the baby boomer generation looking for the quality of life associated with this type of community.

 **Develop and Promote Pioneer theme for Harrow as a destination;**

 **Co-ordinate between Chamber, local museums, Heirs, Harrow Fair Board, Heritage Committee, etc. to develop ‘Pioneer Harrow’ within businesses, within the community and as a focus for building community support for the initiative;**

Advertise Harrow;

- Local residents, neighbouring communities, schools, day trippers, tourists will come to Harrow to visit the cultural attractions, the Fair Grounds, museums, pioneer life still alive and active in Harrow;
- Advertise locally, regionally and provincially.

4.5.3 Provide Special Events To Showcase ‘Heritage Historical Harrow’ Theme

 **Create an education program for the school and involve the youth in a ‘live history of pioneer times in Harrow’;**

 **Create a Historical/Pioneer Village that is alive and active and unique to Harrow;**

There are many resources within Harrow and neighbourhood to effectively create a Pioneer Village: Harrow Fall Fair Board, HEIRS, John R. Park Museum, Transportation Museum, etc.

Other successful **Pioneer Villages** include:

- o Thunder Bay Pioneer Village, Thunder Bay,
- o Muskoka Heritage Place, Muskoka
- o Lang Pioneer Village, Peterborough
- o Fanshawe Pioneer Village, London

- o Black Creek Pioneer Village, Toronto
- o [Learn More](#)
- o Hannahsville Pioneer Village, Burlington
- o Westfield Heritage Village, Hamilton

 **Create a pioneer museum/showcase on the Harrow Fall Fair Grounds in association with the Harrow Fair;**

 **The Pie Lady has embraced this theme, other restaurants and businesses should also promote Pioneer Harrow.**

4.5.4 Promote Harrow Fair As A Cultural Destination

The Harrow Fall Fair has been actively and successfully occurring for over 150 years. The Fair is well known and well attended by local participants and local residents. The Fair has the opportunity to be a destination and an attraction from a regional market perspective. The Fair is a wonderful heritage cultural event that could be experienced by so many more people. With a broader market attraction and draw, more people will be attracted to visit Harrow.

- Co-ordinate with the local museums and attractions to co-sponsor events;

- Advertise provincially to attract ‘fairgoers’ from around the province in the Provincial Magazine ‘Travel Ontario’;
- Advertise Harrow Fall Fair on ‘Travel Ontario’ website: [Learn More](#)

4.5.5 Harrow Fair Board And Chamber Of Commerce Co-Ordinate Events For The Weekend Of Fair

- Create ‘Pioneer Harrow’ theme for the weekend;
- Re-create 1850’s Harrow downtown – hay stacks, hitching posts;
- Downtown businesses have everyone in costume for weekend: i.e. 1850’s period dresses for women and breeches and hats for men;
- Provide horse and carriage rides around town;
- Use empty store fronts to make ‘Pioneer Harrow’ come to life;
- Create a display at the fair to promote downtown ‘Pioneer Harrow’;
- Hold a sidewalk event downtown – clothing stores, book store, antique store, etc. – these sales are not to conflict with the fair activities but accent fair activities;

- Open up licensed patio’s as ‘saloons’;
- ‘Art in the Parkette’ to attract people leaving the fairgrounds downtown;
- Wineries join in with ‘Pioneer Harrow’: costumes, sponsor special tours and Harrow Fall Fair Events to promote ‘fairgoers’ to explore the wineries;
- Fair and Chamber to advertise and promote Fair and ‘Pioneer Harrow’, local attractions, wineries;
- Create an ‘Eventful Weekend’ for fairgoers that creates a multi-day visit.

4.5.6 Harrow Fair Grounds – Uses For Non-Fair Events

The Harrow Fair Grounds are a heritage cultural attraction within the heart of the community. There are opportunities for the Fair Board to consider that would provide more revenue for the Board as well as advertise and exposure of the Fair.

Develop a Parks and Recreation Master Plan for the Fairgrounds, Arena, Skate park, baseball diamonds, soccer pitches, tennis courts;

- A Parks and Recreation Master Plan was initiated and should be completed to demonstrate best configuration of the recreation uses, parking,

accessory and supportive uses, etc. of this wonderful recreation community.

Develop a Rodeo for Harrow

- In conjunction with the Harrow Fair Board, develop the area where the baseball diamond existed as a horse dressage area;
- Co-ordinate with the Town of Essex on weekends of the Harrow Fall Fair a location for parking of large horse trailers;

Promote Harrow as a Horse friendly community

- Develop a well delineated trail into Harrow Fair Grounds that would allow for easy access to grounds for horses – do not use main or arterial roads;
- Post signs on the Harrow Happenings Tourist Booth identifying horse and buggy rides, contact information, etc.;
- Provide a horse and human water fountain on the edge of the fairgrounds;

Fair Board to consider other uses of the Fair Buildings that will not conflict with the Harrow Fall Fair:

- Create a Harrow Fair Museum as a year round attraction – utilize a building to hold antique farming tools, pictures, equipment, etc.;
- Co-ordinate with the local antique dealers to hold antique sales and auctions on the grounds.
- Vintners Wine Tasting Events;
- Youth Group Meetings;
- Chamber meetings;
- Pioneer Museum.

4.5.7 Develop And Promote Outdoor Theatre

- Harrow lacks an in-door movie theatre;
- Consult with the youth and service groups to provide a monthly community event involving an outdoor movie event.



Sample outdoor theatre ([Learn More](#))

4.5.8 Assistance Programs

Canadian Cultural Spaces Fund

- The CCSF seeks to improve physical conditions for artistic creativity and innovation. It is also designed to increase access for Canadians to performing arts, visual arts, media arts, and to museum collections and heritage displays. The Fund supports the improvement, renovation and construction of arts and heritage facilities, and the acquisition of specialized equipment as well as conducting feasibility studies.
- [Learn More](#)

Tourism Development Fund

- Supports investment attraction, product and experience development and industry capacity building. The Tourism Development Fund aims to: Support the creation or revitalization of tourism attractions, sites and experiences; Support innovative product development for emerging sectors that have demonstrated market potential; Enhance the quality of tourism services, businesses and practices through training; Assist with tourism planning and capacity support to ensure that the tourism industry is well positioned to make future strategic decisions, address issues and opportunities, and improve its image as an economic driver for the province; Assist communities with investment readiness, investor relations, investment attraction and communications.
- [Learn More](#)

Creative Communities Prosperity Fund (CCPF)

- Communities across Ontario by supporting municipalities and innovative organizations that increase local capacity for Municipal Cultural Planning (MCP) and community economic development.
- [Learn More](#)

Museum and Technology Fund

- Will provide \$6.5 million over four years to organizations such as community museums, art galleries and archives to take advantage of new technologies that will improve access to their collections and contribute to local economic development. The Museums and Technology Fund will enable community museums, art galleries and archives to engage Ontarians in new ways to access the diversity and richness of Ontario's history and its stories.
- [Learn More](#)

Ontario Trillium Foundation

- The Ontario Trillium Foundation's mission is to work with others to make strategic investments to build healthy, sustainable and caring communities in Ontario. Applications in the following four broad sectors are welcomed -- Arts & Culture, Environment, Sports & Recreation and Human & Social Services. Each of these sectors can stand alone, and you are not required to work with groups in other sectors to qualify for funding.
- [Learn More](#)

Building Communities through Arts and Heritage (BCAH)

- To engage citizens in their communities through festivals, events, and activities that promote the performing and visual arts, as well as through the

expression, celebration, and preservation of local historical heritage.

- [Learn More](#)

4.6 Goal 6: Development of Tourism

4.6.1 Promote Harrow Outside Region

- ✘ **Tourism/Economic Development Manager to provide time and expertise in developing promotional, advertising, and event planning;**
- ✘ **Chamber of Commerce could work with the Tourism/Economic Development Manager in establishing a tourism and promotional and advertising direction.**

4.6.2 Promote Harrow Within Region

- ✘ **Tourism/Economic Development Manager to provide time and expertise in developing promotional, advertising, and event planning;**
- ✘ **Chamber of Commerce to work with the Tourism/Economic Development Manager in establishing a tourism and promotional and advertising direction**

- Develop promotional material (flyers, signs, newspaper ads, 'Harrow Happenings Guide' to advertise Harrow in region to attract day trippers;
- Utilizing visions, values and 'Pioneer Harrow', brand Harrow within the region;
- Use the web portal, use the 'Harrow's Happening Guide' to educate people and entice day trippers, tourists;
- In conjunction with Essex, Colchester, McGregor, advertise within the region that 'Harrow Happenings'.

4.6.3 Identify and Promote Heritage/Pioneer Harrow

- ✘ **Chamber, Service Groups, Youth Groups, Church Groups, Fair Board and Businesses use values and visions to develop and create an identity for Harrow based on the theme of 'Pioneer Spirit' 'Historical' and 'Heritage';**
 - Pioneer spirit is still active in Harrow and will help to identify a logo, a brand for the community;
- ✘ **Create events based on the theme of 'Pioneer Days';**

✂ Promote Pioneer theme through web portal, newspaper ads, tourist booth;

✂ Hold a ‘community logo’ design contest to receive input on design – involve the High School, the Public School, Service Groups, HEIRS, etc.

- Through discussions with the community, there are very active groups that want to be involved in the identifying their community of Harrow as a quiet, friendly community proud of the ‘Pioneer Spirit’ still evident in Harrow;
- Development of a ‘brand’ for Harrow for promotional purposes is necessary to identify the community outside of the region;
- Symbols to be used include: wheat sheaves, harrow, horse and buggy, fruit trees, etc.
- Community contest to use the theme of the Pioneer Spirit and based on the history and heritage Harrow still enjoys.
- Utilize the community spirit and create a recognizable logo that can be used in advertising, event promotion, etc.

4.6.4 Identify And Promote ‘Heritage Harrow’

Through discussions within the community, Heritage is considered a primary consideration in Harrow. The community values their historical roots and the physical presence still existing in Harrow is definitely part of the identity of Harrow: horse liveries, grainery, founding fathers’ residences, streetscapes, posts and pillars, etc.

✂ Identify the downtown as a ‘Heritage Downtown’ through designation under the Heritage Act;

✂ Develop heritage tourism;

- Create a heritage brochure to be included in the Tourist Booth identifying key heritage sites: buildings, churches, cemeteries, etc.

✂ Develop Events around history and heritage:

- Ghost walk with a storyteller through cemeteries, churches and old buildings such as the granary;
- Heritage Trails developed in conjunction with trails and path development;
- Promote through involvement with the Ministry of Culture – Doors Open, etc.

4.6.5 Create A ‘Harrow Happenings’ Guide

The community of Harrow prides itself on the community experience and community knowledge that the residents

and business owners share. Long established residents indicated in their interviews and in the surveys that a guide to all the events, services and businesses would allow them to learn more about their community and to support local businesses and events.

This 'assumed' knowledge is non-existent for new comers to town, to tourists, to businesses looking to develop in Town.

Communication of all aspects of Harrow to existing residents will reinforce and reinform those long established residents while providing much needed communication to new residents, and promotion of businesses and events.

The 'Harrow's Happening' Guide can be a wonderful marketing tool to provide a platform to communicate on a community, regional and provincial approach.

X The Tourism/Economic Development Manager to work with the Chamber, Service Groups, Harrow Fair, etc. to develop 'Harrow Happenings Guide'

X Three part annual guide:

i) Part 1- Events

- Events occurring over the year in Harrow and surrounding communities;
- Allows for coordination and communication amongst groups to ensure no conflicts with dates;
- Promotion of events to allow for a broad advertising venue.

ii) Business Directory

- Sections dedicated to Wineries, Orchards, Horse Farms, Vegetable Stands, Art Studios, Downtown businesses, Businesses around Town, Businesses in the neighbourhood, Accommodations, etc.;
- Hours of Operation, services provided unique details, proprietor's name, and business number.

iii) Service Groups

- Harrow is rich with Service Groups and Service functions;
- Provide a welcome to new comers and participation in the Service Groups to garner more involvement to ensure continuation of functions.

- ✘ **Distribute to all residents, businesses locally;**
- ✘ **Provide copies in the Tourist Booth;**
- ✘ **Provide to the Town of Essex administration offices;**
- ✘ **Provide to Travel Ontario Booths for promotion.**

4.6.6 New WayFinding Signs To Direct People To Harrow

- ✘ **Way finding signs located in Essex, Colchester and McGregor to show directions to Harrow**

- Finger signage identifying directions to Harrow;
- Signage to have Town of Essex colours and signage however frames to have Harrow pioneer/historical theme.

4.6.7 New way-finding signs to direct people around Harrow

- Finger sign boards located in Harrow to direct people around the community to significant sites and locations within Harrow;

- Signage to have Town of Essex colours and signage however frames to have Harrow pioneer/historical theme.

- ✘ **Wayfinding signs showing directions to: the library, the arena, the parkette, the ERCA Greenway trail, the fairgrounds, the wineries, the splash pad, the baseball diamonds, the soccer pitches, the downtown, Harrow Family Medical Clinic, Harrowood, etc.**

- ✘ **Wayfinding signs in Harrow to direct people to Essex, McGregor, and Colchester Harbour**



- ✘ **Three significant sites for a finger board stands:**

- i) One at the corner of McAfee and King Street directing people to Arena, Fair Grounds, splash pad, High School, etc.;
- ii) One at the corner of Queen and King directing people to ERCA/Greenway Trail, Colio Wineries, etc.
- iii) One at the corner of King and Erie directing people to Colchester Harbour, Harrow Medical Centre, etc.

4.6.8 Gateway Features For New Welcome Sign

The new gateway signs identify Harrow as part of Essex as well as urban area entrance to Harrow. The signage relates the community as a part of the Town of Essex through the use of the Essex brand and logo. This is important to visitors to know that they are still within the Town of Essex and provides them geographic reference.

The existing location of the service/welcome to Harrow sign provides an opportunity for Harrow to place features to identify Pioneer and Heritage theme for Harrow and provide a welcome from the community.

- ✘ **The Chamber, Service Groups (i.e. Communities in Bloom) and the Town of Essex to work together to develop a gateway feature;**

- ✘ **The gateway feature should direct visitors to downtown Tourist Booth;**
- ✘ **Gateway feature to include landscaping, features that relate to Harrow, and a simple welcome from the community;**

4.6.9 Gateway Signs Are Needed At All 4 Gateways

- ✘ **King Street West;**
- ✘ **King Street East;**
- ✘ **Queen Street;**
- ✘ **Erie Street.**

4.6.10 New Service Signage At Gateway

The existing service signage at the gateways into Harrow is older and well worn.

- ✘ **The Chamber and Tourism/Economic Development Manager to co-ordinate the replacement of a service signage at both entrances/gateways;**
- ✘ **Should have Town of Essex logo;**
- ✘ **Frame, posting should reflect 'Pioneer Harrow' theme;**
- ✘ **Should complement and be incorporated into Gateway design;**

- ✘ Locate at the present site of the Harrow Service sign - replace.

4.6.11 Promote Wellness Centre/Spa

- ✘ Provide provisions in Official Plan to allow for a wellness centre/spa;
- ✘ Provide regulations in the Comprehensive Zoning By-law for a wellness centre/spa;
- ✘ Combine and join services existing within the community to create a destination – a day spa;
- ✘ Promote vision and values, local fruit and vegetables and experience of rural community – a getaway experience;
- ✘ Partner with wineries to cross advertise.

- Example, St. Anne's Spa Family
- [Learn More](#)

4.6.12 Public Washrooms

During interviews, surveys, discussions, the community of Harrow identified the need for public washroom facilities. With the re-development of a parking area at the former car-wash site, an opportunity exists for the provision of public washrooms in the downtown area.

- ✘ Public washrooms should be minimalistic to ensure minimum use of space;
- ✘ Town of Essex and Heritage/Pioneer Harrow logos on the building with large signage indicating 'public washrooms';
- ✘ Post the location of the public washroom at the Tourist Booth and on all community bulletin boards;
- ✘ Identify location in 'Harrow Happenings Guide'.

4.6.13 Co-Ordinate Events & Functions Specific To Harrow

- ✘ Bring all service groups together to discuss special events and fundraisers;
- ✘ Fundraise combined to create a profit-sharing one function event;
- ✘ Combine budgets to promote and draw on a one time occurrence for the whole community.

4.6.14 Develop And Co-Ordinate And Promote Wineries, Wellness/Day Spa And Agri-Tourism

- ✘ Tourism/Economic Development Manager to develop a promotional brochure for Town of Essex Wineries;
- ✘ Develop Special Events showcasing wineries, accommodation and tours;
- ✘ Develop a 'Fresh Essex' brochure and map showing the location of fresh fruit and vegetable stands, u-pick, fruit processing and distributing sites.

4.6.15 Assistance Programs

Ontario Cultural Attractions Fund (CAF)

- The Ontario Cultural Attractions Fund was established in 1999 as a \$20 million initiative to assist Ontario's cultural and heritage organizations in capitalizing on the potential of exciting and innovative exhibitions and events.
- [Learn More](#)

Tourism Development Fund

- Supports investment attraction, product and experience development and industry capacity building. The Tourism Development Fund aims to: Support the creation or revitalization of tourism attractions, sites and experiences; Support innovative product development for emerging sectors that have demonstrated market potential; Enhance the quality of tourism services, businesses and practices through training; Assist with tourism planning and capacity support to ensure that the tourism industry is well positioned to make future strategic decisions, address issues and opportunities, and improve its image as an economic driver for the province; Assist communities with investment readiness, investor relations, investment attraction and communications.
- [Learn More](#)

Orchards and Vineyards Transition Program

- The Canada-Ontario Orchards and Vineyards Transition Program is a joint federal and provincial program to help grape, apple, and tender fruit producers to industry pressures and changing markets.
- [Learn More](#)

Community Capital Fund

- The Community Capital fund will be administered by the Ontario Trillium Foundation and will help to revitalize community-based infrastructure by directing funds towards capital assets, including new construction and repairs and renovations.
- [Learn More](#)

Canada-Ontario Municipal Rural Infrastructure Fund (COMRIF)

- Federal-provincial-municipal funding for small towns and rural communities to fix local roads, repair bridges, and upgrade water and sewage treatment plants.
- [Learn More](#)

4.7 Goal 7: Attracting New Residents And Businesses

4.7.1 Promote 'A Welcoming Harrow'

4.7.2 OP Policies Encouraging New Residents, New Development

- ✘ **Mix of residential built forms will encourage new residents to build to their specifications and encourage new residents to locate in the community;**
- ✘ **Alternative housing forms will encourage those residents that already live in Harrow that are starting out or downsizing to stay in the community.**

4.7.3 Create A Welcome Committee

A welcome committee to extend the warm welcome that is the strength and value of Harrow.

- ✘ **Comprised of residents and business representatives of Harrow to write letter, determine inclusions, invites to events;**
 - Provide 'Harrow Happenings' Guide;

- Advertise to businesses and real estate offices to be notified of a new resident or new business;
- Visit and present each resident and new business owner with welcoming package.

4.7.4 Provide 'Good Host' Program

The community of Harrow values their welcoming and warm greeting to new residents, visitors and tourists. A good host program will re-enforce and educate all who provide a service to the public.

- ✘ **Chamber of Commerce to organize and provide a 'Good Host' training day**
 - Invite all service providers in the community to take advantage of the program.

4.7.5 Assistance Programs

✘ Ontario Trillium Foundation

- The Ontario Trillium Foundation's mission is to work with others to make strategic investments to build healthy, sustainable and caring communities in Ontario. Applications in the following four broad sectors are welcomed -- Arts & Culture, Environment, Sports & Recreation and Human & Social Services. Each of these sectors can stand

alone, and you are not required to work with groups in other sectors to qualify for funding.

- [Learn More](#)

Rural Economic Development Program

- A financial support program to help rural communities thrive and grow. Supports projects -- including food procession projects -- that remove barriers to community development and economic growth. Under RED, "rural communities" include all of Ontario with the exception of the Greater Toronto Area (GTA) and eight large urban areas.
- [Learn More](#)

Canada-Ontario Municipal Rural Infrastructure Fund(COMRIF)

- Federal-provincial-municipal funding for small towns and rural communities to fix local roads, repair bridges, and upgrade water and sewage treatment plants.
- **Funding Deadline: October 31, 2010**
- [Learn More](#)

4.8 Goal 8: Preservation And Conservation Of Heritage

Harrow is rich in history and heritage. The Pioneer Spirit is evident everywhere within Harrow from the heritage granary, the cemetery containing remains of a soldier from the War of 1812, original log roads underneath the now paved roads leading into Harrow, the Harrow Fall Fair celebrating 157 years, to architecture that is rich in heritage.

Architecture within Harrow ranges from: Georgian, Victorian, Arts and Crafts, Neo-classical, Colonial Revival, Gothic Revival, Loyalist, and Regency. There are streets containing Victory Cottages.

Downtown contains a rich collection of historical buildings dating back to the origins of Harrow. The original 'dry goods' store that would have been the centre of Munger's Corners, still exists with its high tin ceilings, wood plank floors.

Evident throughout Harrow are buildings and street configurations that dated back to pioneer times and the horse drawn carriage days. Lanes and laneways still are evident behind buildings in the downtown core; concrete steps for the carriage still exist; there are out-buildings that exist that were original stables or liveryes.

4.8.1 Create A List Of Properties Of 'Cultural Heritage Value Or Interest' Within Harrow

- Utilizing the existing HEIRS archives and Appendix 'G' attached to this plan, create a listing of properties of Architectural Interest and Values;
- provide the 'Interest and Values' list to Council through by-law and have Council formally recognize the properties of architectural and historical significance;
- This could be executed by the Essex Heritage Committee, Staff or a summer student.

4.8.2 Educate Building Owners of The Heritage Value And Interest

Through discussions with residents and business owners, there is an understanding that Heritage garners interest and is an opportunity for promotion/tourism.

A concern raised by quite a number of residents and business owners was the lack of information and knowledge about how to preserve their heritage structure, how to renovate while maintaining the heritage values, details on what heritage value is present and how to research their particular heritage history. "I love my old house, I just don't know how to find out when it was

built, who lived in it, what style it is or how to repair the features” was a common comment received.

HEIRS and the Heritage Committee have an opportunity to educate the public while promoting heritage conservation and preservation.

Create a Heritage Citizen’s Guide;

- Working with Staff, the Heritage Committee should create and provide a general ‘How to Heritage Guide’. The guide should contain: examples of relevant periods and architectural styles; local contractors that deal with heritage renovations and repairs; sources for research and a ‘how-to-guide’ to researching the history of a property.

Create a Heritage Highlight in the newspaper showcasing heritage buildings;

- Rotate between the different communities each month showcasing a heritage building;
- Develop with a picture and short write up of the building, why it’s significant and the history of the building.

4.8.3 Utilizing The Listing Of Buildings With ‘Cultural Heritage Value Or Interest’, Create A Heritage Walking Tour

Heritage Committee in-conjunction with HEIRS to develop a walking tour of significant buildings in and around Harrow;

- Develop a written brochure containing: a map showing location of buildings, a small write-up in margin of map showcasing each building;
- Small heritage plaques un-obtrusively posted on properties describing age, style, original owner, etc.
- Way finding signage with a heritage theme showing trail location;
- Brochure and map in tourist booth.

4.8.4 Showcase And Promote Pioneer Harrow And Heritage Harrow Themes

Promote Harrow as a community rich with a Pioneer Spirit rich in History and Heritage;

- Tourism/Economic Development Manager and Harrow Chamber of Commerce to develop brochure and promotional material with Pioneer and heritage theme - fruit, wheat sheaves, horse

and buggy - to be used on all promotional material;

- Promote Harrow locally and provincially as a heritage and pioneer destination – utilize surrounding area attractions as well for promotion (eg: Transportation Museum, John R. Park Homestead).

Downtown, new municipal buildings and new features (signage, etc.) to have Pioneer Harrow Heritage theme;

- Heritage features significant to Harrow to be included in parkette – eg: fruit, wheat in wrought iron;
- Street signage in heritage theme and colours;
- Tourist booth in heritage theme and colours;
- Way finding signage to have heritage theme and colours.

4.8.5 Create A ‘Mayor’s Heritage Award

Develop a program to award heritage preservation and conservation;

- This initiative will heighten the public awareness of Heritage and the importance and value to the community when a building owner undertakes a heritage conservation preservation project;
- Heritage Committee to develop criteria;
- Once a year a heritage building renovation, new project, upgrade, etc. that demonstrates best practices in historic preservation that reflect a commitment to the quality and characteristics of conservation and preservation will be showcased with a certificate awarded by the Mayor at Council.
- An award to be presented to each community and one for each category of: residential, commercial, downtown.
- Each building will be showcased as in a brochure promoting heritage in the Town of Essex.

4.8.6 Designate The Cemeteries Under Part IV Of The Heritage Act

- Heritage Committee in conjunction with HEIRS to research and develop a designation by-law to be presented to Council to designate under Section V of the Heritage Act each of the significant cemeteries in Harrow;

- An inventory of the grave markers exists and the Methodist Cemetery in particular contains the remains of a soldier from the War of 1812.
- There are significant community members in all of the cemeteries that should be formally designated for preservation purposes.
- The formal designation can be used as a component of the Heritage theme to promote tourism.

4.8.7 Designate Downtown Harrow Under The Heritage Act

- ✘ **Designation will provide additional protection and incentive for the preservation and conservation of the significant heritage buildings, streetscape and neighbourhood;**
- ✘ **Provide a guide on the typical period of architecture, maintenance and repair of the heritage buildings.**

4.8.8 Heritage Tax Incentive Program For 'Cultural Heritage Value Or Interest' And Designated Downtown

- With the identification of properties of 'Cultural Heritage Value or Interest' list, create a tax incentive program through Council by-law to give relief of a portion of taxes for properties with heritage value;
- Tax incentive program will support individual outside renovations and special facade projects;
- Require the applicant to outline project tax incentive will be utilized and determine if applicable as a conservation/preservation project;
- Program should be amortized over a 3 to 5 year period with the tax relief provided annually;
- Heritage Committee to recommend to Council projects for consideration.

4.9 Goal 9: Enhancing Health, Safety & Accessibility

4.9.1 Support Accessible Recreational Facilities

An accessibility audit should be completed to determine the level of accessibility of all residents to the existing recreational facilities in the community: seniors, physically challenged, visually challenged.

Recreation Department and Building Department undertake An Accessibility Audit

- All recreational facilities must be accessible to persons with challenges;
- Parking, entrances, benches, bleachers must be accessible.

Provide updated and accessible features for the recreational experience of physical and visibly challenged

- Provide and promote for physically and visually handicapped activities, tournaments, etc.;

Recreation Stakeholders to co-ordinate with Church Groups, Service Groups and Youth

Centre to provide for users with financial barriers

- The community of Harrow is very supportive of residents in need or less fortunate. Through discussions within the community one area requiring attention that was highlighted is the need to provide access to recreational sports for those with financial barriers.

4.9.2 Create Trail Connections

Trails and paths are an integral part of a healthy community. The community of Harrow has indicated that there is a want and desire for trails/paths and connections.

There are two levels of linkages recommended below: trail and path development within Harrow; and trail and path or paved shoulder linkage between Harrow with Colchester Harbour, Essex, and McGregor.

The internal trails and paths will promote PPS direction and support for a healthy community. Many residents within Harrow walk to their destinations. This system will promote the walking community and support an additional recreational activity for residents including the youth.

The internal trail/path system must be connected to the regionally used ERCA/Chrysler Greenway Trail that dissects the community at the north-eastern edge. This connection will promote users of the trail to 'Explore Harrow' and provide economic stimulus in the downtown.

Significantly under the County Wide Action Transportation System (CWATS) a trail and path system is recommended to be developed between Harrow to Colchester Harbour as well as a trail and path between Harrow and Essex and between Harrow and McGregor. These linkages would 'connect' the community; provide for bike tours (tourism); provide for education and awareness of the 'whole community'. As a component of the trails/paths, there is an opportunity to create signage and 'way stations'. These way stations, I am proposing, would have maps, places to eat, places to stay, places to visit like wineries. I have indicated potential funding sources for the achievement of these paths/trails.

Create a trail system through Town from the ERCA Trail (Chrysler Greenway Trail) to downtown

A trail system connecting the ERCA/Chrysler Greenway trail will connect the community and bring trail users to the downtown.

- Please reference Attached Proposed Trail Map;
- These trails and paths can utilize soft shoulders or existing infrastructure;
- Trails on soft shoulders must be paved and delineated with a definitive boundary from the road – colour code with signage;
- Signage must be provided at nodes and along the trail to show routes – colour coded with the boundary colour is optimum;
- A Trail and path connection to downtown Harrow must be completed to ensure linkage;
- At the ERCA/Chrysler Greenway trail/Harrow junction provide a map depicting Harrow and the connecting links around the community and to downtown;

- Provide a TRAIL map at the Tourist Booth to show how to link to the ERCA/Chrysler Greenway as well as trails around the community.

X A heritage walking trail should be developed highlighting significant heritage within Harrow;

X Create a trail/path system to Colchester Harbour, Essex, McGregor

- Please reference Attached Proposed Trail Map;

- These trails and paths can utilize soft shoulders or existing infrastructure;
- Trails on soft shoulders must be paved and delineated with a definitive boundary from the road – colour code with signage;
- Signage must be provided at nodes and along the trail to show routes – colour coded with the boundary colour is optimum;
- Connect with the Harrow Community Trail and Path system;
- Create stations along the trail and path systems. There are different formats and features to be

provided to create these way-stations however, the Essex branding/identity should be utilized.

- Provide information at each way station on: restaurants, cultural events, destinations (wineries, orchards, museums, bird watching, etc.);
- Provide a TRAIL map for the Essex system at the Tourist Booth to show how to link to all communities.

4.9.3 Utilize Events Co-Ordinator Services

The Town of Essex has an Events Coordinator that addresses recreational and Special Events with the Town of Essex. This service should be better utilized by the Community to coordinate special events, sports events and service events.

X Identify the Special Events Coordinator to all communities with a name, contact information, duties and possibilities.

X Special Events Coordinator information to be provided in the ‘Harrow Happenings.’

- Recreation Department to have a meeting with Service Groups, Recreation Stakeholders, Church

Groups and Youth Centre to identify, promote and coordinate services of Special Events Coordinator.

✘ Service Groups, Recreation Stakeholders, Church Groups, and Youth Centre coordinate events and activities through Special Events Coordinator

- Provide dates and times of events to Special Events Coordinator;
- Event dates, times, location to be posted on the Town of Essex website.

4.9.4 Coordinate Recreational Events With Other Communities (Town Of Essex, Mcgregor, Colchester) Within The Town Of Essex

Through discussions with residents, there is a desire to participate and have events coordinated with other communities within Essex. An opportunity exists for a co-ordination of events between the communities of the Town of Essex. These coordinated events would increase exposure and bring more people into Harrow. As well, conversely, this opportunity will have more residents from Harrow exploring ‘their backyard’.

✘ Events Coordinator to assist service groups, stakeholders

✘ Service Groups, Recreation Stakeholders to co-ordinate with Colchester, Essex, and McGregor events that could be jointly undertaken

- Events posted on ‘Harrow Happenings’ Bulletin Board;
- Events posted on the website;
- Events that could be jointly shared: Trail Days, Walk Essex, Colchester Beach Volleyball Tournament.

4.9.5 Create Recreation Activities To Utilize Trails And Other Facilities – Can Be Assisted By Special Events Coordinator

- Beach Volleyball tournaments at the Portuguese Club – challenge Colchester Harbour teams;
- Create a ‘Trail Blazers Club’ to utilize the trail system for hiking, walking, etc.;
- Create a biking and cycling club to be promoted at stations along trails

- Create a 'Senior's Striding' Club to support and promote use of trails by the Senior's in the community.

4.9.6 Enhance Murdoch Neighbourhood Park, Town Owned Fair Ground Park And Centre Neighbourhood Park As 'Gathering Places'

Three neighbourhood parks exist within Harrow that are underutilized and presently passive. There is an opportunity for development of these three locations as Gathering Places to be utilized by the community and the neighbourhoods. A 'Gathering Place' fosters community and develops a healthy community.

- ✘ **Organize, utilizing the strengths of each park, and place park furniture within both parks – benches, garbage receptacles, heritage lights;**
- ✘ **Maintain the centers of the parks free and clear of furniture for use by neighbourhood recreation activities – pick up baseball, football, badminton, etc.**
- ✘ **Connect all parks with the trail/path system proposed for the community;**

- ✘ **Use black wrought iron portions of fences to create an enclosed feeling in the corners;**
- ✘ **Place a Tourist Booth/Community Board in each park to advertise community events;**
- ✘ **Connect to the Trail and Path routes.**

4.9.7 Move The Existing Baseball Diamond Presently On The Harrow Fairground To A Location Adjacent To The Other Baseball Diamond

Through stakeholder discussions, the existing baseball diamond on the Fairgrounds is highly constrained because of location. This movement would assist the Fair as well as the baseball association of Harrow.

- Install lighting facilities for both diamonds;
- Install a path from parking area to diamonds;
- Install wayfinding signage;
- High screen to be installed at back catchers screen at all baseball diamonds.

4.9.8 Service Clubs And Youth To Design And Build Additional Features For The Skateboard Park

The recreational skate park is a component of the recreational community located within the fair ground,

arena, tennis court, high school baseball diamond community at the end of McAfee Street.

- ✂ **When undertaking the recommended Parks and Recreation Master Plan for this recreation facility, the skateboard park should be considered for additions to the skateboard component;**
- ✂ **The skateboard park is a wonderful facility but needs some upgrades and additional features to continue to attract the use of the facility;**
- ✂ **Create and post a Youth Community bulletin board at the skateboard park;**
- ✂ **Potential to add bike ramps;**
- ✂ **Service Club members to provide materials and guidance while the youth to provide design and labour**
 - This approach will foster youth engagement in the community and will provide 'ownership' by the youth for the facility.

4.9.9 Provide Wayfinding Signage, Stop Sign And A Sign Listing All Facilities Within The Recreation Community (End Of McAfee St) At Entrance To Recreation Facility:

- A stop sign needs to be provided from the driveway of the high school onto the main ingress/egress under the arches;
- Community consists of: skateboard park, arena, baseball diamonds, walking park, running track, soccer pitches, water park, tennis courts.
- Identify to visitors and users of the recreation community what facilities are available;
- Place a wayfinding sign on McAfee Street to direct recreation users into the community;

- Post signage identifying by-law in force and effect;
- Provide bagging program and attach to garbage receptacles;
- Advertise in Council newsletter, website, etc.

4.9.10 Dog Poop Facilities At All Parks

A poop and scoop by-law included in each Neighbourhood Park, recreational centre, baseball diamonds, soccer pitches, or community gathering places.

 **Poop And Scoop posted with bagging program at all parks**

4.9.11 Assistance Programs

Opportunities Fund for Persons with Disabilities

- Provides funding for national, regional and local projects that assist people with disabilities in preparing for and finding employment or self-employment, as well as acquiring the skills necessary to maintain that new employment.
- [Learn More](#)

Safer and Vital Communities (SVC) Grant

- The “Safer and Vital Communities Grant” encourages communities, business and government to work together, create integrated networks and build safer, healthier communities through social development. This localized, partnership approach provides a targeted and multi-agency response to crime and delinquency in Ontario.
- [Learn More](#)

Healthy Communities Fund

- One-window approach to funding community partnerships to plan and deliver integrated programs that improve the health of Ontarians.
- [Learn More](#)

Enabling Accessibility Fund

- Part of a \$45-million, three-year commitment to expand opportunities for people with disabilities and improve accessibility across Canada.
- [Learn More](#)

Grant to support activities that contribute to occupational health and safety objectives

- To support organizations who contribute to the promotion of occupational health and safety in the workplace.
- [Learn More](#)

Assistive Devices Program

- Provide consumer centered support and funding to Ontario residents who have long-term physical disabilities and to provide access to personalized assistive devices appropriate for the individual’s basic needs.
- Assistive Devices Program: 1-800-268-6021

Multilateral Framework for Labour Agreements for Person with disabilities

- Federal, provincial and territorial program for removing employment barriers for person with disabilities.
- [Learn More](#)

5.0 HCSP Documents



5.1 Harrow Official Plan Amendment



5.2 Harrow Downtown Community Improvement Plan (HDCIP)



Table of Contents

PART A THE PREAMBLE

- 1.1 CIP Background
- 1.2 DHCIP Background
- 1.3 Purpose and Intent of the (DHCIP)
- 1.4 The Basis
- 1.5 Next Steps

PART B THE DOWNTOWN HARROW COMMUNITY IMPROVEMENT PLAN (DHCIP)

- 2.1 Applicability
- 2.2 Goals and Objectives
- 2.3 Scope of Plan
- 2.4 Implementation
- 2.5 Authorizing By-law

Municipality of the Town of Essex

Downtown Harrow Community Improvement Plan (DHCIP)

PART A - THE PREAMBLE does not constitute part of the Downtown Harrow Community Improvement Plan (DHCIP).

PART B - THE DOWNTOWN HARROW COMMUNITY IMPROVEMENT PLAN (DHCIP) consists of the Downtown Harrow Community Improvement Plan (DHCIP) text and maps.

Downtown Harrow Community Improvement Plan (DHCIP)

PART A - THE PREAMBLE

1.1 CIP Background

A Community Improvement Plan (CIP) is a planning tool that identifies an area or areas of a town where:

“the community improvement of which in the opinion of the Council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason” (Section 28 (1) of the Planning Act, R.S.O. 1990, C.P. 13).

A CIP is a legislative vehicle that allows Council to provide financial assistance to property owners in a defined neighbourhood to address shortfalls and barriers to community improvement. A CIP is a proven and effective tool in facilitating and encouraging change and improvement in a focused and coordinated approach to a defined neighbourhood where need has been identified. The municipality can, through a CIP, establish both municipal and private sector investment through a municipal incentive program to target the downtown.

“Community improvement planning, one of the many sustainable community planning tools found in the Planning Act, can help neighbourhoods and municipalities address challenges that prevent optimization of areas that are currently underutilized. This tool provides a means of planning and financing development activities that effectively assist in use, reuse and restoring lands, buildings and infrastructure.” (Ministry of Municipal Affairs and Housing: Community Improvement Handbook, 2008)

In accordance with Sections 28 (3), (6), (7) and (7.1) of The Planning Act, R.S.O. 1990, C.P. 13, a municipality may use any of the following in administering the CIP:

1. Acquire, hold, clear, grade or otherwise prepare land for community improvement;
2. Construct, repair, rehabilitate or improve buildings on land acquired or held by it in the community project area;
3. Sell, lease or otherwise dispose of any such buildings and the land associated with it in the community project area;
4. Sell, lease or otherwise dispose of any lands acquired or held by it in the community improvement project area for use in conformity with the community improvement plan;

5. Make grants or loans in conformity with the community improvement project area for eligible costs associated with a project in conformity with the community improvement plan;
6. Fund the costs of an environmental assessment, environmental remediation, development or redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes of for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.

1.2 Downtown Harrow Community Improvement Plan (DHCIP) Background

The Harrow Community Strategic Plan (HCSP) was initiated by Council in January 2011 to identify a 'Pride of Place' and to build on the 'sense of community' for Harrow that still exists today. The Harrow Community Strategic Plan (HCSP) establishes a strategic direction for Harrow that analyses and recommends goals and objectives for the community and Council to work towards. The HCSP includes a policy framework to be included in the Essex Official Plan that will be specific for Harrow.

The **purpose** of the Harrow Community Strategic Plan (HCSP) is to engage the public and stakeholders in a pro-active and positive exercise of establishing: a mission and a vision statement for the community of Harrow in the Town of Essex. The **intent** of the Harrow Community Strategic Plan (HCSP) is to develop a community based document that will be utilized as a strategic plan and guide for the community and Council to explore opportunities, achieve goals and objectives of the Plan.

Through the development of the HCSP, one principal focus and goal by the community became the rejuvenation and revitalization of the downtown core of Harrow. Identified through public consultation was the desire to: improve communication; preserve heritage; stimulate economic prosperity; develop the downtown as a destination for commerce as well as culture; develop alternative residential opportunities; and develop tourism.

From a planning perspective, the Community Improvement Plan (CIP) is a proven municipal tool that will assist the commercial enterprises, building owners in Harrow as well as the Town of Essex Council in achieving a principle goal of the Harrow Community Strategic Plan: **Goal 2: Revitalizing The Downtown.**

1.3 Purpose and Intent of the (DHCIP)

The **purpose** of the **Downtown Harrow Community Improvement Plan (DHCIP)** is to establish a strategic direction and a financial incentive program for the downtown area of Harrow, Ontario.

The **intent** of the Downtown Harrow Community Improvement Plan (DHCIP) is for the Town of Essex to work in partnership with private land owners to facilitate the growth and improvement of Harrow's downtown sector: regenerating and rejuvenating the commercial neighbourhood while promoting the development of residential uses in the downtown.

1.4 The Basis

Through public consultation during the development of the Harrow Community Strategic Plan and in consultation with the Town of Essex Council, the Downtown Harrow Community Improvement Plan (DHCIP) is based on these recommendations and goals. Adopting the DHCIP, Council has recognized the economic importance of the Harrow downtown commercial neighbourhood and has taken a pro-active and leading edge approach to establishing strategic direction and financial assistance programs for rejuvenation of the 'Heart of Harrow'.

1.4.1 Consultation Process

Through the Harrow Community Strategic Plan, the downtown of Harrow was identified as the 'Heart of Harrow'. The residents wish to shop locally, gather in their downtown and socialize utilizing the downtown as a gathering place.

During the consultation process, residents and business owners identified a regression in the quality of the building infrastructure as well as the existing public infrastructure. There was a clear need to regenerate the private space buildings as well as a need to regenerate the public spaces. This would stimulate use of the downtown, economic growth and expansion of the uses.

In addition, during the consultation process, the residents and business owners identified the need to preserve and conserve the existing heritage facilities. Harrow is rich in history and heritage and part of their identity is based on the preservation and continuation of this rich heritage and pioneer spirit.

Extensive community consultation was undertaken: survey, Open Houses (x2), Public Workshops (x2), extensive interviews (75), Breakfast for Businesses (x2). Throughout these discussions, downtown revitalization was identified as a key goal and requirement to the rejuvenation of the community. Each public function was well attended by the community of Harrow.

The vision of Harrow:

Harrow Is:

A quiet, rural community strong in its agricultural roots; a friendly and welcoming community that is
Rich in history, rural values, and pioneer spirit.

The mission statement for Harrow:

As Harrow citizens, we will:

Prosper based on the strength of our agricultural roots and strong sense of community as we cherish our rich history and rural values;

We Will:

Work together to foster a better, stronger community through communication, preservation of our history, taking a collective responsibility for the wellness of our community and celebrating our agrarian history, spirit and energy still evident in our community;

We Will:

Extend a warm welcome to new businesses, new residents and all who come to enjoy the bounty that we have to offer.

1.4.2 Building Inventory

An extensive photo inventory was taken of Harrow over a month long period of time. This inventory included: residential, institutional, industrial and commercial areas. Several heritage buildings were noted as well as areas which are in need of improvement. The commercial inventory highlights the downtown commercial core as a cohesive and contiguous area of commercial buildings and uses. Significantly, the commercial inventory showcases the heritage buildings that are still in existence dating back to the origins of Harrow as Munger's Corners.

1.4.3 Breakfast for Businesses

On February 26th, 2011, a “Breakfast for Businesses – Harrow” session was held at the Pie Lady Restaurant for invited business owners and representatives in Harrow. The purpose of this discussion was to obtain feedback from the business sector of Harrow on the topic of the Harrow Community Strategic Plan (HCSP). Nineteen (19) business participants took part in the organized discussion directed by Jackie Lassaline of Lassaline Planning Consultants.

At the first meeting, the discussion focused on: Barriers to Economic Growth; Opportunities for Growth; and Direction and Strategy for Proceeding. A significant discussion was held on how to facilitate a regeneration and rejuvenation of the downtown. It was identified by the participants that the downtown business owners need assistance with an extensive discussion on the merits of a CIP versus a DBIA.

On June 4, 2011 a second Breakfast for Businesses was held with eighteen businesses represented at the meeting. A guest speaker spoke on the merits of both CIP and DBIA in context with downtown Harrow. The group unanimously voted to support the direction of a CIP at this time, expounding the merits of a financial assistance program to ignite the rejuvenation and regeneration process.

1.4.4 Interviews

Between March, 2011 and early April, 2011, a series of interviews were conducted by Jackie Lassaline of LPC Inc., consultant undertaking the Harrow Community Strategic Plan process. The intentions of the interviews were to achieve personal interaction with members of the community representing different groups. Some of the interviewees included members of Council, members of the seniors club, the youth group, some of the local business owners, the winery representatives, the recreational stakeholders, ecumenical group, Steering Committee members, staff members and general members of the public: there were approximately 75 interviews given to people within the community.

One of the principle directions given by the interviewees was the desire and need to have the downtown rejuvenated, the downtown accessible, and to have the downtown become a gathering place for the community.

1.4.5 Introductory Open House

On February 23rd, 2011 an introductory open house was held for the public to introduce the Harrow Community Strategic Plan (HCSP). The open house took place at the Harrow Portuguese Club during two separate sessions of 2:00pm until 4:00pm and 6:00pm until 8:00pm. This format gave participants the chance to drop in and learn about the HCSP at their leisure. This open house served the purpose of establishing the objectives and intent of the HCSP to the public. The open house was very well received and attracted several people. Approximately 70 participants attended the open house and 45 surveys were handed in for feedback. The comment sheets resoundingly supported the need for assistance to the downtown businesses, the desire to have a revitalized downtown for shopping local, and the need for the downtown to act as the social gathering place for the community.

1.4.6 Public Workshop #1

On Tuesday, April 12th, 2011, a public workshop was held at the Harrow arena. It was very well received and approximately 45 people attended the meeting. The purpose of this meeting was to look over the goals for the project based on what information was acquired during the previous interviews, surveys and open house. Throughout the meeting six questions were posed while participants had the chance to participate in a discussion on strategies, goals, comments and concerns. The main objective was to obtain information on the direction for Harrow and the manner in which to facilitate this progression. These goals were used in the expansion and development of the Harrow Community Strategic Plan.

1.4.7 Public Workshop #2

At the Harrow Arena on May 10th, 2011, a second workshop was held to discuss and prioritize the final goals and objectives of the Harrow Community Strategic Plan. Approximately 40 people attended the open public discussion. The rejuvenation of the downtown was identified by the participants as a top priority. The group directed that a program of financial assistance be developed to support the heritage preservation, the downtown revitalization, the provision of residential apartment units, and the further development of the downtown as a community gathering place.

1.4.8 Concluding Open House

On Tuesday, June 7, 2011 a Concluding Open House was held at the Harrow Community Arena. There were 25 people in attendance. At this concluding Open House, the community had the opportunity to review and discuss the goals and objectives that were developed. The public received the goals with a positive and supportive response and the direction to have the nine goals and objectives implemented to begin the process of rejuvenation, regeneration and revitalization, particularly for the downtown neighbourhood of Harrow.

1.5 Next Steps

This Downtown Harrow Community Improvement Plan (DHCIP) outlines the public process undertaken to assess the need, effectiveness and justification for the CIP in Harrow. The DHCIP outlines the programs to achieve the Goals and Objectives of the DHCIP. Section 4.0 to this document is a companion Draft Urban Design Guidelines for the achievement of the Strategic Plan as well as the HCIP.

- i) Public Consultation and the development of an **Implementation Plan** that will detail each of the programs outlined in the DHCIP, administration of the programs and funding details. Council will need to adopt by by-law the **Implementation Plan** concurrent with the DHCIP here within.
- ii) Public Consultation and the development of **Finalized Urban Design Guidelines** for the DHCIP. Council will need to adopt by by-law the **Urban Design Guidelines** for the DHCIP concurrent with the DHCIP here within.
- iii) Develop through Public Consultation, a Boundary Map depicting the extent of the area of Harrow pertaining to the Downtown Harrow Community Improvement Plan (DHCIP).
- iv) Review and amend Property Standards By-law for the Town of Essex to include standards and provisions relating to the goals and objectives contained within the DHCIP. Eg: dis-allow the use of plywood for window replacement of buildings within the DHCIP.

PART B - THE DOWNTOWN HARROW COMMUNITY IMPROVEMENT PLAN (DHCIP)

2.1 Applicability

The provisions of this (DHCIP) shall apply to the Downtown Harrow Community Improvement (DHCIP) Area as designated by By-law No. _____ of the Corporation of the Municipality of Essex as designated on Map 1 attached to this Plan as Schedule A.

Section 2.7 (Community Improvement) of the Municipality of Essex provides direction and authority for the development and use of the CIP within the settlement area of Harrow. The CIP will be used to redevelop, rehabilitate and revitalize areas of the community of Harrow. The Planning Act provides for the further scoping of a targeted area(s) by defining it as a 'Community Improvement Project Area'.

Section 7.1 of the Town of Essex Official Plan states, defines **criteria for determining a community improvement area designation** as:

- a) "deficiencies in hard services including roads, sidewalks, curbs, gutters, water distribution system, sanitary collection system and storm sewers;
- b) deficiencies in municipal services such as fire protection, lighting or other public utilities;
- c) the presence of substandard building conditions and housing in need of improvement and revitalization;
- d) the opportunity to expand the housing stock through the redevelopment or conversion of underutilized lands and/or buildings;
- e) the need to upgrade the streetscape, accessibility or aesthetics of an area
- f) the need to upgrade the transportation system through improvements to road conditions and intersections as well as to enhance the transportation infrastructure serving non-motorized forms of transportation such as walking and cycling;
- g) the need to provide or improve recreational and cultural facilities and public open space, including parkland acquisition, facilities improvement and trails enhancement;
- h) the presence of incompatible land use activity;
- i) the presence of buildings or lands of architectural and/or heritage value that are in need of improvement, preservation or revitalization;
- j) the presence of points of interest and/or local amenities that provide an opportunity for tourism and which could benefit from protection and enhancement;
- k) the desire to improve energy efficiency and stimulate the use of renewable energy."

Section 7.2 of the Town of Essex Official Plan states, defines that the **selection of a community improvement area must fall within the following guidelines:**

- a) “the downtown core areas of Essex Centre, Harrow and McGregor and Colchester Hamlets;
- b) the older residential areas within the Essex Centre and Harrow;
- c) the Colchester Marina and immediate surrounding area;
- d) Harrow Fairgrounds and Pollard Park, Co-An Park and the Essex Memorial Park;
- e) The actual boundaries of Community Improvement “Project” Areas will be established at the implementation stage of the community improvement process.”

Section 7.5 of the Official Plan elaborates on the Community Improvement Policies:

“It is the policy of the Town of Essex to:

- a) maintain and improve municipal services, public utilities and social and recreational facilities, natural features and public open space;
- b) encourage improvement activities that contribute to a strong economic base including tourism, commercial and industrial development;
- c) encourage the maintenance of the existing housing stock, particularly in older residential neighbourhoods, and promote infilling, residential intensification, housing rehabilitation, energy conservation and the renovation and repair of older buildings;
- d) preserve historically and/or architecturally significant buildings or areas;
- e) improve traffic corridors and parking patterns to make them more compatible with or to better serve surrounding uses, satisfy general public needs, be more accessible and part of a balanced transportation system;
- f) improve the overall streetscape and/or aesthetics of commercial areas within the Town;
- g) ensure improvements are consistent with the other goals, policies and objectives of this Plan;
- h) encourage energy conservation through energy efficient buildings and land uses;
- i) encourage public participation in the community improvement planning process;
- j) work with business groups to identify and facilitate improvements.”

2.2 Goals and Objectives

It is evident that Downtown Harrow contributes to the economic health and vitality of the municipality and the community values the 'Heart of Harrow'. The Downtown Harrow Community Improvement Plan (DHCIP) builds upon successes, resulting in long-lasting physical improvements to the assets of commercial properties. The DHCIP will bring about aesthetic improvements to the downtown sector while improving the economic health for the Harrow area.

Rejuvenation of the businesses will increase Harrow's economic vitality and attraction, allowing them a greater opportunity to flourish through increased commercial activity. Revitalization of these areas will support the economic health of Harrow while at the same time having a positive effect on surrounding areas and the Town of Essex.

Preservation of heritage and the history of Harrow will continue and support the strong community values. The heritage will become a focal point and a tourism aspect that Harrow will be proud to promote.

The rejuvenation of the buildings and the support of revitalizing residential units within the existing downtown businesses will promote alternative forms of housing that is needed in Harrow: particularly the need for apartments and suites.

With the revitalization of the private space, the public space will be rejuvenated through the Harrow Community Strategic Plan Goals and Objectives. With the downtown revitalization of both public and private spaces, the community will develop and promote the downtown as a gathering place.

The Goals of the DHCIP are to:

- 1) Implement Council and Official Plan direction as stated in Section 7.1 of the Official Plan that in the opinion of Council, there is "the presence of buildings or lands of architectural and/or heritage value that are in need of improvement, preservation or revitalization"; **and**
- 2) Implement Council and Official Plan direction as stated in the Harrow Community Secondary Plan; **and**
- 3) Achieve the Harrow Community Strategic Plan Goal 2: Revitalizing the Downtown; **and**

- 4) Foster an environment to promote and support economic rejuvenation of the Downtown; **and**
- 5) Establish an implementation strategy, inclusive of financial incentive programs, to complement and assist private sector investment in the revitalization of the downtown neighbourhood as defined in the Implementation Plan and forming part of this CIP.

The Objectives of the DHCIP is:

- 1) For the Town of Essex to be an active partner in supporting and providing financial incentives to those projects that will achieve the Goals of the CIP;
- 2) To provide for rehabilitation or improvement of commercial buildings and properties, including facades, signage, landscaping, parking, etc. through the use of municipal assisted programs and funding sources;
- 3) To provide for redevelopment and adaptive re-use of commercial buildings through the use of municipal assisted programs and funding sources;
- 4) To improve the physical and aesthetic amenities of streetscapes in downtown commercial Harrow while stimulating private investment and revitalization;
- 5) Preserve, conserve, and enhance the heritage and historical structures and streetscape of Harrow.

2.3 Scope of Plan

The Community of Harrow and the municipality of the Town of Essex will work with the community and stakeholders to undertake the projects, programs and activities outlined in Section 2.4 of this Plan. The Municipality will seek support from the provincial and federal governments for infrastructure projects consistent with the Goals of the Plan and the Goals of the Harrow Community Strategic Plan.

The scope of improvements described in Section 2.3 and the programs described in Section 2.4 will support the goals and objectives outlined in this Plan:

a) **Rejuvenation** (rehabilitation of existing building facades, properties);

Programs for **Rejuvenation** of the existing building stock are designed to encourage land owners to rejuvenate the appearance of the existing building facades, the commercial properties, and existing accessory and supportive structures (i.e. rear parking areas). Rejuvenation of the existing commercial buildings and properties will attract more commercial entities, greater occupancy levels, and increase the economic vitality of the neighbourhood.

Urban Design Guidelines (UDG) for the DHCIP will be developed to direct and guide this initiative in a cohesive approach. UDG will direct and guide both the private investor as well as Essex Center in the rejuvenation of existing building stock, streetscaping, landscaping and signage. It is expected that beautification initiatives in the CIP will work together with existing programs and activities such as Communities in Bloom, Trillium Foundation and other provincial and federal incentive programs and resources.

b) **Redevelopment** (buildings and properties);

Programs for **Redevelopment** opportunities are designed to encourage owners to undertake development or redevelop through expansion/additions to existing facilities on under-utilized properties. Capital improvements for such facilities and features as fencing, lighting, water, sewer, and entrances will be supported as part of the redevelopment of the commercial neighbourhood through co-ordination with municipal services when available and budgeted.

c) **Adaptive Re-Use** (rehabilitation of existing building to new uses);

Programs for **Adaptive Re-Use** opportunities are designed to encourage owners to undertake a redevelopment of an existing, underutilized or vacant building to adapt them to a sustainable new use. Through this initiative, the inclusion of second floor apartment units or bedroom suites as well as the conversion of an existing residence in the commercial area to a boutique hotel will be supported. The intent of this initiative is to preserve heritage buildings or existing infrastructure and enhance or upgrade to a more vital and productive commercial entity.

d) **Streetscape And Street view Improvement** (gateway improvements, landscaping, parking, outside storage);

Programs and projects for **Streetscape And Street view Improvement** are designed to enhance, upgrade and generally improve the attractiveness and economic draw of the neighbourhood streetscape (i.e.: backdoor entrances and parking area rejuvenation). This program will enhance and support the community atmosphere and create a welcoming environment that will encourage and support further revitalization efforts and enhance economic prosperity in the affected downtown (eg: creation of a patio associated with a restaurant/bistro). This initiative will support UDG for the DHCIP and will direct and guide both private and public sector investment in commercial neighbourhood revitalization.

e) **Multiple Property Improvements** (shared parking, driveways, signage, landscaping);

Programs for **Multiple Property Improvements** are designed to encourage a ‘community’ approach to redevelopment and neighbourhood enhancement projects. The program will support projects that include multiple properties to implement a coordinated approach to streetscaping, entrances, parking lot improvements, and capital investments to reduce visual clutter and to increase ease of use by shoppers. This initiative will create: shared driveways, shared parking areas, signage and landscaping for multiple properties.

f) **Heritage Preservation**

Programs that support **HERITAGE PRESERVATION** that are designed to conserve, preserve and enhance heritage facades, heritage structures, and the heritage streetscape existing in Harrow. The Heritage Preservation Program is designed to encourage owners to undertake facade improvements, facade rejuvenations, and facade enhancements while maintaining the collective heritage features of the streetscape.

g) **Support And Encouragement of Energy Efficiency:**

Programs that support and encourage ENERGY EFFICIENCY opportunities are designed to encourage owners to undertake re-development through expansion/additions to existing facilities with a focus on energy efficiency. This initiative will support the conversion of an existing building with new, energy efficient systems: solar panels, new windows, new furnace systems. The Leadership in Energy and Environmental Design (LEED) Green Building Rating System and other provincial initiatives will be coordinated and supported through this component of the CIP.

2.4 Implementation

A CIP is a basic legislative framework that allows Council to provide financial assistance to property owners in addressing defined neighbourhood/area shortfalls and barriers. A CIP is a proven and effective vehicle in facilitating and encouraging change and improvement in a focused and coordinated approach to a defined neighbourhood where need has been identified. The Town of Essex can, through a CIP, establish both municipal and private sector investment through a municipal incentive program to target the neighbourhoods of interest.

The programs contained in this Downtown Harrow Community Improvement Plan (DHCIP) can be used individually or together by the property owner to achieve the projects for rejuvenation.

The following are incentive programs being offered through the Downtown Harrow Community Improvement Plan (DHCIP) :

a) Planning And Building Permit Fee Rebate Program:

The Planning and Building Permit Fee Grant Program provides for a grant equivalent to the Planning Application Fees, Building Permit Fees and Plumbing Permit Fees paid for permits issued for properties within the DHCIP. The program is meant to stimulate and encourage development and property improvements in downtown Harrow.

All commercial and residential property within the DHCIP will be the target of this program. Owners and tenants of commercial and residential property who apply for and obtain a building or plumbing permit for a property located within the DHCIP will be eligible to participate in this program. The grant may be paid to an assignee of the eligible owner or tenant with certified permission of the registered owner.

The planning application fees are payable at the time of application for property within the DCIP. Building and plumbing permit fees are payable at the time of issuance of a building or plumbing permit for property within the DHCIP.

The owner or tenant of a property for which building or plumbing permit fees are paid shall be provided with a grant equivalent to 100% the fee(s) paid for those approved at the time of successful completion of the project.

b) Development Charges Rebate Program:

A grant equal to the development charges offered to commercial property owners undertaking a project when improving buildings or redeveloping lands as described in Section 2.3 of the DHCIP.

The owner or tenant of a property for which development charges are paid shall be provided with a grant equivalent to 100% the fee(s) paid for those approved at the time of successful completion of the project.

c) Cash-In-Lieu Of Parkland Or Parkland Dedication Exemption Program:

This program is offered to property owners within the DHCIP undertaking new development where cash-in-lieu of parkland or parkland dedication fees are required. Any and all requirements for parkland dedication is waived during plan review and subsequent agreement, or if cash-in-lieu is employed then a grant equivalent to 100% the fee(s) paid for those approved at the time of successful completion of the project.

d) Property Tax Increment Equivalent Grant Program:

A grant is provided to property owners who are rehabilitating lands or buildings consistent with the Goals and Objectives of the DHCIP and Urban Design Guidelines.

The Property Tax Increment Equivalent Grant Program offers a 100% grant equivalent for each of 5 years to the incremental increase in the municipal portion of property taxes resulting from the reassessment of the property following the improvements to the property. The reassessment will be determined by MPAC in conjunction with the Town of Essex. The term of the grant is 5 years. The Town of Essex pays the grant within 20 days of the property owner paying the property taxes in full. The grant will be offered to the property owner following successful completion of the approved work.

e) Design Study Grant Program:

A grant offered to property owners for preparation of: site plan drawings, an environmental impact assessment, an environmental study, a traffic impact assessment, a market study and a feasibility study. These studies will relate to a REDEVELOPMENT project or an ADAPTIVE RE-USE project and/or Brownfield studies. These studies must be consistent with

the goals of the Downtown Harrow Community Improvement Plan and Urban Design Guidelines approved by Council. The grant portion to be determined through the Implementation Plan phase of the DHCIP will be paid to the property owner upon receipt of the feasibility study.

f) Façade Improvement Program:

An interest-free loan and a grant offered to property owners who are undertaking façade improvements of a building in the DHCIP and in compliance with Section 2.3 of the DHCIP and Urban Design Guidelines approved by the Municipality. The facade program will apply to all four exterior walls of a building located in the DHCIP.

Eligible works include, but are not limited to: Repainting or cleaning of the façade and those parts of the building visible from adjacent streets or public areas; Restoration of façade masonry, brickwork or wood and metal cladding; Replacement or repair of cornices, eaves, parapets and other architectural features; Replacement or repair of windows; Redesign of the store front; Removal of inappropriate signage and installation of appropriate new signage; Restoration of original façade appearance; Installation of new or replacement or repair of canopies and awnings; Installation or repair of exterior lighting; and such other similar improvements to the building exterior as may be approved by the Director of Planning Services.

The program will include two components: an interest-free loan and a grant with the loan advanced upon registration of a loan agreement and the grant paid to the property owner following successful completion of the approved work. Details of the grant allocation and loan component will be established in the Implementation Plan for the DHCIP.

g) Site Improvement Program:

An interest free loan and a grant offered to property owners who are undertaking site improvements consistent with projects identified in Section 2.3 and consistent with Urban Design Guidelines approved by the Municipality.

Eligible works include, but are not limited to: interior conversions of un-used space to apartments, new signage, rear area improvements for the provision of additional parking, landscaping, provision of an outdoor cafe/patio, improved parking facilities, rear entrance enhancements.

The program consists of two components: an interest-free loan and a grant with the loan advanced upon registration of a loan agreement and the grant paid to the property owner following successful completion of the approved work.

h) Accessibility Improvement Loan Program

An interest free loan and a grant offered to property owners who are undertaking accessibility improvements consistent with projects identified in Section 2.3 and consistent with Urban Design Guidelines approved by the Municipality.

Eligible works include, but are not limited to: Entranceway modifications including provisions to improve accessibility for the physically or visually challenged.

The program consists of two components: an interest-free loan and a grant with the loan advanced upon registration of a loan agreement and the grant paid to the property owner following successful completion of the approved work.

i) Energy Efficiency Loan Program

An interest free loan will be offered to property owners who are undertaking energy efficiency improvements consistent with projects identified in Section 2.3 and consistent with Urban Design Guidelines approved by the Municipality.

Eligible works include, but are not limited to: new energy efficient windows, new furnace/heating/cooling systems, new water system for the building.

2.5 General Eligibility Requirements

In order for an application to be eligible for an incentive program, the following shall apply to all applications:

- i) The provision of any loan or grant will be administered on a first come first served basis to the limit of available funding in accordance with any administrative rules governing this and other grant or loan programs;
- ii) Provided all eligibility criteria and conditions are met, participation in the loan programs do not preclude the owner from being eligible for other grant and loan programs offered under the Downtown Harrow Community Improvement Plan;
- iii) The loan programs will not be retroactively applied to works started prior to the commencement of the program;
- iv) The subject property must be located within the neighbourhood defined under the DHCIP and shown on Map 1 attached as Schedule 'A';
- v) The application must be accompanied by a site plan showing the entire proposed development/redevelopment program with a detailed explanation of intent and project timeline;
- vi) The proposal must meet the DHCIP's Urban Design Guidelines for Downtown Harrow;
- vii) Applicant must be the registered owner or agent authorized by the owner;
- viii) The subject property taxes must be current and not in arrears;
- ix) All other municipal obligations must have been met;
- x) A business plan may be required that includes a market study;
- xi) The total value of the grants and loans shall not exceed the total value of the works to be undertaken or the value of the buildings and property with the maximum amount of funding not to exceed the project value;
- xii) The proponent will be required to verify all sources of funding including outside agencies or municipalities;
- xiii) The applicant will enter into an agreement with the Municipality to be registered on title;
- xiv) If a building, erected or improved with a program grant or loan is demolished prior to the expiry of the grant or loan period, the grant or loan is forfeited and recovered by the Municipality;
- xv) The proposed work will conform to relevant policies and regulations of the Municipality's Building and Planning Departments;
- xvi) Grant requests will be made upon completion of approved work and documentation of the costs associated with the work;
- xvii) The Municipality may undertake an audit of the work completed and associated costs if it is deemed necessary;
- xviii) Any outstanding orders against the subject property must be removed and satisfied prior to the grant or loan being made or be satisfied as part of the intended works;

- xix) The Municipality may at any time and without notice, discontinue a program. Participants in the program prior to its closing will continue as agreed upon until the conclusion of the projects. Indemnification wording will be established in the agreement to reflect discontinuation of the programs.

2.6 General Terms for Loan Program:

The applicants for an Improvement Loan must be the registered owner(s) of the property. Property owners who have defaulted under any previous programs will not be eligible for an Improvement Loan. All loans and mortgages applicable to a property must not exceed 75% of the post improvement value of the building and property. Town of Essex staff will conduct a title search of the property and review property tax records. Property owners who are in arrears of property taxes are not eligible to receive the Improvement Loan.

The loan will be secured through a lien placed against the title of the property. The lien will be reflected on the tax roll and will be registered and discharged by the City. The loan will be interest free with a maximum amortization period of 10 years. Should the loan be repaid within 3 years, XX% of the loan will be forgivable. The loan is fully open and may be paid in full at any time.

The loan covers XXX% of the costs of the eligible work per building to a maximum of \$XXXX per municipal street address or storefront, subject to an overall maximum of \$XXXXX per property owner for a building with multiple street addresses or storefronts.

The minimum loan under this program is \$XXXXX. However, at no time shall the total amount of grants and loans provided to a property owner or for an individual property exceed \$XXXXX. However, lands that are developed by means of registered plans of subdivision or condominium or are developed by successive phases of a comprehensive site plan agreement are eligible to receive a maximum of \$XXXXX in grants or loans per registered plan of subdivision or condominium or per phase of a site plan agreement.

Loan payments will be deferred for 6 months after the advancement of the funds. Repayments will be made on a monthly basis and calculated based upon a 10 year amortization period. Full payment can be made at any time with no penalty. The loan is also transferable to successors in title provided the new owner meets the eligibility criteria and agrees to the terms and conditions of the loan. Demolition permits may not be issued for the building unless the loan has been paid in full.

2.7 General CIP Program Details:

- i) Town of Essex Council will establish the level of incentives offered and will, as part of its annual budget process, determine if changes in the incentive levels are necessary or warranted.
- ii) The municipality may periodically review the programs in the Downtown Harrow Community Improvement Plan to identify the contribution of assistance under each program based on the success of the rehabilitation projects.
- iii) Town of Essex Council will adopt a detailed **Implementation Strategy** containing an action plan that will, among other issues, allocate staff and other resources necessary for implementation of the CIP. The strategy will set out the timing for further development of the various projects and programs and will establish a monitoring program for the CIP.
- iv) Council will have prepared a detailed **Implementation Plan**, adopt and update specific, detailed procedures and guidelines regarding various elements of the DHCIP (including such issues as the nature of improvement projects, application and approval procedures, agreements requirements and how decisions regarding various projects types receive approval).
- v) Town of Essex Council will adopt a detailed **Urban Design Guideline** for the (DHCIP) downtown. The UDG will direct and support the GOALS and OBJECTIVES of the DHCIP for the identified neighbourhood.
- vi) A **Financial Incentive Program Guide** for the DHCIP programs will be developed and will be a guide to the programs and initiatives and outline the Implementation Strategy. The Financial Incentive Program Guide will describe in detail the level of the assistance and program details such as eligibility requirements for applicants, application and approval processes, legal requirements, etc. (i.e.: A Citizen's Guide).
- vii) It is anticipated that the DHCIP will be initially implemented over a five year time period. Town Council shall, after the five year time period, re-evaluate the program and may elect to extend or terminate the implementation period as it deems appropriate or necessary.
- viii) All municipal initiatives in support of the DHCIP will include a **Monitoring Component** to evaluate the achievement of objectives relative to targets and to determine whether the financial incentive programs should be continued or not. The

municipality will conduct periodic reviews of the programs being implemented under the DHCIP to determine their effectiveness and to determine whether modifications to the program should be made.

- ix) The effect of the DHCIP will be assessed annually with a report to Council outlining successes and weaknesses. The detailed implementation strategy and action plan may be adjusted if determined to be necessary for the successful implementation of the Plan.
- x) Any changes to the programs or policies of the Plan will require an amendment to the DHCIP outlined here within.
- xi) Prior to any incentive being offered by the Town of Essex, each initiative will be developed and evaluated on the UDG and taken through the appropriate approval and/or funding process, to ensure that the incentive implements the vision held for the DHCIP and respects the Town of Essex's financial situation.

2.8 Authorizing By-law

The Town Of Essex
By-Law Number. _____

A By-Law To Adopt A Community Improvement Plan For Downtown Harrow Downtown Harrow Community Improvement Plan (DHCIP)

Whereas Section 28(2) of the Planning Act, R.S.O 1990, c. P.13, provides that “where there is an official plan in effect in a local municipality that contains provisions relating to community improvement in the municipality, the council may, by by-law, designate the whole or any part of an area covered by such an official plan as a community improvement project area”;

And Whereas Section 28(2) of the Planning Act defines “a municipality or an area within a municipality, that community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason”;

And Whereas the Official Plan for the Town of Essex contains provisions enabling the Council of the Town of Essex to designate Community Improvement Project Areas, by by-law, for the purposes of preparing and undertaking a Community Improvement Plan;

And Whereas the Council of the Town of Essex has deemed it appropriate to designate the downtown area of Harrow, Ontario as a Community Improvement Project Area for the purposes of establishing a Community Improvement Plan respecting the redevelopment, revitalization, prosperity and beautification of the community of Harrow, in accordance with Section 28(2) of the Planning Act;

Whereas the Council of the Town of Essex has fulfilled the requirements of Section 28 of the Planning Act, R.S.O. 1990, chapter P.13, as amended;

Now Therefore the Town Council of the Town of Essex enacts as follows:

1. That the Community Improvement Plan for Downtown Harrow, Ontario consisting of the attached text and boundary map as Schedule ‘A’;

2. That the Mayor and Clerk are hereby authorized and directed to affix the seal of the Town of Essex on this Downtown Harrow Community Improvement Plan (DHCIP).

THIS By-law shall come into force and take effect on the final day of passing.

Mayor –Ron McDermott

Clerk – Cheryl Bondy

5.3 Downtown Urban Design Guidelines



151

5.3 Downtown Urban Design Guidelines:

5.3.1 Purpose and Intent of the UDG

During discussions with members of the Harrow community, one of the major requests for moving Harrow forward was the need for consistent and concise guidelines for the downtown.

The following guidelines are intended to support the **Section 3.0 Moving Ahead: Goals for Harrow** of the **Harrow Community Strategic Plan (HCSP)** as well as the **Section 4.2 Downtown Harrow Community Improvement Plan (DHCIP)**.

It is the intent that the attached UDG will be reviewed and considered by the public through an Open House or Public Workshop during the development of the **Implementation Plan** for the Downtown Harrow Community Improvement Plan (DHCIP). The UDG, once modified through the public review process, will need to be adopted by Council as a component document of the DHCIP and the Implementation Guide for the DHCIP.

These UDG guidelines are to be used as direction for building alterations, new development, facade improvements, store front upgrades, or infilling in the existing downtown of Harrow to ensure a cohesive and well-designed rejuvenation for the downtown.

The UDG will be a companion document to the DHCIP and utilized by both staff as well as the public as a guide

to creating a unified and cohesive rejuvenation program for downtown and for implementing the programs in the DHCIP. As a companion document to the DHCIP, this UDG document will help guide and direct the rejuvenation of downtown Harrow.

5.3.2 Background

Downtown is the commercial, social and cultural ‘Heart of Harrow’. The Harrow Community Strategic Plan establishes a vision for the community and identifies the downtown rejuvenation as fundamental to achieving this vision through the improvement of the downtown environment, support of economic prosperity and mixed uses for the downtown where people can live, work, and play.

This requires maintaining and enhancing the downtown business core as the commercial heart of Harrow, attracting more residential uses into the downtown and providing for mixed use commercial residential buildings.

The HCSP includes direction for: heritage preservation, enhancing the healthy community, developing public gathering areas, and for economic revival of the community. The HCSP also recognizes the importance of downtown’s design heritage and unique character and the potential role these play in the increasingly important economic environment.

Harrow is rich in history and heritage. Many of the downtown buildings are original buildings from the past when Harrow was originally Munger's Corners. Buildings still exist that reflect the original pioneer time and the rural and agricultural roots that are still present within the community: eg. The old grainery and flour mill and the dry goods store are still prominent buildings within the downtown area.

The street configurations and laneways still reflect the original horse drawn carriage town of Munger's Corners. The laneway that exists behind the King Street commercial block, would have been the laneway used for delivery services by the horse and buggy. There is great potential in preserving the laneway while re-utilizing this access as a rear laneway/access to the commercial buildings.

5.3.3 Streetscapes

Harrow's sense of place includes the premise of a safe and walk able community that prides itself in the small town atmosphere enjoyed by the pedestrians.

Streets are places for people to walk leisurely or with a purpose. The street should be a pleasant and social experience:

- Building frontages along King Street create and display the character and quality of a downtown;

- Continuous **frontages** create interesting and attractive walking environments while providing friendly and streetscapes and viewsapes;
- Streets should provide physical comfort. Physical comfort derives from both a sense of **security** and the design elements of the street and sidewalk;
- Streets require **definition**. Streets should have clear boundaries, or "walls", that define an outdoor room. These "walls" are typically buildings but trees may also provide a sense of enclosure;
- Visual interest at the **human scale** adds to the experiential dimension of the street;
- Buildings require **transparency**. Large windows at eye level are inviting, engaging, sociable, and provide for natural surveillance;
- Streets must serve adjacent land uses in an appropriate manner;
- Streets must accommodate emergency, public and service vehicles;
- Streets and trails must bring the pedestrian and the automobile into the downtown and converge at the downtown to promote the 'Heart of Harrow'.



5.3.4 Directions for pedestrian friendly streetscapes:

1. **Make connections:** Preserve the existing patterns of streets that foster the downtown convergence. Make connections through the development of the laneway behind King Street as well as adding trails and bike paths from ERCA Greenway and residential neighbourhoods.
2. **Define entrance and gateways to the downtown:** Create a sense of entry into the downtown.
3. **Promote the streets for people:** Ensure active and visually interesting building fronts to foster vitality, comfort, energy and safety for pedestrians.
4. **Protect and enhance public views:** preserve and restore significant view corridors to the downtown, prominent buildings and landscape features (Queen St to King Street – preserve dry goods store).

5. **Provide protection from the elements:** incorporate weather protection to ensure comfort for pedestrians and protection from inclement weather (i.e. awnings and canopies).
6. **Foster a unique identity and Sense of Place:** Incorporate murals that details Harrow's history, building designs that honour the history of Harrow and contribute to the pride of place.

5.3.5 Guidelines for Supporting Street Definition:

In order to support the development of King Street as a vibrant active street, a healthy downtown neighbourhood, and a sense of community, the DHUDG are based on the following three fundamental approaches:

1. Build to the sidewalk

Intent - To site and design buildings to positively frame and define streets and other public open spaces.

- Minimize the distance buildings are set back from the sidewalk to create a strong street **definition** and a sense of **enclosure**;
- Build ground floor commercial uses to the front property line so that a continuous commercial street frontage and street definition is maintained. A setback may be considered where a pedestrian courtyard or other features benefiting pedestrian character are provided, or

to respond to the building set back from an adjacent property;

- Site and design buildings to respond to specific site conditions and opportunities including oddly shaped lots, location on prominent intersections, corner lots, unusual topography, significant vegetation, views and other natural features;
- Where existing setbacks are not 'in line' with the historical fabric, the building line should be landscaped with rows of trees to create the illusion of a building line.

2. **Connectivity: Enhancing the Pedestrian Network**

Intent - Incorporate streets, pathways and trails that extend the existing surrounding street network and existing block pattern.

- Develop new pedestrian pathways and trails to connect with the established downtown streets;
- Avoid physical barriers which deter or prevent people from walking or cycling through the downtown and remove these as opportunities arise;
- Increase pedestrian connections to the ERCA Greenway and surrounding residential neighbourhoods to create more options for pedestrians traveling to, from and through the downtown.

3. **Transparency: Creating Active Frontages**

Intent - To ensure buildings are sited and designed to create welcoming frontages and encourage street vitality, visual interest and safety.

- The established alignment of building face to the street is a principle in the downtown to be preserved and enhanced. Therefore, provide pedestrian access to storefronts and businesses from the adjacent public street, and orient upper story windows and balconies to overlook adjoining public open spaces;
- On corner sites, develop both street facing facades as front elevations with pronounced entrances oriented to the corner and/or primary streets;
- Ensure shop fronts are **transparent**. Transparency refers to where public and private realms meet. Good transparency is when interior (private) uses are visible from, and can even spill out onto, the (public) sidewalk, and further, when the use of public space is visible from inside buildings to allow for casual surveillance;
- Support cafes, bistros and outdoor patios;
- Recess entrances to buildings from the sidewalk or property line a minimum of 1.2m in order to provide for door swings and to protect the entrance from rain or snow.
- Incorporate frequent entrances into commercial frontages facing the street with a maximum spacing dimension of 15 metres;
- Avoid expansive blank walls (i.e., over 5 metres in length) and retaining walls adjacent to public

streets. When blank walls are unavoidable, they shall be **mitigated** using appropriate design treatments which can include, but are not limited to, the following:

- Installing a vertical trellis in front of the wall with climbing vines or plant materials;
- Setting the wall back slightly to provide room for evergreen and conifers to provide year round screening;
- Providing art (such as a mural) over a substantial portion of the wall surface;
- Employing quality materials and/or different texture and colours to make it visually more interesting;
- Providing special lighting, a canopy, awning, horizontal trellis or other pedestrian oriented features that break up the size of the blank walls surface and add visual interest;
- Incorporating them into a patio or sidewalk cafe.

4. Residential Buildings/Residential Dwelling Units

Intent – To support the development of multiple residential unit buildings or upper floor residential units in a commercial building in the downtown.

- Site and orient residential buildings and/or upper floor apartments to overlook public streets, parks, and walkways and private communal

spaces while ensuring the security and privacy of its residents;

- Incorporate individual entrances to ground floor units in residential buildings that are accessible from the fronting street. This provides easy pedestrian connections to buildings, encourages street use and walking and enhances safety;
- Apartment lobbies and residential entrances in a commercial building will be clearly visible from the fronting street, and have direct sight lines into them. Where possible, apartment lobby accesses should have multiple access points to enhance building access and connectivity with adjacent open spaces;
- Commercial entries tend to be public, and residential entries tend to be private. Accordingly, residential entrances should be architecturally differentiated from business entrances in mixed-use buildings.
- Design residential buildings in the downtown to accommodate a future ground floor commercial use by incorporating a minimum ground floor to ceiling height of 4 metres. This allows for adaptability and flexibility in use over time.

5. Parking, Servicing and Access

Intent - To ensure the provision of adequate servicing, vehicle access and parking in the downtown while minimizing negative impacts on

the safety and attractiveness of the public/pedestrian realm.

A welcoming pedestrian environment with continuous “**street edge definition**” is critical to the character of the downtown, particularly along primary and secondary retail streets. Therefore, it is important that vehicular and service functions and other “**back of house**” activities be re-directed to the lane where possible, so as not to conflict with pedestrian oriented street activity.

- Develop the rear of the King Street commercial block for customer and business owner parking;
- Develop a laneway and pedestrian flow to connect with Erie Street, King Street, McAfee Street;
- Off-street surface parking should be located to the rear of the building with parking access from the lane or side-street;
- Off-street parking shall not be located between the front face of a building and the public sidewalk;
- If located beside the building and adjacent to the public sidewalk, screen surface parking areas from sidewalks and other active open spaces using materials that provide a visual buffer while still allowing clear visibility into the parking areas to promote personal safety and security. Screening could include landscaping, historic looking wrought-iron fencing, a trellis, or grillwork with climbing vines;

- Large parking lots should be avoided and should be broken into smaller ones with the use of screening.

5.3.6 Built Form and Facade Design Guidelines

1) Use canopies and awnings over storefront windows and doors;

Intent - To provide comfort for pedestrians and emphasize the pedestrian orientation and function of public streets through the provision of weather protection while enhancing the overall appearance and character of pedestrian-oriented shopping areas within the downtown.

Projecting upper stories and overhangs, awnings and canopies are all desirable measures for providing necessary weather protection as part of private development along public streets, or on privately-owned property;

- Awnings – their restoration, replacement or as a new design feature should be encouraged to provide shade, colour and a perceptual appropriation of the public realm of the main street for pedestrians;
- Create a street presence for the building/store;
- Provides shade and protection for pedestrians;
- Awnings, canopies and overhangs should be architecturally integrated and incorporate

architectural design features of buildings from which they are supported;

- Place awnings and canopies to reflect the building façade's architecture and fenestration pattern (placement of windows and doors);
- Placement of awnings and canopies should balance weather protection with daylight penetration. Avoid continuous opaque (solid) canopies that run the full length of facades.



Use of copper as a canopy supports heritage



Sample of an existing awning – Pie Lady

2) Signage and lighting

Intent - Signage and lighting plays a significant role in the overall quality and character of downtown Harrow. Integrated building lighting can make a positive contribution to the sense of safety and security pedestrians experience in the downtown through a combination of street, pedestrian and architectural lighting. A signage and lighting program for all commercial development should be designed as a totality, with signs, lighting and weather protection architecturally integrated from the outset.

Signage

- Limit signs in number, location and size to reduce visual clutter;
- Provide visible signage identifying building address at all entrance ways;
- Provide attractive signage on commercial buildings that identifies uses and shops clearly but which is scaled to the pedestrian rather than the motorist;
- Visual or representational and iconic signs are encouraged to supplement conventional textual signs to help establish a special character to the downtown;
- Signage shall be externally lit except for signage within shop front glazing;
- Considered in conjunction with awnings, signage should be projected perpendicular to the building face;
- The individuality of the sign expression for each store owner, or the use of signs to express a collective main street image should be determined as a group/collective approach;
- Signage can form part of the awning projection, and upper signage on the face of the building above the awning should be provided;
- Backlit fluorescent acrylic box signs are not recommended;
- Historical and heritage themes could be used as part of the frames for the signage (i.e. black wrought iron);

- Signage can be hung from under the awning perpendicular to the front face of the wall over the door.



Sample of hanging signage

Lighting

- Illuminate building facades and features by providing architectural lighting on the face of commercial buildings and at main entries to residential units to help create a sense of safe and intimate space around a building;
- Paths and entry areas shall be sufficiently lighted to ensure pedestrian comfort and security;

- Provide pedestrian scaled lighting with a high quality of design detail above sidewalks for night time visibility;
- Ensure lighting is sensitive to nearby residential uses;
- Gooseneck lights and sconces applied to fasciae are the preferred type of storefront lighting;
- Incorporate valence lighting into canopies and up-lighting to illuminate pathways;
- LED lighting of storefronts and street trees is encouraged;
- Avoid the use of exterior fluorescent light sources.



3) Use heritage colours and design when creating signs, advertisement, window/door treatments;

4) Infill and re-development should be built to emphasize and support 'streetscape' and heritage;

The design of new buildings and renovated existing buildings should express a unified architectural concept based on the heritage values and attributes that incorporates consistency in façade treatments.

Examples of **articulating facades** into a series of intervals:

- Design buildings to express their internal function and use;
- Incorporate a range of architectural features and design details into building facades that are rich and varied in detail to create visual interest when approached by pedestrians.

Examples of **architectural features** include:

- Building height, massing, articulation and modulation;
- Use bay windows and balconies;
- Corner features accent, such as turrets or cupolas;
- Decorative roof lines and cornices;
- Building entries;

- Canopies and overhangs

Examples of **architectural details** include:

- Accent treatment of masonry (such as ceramic tile, paving stones, brick patterns, etc.);
- Treatment of siding - the use of score lines, textures and different materials or patterning to distinguish between different floors;
- Articulation of columns and pilasters;
- Ornament or integrated art work;
- Integrated architectural lighting;
- Detailed grills and railings;
- Substantial trim details and moldings;
- Trellises and arbours;

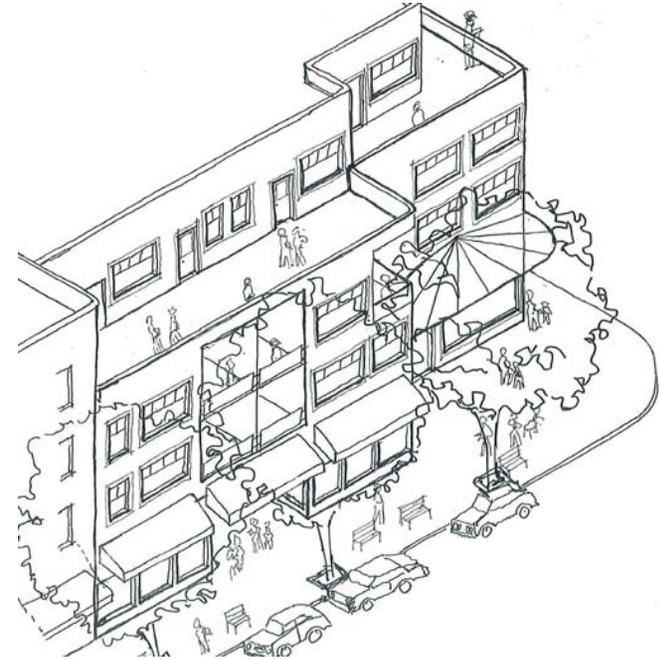
Use a high level of architectural detail and, where appropriate, landscape treatment, to emphasize **primary entrances**, and to provide “punctuation” in the overall streetscape treatment.

- Identify and design entrances to create building identity and to distinguish between individual commercial and/or residential ground floor units.

Design balconies as integral parts of buildings and to maximize **daylight access** into dwellings through use of glazed or narrow metal spindle guardrails.

Clearly **distinguish the roof line** of the building’s facade from its walls, for example, through the use

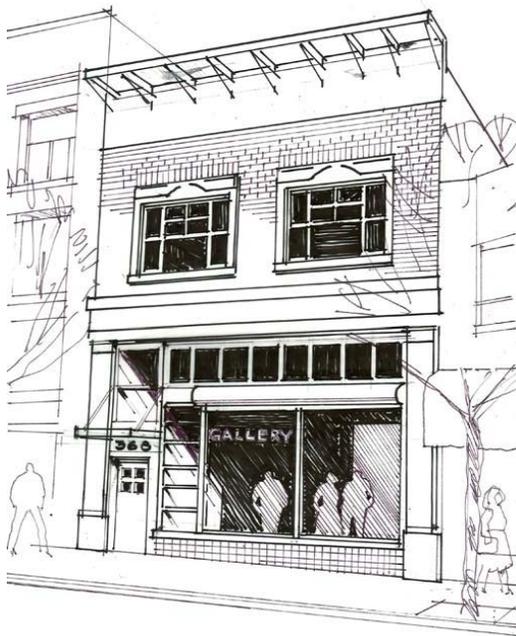
of a cornice, projecting over hang, or decorative motif.



5) Restore and revitalize front facades while maintaining heritage features;

- Preserve and revitalize the heritage front facades of the existing storefronts;
- Use common brick in traditional sizes and colours and traditional textural techniques such as corbelling, and inset panels with half and full brick;
- **Materials encouraged:** granite, marble, sandstone, facing stone laid in regular, coursed

patterns to imitate structural stone, and stone tiles such as granite and marble; wood board siding utilizing traditional wood siding sizes, patterns, and methods of application; wooden corner boards; substantial wooden trims and moldings for windows and doors; metal, formed into traditional decorative elements such as flashings, cornice, brackets, finials, non-ferrous metals such as copper, brass, bronze, zinc, used for decorative purposes.



6) Storefronts and their upper storeys should be well lit to create interesting and appealing night effects;

7) Cafes and outdoor patios are encouraged

- Restaurants should be encouraged to provide cafe seating or patios in front of their restaurants;
- Wrought iron railings or appropriate heritage style materials should be used to create the experience while defining the 'outdoor room';
- This has the effect of creating a gathering place, a destination downtown.

8) Upper Floor Use

- The upper floors of King Street buildings should be utilized for residential or office purposes and will help to restore vitality to the downtown areas;
- Upper floor apartments can provide for affordable housing and an alternative form of housing from the single residential buildings;
- Upper floor apartments provide for 'eyes in the downtown' after hours and provide for a sense of security for the businesses and the pedestrian.
- Upper floor offices provide for service and offices that are less expensive than main floor commercial space and tend to be incubators for new businesses;
- Upper floor apartments and offices add character to a downtown with lights and activities after regular office hours – makes the downtown come alive.

9) Upper Floor Design

- New buildings should provide for 2 and 3 storeys and should be designed to complement existing facade and window treatments of adjacent buildings to create a uniformity of design;

The upper facades of buildings should:

- be ordered by the use of vertical elements such as pilasters, columns, projecting bays and recessed balconies;
- incorporate decorative roof lines and cornices to define the upper edge of the façade where the building steps back and at the top elevation of the building;
- Includes substantial trim or molding or period woodwork;
- Separated by molding while grouped together to form larger areas of glazing with moldings or jambs.

Windows incorporated into upper facades should:

- Be vertically proportioned and approximately the size and proportion of a traditional window;
- Are separated from adjacent windows by a vertical element;
- Are made up of small panes of glass;
- Be recessed and incorporate lintels and sills;
- Be oriented vertically and organized into repetitive groups in relationship to the vertical elements which frame and divide the façade including as pilasters, columns and projecting bays;
- Be built of wood, and be painted, stained, or clad;
- Incorporate substantial trim and moldings.

Materials:

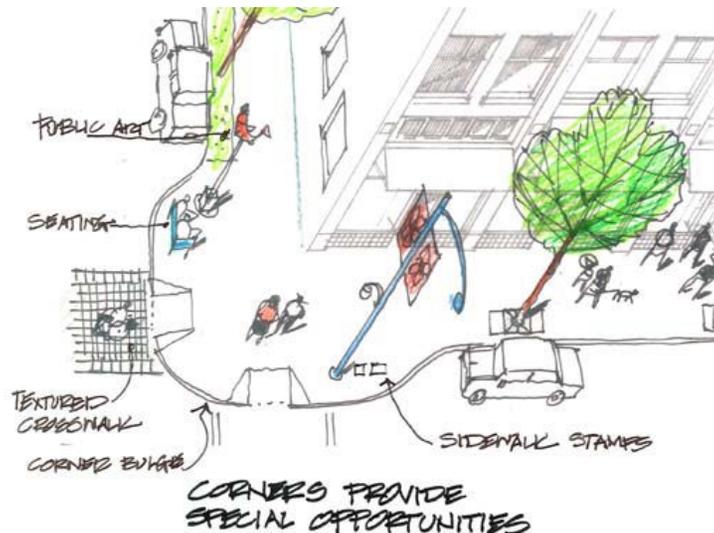
Materials, which are considered for use as an exterior finish, should respect the nature and style of the original materials used on the façades of the prevailing historic buildings. Original, historic, building materials should be retained whenever possible during restorative renovations. Historic material should never be covered with modern materials. If historic materials have been covered over due to a previous renovation, they should be uncovered and refurbished to as near original condition as possible.

10) Corner Buildings

Corner buildings are particularly important locations in all main streets, bringing landmark status to major (King/McAfee, King/Erie, King/Queen) and secondary intersections (King/Walnut, King and Victoria) and setting up axial views;



- Their importance to the King Street streetscape and landscape cannot be underestimated or undervalued;
- Heights greater than the existing 2-3 storeys should be encouraged at time of infilling or renovations;
- Corner building revitalization can act as catalysts to encourage intensified mid-block building regeneration;
- Special sidewalk and streetscaping features can be added to heighten the gateway features these buildings offer;
- Corner bulbs and raised cross walks of special paving materials at key pedestrian crossings are strongly encouraged.



11) Rear facades to be improved in conjunction with the upgrade of the laneway, creating a parking arcade to the rear of the King Street commercial block.

- The rear of the buildings are visible and accessible from the parking arcade;
- An opportunity exists for revitalization of the rear entrances;
- Rear facades can have an attractive informal and eclectic character that should be built upon by adding green details like window boxes, small gardens, while maintaining the facade with fresh Paint, accessible entrance, individualize signage;
- Re-create heritage features on the rear entrances;
- Provide for accessible entrances.





- Visible delineation of steps and entrances to commercial businesses will accent the individuality of the business and create a welcome feature;
- Entrances should be accessible;
- When dealing with a corner entrance, do not raise stone to entrance – should be flush with sidewalk to avoid trip hazard;
- Entrances should highlight and showcase heritage features.

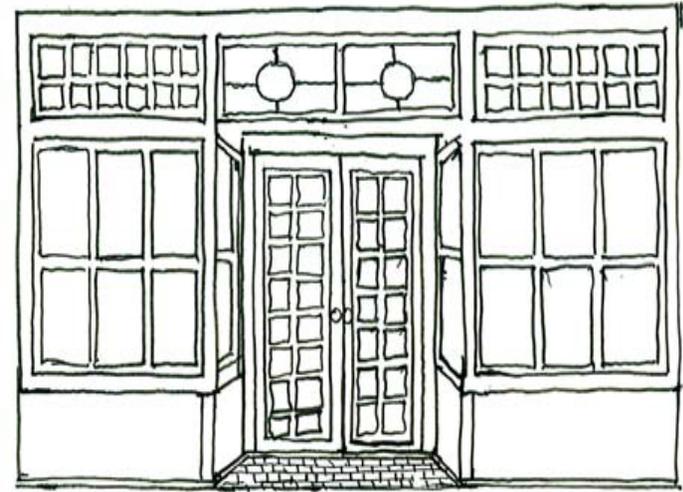
12) Fenestration

- Where windows require replacement, particularly in the upper storeys, their original appearance should be retained;
- Replacement with wood frames at upper storeys is preferable because the wood frames allow for paint colours;
- Main floor commercial – maximum glass area is encouraged and recommended.

13) Restoration of materials

- Original materials should be restored wherever possible;
- Corrugated metal siding or vinyl siding should not be permitted as an upper storey material.

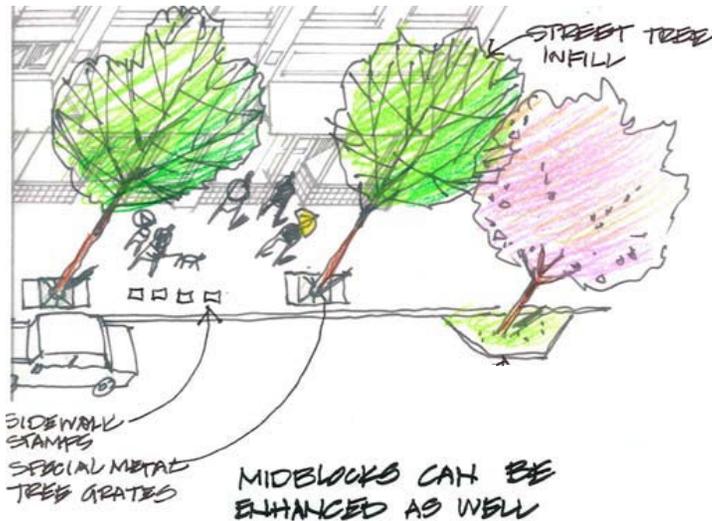
14) Steps and entrances



15) Streetscape

Street trees are encouraged along King Street where possible;

- Concrete planter boxes, benches and street furniture in a heritage theme is recommended to promote downtown as a gathering place;
- Garbage receptacles in a heritage theme should be provided;
- Awnings and canopies should maintain a 3 foot setback from the curb edge to accommodate street trees;



16) Complimentary Design of new buildings

Ensure a good fit and reinforce and enhance the architectural character of King Street by ensuring new development responds to the positive architectural characteristics of existing development. New development can ensure a good fit by **ensuring new or renovated buildings refer to distinctive and desirable architectural qualities of existing adjacent buildings** in new development such as:

- Similar building massing, height, articulation and scale;
- Similar or complementary architectural style;
- Similar or complimentary roof forms;
- Similar building details and fenestration patterns; or
- Similar or complementary materials and colour;
- The proportion and pattern of windows, doors, and other glazed areas (fenestration).

Incorporate articulation into the design of new buildings to create intervals in their façades that respond to the existing pattern along the street. Below are several methods in which building articulation can promote compatibility with the existing architectural context:

- Façade modulation – stepping back or extending forward a portion of the façade to create a series of intervals or breaks in the facade;

- Repeating window patterns at intervals that correspond to extensions and step backs;
- Providing a porch, patio, deck, or covered entry for each interval;
- Providing a balcony or bay window for each interval;
- Changing the roof line by alternating dormers, stepped roofs;
- Gables, or other roof elements to reinforce the modulation or articulation interval
- New, non-historical buildings should be of high quality designs that are complementary to neighbouring buildings, and adhering to the existing built form and setbacks.

6.0 Legislative Framework



6.0 Legislative Framework:

6.1 Legislation Overview

The **Provincial Policy Statement (PPS)** provides direction on matters of provincial interest related to land use planning and development. The PPS sets the parameters and policy foundation for policy development at the local level respecting land use development. The PPS “In respect of the exercise of any authority that affects a planning matter, Section 3 of the Planning Act, RSO 1990, c.P.13, requires that decisions affecting planning matters shall be consistent with policy statements issued under the Act.” Specifically, when local municipalities are considering a planning matter, such as the creation of a Strategic Plan and subsequent Official Plan Amendment, these documents must be consistent with the policy direction outlined and established in the PPS.

The PPS will direct planning procedures and policy development through the use of provincial policies respecting the following: Section 1.0 Building Strong Communities; Section 2.0 Wise Use and Management of Resources; Section 3.0 Protecting Public Health and Safety.

The preparation of this Harrow Community Strategic Plan is consistent with the Provincial Policy Statement and the policy direction outlined in the document.

The accompanying Official Plan Amendment is examined in more detail with the PPS and the policies are outlined in further detail in the preamble of the amendment.



6.2 County of Essex Official Plan Policies

The County of Essex, as an upper tier municipality, established an Official Plan in 2005 that involves planning framework and policy direction for the seven local municipalities, of which the Town of Essex included.

Presently, the County of Essex is undertaking an update to the County Official Plan. The Harrow Community Strategic Plan will be shared with the County of Essex during the update of the County Official Plan with respect for the policy direction of the community of Harrow.

6.3 Town of Essex Official Plan Policies

The Town of Essex Official Plan was approved July, 2009. This Official Plan is a policy framework containing objectives and direction established primarily to provide guidance for the development of the municipality while having regard to relevant social, cultural, economic and environmental issues affecting the Town of Essex.

The following review highlights and creates a policy framework of existing policies that affect the community of Harrow. These highlights and policy excerpts provide a general direction and guidance on issues affecting Harrow.

As indicated, through the following policies, the Harrow Community Strategic Plan (HCSP) document is in conformity with these existing policies of the Town of Essex Official Plan.

6.3.1 Settlement Areas



“Future growth is directed to settlement areas. Settlement areas are to promote and support healthy, diverse and vibrant areas where all residents can live, work and enjoy recreational opportunities. The Plan supports cost effective development patterns which minimize land consumption, avoid the unnecessary/uneconomical extension of infrastructure, minimize environmental impacts, promote heritage preservation and mitigate public health and safety concerns. Local plans are encouraged to provide opportunities for redevelopment, intensification and revitalization, of areas with sufficient and existing planned infrastructure. A full range of housing types and

densities are encouraged including affordable housing designed to meet the needs of special needs groups such as seniors and physically challenged individuals. (Town of Essex Official Plan, Section 1.3 b) County of Essex, Settlement Areas, pg. 10)”

6.3.2 Community Profile

“Within that area there are five urban communities identified as settlement areas identified in the County of Essex Official Plan. They include the Essex Centre, the Harrow Centre, generally referred to as Harrow, the McGregor, Gesto and Colchester hamlets, all are depicted on map 1.2. (Town of Essex Official Plan, Section 3.1 Community Profile, page 16)”

“Both Essex Centre and Harrow have active and relative vibrant traditional downtown corridors and have experienced development pressures on the periphery adjacent to regional arterial roads. It is expected that Harrow and the other commercial development areas will continue to primarily satisfy the local shopping need of residents within each urban area and its inter land. (Town of Essex Official Plan, Section 3.1 Community Profile, page 16)”



6.3.3 Forecasted Residential Demand

“Annual growth rates peaked at 3.14% in the late 1970’s. The Town is projected to continue growing although at a slower pace to 2021. It will be necessary to reassess these projections during the requisite 5 year review as the town has recently added increased capacity to the sewage system treatment facilities serving the Essex and Harrow urban centres. These improvements have effectively removed a major constraint to growth in these settlement areas. (Town of Essex Official Plan, Section 3.2.A Forecasted Residential Demand, page 20)”

“The settlement areas identified in this Plan have sufficient lands to accommodate the projected population and corresponding land requirements, in accordance with the policies of this Plan, for the life of this Plan. In accordance with the stated policies of this Plan, the principle focus of residential growth will be in the settlement areas where full municipal services and support facilities are available. (Town of Essex Official Plan, Section 3.2.E Forecasted Residential Demand, page 21)”

6.3.4 Forecasted Commercial Demand

“The commercial facilities and land use designations in Harrow are considered adequate to serve the needs of the local market trade area and it is expected that the demand for additional commercial facilities will be minor. (Town of Essex Official Plan, Section 3.4 Forecasted Commercial Demand, page 22)”

6.3.5 Forecasted Industrial Demand

“Designation of additional industrial lands is required in Essex Centre and Harrow urbanized areas to ensure an adequate land supply to provide employment opportunities for the local population. Further study is necessary to determine the appropriate amount and location of industrial land to meet the expected demand and also to provide reasonable market choice and

competition. (Town of Essex Official Plan, Section 3.5 Forecasted Industrial Demand, page 23)”

6.3.6 Land Use Needs Review

“The designated settlement areas, at their present sizes, should accommodate new residential growth for the next 20 years. But there will be a need to provide for employment land expansion beyond the current settlement boundaries. Given the present state of the regional economy, which is experiencing a loss of manufacturing lands, and the projected limited employment needs of the County at this time, no provision is being made for the general expansion of settlement areas or employment lands in this Plan at this time. (Town of Essex Official Plan, Section 3.6 Land Use Needs Review, page 23)”

6.3.7 General Development Policies

“The general planning principle of the Official Plan is to:

- 1) Maintain and enhance developed urban centres as focal points where broad ranges of community and commercial facilities, services, housing and employment opportunities are available;
- 2) Maintain and attract manufacturing and agriculture and agri-tourism activities that can provide employment opportunities to existing and future residents;
- 3) Protect and encourage the restoration and enhancement of remaining natural heritage features and other natural resources and, where possible, to enhance and expand them by exploring opportunities for linkages through innovative means that may include public/private partnerships;
- 4) Encourage cultural heritage preservation and restoration efforts;
- 5) Ensure cooperative interim municipal consultation and coordination in the provision of joint services.

(Town of Essex Official Plan, Section 4.2 Planning Principles, page 25-26)”

6.3.8 Cultural Heritage

“The Town will integrate heritage conservation into the planning approval process to facilitate the retention of the heritage resources and to ensure compatibility between any proposed new development and identified heritage resources. (Town of Essex Official Plan, Section 4.5 Cultural Heritage and Archaeological Resources, page 27)”



6.3.9 Visual Amenity

“A memorable and livable community instills comfort and pride and sense of community. Council is committed to urban design principles which enhance community enjoyment and attractiveness. The visual amenity of the Town will be preserved and enhanced wherever possible to create a positive visual impression for both resident and visitors and to provide the work and residential environment attractive to new businesses. (Town of Essex Official Plan, Section 4.6 Visual Amenity, page 29)”



6.3.10 Lands Designated Residential

“If the level of municipal services permits, it is the intent of this Plan that a broad range of residential uses be permitted on lands designated “residential” in order to meet the needs of all households within the planning

period of this Plan. In addition, other uses which are considered to be ancillary or necessary to serve the day to day of a residential community will also be permitted in accordance with the policies of this Plan. (Town of Essex Official Plan, Section 5.7 Lands Designated Residential, page 56)”

6.3.11 Lands Designated “Town Centre”

“This Plan recognizes that the town centres are the focus of civic, institutional, cultural, leisure, recreational, retail, office, service commercial uses, and residential accommodation. (Town of Essex Official Plan, Section 5.13 Lands Designated Town Centre, page 71)”

“It is the intent of this Plan to encourage a full range of commercial, mixed use (residential /commercial), cultural and public service uses within the areas designated “Town Centre”. Over the planning period it is anticipated that these areas will continue to evolve, mature and redevelop into a built form that is compact and cohesive within integrated shopping, recreational, cultural, leisure and civic functions.

To recognize that town centres are dynamic in nature, and must be able to evolve, adapt and redevelop as market conditions, consumer needs and preferences, and retail trends change over time, and to provide a corresponding policy environment which will permit

these changes to occur in a manner which is beneficial to the Town of Essex ratepayers.

“To create and maintain a town centre that includes civic components such as public squares, parkettes, shared parking facilities, cultural, recreational and administrative buildings, which will enhance and strengthen the civic identity of this community, and maintain a friendly, accessible, barrier free and visually attractive gathering place for a growing community. (Town of Essex Official Plan, Section 5.13 Lands Designated Town Centre, page 71-72)”

6.3.12 Lands Designated Industrial

“It is acknowledged that there is a need for additional industrial lands to accommodate businesses that will provide employment opportunities for the residents of the Town. This need is most evident in Essex Centre and Harrow, where the existing industrial land supply has been fully absorbed. (Town of Essex Official Plan, Section 5.16 Lands Designated Industrial, page 78)”

“It is a goal of this Plan to identify and develop areas with good access and transportation links, where industrial development can take place in an orderly manner.”

6.3.13 Lands Designated Parks and Open Space



“The provision of a variety of recreational opportunities is critical to the maintenance of healthy communities in the Town of Essex. Through the designation of lands for parks and open space purposes and by land acquisition, the Town strives to ensure that sufficient recreational, open space and park facilities are provided to meet the leisure needs and desires of present and future residents, businesses and visitors to the Town. (Town of Essex Official Plan, Section 5.17 Lands Designated Parks and Open Space, page 81)”



6.4 Summary and Conclusions

The Harrow Community Strategic Plan (HCSP) is in conformity with the Provincial Policy Statements (PPS).

The Harrow Community Strategic Plan conforms to the Official Plan policies of the Town of Essex OP.

To recognize the uniqueness of Harrow and support the guidance and direction established in this HCSP an Official Plan Amendment has been developed to include Harrow specific policies within the Town of Essex Official Plan. The Official Plan Amendment will contain policies to guide and manage the future growth and development of Harrow, and to provide a policy environment for Harrow to achieve Pride of Place.



7.0 Harrow Community Analysis

7.0 Harrow Community Analysis

7.1 Background

Harrow is an urban settlement area with a population of approximately 3,000. The community of Harrow is located within the center of the Town of Essex. Harrow is a heritage community with its origin in agrarian activities and presently has a solid economic base through employment in: local field crop production, fruit orchards, horse farming, wineries, retail, service industry, traditional manufacturing and agricultural research. Within the settlement area of Harrow, there are three significant employers: Atlas Tube, Sellick Construction, Harrow Research Station.

In 2001, there were four independent municipalities that amalgamated to create the existing Town of Essex: Town of Essex, Hamlet of Colchester, Hamlet of McGregor and the Town of Harrow.

Recently, the Town of Essex adopted a new comprehensive Official Plan (2009) and Zoning By-law (2010) for the amalgamated municipality. The Harrow Community Strategic Plan will include an Official Plan Amendment that will provide a policy frame work for land use within the community of Harrow.

7.2 Regional Context

7.2.1 Regional Municipal Context

The settlement area of Harrow covers a small geographic location within the Town of Essex, of the County of Essex, Ontario, Canada.

In general terms and composition, Harrow can be considered similar to other communities of comparable size within the region: population, number of schools, number of residences, etc. There are several aspects to compare between different communities when examining amalgamated towns of comparable size within the province.

Each of these communities possesses a local recognizable identity, amenities, recreation, cultural facilities, historical/heritage development pattern, retail commercial and other features of a rural community. Each community is a settlement area of a larger amalgamated municipality.

Notably, from a regional perspective, the municipalities that appear to be thriving and prospering are ones that have developed tourism, attractions, festivals and a strong local and regional identity. These communities have attracted tourism that financially supports the local residents and retail businesses.

Table 1 Regional Comparison

Categories to Compare	Harrow, Ontario	Ayr, Ontario	Paris, Ontario	Wheatley, Ontario	Tilbury, Ontario
Population (2001)	2935	3636	9881	1920	4599
Total Private Dwellings (2001)	1075	1192	3738	721	1849
Annual Event	Harrow Fall Fair	Fresh “Ayr” Festival	Paris Fair, Springtime in Paris, Christmas in Paris	Wheatley Fish Festival, Wheatley Harvest Festival	Tilbury Fun-Fest
Official Website	Attachment on Town of Essex website	Attachment on Region of Waterloo and North Dumfries website	Attachment on Brant County website	Attachment on Municipality of Chatham-Kent	Attachment on Municipality of Chatham-Kent website
Amalgamated Community	Yes-with Town of Essex	Yes-with North Dumfries	Yes-with Brant County	Yes-with Chatham-Kent	Yes-with Chatham-Kent
Stores	No big box, limited selection	No big box	Large Shopping Center	No big box, mostly locally owned	No big box
Schools	Yes-4	Yes-3	Yes-2	Yes-1	Yes-2
Main Tourist Attraction	Harrow Fall Fair, Wineries	None	Named: “Prettiest Town in Canada”	Festivals and Campgrounds	None
Recreational Facilities	Yes	Yes	Yes	Yes	Yes
Churches	Yes-9	Yes-5	Yes-6	Yes-6	Yes-7
Organized Community Groups	Yes	Yes		Yes	Yes
Major Highway Access	No	Yes	Yes	No	Yes

(statcan.gc.ca, wikipedia.com, parisfair.com, townofharrow.ca, region.waterloo.com, chatham-kent.ca, northdumfries.ca, brant.ca, townofessex.on.ca)

7.2.2 Regional Tourism

Tourism in the surrounding area of Harrow is a predominant economic driver. Local municipalities view tourism as an asset that has been highly developed and should be well promoted both locally and regionally.

In the most southern point of Canada, Leamington, Ontario hosts thousands of visitors each year. Leamington is located 20 minutes out of Harrow and offers attractions such as the Leamington Art Center, Erie Quest Marine Heritage Museum, The Leamington Fair, The Leamington Tomato Festival, Jack Miner Bird Sanctuary, and Point Pelee National Park. As bird



watchers, tourists come to visit the many species of

migratory birds that use Point Pelee National Park on their migratory route. Promoted as the most southern point in mainland Canada, Point Pelee has become internationally known as a prime birding location to visit, to watch, to count and take pictures.

Visitors also come to Point Pelee National Park as a destination for canoeing, hiking, biking and to use the boardwalk. Local municipality of Leamington has branded itself as the Tomato Capital of Canada and home to the H.J. Heinz Company of Canada. The Chamber of Commerce organizes information and promotes tourist attractions. Upon request, a tourist information package is available to all members of the community and visitors (leamington.ca, uptownleamington.ca).

Amherstburg, Ontario, another neighbouring community to Harrow, offers several tourist attractions promoted by a Tourism Manager and promoted on the Town of Amherstburg website. Some of the events and facilities which draw visitors to the area include Jellystone Park Camp Resort, Fort Malden National Historic Site, North American Black Historical Museum, Gibson Art Gallery, Park House Museum, Shores of Erie's International Wine Festival, Holiday Beach, King's Navy Yard Park, War of 1812 Commemoration,

Kayaking and Canoeing, A Farmer’s Market, Trails, cemeteries and churches ([Learn More](#)). Amherstburg is presently undertaking “Cultural Mapping” for the Town with the intent of promoting tourism and culture within the Town.

Kingsville is located approximately 10 minutes southeast of Harrow. This community is equipped with new developments and attractions to promote tourism and for the benefits of the residents. Some of the attractions include: The Cottam Horse Show and Tractor Pull, Fantasy of Lights, Kingsville Christmas Horse Tour, Migration Festival, Ruthven Apple Festival, Kingsville Golf and Country Club, Cedar Island Marina, the wineries and the great restaurants ([Learn More](#)). All of this information is located on the Town of Kingsville website for easy access to what is available in settlement.

Another important community within the area is the City of Windsor. Windsor is equipped with its own tourism department which coordinates tourist attractions and upcoming events. The tourism department provides information and promotes events for the City of Windsor including: The Windsor Symphony Orchestra, Caesars Windsor Casino, The Art Gallery of Windsor, Windsor Wood Carving Museum,

Freedom Festival, Walkerville Brewing Company, Windsor Raceway and Slots, The Freedom Festival and the Windsor International Film Festival (tourismwindsor.essex.com, citywindsor.ca, visitwindsor.essex.com).

Tourism Windsor-Essex-Pelee Island represents the County of Essex, City of Windsor and the Pelee Island National Park in a regional economic development and tourism approach ([Learn More](#)). Tourism and the Economic Development office for the City of Windsor develop economic initiatives for Windsor that brings people into the region with the opportunity to partner to the benefit of Essex.

The coordination and communication of promoting tourism in Windsor and Essex County is important for the regional economic sustainability of the communities in the area.

7.2.3 Tourism in the Town of Essex



There are several amenities and features within Harrow and the surrounding rural area and community of Colchester that could be developed and promoted to a greater degree for tourism attractions: the wineries, John R. Park Homestead, Essex and Community Historical Research Society, Essex Steam and Gas Engine Museum, Essex Railway Station and The Harrow Fall Fair, heritage and history tours, farm tours (fruit, orchard, horses).

The wineries of the area are a large contributor to the tourism industry. A Windsor-Essex Trolley Tour is offered during the summer months on Saturdays. This

ride progresses through the county and visits fourteen wineries during the day. Of the fourteen wineries, five are Harrow centric wineries including Colio Estate Wine, Erie Shores Vineyards, Muscedere Vineyards, Sprucewood Shores Estate Winery and Viewpoint Estate Winery. The trolley also visits local tourist attractions through the region many of which are within Harrow ([Learn More](#)).

South-Western Ontario Vintners Association is another great resource for local winery information. This website offers a guide to local restaurants, attractions, and activities ([Learn More](#)). It includes a coordinated events calendar for the wineries of the area to be included in special events.

Economic Development and tourism has been directed regionally through the Tourism Windsor Essex Pelee Island. A coordinated, local approach that will reflect the local flavour of tourism and initiatives would be warranted. This department and service would co-ordinate with the regional Tourism Windsor Essex Pelee Island. The principle direction would be to co-ordinate and oversee local tourism initiatives and to guide and direct tourism from the municipal direction.

7.3 Local Context

The Town of Essex is an amalgamated municipality comprised of four communities; Essex, Harrow, Colchester North and Colchester South. Harrow is located in the center of the Town of Essex.

Harrow is in the rural area of the municipality and does not have highway access. Because of the lack of highway access, Harrow is not a community that is easily or directly accessed from other local communities.

The main street of Harrow is the focus of the community. The majority of the retail businesses and frequently used facilities are located on King Street. There are several commercial, retail and service facilities located on the main street or secondary streets of Harrow. Each of these retail and service commercial facilities accommodate local trade and do not tend to attract regional shoppers.

Many residents within Harrow will access downtown retailers for day-to-day, perishable items. The surrounding communities of Kingsville, Leamington, Amherstburg and Essex attract the residents of Harrow for the higher level retail needs (furniture, clothing, appliances, etc.).

The service industry (banks, physiotherapy, etc.) appear to have a wider, regional draw. The local farmers in particular will travel into Harrow to buy perishables and access the banks and other personal service shops.



Restaurants are well supported and frequented by local residents. These facilities however, do not have other attractions or draws from outside of the community therefore are not well known or supported by non-residents of the area.

The Greenway Trail is a commonly used recreation facility which dissects the upper eastern portion of the

community but does not enter into the downtown. The Greenway Trail attracts users from the region as well as local users. Harrow has a number of well utilized facilities that are used on a regular basis by local and regional people: Harrow Arena, baseball diamonds, soccer pitches, tennis courts, etc.

The community of Harrow could be considered the agricultural center of Essex South. The main contributors to the community are the agricultural amenities offered by local farmers: fruit and vegetable stands and the availability of fresh produce attract regional as well as local shoppers.

The community stays true to its agricultural roots by maintaining a symbiotic and supportive relationship with local fruit and vegetable farms, vineyards and horse farms.

7.4 Relationship with Rural Area and Colchester

Surrounding Harrow is a rural area rich in agricultural activities: horse farms, orchards, cash crops and associated rural commercial activities. Further south of Harrow is the community of Colchester on the shores of Lake Erie.

The surrounding rural areas have a symbiotic relationship with Harrow developed and enjoyed since the establishment of the community of 'Munger's Corners'. In historical profiles of the area, reference is made of farmers utilizing the dry-goods store in Harrow and delivering and selling crops at the Grist Mill in downtown Harrow. Harrow residents enjoy the rural bounty the surrounding rural community offers with its vegetable stands, fruit markets and the amenities the area offers: wineries, orchards, horse farms.

The residents in the rural area as well as in the urban area of Harrow identify themselves as one community conjoined with Harrow and supportive of each other. Residents from the surrounding rural area choose to shop in Harrow as well as utilize recreational and cultural events in Harrow. Harrow has had a long relationship with the community of Colchester to the south, sharing the commercial, recreational and service facilities of Harrow and the waterfront recreational activities of Colchester.

7.5 Sense of 'PLACE'

Harrow residents have a strong sense of place and sense of identity: a small, rural community offering

quiet peaceful, uncomplicated living. The sense of place is fostered by the welcoming and supportive community. These strengths provide insight into the vision for Harrow.

Harrow has stayed true to its agricultural roots with strength in its community ties, knowledge and supportive approach. Harrow has a deep sense of place and identity with its heritage and agricultural roots. These roots have fostered and maintained a connection between Harrow and the agricultural activities within the area. Residents are proud of the connection maintained with the rural community: fruit stands, vegetable stands, and the Harrow Fall Fair are well supported and prosper based on this support. The agricultural and heritage roots of Harrow will be the foundation and strength for the future prosperity of Harrow.

Harrow identifies itself as a small, rural community within the larger Town of Essex. Harrow residents recognize the close proximity to Windsor and takes advantage of the location for job opportunities, shopping, and entertainment. However, Windsor does not offer the small community amenities available in Harrow.

Harrow definitively has a Sense of Time. Heritage and history provide a strong base for the sense of place and time for the residents of Harrow. The wealth of heritage and the fundamental belief held by the residents that the heritage and history of Harrow is significant shows a need and desire to preserve this heritage and history associated with the community. Local historical knowledge and folklore are readily available by all residents. Local residents are aware and understand the significance of the Butler's Rangers, the founding of Harrow originally as 'Munger's Corners' and that the local Methodist Cemetery contains the remains of a soldier from the War of 1812.

7.6 Profile of the Harrow Community

7.6.1 Primary Business in Harrow, Ontario

Harrow is comprised of several economic drivers within the community. There are three particular businesses which employ the majority of the work force within the community; Atlas Tube, The Harrow Research Station and Sellick Equipment Limited.



Atlas Tube employs approximately 1000 people from Harrow and the local surrounding areas. It focuses on manufacturing steel and produces 1.2million tones of Higher Strength Steel annually. Presently, Atlas Tube encompasses five manufacturing facilities throughout Canada and the United States ([Learn More](#)).

The Harrow Research Station focuses on greenhouse and crop processing development. Harrow, Ontario is one of 19 research centers located across Canada which manages to run the largest greenhouse research facility in North America ([Learn More](#)).



The Harrow Research Center, an agricultural research facility, employs 110 people with a 40-50 summer students through the off-school period. In order to work as a student at the Research Center you must be enrolled in post-secondary education.

Sellick Equipment Ltd is a forklift manufacturing company founded by Walter Sellick, a Harrow resident. The company employs approximately 60 people between the manufacturing, sales and all other departments ([Learn More](#)).

7.6.2 Secondary Businesses in Harrow, Ontario

The rural community surrounding Harrow encompasses the smaller, independent businesses in the area. There are a number of orchards and cash cropping farms in the area that provide roadside stands for fresh fruit, vegetables, home preserves, hand crafts. Horse farming, wagon rides, wine tours are also agricultural retail activities both in and around Harrow.

The food and restaurant industry are comprised of several locally owned restaurants and stores. Based on information provided to us, there are approximately 95 retail stores in Harrow. Some of these stores include Sanford & Sons Grocery Store, Petro-Canada, TSC, and The Pie Lady to name a few.

Please reference Appendix I for more information on the detailed pictorial inventory.

Out of town tourists generally must travel to surrounding areas to lodge overnight. The community of Harrow does not have overnight accommodation available for visits/tourists/sports tournaments, etc.

Some of the downtown stores are empty of retail tenants. Existing stores provide for basic level,

perishables (grocery store, convenience store, flower shop) and some higher level personal services (physiotherapy).

There is a definitive lack of higher level specialty stores (i.e.: antiques, fashion), service stores, dining and entertainment.

7.6.3 Harrow Churches

There are nine local churches from diverse religious sectors located in Harrow. These churches include: the Harrow Mennonite Church, Harrow Baptist Church, Central Grove AME Church, Apostolic Christian Church, St. Andrew's Anglican Church, St. Marks Church, Bethel Pentecostal Church, Harrow United Church and Christian Lutheran Church. The majority of the churches offer activities geared towards different congregational groups. The churches offer a gathering place for people to assemble with common interests and beliefs within the Harrow community.

7.6.4 Harrow Schools



The schools in Harrow remain a large part of the community. They act as the foundation for the youth of Harrow in guiding them into the future. Presently, Harrow is comprised of four schools; Harrow Junior Public School, Harrow Senior Public School, Harrow District High and St.-Anthony's Catholic School. At this time, a review is underway to condense Harrow Junior Public School, Harrow Senior Public School and Harrow District High. An Accommodation Review Committee has been reporting information regarding the recommendations for the school system in Harrow. This report suggests that:

"A. That the Board pursues funding for: the accommodation of JK to Grade 12 students in one building, creates stability for a JK-12 education in the community, the best use of board resources, a positive step forward which will empower the community.

B. That the Junior School be closed effective June 2012. The Junior School building cannot accommodate the current combined elementary populations. It is the building that requires the most capital investment of the three. It has the smallest land mass and is the oldest building of the three.



C. That effective September 2012, Grades JK to 6 be accommodated at the Harrow Senior School site and

Grades 7 to 12 be accommodated at the Harrow HDS site, with the ultimate goal being recommendation A. These two buildings can handle the student enrolments and they have the larger capacities. Early Years, Primary and Junior Grades can be kept together in one building and then Intermediate and Senior Grades are kept together in the other building. This allows for a defined accommodation of divisions. Will assist in the retention of Grade 8 students at the High School level.

D. That the board reviews the current transportation policy where high school students are bussed out of the community without providing reciprocal transportation options for students back into our community.

E. That the Principals of the affected schools, in consultation with their School Councils, work with Senior Administration to implement the proposal.”

[\(Learn More\)](#)

Another important asset to consider regarding the education system in Harrow is that nearly 30 minutes away, Windsor, Ontario is home to The University of Windsor as well as St-Clair College. These two major post-secondary institutions attract several young

people to the area. This acts as a main attraction for students to the Essex County region.

7.6.5 Organized Community Groups

Harrow, Ontario offers several groups within the community which allow for local involvement. Some of these groups include The Kinsmen Club, The Chamber of Commerce, The Legion, The Knights of Columbus, Communities in Bloom, the Harrow and Colchester South Fire Fighter’s Association and The Rhodri Club. These organizations lead the community in fundraising, charitable contributions and supporting the area. The idea behind several of these organizations is to promote leadership, values and pride to the area. The groups are comprised of several active members who contribute to making Harrow a better place.

7.6.6 Harrow Recreation

There are a number of organized recreational activities in Harrow with existing, well utilized facilities: hockey, soccer, baseball, football, figure skating, tennis, biking and hiking. Recreational sports are a significant activity in Harrow with all age groups of the community utilizing the arena, the track, the parks, the baseball diamonds, the soccer pitches. The soccer, baseball and

hockey organizations will have local tournaments that involve Harrow groups and surrounding communities.

Without accommodation facilities (hotel, motel, inn) within Harrow or close proximity, each of these organizations are not able to promote regional or larger tournaments. Each of these organizations do participate in tournaments outside of the community when accommodation is available.



The trail system within Harrow is also well used by residents. The Chrysler Canada Greenway Trail (also known as the ERCA trail) dissects the community from the east and proceeds north out of Harrow. The Greenway Trail “begins south of Oldcastle (Windsor), and continues south through the Towns of McGregor and Harrow, and proceeds through Kingsville to Ruthven at Colasanti's Tropical Gardens. In the past several years, additional extensions have been purchased and currently, the Greenway is nearly 50 kilometres in length.” This greenway trail is a significant recreational connection between the communities in LaSalle, Amherstburg and Essex and is frequently used as a walkway, biking,

hiking and runway for several members of all the communities.

There are four neighbourhood parks within Harrow: Harrow Fair Grounds and Harrow Arena; Pearson Dr. and Murdock St, and Center St. W and Munger St W. The Harrow Fair Grounds includes a baseball diamond and green fields for the fair grounds. The Harrow Arena Park includes a splash pad, a tennis court and a skate board park. Pearson and Center parks are passive parks that do contain recreational facilities, only green fields.



The recreational facilities around Harrow are well used with the majority of the population utilizing all facilities.

7.6.7 Harrow Wineries



The wineries in Harrow and in the rural areas of Harrow are a tourist attraction as well as economic driver for the community. The agricultural land in Harrow allows for the growth of perfect grapes. Some of the Harrow and surrounding area wineries include:

- Sprucewood Shores Estate Winery
- Viewpoint Estate Winery
- Erie Shores Vineyards

- Colio Estate Winery
- Muscedere Vineyards
- Colchester Ridge Estate Winery
- North 42
- Oxley Estates

Different wineries have achieved recognition in the wine fields for innovation in grape growing as well as excellence in wine quality. Recently, Viewpointe Estate Wineries were recognized by OMAFRA for innovated Research and Development of grape breeds and wine processing.

With the abundance of local wineries, the area has potential for wine tourism. Presently some of the wineries offer tours and wine tasting events.

7.6.8 Rural Commercial

Harrow identifies itself with the rural community and pride of place associated with the 'locally grown' farms in close proximity to Harrow: the orchards, the roadside produce stands, horse farms and agriculture. The rural community relies on the exposure provided by Harrow and other residents within the area. Although some of these industries may not be located in Harrow directly, they do in fact have a symbiotic relationship with Harrow's economy.

The agricultural community is based in area of prime agricultural lands. There are several orchards located in Harrow which offer fresh produce sales, road side stands and "pick it yourself" service. Also, farm crafts and wood working had launched within the community through local artists.

Horse farming and horse services have developed in the rural areas on the less productive farmlands. Several farms lodge horses for horse owners within and outside of the area. Some of the activities they offer include horseback riding, wagon rides and boarding for horses who racing. This is something that is continuously growing and expanding within the community as the interest for this grows.

7.6.9 Harrow's Medical Field

The medical health services in Harrow are principally provided through the newly built Harrow Family Health Center, independent physician offices located throughout the community, a new physiotherapy clinic and several other medically related services (massage therapy).

There are a number of doctors that service the residents of Harrow and the surrounding area. At the Harrow Family Health Center there are 13 members of

the health team: five doctors, one nurse practitioner, one physician assistant, one dietician, one social worker, one pharmacist and one clinic manager. There is one independent doctor in Harrow while the rest practice at the Harrow Family Health Center.

There are a number of associated medical facilities in the community: the Harrow Physiotherapy Center, Harrow Chiropractic Clinic, Balance Massage Therapy, Harrow Dental Office, Hometown Family Pharmacy and Shoppers Drug Mart.



7.6.10 Municipal Institutions

There are several community institutions which are frequently used by residents within Harrow and the surrounding rural area and community of Colchester. These institutions include the library, the post office and the OPP station. These high traffic facilities are located on the main street in downtown Harrow. They are easily accessible and open to the public during their hours of operation.

7.6.11 Harrowood Seniors Community Leisure Living

Harrowood Seniors Community Leisure Living is a well utilized senior's residential facility within Harrow. It is a village concept of small housing units designed to accommodate seniors from the community. There are two options for the residents; one leased townhouse unit or an apartment unit within the Harrowood Center facility. It also offers several activities geared towards seniors such as card games, community pot lucks and theme nights. This gives the residents the opportunity to interact and enjoy the local facilities.



7.6.12 Media

The media in the Town of Essex is one of the primary forms of communication reporting for local news. Some of the reporting sources include: the Harrow News, a newspaper issued weekly delivering information on the community of Harrow; the Essex County Crier, a weekly magazine format; The Essex Voice (merged with the EFP); The Essex Free Press; and the Essex News. These sources of information elaborate on current events and information regarding the area.

7.7 Harrow Population and Employment Statistics

With the consideration that Harrow is part of an amalgamated community, the statistics available reflect the whole region, not the community of Harrow independently. The community of Harrow represents approximately 14% of the total amalgamated area. This constitutes 2,965 residents for 2011 population and 3,361 residents for a projected population in 2021.

The population projection includes a total of 329 people and is a 13.35% increase in the population of Harrow. In terms of household dwellings, over the period of 20 years there will also be a significant

increase in Harrow; 1098 in the year 2011 to 1245 in the year 2021.

In order to support this anticipated growth, the Official Plan for the Town of Essex directs that downtown rejuvenation of Harrow is necessary as well the need for draft plans of subdivision to be constructed. Presently there are only a few infilling lots of vacant residential lots available for development. There are two plans of subdivisions in Harrow that are in process but have not received draft plan approval or been built. These two draft plans a subdivision are required to satisfy the demand and to meet the projected 147 household growth.

The community of Harrow is need of an expansion to better serve and fulfill the upcoming needs of the area. Having the two draft plans of subdivision developed will satisfy the need for existing residents looking for new housing stock as well as attracting new residents into the community of Harrow.

7.8 Harrow's Historical Profile

Early settlers to the area included French Immigrants, British and retired British Soldiers, United Empire Loyalists and later included escaped slaves from the

United States. The community was predominately known as a farming community with tracts being granted or purchased for clearing (lumbering) and then farming.

Originally, the community of Harrow was known locally as Munger's Corners and was named Harrow in 1857:

"In 1872...this hamlet was informally called Munger's Corners because of John G. Munger's blacksmith shop on the southeast corner of Given Road (Snake Lane) and King Street, and Joseph Munger's farm on the north side of King, east of Queen Street. When a post office was set up in 1857, postal officials gave it the name 'Harrow'." (Harrow and Colchester South 1792-1992; Harrow Early Immigration Research Society).

In 1873 the Canada Southern Railway from Tilbury was constructed through Essex and McGregor through to Amherstburg. The construction of the railway was significant for the development and prosperity of Harrow for many reasons but principally for opening up the area for lumbering and then agriculture and the movement of goods out of the local area.

In April 1930, the Provincial Government of Ontario passed a special statue incorporating the Town of Harrow with a population less than the required

minimum 2,000. The incorporation financially and legislatively separated Harrow from Colchester and the two were independent corporations until the amalgamation of 1999 that brought together the municipalities of: McGregor, Harrow, Colchester and the Town of Essex into one municipality now known as the Town of Essex.

Within the community of Harrow, there is still evidence of the rich history and heritage that has influenced Harrow through the years. Many commercial buildings (eg: original dry goods store), farmsteads and residences within the community still exist to remind us of this rich heritage.

There are two cemeteries that have been documented and research shows the rich history of the area. Of note, the Methodist Cemetery contains the remains of a soldier from the War of 1812.

7.9 Community Inventories

Please refer to digital Appendices containing the pictorial inventory of Harrow:

Appendix G – Heritage Properties

Appendix H – Residential Neighbourhoods

Appendix I – Industrial/Commercial Lands

Appendix J – Institutional Inventory

Section III: Public Participation



2011

8.0 Public Engagement



8.0 Public Engagement

8.1 Public Consultation Process

Critical to the success of The Harrow Community Strategic Plan (HCSP) is communication with the public and the engagement of the public to focus on the entire community of Harrow with issues relating to today and the future of Harrow: identifying needs, vision and values with those who live, recreate, work and shop in Harrow.

Through community involvement, community support and community consultation, the Harrow Strategic Plan will be a document with a strong sense of place, identity and focused purpose. The Harrow Community Strategic Plan (HCSP) is built upon a community profile depicting the community's vision and values associated with: heritage, culture, social and economic strengths.

LPC has taken a positive, pro-active and inclusionary approach to engaging all facets of the community in discussions, workshops and communications: meetings and focus group sessions with staff and Council of the Town of Essex; HCSP Steering Committee comprised of community members; Facebook page; a survey distributed to all land owners within Harrow; individual

and group interviews; commercial/business focus group meetings; two Open Houses; two Public Workshops; Town of Essex website postings; Posters and flyers advertising events; and communication through correspondence, email, notices, posters and posts.

The Harrow Community Strategic Plan is a community document based on community input and opinions. The HCSP document is a reflection of the circumstances being experienced in Harrow by all residents, land owners and business owners.

8.2 Facebook: Summary and Conclusions

On January 21st, 2011, Lassaline Planning Consultants Inc. established a Facebook page representing the Harrow Community Strategic Plan.





The Facebook page shows photos of Harrow, Ontario in its current state, direction regarding the page for all members and updates pertaining to the project. Several comments and feedback came through as the discussion board and wall posts.

The profile photo was frequently updated with upcoming event posters to inform members of events. Specific event pages were created in order to allow members to send the information to other contacts on their respective home pages. Many members of the Harrow community contributed to the discussion board by posting comments such as personal life stories respective to Harrow, what is loved about

Harrow, what is in need of improvement in Harrow and upcoming event advertisements. The discussion board on the Facebook page was a great gateway for allowing free discussions with and amongst the public.

Members of Town Council, members of the HCSP Steering Committee and members of the community have joined the group as members. The group gives an opportunity to members of the public to discuss their question, comments and concerns. Events posted on the Facebook page were promotional ads reflecting community gatherings such as; The Black and White Gala, The Wine and Cheese Night, Public meeting, etc.



The majority of the comments received on the Facebook webpage for HCSP were generally positive

however there were some negative comments that stimulated discussed and highlighted issues for discussion through this process.

The Facebook page was very successful in expanding discussions, including the youth and raising issues regarding the Harrow Community Strategic Plan. There are over 85 contacts and friends of the Harrow Strategic Plan connected through this media.



8.3 Introductory Open House: Summary

On February 23rd, 2011 an Introductory Open House was held at the Portuguese Club in Harrow to introduce to public the Harrow Community Strategic Plan (HCSP). The open house took place at the Harrow

Portuguese Club during two separate sessions of 2:00pm until 4:00pm and 6:00pm until 8:00pm. The Open House format gave participants the chance to drop in and learn about the HCSP, talk with the HSCP Steering Committee, Council and the consultant. This open house served the purpose of establishing the objectives and intent of the HCSP to the public.

The open house was very well received and attended with approximately 70 participants participating. At the open house, 41 surveys were completed by attendees providing their values and vision of Harrow. Through



the use of display boards, staff, Council and consultant's participation, the public was able to directly understand the intent of the project and we

were able to garner support for the process. Nine poster boards and three maps were displayed in the room to be used as a visual aid and give the public a chance to read and understand the implications of the strategic plan project.

The open house format allowed for great discussion in a free environment. Several staff members, council members and committee members were readily available at the event to answer questions and lead discussions in the direction of the strategic plan.

Also, a slideshow was displayed in the hall comprising 600 photos taken as inventory in Harrow. These pictures included heritage homes, heritage buildings, commercial buildings, parks, schools and industrial buildings to name a few. It was a summary of Harrow

today. This is relevant to a strategic plan because it helps shape the potential future of the community. It provides a background of Harrow and emphasizes what needs to be improved.

Most people were very enthused and positive about the new venture for Harrow while others expressed concerns. This provided the project leaders with productive information to guide the strategic plan in the right direction.

Introductory Open House Summary Chart

	Open House – Feb 23, 2011	Notes/Further Action
What People Love About Harrow. (Value)	<ul style="list-style-type: none"> • Most people love the “Small Town Feeling” of Harrow, that it’s quaint, quiet, peaceful and everyone knows each other • The people in Harrow are friendly which results in a welcoming feeling • The greenery, landscaping, trees and parks, trails, history • The small town convenience- being able to walk on a nice day to the local grocery store, or being able to get anywhere in town in 5 minutes • The resources for the community facility centers (i.e.-arena, library, baseball diamonds, splash pad, etc...) 	<ul style="list-style-type: none"> • Get more variety for a grocery store (i.e.-change to a NO Frills, more fruit and vegetables markets, farmers market) • Signage for greeting-more welcoming signage and clean up the downtown core • Add park benches to the parks and trails along with more landscaping
What facilities/stores/attractions do people use in harrow? (Strengths)	<ul style="list-style-type: none"> • The arena is often used • The parks are often used • The trails are often used • The baseball diamonds are often used 	<ul style="list-style-type: none"> • Provide a bigger and more up to date arena • Add park benches, dog specific parks, trails throughout the parks, attractive garbage bins, flower baskets, decorations in town, sidewalks to accommodate table and cafes, add public washrooms in parks. • Clean up parks and creeks • Clean the snow in winter months better • Add more seating at the baseball diamonds • Find more use for the Harrow Fair Grounds during “Off-fair” months
	<ul style="list-style-type: none"> • Utilize the wineries better 	<ul style="list-style-type: none"> • Organize winery bike tour

	Open House – Feb 23, 2011	Notes/Further Action
<p>What could be improved to make Harrow better?</p> <p>(Weaknesses)</p>	<ul style="list-style-type: none"> • Get more tourism in Harrow • Improve the downtown • Promote social activities in the community • Bring in tourism • Bring in more business-get people to spend their money locally • Parking 	<ul style="list-style-type: none"> • Improve restaurants, get new coffee shops, fresh coat of paint, update it, signage, improve the facades of the buildings • Organize art in the park, heritage architectural tours, wine and cheese festival, trailer parks for tourists to lodge and camp • Need more parking in the downtown, more access to stores-use vacant lots as parking venues, more parking enforcements, less handicap parking
<p>What would benefit Harrow?</p> <p>(Opportunities)</p>	<ul style="list-style-type: none"> • More parking lots • A tourist brochure • A hotel or overnight accommodations • A cleaner appearance • More accommodations for seniors • An expanded arena • More restaurants 	<ul style="list-style-type: none"> • Facilities for seniors to spend time-card center, senior club, etc... • A up to date coffee shop • Places to keep the locals spending their money in town

8.4 Breakfast for Businesses: Summary

On February 26th, 2011, a “Breakfast for Businesses – Harrow” session was held at the Pie Lady Restaurant for invited business owners and representatives in Harrow. The purpose of this discussion was to obtain feedback from the business sector of Harrow on the topic of the Harrow Community Strategic Plan (HCSP).

Nineteen (19) participants took part in the organized discussion directed by Lassaline Planning Consultants. The participants at the meeting included local commercial business owners, winery owners, Steering Committee members, Council members and the planning consultant. Councillor Sherry Bondy welcomed everyone with opening remarks provided by the Chair of the HCSP Steering Committee, Brian Gray. Jackie Lassaline of Lassaline Planning Consultants facilitated a discussion on: **Barriers** to economic growth; **Opportunities** for growth; and **Direction** and **Strategy** for proceeding.

The following chart constitutes a summary of the items raised by the participations of this session. Within the chart, remarks and notes are made regarding further action necessary to explore issues or suggestions that may have arisen from the event. The participants in

the meeting had prosperous suggestions and made relevant points regarding Harrow.



Breakfast for Businesses Summary Chart

	Breakfast for Businesses	Notes/Further Action
Barriers	<ul style="list-style-type: none"> • Approval process for new development in Harrow is cumbersome and difficult to understand by applicants; • Not enough people live or shop in Harrow; • Parking is not sufficient in downtown; • Traffic flow is too fast through Harrow; • Welcoming/gateway signage is inadequate; • Directional and informational signage is inadequate for residents and visitors; • Some downtown storefronts do not create a welcoming environment; • GPS is misdirecting people away from Harrow; • Home based businesses are discouraged in by-laws and therefore there are very few; • B&B by-laws are very limiting for development of overnight accommodation; • Traffic flow is not fluid and causes misdirection for visitors; • BIA seems to be too costly, businesses not able to afford the fees. 	
Opportunities	<ul style="list-style-type: none"> • Focus on the strengths of Harrow – agriculture, heritage, community, welcoming, friendly and inviting; • Focus on the small town feel; • Attract more people to Harrow to support 	<ul style="list-style-type: none"> • Jackie to explore previous initiatives by Chamber of Commerce; • Jackie to provide “Explore the Shore”; • Businesses to become more active in Chamber; • Jackie to research ERCA tree program Jackie to research Community Improvement loans, grants

	Breakfast for Businesses	Notes/Further Action
	<p>businesses and to develop wider range of opportunities;</p> <ul style="list-style-type: none"> • Attract more retail businesses; • Make Harrow a destination; • Spruce up appearance of downtown and all of Harrow to reflect welcoming community; • Business people need to help themselves to solutions; • Focus assets to bring in the younger citizens and keep our seniors – revitalize the population; • Provide more trees and benches to create gathering places for residents and welcoming to visitors; • Local businesses should support each other; • Develop unique signage for welcoming and directing people to facilities, activities and businesses; • Increase the number of available overnight accommodations; • Harrow needs alternative types of housing to attract young families, seniors and retirees; • Identify “what makes Harrow unique”; • Harrow should identify strengths of their neighbours and create connectivity of services/businesses; • Harrow should identify opportunities/weaknesses of their neighbours 	<p>and programs available or to suggest CIP for Downtown;</p> <ul style="list-style-type: none"> • HCSP – Urban Designers to look at and make recommendations on: <ol style="list-style-type: none"> 1) Downtown streetscape; 2) Parking arcade and parking alternatives in downtown; 3) Gateways into Harrow; 4) Directional signage; 5) Unique/theme?

	Breakfast for Businesses	Notes/Further Action
	<p>and provide a better service;</p> <ul style="list-style-type: none"> • Unify to create a strong Chamber of Commerce with a clear purpose and direction; • Develop a communication strategy to include businesses, residents, stakeholders, etc.; • Harrow needs to see a positive attitude from the top to make development happen and set the stage; • Creation of a wellness town should be explored; • Harrow needs to stay focused on strengths and stay true to its roots. • Explore what makes Harrow unique and develop a strategy based on the uniqueness. 	
Directions/Strategies	<ul style="list-style-type: none"> • Create a Citizens Guide to educate and guide applicants; • Examine process, fees, etc. to remove barriers and allow for new development; • Ensure active parking enforcement; • Review parking configurations and parking by-laws; • Promote a business friendly community; • Install the Welcome to Harrow sign at gateways; • Examine gateways and directional signage to create welcoming community; • Develop goals and strategies to attract people to the community for living, visiting, and shopping; • Examine 'arcade' parking behind King Street 	<ul style="list-style-type: none"> • Public consultation and additional meetings; • Create Vision; • Create Goals and Objectives.

	Breakfast for Businesses	Notes/Further Action
	businesses for re-configuration; <ul style="list-style-type: none"> • Tree planting program to be explored and identified in HCSP; • Examine traffic flow to create Harrow as a destination; • Provide direction on achieving goals and objectives; • Identify a VISION for Harrow to be unified and move forward. 	
Vision	<ul style="list-style-type: none"> • Harrow, a strong active community, rich in history and proud of its agricultural roots, extends a warm welcome to all who come to stay and visit. 	<ul style="list-style-type: none"> • Requires identification of unique qualities of Harrow to make it 'unique to Harrow'.

8.5 Interview Summary

Between March, 2011 and early April, 2011, a series of interviews were conducted by Jackie Lassaline of Lassaline Planning Consultants.

The intent of the interviews was to achieve personal interaction with members of the community representing different groups within the community.

Some of the interviewees included members of Council, members of the seniors club, the youth group, some of the local business owners, winery industry representatives, recreational stakeholders, ecumenical group, Steering Committee members, staff members and general members of the public.

The interviews proved to be relevant and informative because it allowed the interviewees to express

themselves in a comfortable, controlled environment regarding issues in Harrow that they would like to preserve and change.

The interviews generally lasted an average of one hour each at various locations around Harrow. There were 85 interviews undertaken.

The outcome of the process is defined within the summary chart below. This chart is the compiled data that was received through interviews, mail-in surveys, open houses and breakfast for businesses. It summarizes all of the strengths, weakness, opportunities and threats that were described in all of the data that was collected and combines it into one chart that lays plain the communities opinion.

Interview Summary Chart

SWOT	Analysis
Strengths	<p>Recreational Facilities:</p> <ul style="list-style-type: none"> Frequently used and enjoyed by most members of the community for events as well as day to day activities; <p>Seniors:</p> <ul style="list-style-type: none"> There are many events and activities Harrow for seniors – Seniors club, Church events; <p>Youth:</p> <ul style="list-style-type: none"> There are a lot of younger people in the community who participate in sports and other extracurricular activities; <p>Unique Town:</p> <ul style="list-style-type: none"> Harrow is a unique town filled with rural charm and a strong sense of community with many people who are active in the community – Everyone knows everyone; Events like the Harrow Fair and Blessing of the Field keep Harrow’s roots as a town developed for and by Agriculture; Less expensive cost of living than in big cities and still has old historical buildings; The Wineries; The Medical Center Model in Harrow attracts new doctors because it can offer a quality of life; Children can still walk to activities and school – Small town layout and safety; One stop light makes the community unique-keeps the small town atmosphere; The churches are small and communal (eg. Small church in Harrow supported by one small; family and few friends, approximately 8 vehicles on a Sunday); The rural and agricultural location allows for fresh produce and beautiful scenery; <p>Heritage and History:</p> <ul style="list-style-type: none"> Harrow has a strong Historical background and lots of heritage buildings and sites; <p>Community Service Groups:</p> <ul style="list-style-type: none"> The community service groups in town such as the Knights of Columbus help with programs for the youth and are active members of the community; <p>Tourism:</p> <ul style="list-style-type: none"> Harrow has many natural and well established tourist attractions; <p>Community:</p>

SWOT	Analysis
	<ul style="list-style-type: none"> • Harrow prides itself on its small town charm and great sense of community; • It is quite and has a small town feel but a lot of people are actively involved and the town is very close knit; • The community is involved with things like Computers for kids, and raising money for the medical Center; • The community is very strong and makes the town feel safe; <p>Business and Downtown:</p> <ul style="list-style-type: none"> • The service in the downtown stores is great and many people chose to shop downtown to support local economy as well as people they know; • Last year-new street lights were put into the downtown-LAD lights; <p>The Library:</p> <ul style="list-style-type: none"> • More and more the libraries are being used for computer access- Harrow has 5 computers that are limited to 1 hour at a time because many places in Harrow are not in high speed; • Many young people as well as families and older people use the Library - Mixture-high school students, 40-50 year olds ; • Thursday is one of the busiest nights; • All the hockey training courses are put into the library so there are coaches to photocopy drills because they are being stored at the library—this attracted a lot of males; • Biggest increase in circulation is virtual-people going onto the website and downloading; <p>Harrow OPP:</p> <ul style="list-style-type: none"> • Because the OPP are not based in Harrow it means less bias and leniency – people will be punished for committing crimes; <p>The Wineries:</p> <ul style="list-style-type: none"> • The Wineries are a local resource that can stimulate the economy and attract tourists through things like local wine tours and wine tasting courses;
Weaknesses	<p>Recreation Facilities:</p> <ul style="list-style-type: none"> • Many of the facilities need to be maintained with time, money, and effort from the community; • More accessible for seniors and people with physical disabilities;

SWOT	Analysis
	<ul style="list-style-type: none"> • The Harrow Fair Committee is a barrier for the recreational stakeholders because it is difficult to progress without their permission and when damage is caused to the grass due to the Fair, it is not replaced; <p>Seniors:</p> <ul style="list-style-type: none"> • More downtown and the recreation facilities need to be made accessible to seniors through things like parking and ramps; <p>Youth:</p> <ul style="list-style-type: none"> • The Youth of Harrow are uninterested and uninvolved in the community – There needs to be Youth groups, Youth events, and incentive for the youth to participate in the community; • There aren't Job opportunities for students enrolled in after school programs; • There's a lack of transportation; • Complaints about the youth-disrespectful, litter; <p>Heritage and History:</p> <ul style="list-style-type: none"> • Harrow needs to work on showcasing their Heritage sites and Historical background; <p>Community Support Groups:</p> <ul style="list-style-type: none"> • There needs to be stronger leadership amongst the community groups; <p>Tourism:</p> <ul style="list-style-type: none"> • Harrow needs to develop more tourism and promote its already existing features; <p>The Community:</p> <ul style="list-style-type: none"> • Because Harrow is such an exclusive many who move in feel left out or shunned from the community because they aren't know well or established in the community core; • Being exclusive can be bad for new business – No one will shop at your store if they don't know you; • There isn't enough money for doctors to come and stay in the area; • People need to take ownership and show pride of place; <p>Parking:</p> <ul style="list-style-type: none"> • Parking is a huge issue in the downtown – More parking is needed in strategic areas; <p>Business and Downtown:</p> <ul style="list-style-type: none"> • Downtown is discouraging and makes it hard for new businesses to stay; • Many stores are empty or closed during business hours – need to be open to have business;

SWOT	Analysis
	<ul style="list-style-type: none"> • The downtown needs to be cleaned up; <p>The Wineries:</p> <ul style="list-style-type: none"> • Though they are valuable members of the local economy the wineries could be promoted more and showcased; <p>Communication</p> <ul style="list-style-type: none"> • All of the local flyers do not get delivered to Harrow; • Harrow needs to have more communication and cooperation between everyone, including the youth, if it wants to expand; <p>Development:</p> <ul style="list-style-type: none"> • Opposition from residents in Harrow to previous phases in the Sunset Boulevard development are causing hesitation on Grossi proceeding with the next phase of development; • The community is behind the times- it needs to be brought up to date; • There is a lack of culture and arts in Harrow-museums, galleries, theatres, music, etc...; • Change is a barrier-the people in Harrow don't like change so they deny it; • People are lacking skill set in Harrow for job opportunities; • Poor servicing to water and sewers on the outskirts of the town;
Opportunities	<p>Recreation facilities:</p> <ul style="list-style-type: none"> • Ramps and other accessibilities need to be installed; • People helping and volunteering to help with sports and activities; • Parking at the facilities; • More trails and parks are being added – even more needed; • Coloured bike paths tied into Colchester and new asphalts with exercise stations; • Perhaps looking at relocating the Harrow Fair Grounds to a location apart from the baseball diamonds to avoid damage to the grounds; • Exploring the possibility of a Tournament Center for Harrow; • Consider putting a track outdoors at the high school also accessible to the public; • Develop a linear track system to bike, push baby carriages, rollerblade, walk and run across the community; <p>Seniors:</p> <ul style="list-style-type: none"> • Transition homes need to be built;

SWOT	Analysis
	<ul style="list-style-type: none"> • Seniors facilities and classes like Aqua fit; <p>Youth:</p> <ul style="list-style-type: none"> • There needs to be more leadership and establishment of youth oriented centers; • Drop in center for teens, bowling alleys/pool hall -put in a place to have band practice for the youth or have a Battle of the Bands; • A youth council that is linked to town council – Actual youth members from the community; • Youth vandalism needs to not be temporarily fixed but rather fixed at the roots-children at a young age; • The youth need to be educated on their town to develop pride and passion for the town – Harrow History week(month) at schools; • More Professional support – Councillors, mental health workers, access to birth control, already 3 nurse practitioners for youth; • Incentives to do well in school – Student of the month; • Getting involved in the community events – Volunteer hours offered to help with the parkette, school clean up events involved with parks, Communities in Bloom, Computers for Kids; • The youth are very actively involved in Facebook and cell phones – Events must be advertised in a way that the youth relate to; • Get the squires and squirettes involved (eg.-inform them and involve them); • Partnership with the town of Essex youth programs; • There needs to be youth centered retail – i.e. clothing stores that sell youth brands; • Youth can play beach volleyball in Colchester or at the Portuguese Club in Harrow; • The younger youth need to be re-branded-the youth center needs to be changed into something more positive in the community; • More after school programs are required; <p>Heritage and History:</p> <ul style="list-style-type: none"> • Showcase the “Real McCoy, Underground Railroad, well-known people from Harrow, etc...”; • HEIRS is a great resource for finding information; • The cemeteries should be showcased-they are some of the longest standing cemeteries in the area; • Keep the facades of the heritage buildings and develop heritage colours; • Maintaining the Historical designations done by the heritage committee;

SWOT	Analysis
	<ul style="list-style-type: none"> • For the heritage and history it would be nice to identify plaques on the downtown; buildings on the 200th anniversary of Harrow stating what the building once was established; • Consider a heritage tree policy; <p>Community Groups:</p> <ul style="list-style-type: none"> • Develop leadership and promote strong active leader roles in community groups; • Promote communication from the Community service groups and the youth population; • Communities in Bloom could help beautify the signs with flower beds surrounding them; <p>Tourism:</p> <ul style="list-style-type: none"> • Showcase already existing establishments – Wineries, Harrow fair, Blessing of the Fields, and other events; • Get overnight accommodations; • New Events and business – restaurants, update downtown, Wine and Cheese events, Motorcycle tours, Wine trail; • Use the heritage and history to draw people into Harrow-make the theme “Back to Basics”; • Harrow needs an official website; • Arts and Crafts show or consider implementing an “Art in the Park”, outdoor bands on weekends, knitting, arts & crafts, a theatre; • Have a Welcome wagon and Welcome Package for new people moving to the area; • Appoint a director/manager of tourism; • Have a tourist package and information booth, brochures, website and Facebook; • Have maps and books to showcase Harrow; • Maybe a welcome sign stating “Welcome to Historic Harrow” – Gateway program; • Have horse and buggy tours-make it an experience-there is approximately 5000 horses in the area; • There should be “Wi-Fi” hot spots in Harrow – Internet cafe; • Bring in the idea of a ghost town: tell stories, give tours, haunted houses, etc...; • Have agri-museums: old tractors, tools, etc...; • Could explore history by having blown up digital prints of Harrow’s past; • Have a parade of horse; • Have more events like “Rockin’ Horse Festival”; <p>Parking:</p> <ul style="list-style-type: none"> • Parking in the back alley way would be a great way to get people into the stores from the rear door entrance and would

SWOT	Analysis
	<p>remove the clutter;</p> <ul style="list-style-type: none"> • Angle parking downtown; <p>Partnerships:</p> <ul style="list-style-type: none"> • The downtown businesses should partner up; • There should be partnerships with the service groups in town; • The youth and the service groups should join up; • Partner up with local businesses to fund downtown projects such as park benches and have them recognized as donators; • The churches partnering with the community to show the value of it; • Explore the Shore, the wineries and the community groups should partner themselves to support events such as this; • Partner with other communities and municipalities to play off of each other; • Partnerships with service groups and Wine and Cheese events; • Recreational Facilities and the Service Groups-partnered together for sponsorship ; <p>Business and Downtown:</p> <ul style="list-style-type: none"> • The stores need to be cleaned up and made to look attractive - Incentive for stores to update their facade; • Implement a local business phone book for Harrow citizens including a map with business locations; • Offer an advertising seminar for businesses in town to be able to have better direction and achieve more success; • The stores need to be made wheelchair accessible; • There needs to be an injection of businesses and commerce in the downtown core; • Tree line streets, and put up signage; • Public washrooms; • Stores need to have a larger variety of quality items for locals especially retail and grocery stores; • There should be enforcements with restrictions regarding empty store fronts in the downtown; • Some of the roads off main street need new lights; • Get new fresh faces into the service groups to change things up and employ locals; • We need new welcoming signs and directional signs; • Perhaps offering a “Good Host Program” to employers in Harrow; • Consider offering a Chamber of Commerce Award- this could give people an incentive to give better customer service; • Downtown revitalization options:

SWOT	Analysis
	<ul style="list-style-type: none"> • Option 1- A debenture program for the downtown businesses; • Option 2- CIP for the downtown; • Re-zone to keep industrial on the Western quadrant of Harrow; • Reconsider some of the areas which are zoned residential because they will never be used as residential; • Include local bands, coffee shops, book stores to the area; • The businesses in the community need to be more competitive; • Get a gathering place such as a coffee shop and a larger chain grocery store; • New garbage cans, new benches (i.e.- get people/service clubs to donate them-recognition with plaques on the benches),new bike racks, hanging baskets maintained by business owners; • Town flags; • Roadwork – Drainage ditches and road maintenance; <p>Community:</p> <ul style="list-style-type: none"> • Have a special events coordinator; • Have a community events calendar; • Memoriam arboretum- this could get people to buy trees and benches in memory of loved ones (eg. Partner up with the funeral home to sell); • Service groups could organize and manage these items, even online; • Vandalism- possible security cameras and lights could be installed in the parkette; • Graffiti-have a “graffiti wall” to allow for youth to express themselves in a designated area through graffiti; <p>The Library:</p> <ul style="list-style-type: none"> • Bulletin Board- there is a limitation on the bulletin spacing (bigger bulletin board?); • Extend library hours of operation; <p>Harrow OPP:</p> <ul style="list-style-type: none"> • OPP Officers should attend meetings to discuss and know what’s going on in the downtown for parking; <p>The Wineries:</p> <ul style="list-style-type: none"> • Get wines placed regionally in a world context to compare –“if you like that you’d like this...”—this will be for reference to start and we’ll see where we end up at the LCBO—this is something the industry should do —when you talk about how to educate clients, you can use their history with wines, and wine preference—having a map to show comparisons; • Get all the wineries to evolve together;

SWOT	Analysis
	<ul style="list-style-type: none"> • Use the wineries to showcase other parts of the town; • Have a vintage wine tasting at the Harrow Fair for all the local wineries; • Have events at the wineries during holidays – Wine and cheese/Office parties; • Export theatre groups and wine events to the area-have people come in to do them; • a possible tag line: “The Heart of Wine Country”; <p>Development/Steps forward:</p> <ul style="list-style-type: none"> • Harrow could possibly implement a farmers market in the car wash parking lot or the back of Danielle’s, or possibly the Youth Center; • Make the town attractive for developers and Identify Grant opportunities; • Develop local talent and showcase it – Musicians, artists etc.; • Development changes need to be put into place, 2 homes have been built in 7 years; • Consider a solarium in the parkette; • Implement a mural committee which would be appointed by council; • Public Transportation-3 buses available for use currently; they are to take people to medical appointments, if there is space available or time available, book a shopping trip to the mall; • Begin with Grossi’s Sunset Boulevard development to create a domino effect on the rest of Harrow’s development; • “Acre of Hope”- crops grown to feed families in need-this could use more participation and volunteers; • Allow people to ride horses into town; • Put in an indoor swimming pool, a movie theatre and a dollar store; • Play on the multiculturalism by playing multicultural music in public spaces have multicultural booths at a local event; <p>Communication:</p> <ul style="list-style-type: none"> • There should be more promoting and marketing of Harrow; <p>Progress towards common goals rather than individual goals-unification;</p>
Threats	<p>Recreational facilities:</p> <ul style="list-style-type: none"> • It will take time and money and volunteers to get facilities up to the level the public wants them at; <p>Development/Steps forward:</p> <ul style="list-style-type: none"> • There is a fear that if things do not change in the downtown that many families will move out of the area in search of better places to live; • If people have become unwilling to change things may not move forward;

SWOT	Analysis
	<ul style="list-style-type: none"> The people in the community (eg.-closing schools because of lack of enrolment, however there's no development to bring people into Harrow, the Grossi subdivision is at the approval stage however some hesitation on finalizing the conditions of approval until the climate in Harrow improves and new development would be supported by existing residents);

8.6 Public Workshop #1 (Goals): Summary

On Tuesday, April 12th, 2011, a public workshop was held at the Harrow Arena. The workshop was well attended with approximately 45 people attending the meeting.

The purpose of this meeting was to discuss in an open format the goals to be achieved for Harrow based on direction acquired during the previous interviews, surveys and open house.

Questionnaires regarding the topics of discussion were dispersed on tables along with pencils so that participants had the opportunity to write out possible answers.

Jackie Lassaline from LPC inc. facilitated the discussion by engaging the workshop participants.

Throughout the three hour period (6:00pm until 9:00pm) there were six questions posed to the group with feedback on strategies, goals, comments and concerns.

The main objective was to establish a series of goals and direction for Harrow. Several suggestions were given and noted. These goals will be used in the expansion and development for the HCSP project. The

results of the workshop are summarized within the following chart;



Public Workshop #1-Summary Chart

Questions from Workshop #1	Summary of Minutes
<p>Question 1:</p> <p>Downtown Harrow is the heart of your community.</p> <p>Our survey and interview results show that downtown Harrow is in need of attention and some direction.</p> <p>What about downtown needs to be fixed, enhanced or spruced up?</p> <p>What actions need to be undertaken to bring about downtown revitalization?</p>	<ul style="list-style-type: none"> ● A facade program be developed based on Urban Design Guidelines: <ul style="list-style-type: none"> ○ coordinated downtown facades; ○ Get a colour coordinated pallet organized for the downtown; ○ Clean up the downtown; get rid of boards, dirty windows, etc. ● Mural Program for downtown: <ul style="list-style-type: none"> ○ Artistic, heritage, celebrate historic people in the area. ● Develop a cultural/artistic program: <ul style="list-style-type: none"> ○ Spotlight local artists established as well as new. ● Promote/protect/conservate heritage attributes of downtown: <ul style="list-style-type: none"> ○ Promote heritage continuity with coordinated colour palette/font themes; ○ heritage plaques at the provincial and federal level; ○ We need tax incentives/programs for heritage preservation. ● Bring buildings up to code/standard: <ul style="list-style-type: none"> ○ Develop building standards and code sensitive to Harrow and include heritage; ○ Make code and standards easily accessible to building and store owners while promoting education. ● Develop and promote new business (economic drivers) coming into the downtown while maintaining existing: <ul style="list-style-type: none"> ○ New business initiatives; ○ Incentive programs for existing businesses; ○ Promote downtown shopping;

Questions from Workshop #1	Summary of Minutes
	<ul style="list-style-type: none"> ○ Incentive Programs: “Business of the Month” or “ Business of the Week” ○ Co-ordinate marketing approach – determine strengths and promote these strengths; ○ Partnerships and investors to promote Harrow downtown. ● Improve the look of downtown: <ul style="list-style-type: none"> ○ Develop “welcoming and friendly” atmosphere; ○ Put items in empty store fronts as a temporary display for promotion; ○ Eliminate parking on King Street – develop parking arcade; ○ promote parkette as a gathering place – cultural, stopping, welcoming parkette; ○ Support and encourage patios/outdoor cafes. ● Promote Harrow as friendly and small town: <ul style="list-style-type: none"> ○ Develop a farmer’s market as well as street festivals;
<p>Question 2:</p> <p>What is the most important aspect of Harrow that could be used for promoting new businesses and industries to locate in Harrow?</p> <p>What do you consider to be “selling points” to encourage new business and industry in Harrow?</p>	<ul style="list-style-type: none"> ● Spotlight attributes/strengths of Harrow: <ul style="list-style-type: none"> ○ Agriculture, wineries, heritage, warm/friendly people, small-town; ○ Proximity to Windsor to enjoy some features but far enough away for small town feel; ○ Already established local businesses. ● We have to find a way to get people to Harrow; <ul style="list-style-type: none"> ○ Promote through advertising on web – up to date information; ○ Demographics (school, churches, population) posted on website; ○ Where to shop locally and regionally, activities available in

Questions from Workshop #1	Summary of Minutes
	<p>Harrow;</p> <ul style="list-style-type: none"> ○ Community Calendar; ○ Strengths/features of Harrow and surrounding area. <ul style="list-style-type: none"> ● Harrow needs economic development; <ul style="list-style-type: none"> ○ The Harrow website need to be brought up to date and more informative; ○ People need maps and GPS source fixed. ● Support local businesses; <ul style="list-style-type: none"> ○ The Harrow website need to be brought up to date and more informative; ○ Post events calendar; ○ Support and promote chamber of commerce. ● How do we promote Harrow: <ul style="list-style-type: none"> ○ Bring advertising up to a higher level; ○ Electronically, through real estate, through point sources; ○ Tourist information booth – update, current promotion and activity- one person responsible for managing; ○ The town needs to offer incentives to move to the area; ○ Harrow needs a strong set of guidelines; ○ There should be a tool kit for business owners, new residents, existing residents; ○ A welcome package for new residents; ○ There should be more coordinated advertising for festivals and events.
Question 3:	<ul style="list-style-type: none"> ● Spotlight attributes/strengths of Harrow: <ul style="list-style-type: none"> ○ Lower prices to purchase homes;

Questions from Workshop #1	Summary of Minutes
<p>What features/characteristics of Harrow should be promoted to bring in new residents to the community? What enhanced or new services should be provided to keep residents in the community? For Harrow to be true to its roots, how important is the preservation of Harrow's heritage assets and what do you think should be done to protect and promote them?</p>	<ul style="list-style-type: none"> ○ Promote the lower cost of living; ○ The climate is better than other places in Ontario – moderate climate; ○ Harrow is quiet – no city noises; ○ Harrow is located near the lake; ○ Unique and beautiful fairgrounds - Harrow Fall Fair – 175 yrs ?; ○ Close enough for walking distance to great schools for new families; ○ Promote area as one of the top 7 intelligent communities in the world; ○ Job possibilities. <ul style="list-style-type: none"> ● What enhanced new services should be developed?: <ul style="list-style-type: none"> ○ A seniors complex (cradle to grave) is in high demand; ○ There should be a central figure to collect information through surveys and census; ○ There should be a community package for new families moving into the area; ○ There should be a welcome committee; ○ The greenway – we need to create a destination - It needs to be a social gathering place; ○ There should be information brochures to promote Harrow; ○ Develop a walking track/seniors walking area; ○ Public washrooms downtown. ● Heritage is important: <ul style="list-style-type: none"> ○ Preserve heritage through education; ○ Community involvement in heritage events; ○ Educate public on value;

Questions from Workshop #1	Summary of Minutes
	<ul style="list-style-type: none"> ○ Program to preserve downtown heritage; ○ Designation and heritage lists to be created to preserve heritage.
<p>Question 4:</p> <p>Through interviews and the surveys, the youth in the community have indicated a lack of gathering place and a general lack of sufficient facilities and activities for them. What do you think a solution would be (non-sports oriented)?</p>	<ul style="list-style-type: none"> ○ If you are not in organized sports, the youth have nothing to do - lack of activities for grades 8-12; ○ A dance/activity in an existing hall; ○ A community center/multi-centered (multiple activities) - to appeal to all the age groups; ○ Coordinate with other municipalities (Kingsville, Colchester, etc.); ○ Find alternative locations/functions; ○ Use a special events coordinator – to co-ordinate within the community; ○ Promote and fund existing activities – eg: sports cheaper, Essex pool, etc.; ○ Find transportation alternatives to make activities more accessible; ○ Use Technology such as Facebook and twitter to promote and advertise youth events; ○ Develop a trail system to Colchester to make more accessible and communicate availability to people/youth; ○ The Portuguese Club has volleyball; ○ Create a youth friendly downtown with an informal gathering place for youth to gather; ○ A partially covered park area where people can gather at night - areas that have a double function; ○ The problem is that we need to engage the youth – Create a youth committee.

Questions from Workshop #1	Summary of Minutes
<p>Question 5:</p> <p>Communication is a key component to the success of Harrow rediscovering its identity and to help with its improvement.</p> <p>What are your recommendations on how to focus, energize and improve communication between stakeholders, the community, businesses, residents, etc...?</p>	<ul style="list-style-type: none"> ○ Develop a business network so everyone could communicate with one another; ○ It would be nice to have a central website to share and widely publicize events; ○ It would be nice to have a community blog/Facebook profile for Harrow that is managed by one person; ○ Events calendar – events coordinator; ○ Economic Development Officer/Tourism Director; ○ Portable outdoor movies; ○ E-mail promotion-Facebook promotion; ○ Utilize new electronic scrolling board – publicize who is contact; ○ Community, local and regional tourism co-ordination.
<p>Question 6:</p> <p>Other than the goals identified above, what else do you see as a significant goal for Harrow to achieve for the betterment and improvement of the community?</p>	<ul style="list-style-type: none"> ● How can we make Harrow the best place to live and the best attraction? <ul style="list-style-type: none"> ○ Greenway-it needs points of interest, some signage with information along the trail, stop-off center, and have local information; ○ A walking/bike network through the town that could connect to a wine tour; ○ Public Washrooms; ○ Promote local wineries and create wine tours – Accommodations for those who come to the wine tours ; ○ We need to take roadblocks away-take some of the steps away; ○ Home owners for rent on Colchester and near beach-INNs- you rent the whole home; ○ Restaurants and destinations; ○ Something that attracts people to stop and stay.

Questions from Workshop #1	Summary of Minutes
	<ul style="list-style-type: none"> • What other goals would help Harrow attract more residents and improve community for existing residents? <ul style="list-style-type: none"> ○ Waterfront Trail – connect with Dunn Road bike trail; ○ If you combine the wine route with a wine tour, you can combine things with an enriched, cultural structure and this will gather more people; ○ Create Harrow as a destination, not a drive thru; ○ Trails (greenway, Dunn Rd, waterfront) could be interactive and coordinated; ○ Maps could come up for the trail, books could be available, etc.; ○ Skating circuits-loop to ice skate-this a great attraction-winter sports; ○ Fitness, people being active is the new thing; ○ Trolley tours in town with the wineries-offering exclusive wine tours on a trolley; ○ Build on the heritage information; ○ Develop a corn maze- agricultural theme - “A-MAZE-ING HARROW”; ○ Economic and Agri-tourism promotion (eg: apple picking-this could be a whole day experience). • Economic Development: <ul style="list-style-type: none"> ○ Boutique hotel; ○ Convert OPP station into a performing arts center; ○ New restaurants, theatre, community groups could volunteer, the Harrow Fair Building; ○ Offer the Harrow Fair buildings for wine tasting

Questions from Workshop #1	Summary of Minutes
	<p>communities;</p> <ul style="list-style-type: none"> ○ Arts and cultural promotion need to be developed and varied and mixed; ○ Harrow Fair Grounds and Buildings – utilize and promote; the Fair Grounds need to be open to events; ○ Use the empty stores for local artist possibly at a reduced rate to use as a temporary gallery –Stimulate local culture; ○ ROOTS- Harrow has so much history; black history, cemeteries, local people in Baptist Cemetery, first known documented gentleman buried here, rich history, 40 yrs HEIRS - build on genealogy aspect to bring them to Heirs. <ul style="list-style-type: none"> ● What are the existing organizations/partnerships in Harrow? <ul style="list-style-type: none"> ○ All service industries: Kinsmen, Communities in Bloom, Legion ○ Harrow Agricultural Fair ○ Harrow Research Station ○ Businesses; ○ SWOVA ○ HEIRS ○ South western Ontario heritage council ○ Town of Essex ○ Parent councils from the town ○ ERCA ○ Principals of the school ○ Portuguese Clubs/Ethnic clubs ○ Churches ○ Explore the shore organization ○ Youth group

Questions from Workshop #1	Summary of Minutes
	<ul style="list-style-type: none"> ○ Artist groups ○ Fire Fighters Association ○ Sports Association ○ Coordinate services and partnerships online and at the tourist information booth(s) downtown; ○ We need public space-Facebook to face time ○ Communication or “Community Connect” ○ The youth center still active and available; ○ Masonic building next to the legion ○ Some coordination ○ Tour of Research Station.

8.7 Public Workshop #2 (Objectives): Summary

On May 10th, 2011, the Second Harrow Community Strategic Plan Workshop was held at the Harrow Arena from 6:00pm to 8:00pm. The meeting was well attended by approximately 35 people attended the meeting. The purpose of this meeting was to identify the primary goals for Harrow which would be identified in the HCSP. The meeting helped identify the six primary goals in priority sequence which includes:

1. Tourism---5
2. Communication---1B
3. Employment Opportunities---3
4. Cultural Development---4
5. Growth Strategies---2
6. Downtown Revitalization ---1A

The outcome of the meeting concluded with putting downtown revitalization and communication on an equally primary level. The idea was that that communication is necessary to create downtown revitalization while downtown revitalization is necessary to create communication.

Growth Strategies included developing ideas on how Harrow will grow as a community and within Essex Center. The goal is to maintain the small town uniqueness of Harrow while dedicating ideas to growing the community in an organized fashion.

The following goal was employment opportunities. This includes generating prosperity and development in Harrow to create jobs. This would act as a reason for the current population to stay and encourage others to move into the area.

The fourth goal was to increase cultural development. The goal of this idea is to increase unity and culture within Harrow and expand on the roots and history that the community so strongly values.

The last goal is tourism. While this maintains a top priority in Harrow, it is merely in sequence order and must maintain a position of developing the other goals before providing options to grow the tourism sector of the area.

8.8 Council Walkabout

Monday, May 30th, 2011, from 5:00pm until 7:00pm, a walk around Harrow was hosted by LPC Inc. for the Town of Essex Town Council. The walk meeting area was Drifter's Inn, Harrow Ontario. The majority of the Town of Essex Council members attended the walkabout: Sherry Bondy, Morley Bowman, John Scott, Randy Voakes, Richard Meloche, Bill Baker as well as Town Staff including Jeff Watson. The walkabout through Harrow began at Drifter's Inn on the West side of Harrow's downtown core. This was an opportunity

to observe the streetscape on-looking the downtown. The group then proceeded to the Mac's Milk Convenience Store, located in the center of Harrow's downtown core. This gave the group the opportunity to look at the heritage located through the buildings downtown. It also gave the council members the chance to take a look at the 'Tourist Information Booth' which has been proposed by the HCSP to be enhanced and updated. It was also a good viewpoint to explore the lack of street signage in Harrow, including wayfinding signs to the arena, a major recreational facility within Harrow. The next observation made by Council was the difficulty in road crossings through the downtown. There is high speed traffic and no organized street crossings.

The group then arrived at the Harrow Fair Grounds and Baseball Diamonds. This gave the group the opportunity to explore other possibilities regarding this land as well as the chance to explore better utilization methods for the grounds. Council was also able to point out the lack of signage and organization in this area. Harrow High School is also located within this area and the High School does not have an existing stop sign, which poses a hazard for pedestrians and oncoming traffic. The last observation LPC Inc. pointed out to the group members was the arcade alleyway which is being proposed in the HCSP as a new parking lot and back entrance to the downtown stores. This

was an opportunity to explore the potential for this underutilized space.



The conclusions of the walkabout through Harrow were very positive and productive, giving the Councillors and staff an opportunity to explore firsthand the recommendations proposed by LPC Inc. for Harrow. It also gave the opportunity for new suggestions and recommendations to be made on Council and staff's behalf.



8.9 Breakfast for Business #1

On February 26th, 2011, a Breakfast for Businesses of Harrow was held at the Pie Lady in the Tea Room dining area, for invited business owners and representatives. The purpose of this discussion was to attain feedback from the business sector of Harrow on the topic of the Harrow Community Strategic Plan (HCSP). 19 participants took part in the organized discussion directed by Jackie Lassaline of Lassaline Planning Consultants. The representatives at the meeting included local commercial business owners, winery owners, steering committee members, council members and consultants. The breakfast discussion began with an opening and welcoming statement by

Chair of HCSP Committee, Brian Gray. This was preceded by an introduction of the HCSP by Councillor Sherry Bondy. Jackie Lassaline then continued by discussing significant dates for the meeting members to consider.

The detailed discussion then began with the intent of interviews and group sessions. The response to this was very well received. This gave the meeting members the opportunity to recommend interviewees and provide contact information for people they believed would be a positive addition to the project.

The following topic of discussion was the direction of economic growth in Harrow. The general consensus on this matter was that all meeting members were concerned with the lack of economic profitability in the area. Generally most comments lead back to concerns and apprehension of not enough economic development and lack of money being spent locally. This also raised questions regarding barriers to economic prosperity. Harrow was definitely categorized as an area which is needs improvement in this department.

In order to establish new business in Harrow, the fourth topic of discussion, economic feasibility is a necessity. It was a conversation which most business representatives felt Harrow strongly needed to re-establish in order to have a progressing economic development.

The last statement was to allow for free discussion from members of the meeting. This allowed for them to make general statements, remarks and express concerns they see currently and can anticipate for the future. This is important to a strategic plan because it allows for background information and directs the consultants and committee in the necessary direction for Harrow to progress.

Finally the meeting ended with a closing statement by Jeff Watson, Town of Essex Policy Planner and general consensus that improvement is necessary for the town of Harrow and the HCSP has been put into place to implement and make recommendations on these issues.

8.10 Breakfast for Business #2

On June 4, 2011, the second HCSP Breakfast for Businesses was held again at the Pie Lady in Harrow. The meeting went from 8:00am to 11:30am. The meeting was attended by approximately 21 people including local business and winery owners, staff, council and Geoff Wright, Economic Development Chatham-Kent Economic Development Services and Tourism. The main goal of the meeting was to express the previously discussed goals and objectives and to decide whether a CIP or BIA would be more beneficial for the community of Harrow. Jackie introduces Geoff and elaborates on his accomplishments.

Geoff then began a presentation through PowerPoint, explaining and giving examples of other BIA's and CIP's. It gave members of the meeting the opportunity to clarify any questions and concerns regarding the programs. The significant points of discussion were the main conclusion of whether a CIP or BIA is more appropriate for Harrow and it was concluded and will be recommended in the HCSP that a CIP is more profitable for Harrow. This conclusion came to life after much discussion and elaboration on the advantages and disadvantages of both programs.

The concluding Open House date was announced for June 7, 2011 at 2:00pm to 4:00pm and 6:00pm to 8:00pm. Goals and Objectives can now be finished with the help of the decision made regarding the CIP for Harrow. Removing the Road Blocks is a major barrier expressed; this is recommended in the Goals and Objectives of the HCSP. The focus remains on completing the Goals and Objectives and providing a Draft Copy for the Concluding Open House on June 7, 2011.

Section IV: Appendices



2011

216