

Overview of the 4-Point Approach to Downtown Revitalization in Ontario

May 1, 2024

Today's Presenters



Crystal Ellis

Economic and Business Advisor

OMAFRA

crystal.ellis@ontario.ca



Carolyn Puterbough

Economic and Business Advisor

OMAFRA

Carolyn.Puterbough@ontario.ca



Judy Risebrough

Downtown Revitalization Project Manager

Township of Uxbridge

jrisebrough@uxridge.ca

What To Expect

- Introduction to the OMAFRA downtown revitalization process
 - Four-point approach
 - Typical timeline
 - Overview of the process



Downtown Revitalization



Coordinator's Manual

Visit **Ontario.ca/rural** to request a copy of the Downtown Revitalization Coordinator's Manual

What Is Downtown Revitalization?

Process of improving the economic, physical, and social well-being of a community's traditional town centre by:

- ✓ Strengthening local businesses and encouraging investment
- ✓ Creating enjoyable and animated public streets and spaces
- ✓ Providing residential and employment opportunities that respond to a range of needs



The Four Point Approach To Downtown Revitalization

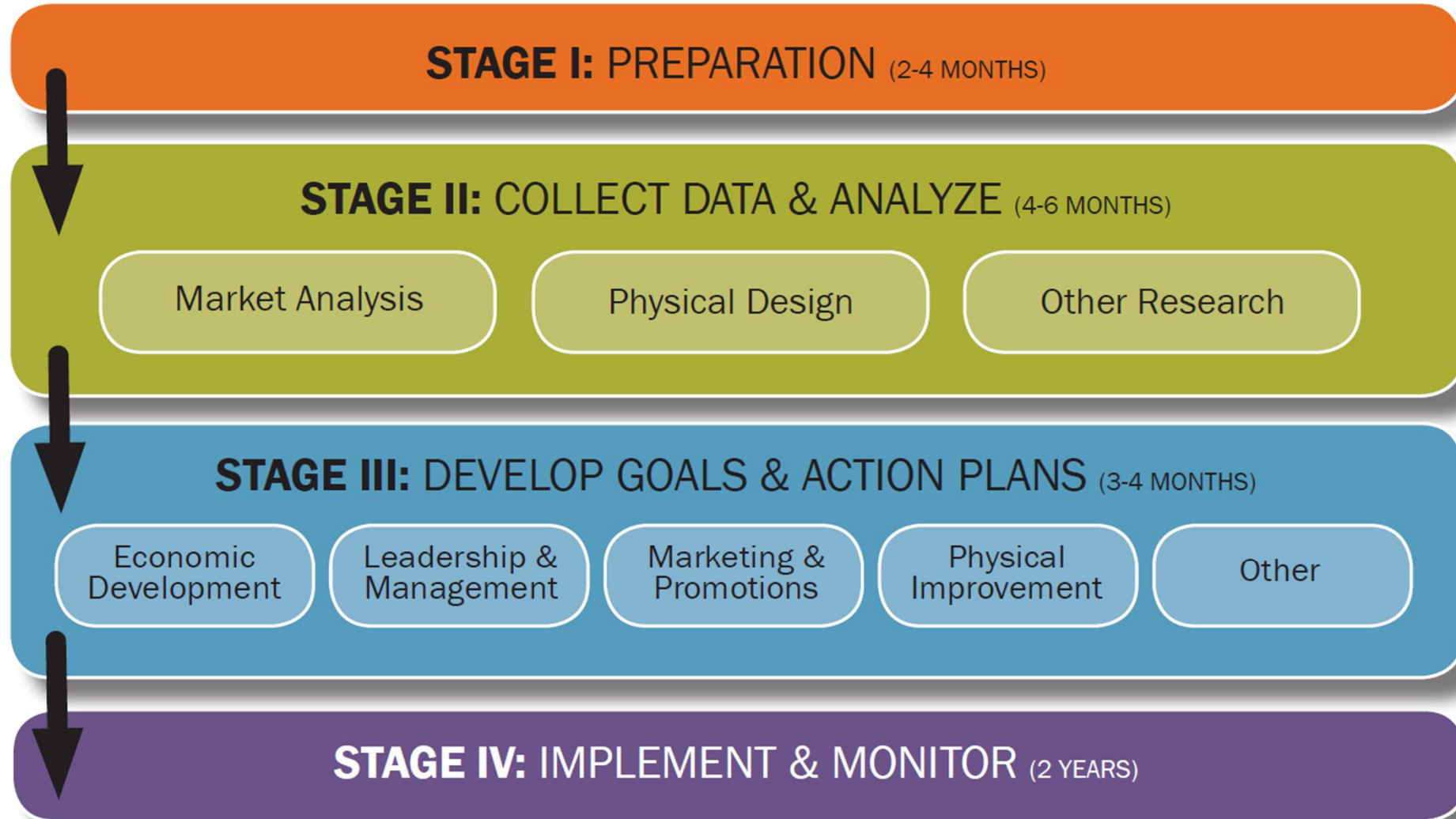




Benefits and Impacts of Downtown Revitalization

- ✓ Stronger local businesses and consumer markets
- ✓ New investments and improved investment security
- ✓ Higher quality of place and aesthetic appeal
- ✓ New residential/employment opportunities
- ✓ Improved sustainability

Downtown Revitalization Process



Downtown Revitalization Takes Time



Study process is 2+ years, but revitalization is ongoing and long term

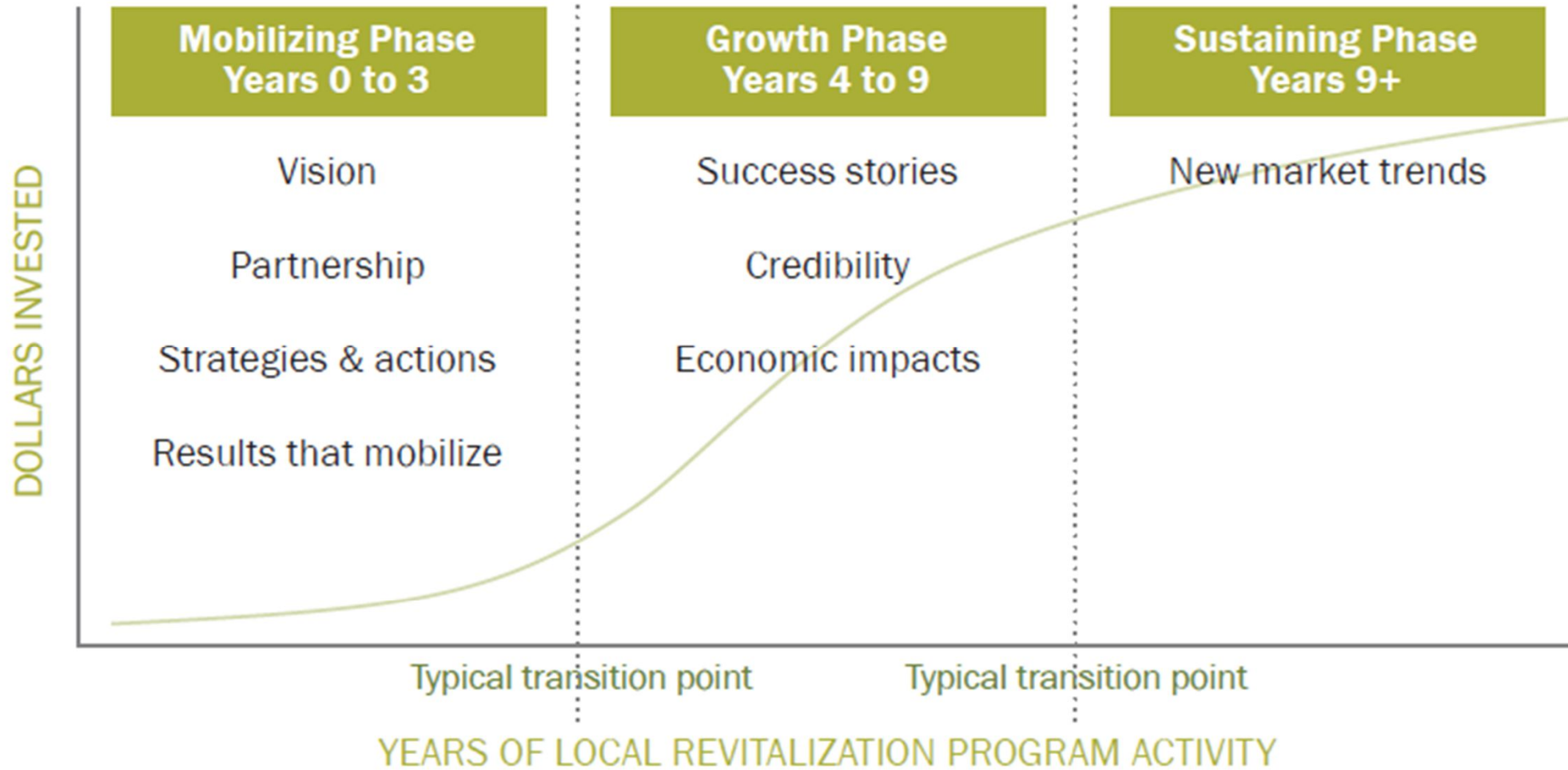


Community readiness should be carefully considered:

- Citizen involvement and volunteers
- Leadership and municipal support
- Organizations working together
- Community-based planning
- Community communications



Long-term Evolution of a Revitalization Program



Stage 1: Preparation

Stage I includes the following major steps:



Understanding
and evaluating
community
readiness



Building a
team



Promoting the
Downtown
Revitalization
program

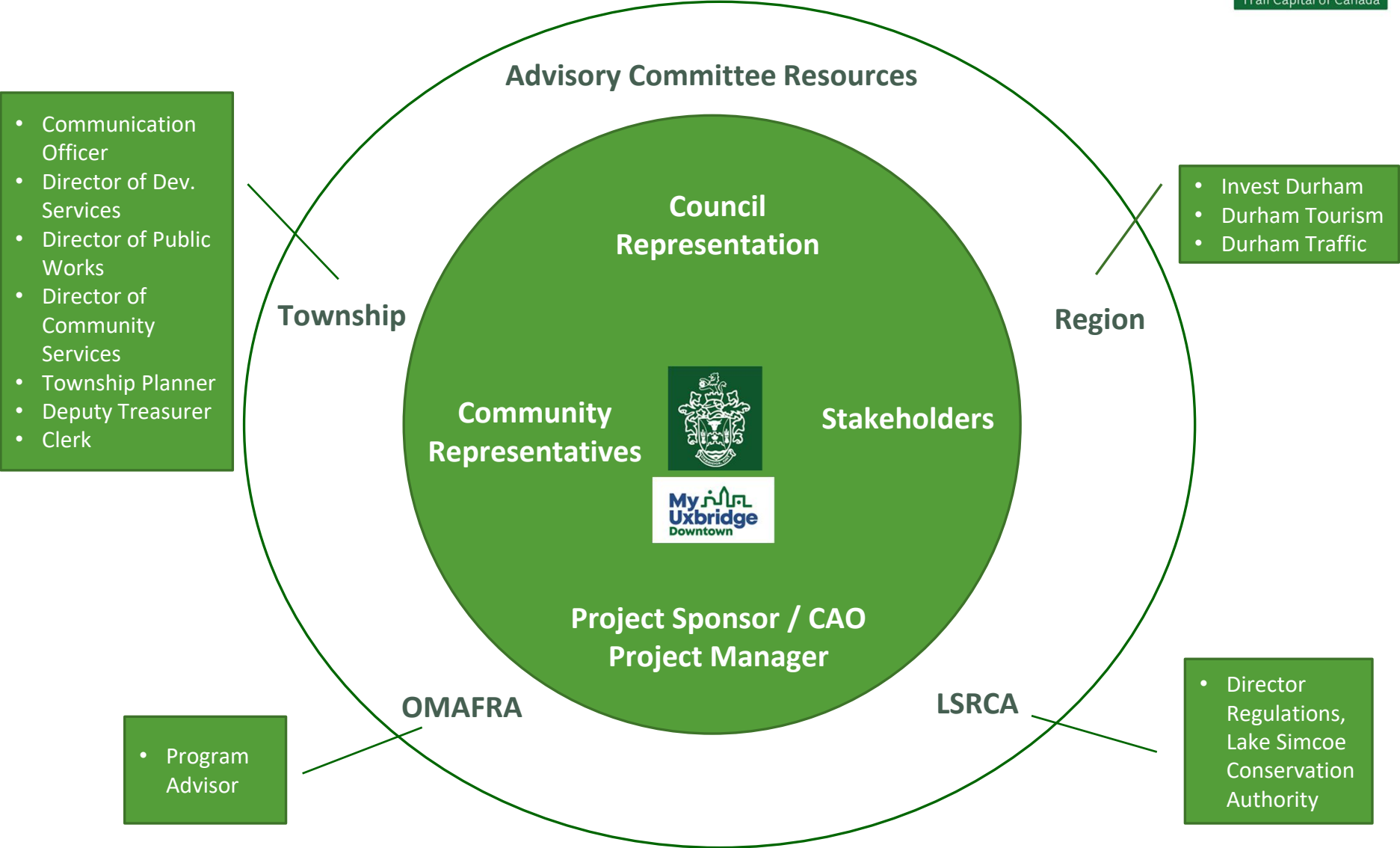


Organizing and
scoping
project



Generating
some quick
wins

Stage 1 – Advisory Committee



Stage 1 – Develop the Vision Statement

“Uxbridge features a vibrant and thriving downtown that is rich in history and recognized as an inclusive and accessible community.”

Approved by Uxbridge Council, December 14, 2020

Stage 1 - Project Communication Plan

Plan to Target Information to Distinct Stakeholder Groups

General Public	Property Owners in Study Area	BIA/Local Business Interests	Staff/Partners/ Advisory Committees
➤ Short animated video to explain concepts ➤ Promotion of video on social media ✓ Host project information on website ✓ Use comms channels to push residents to website	✓ Letter to study-area property owners that provides links to the various reports.	➤ Present to BIA ➤ Present to Chamber of Commerce ➤ Present to EDAC and other related Township Committees ✓ Host Materials on BIA website	• Provide project action plan at all-staff meeting • Send project briefing to key partners • Include project briefing for all Committees • Orientation for 2022-2026 term of Council

Stage 2: Collect Data and Analyze

Market Analysis

Building
and
Business
Inventory

Business
Owner
Survey

Business
Mix and
Location
Analysis

Resident
Survey

Customer
Origin and
Market
Data

Community Design

Historical
Scrapbook/
Physical
Mapping

Design
Workshop

Outputs:

Summary reports
Presentations
Market Area Data Report

Outputs:

Summary reports
Design guidelines

Market Analysis



**DOWNTOWN
REVITALIZATION
MANUAL**
PAGE 16

**Building
and
Business
Inventory**

**Business
Owner
Survey**

**Business
Mix and
Location
Analysis**

**Resident
Survey**

**Customer
Origin and
Market
Data**

Stage 2 – Market Analysis & Research



Resident Survey

On-line
830 responses
95% accurate – error rate 3.32%



Business Owners Survey

On-line
53 responses



Customer Origin Survey

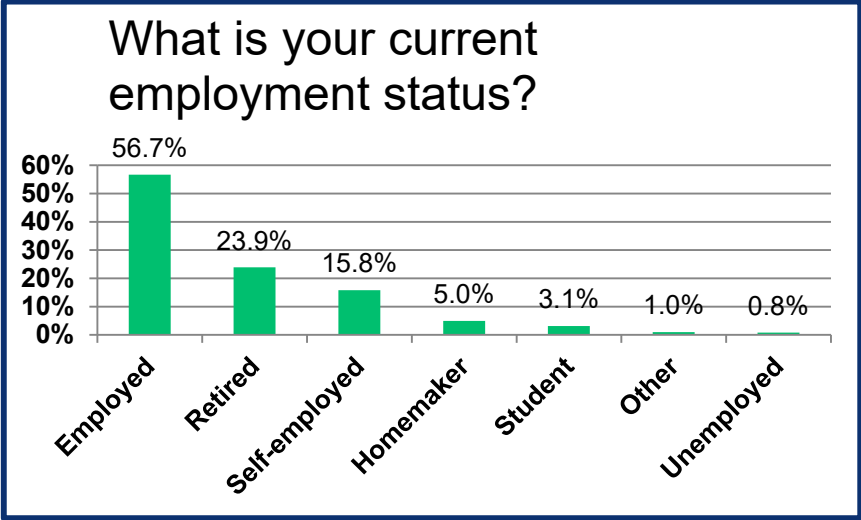
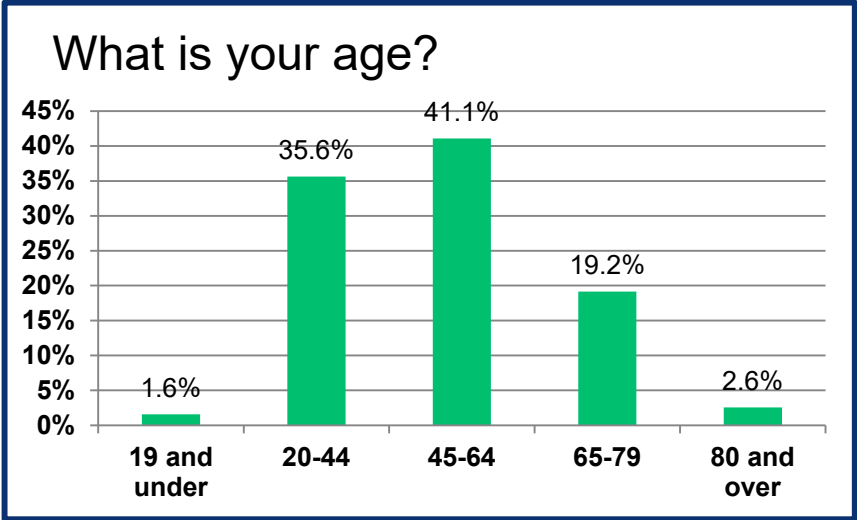
587
Interviews



Market Area Data Report

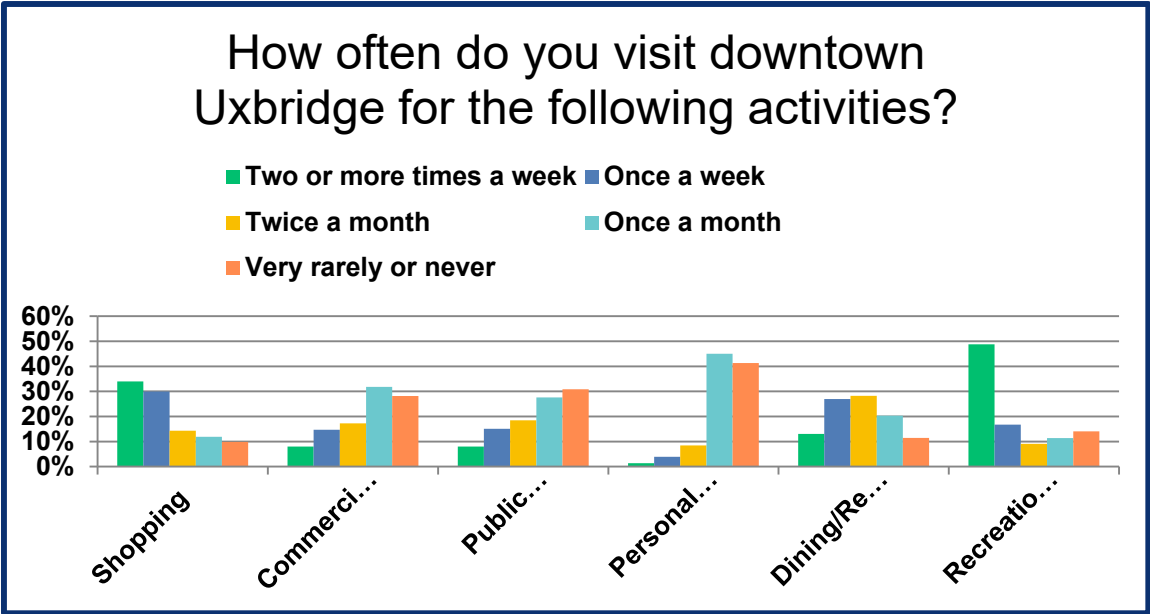
Reports available at: [My Uxbridge Downtown](#)

Resident Survey Highlights



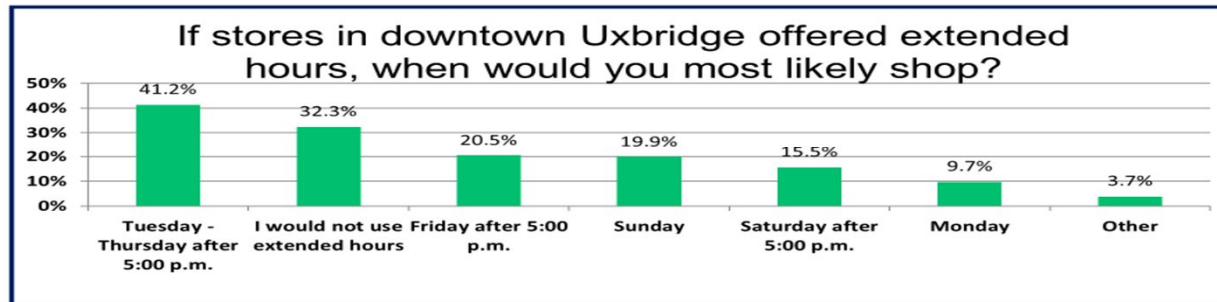
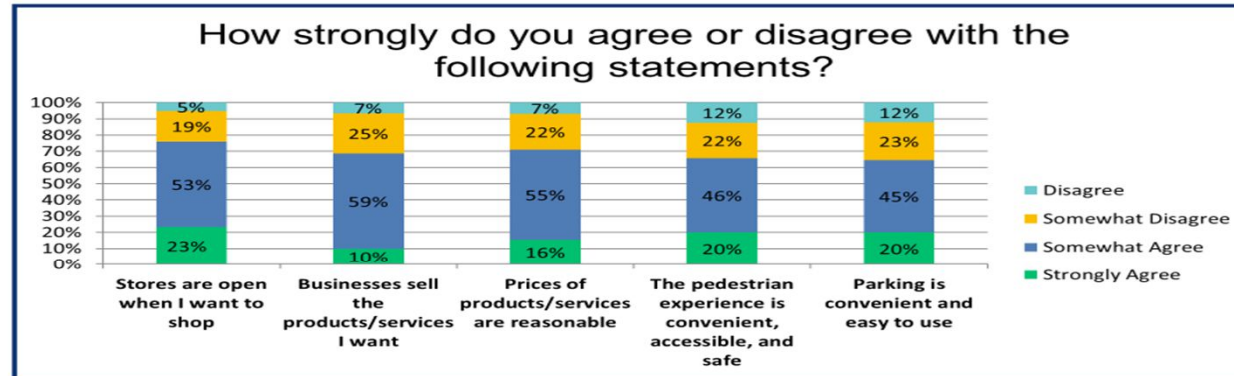
What 830 Residents Told Us

For the Resident Survey, we can be 95% confident that the same results would be obtained with a margin of error of just 3.32%.



Resident Survey Highlights

What 830 Residents Told Us Re: Business Hours



Use of Extended Hours of Operation by Age

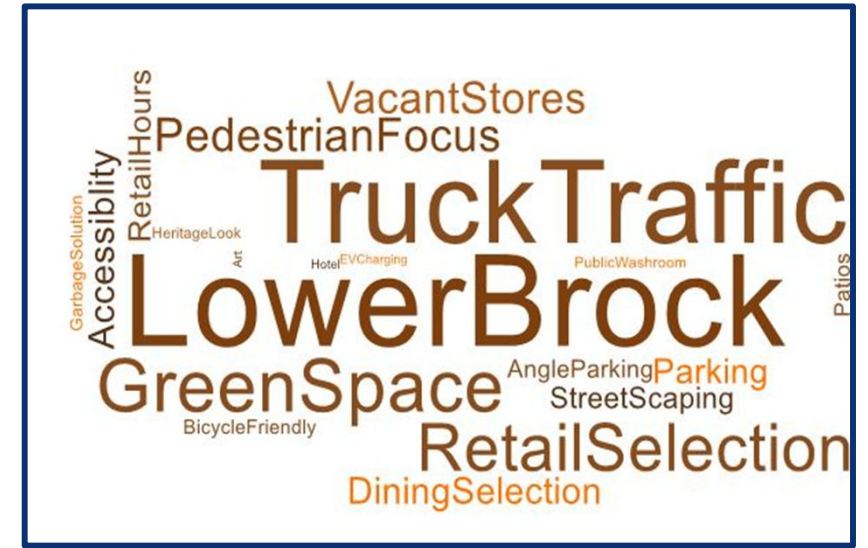
Ages 44 and under (n = 307)		Ages 45 – 64 (n = 339)		Ages 65 and over (n = 178)	
Monday	11.1%	Monday	8.6%	Monday	9.6%
Tues - Thurs after 5 p.m.	54.1%	Tues - Thurs after 5 p.m.	41.6%	Tues - Thurs after 5 p.m.	18.5%
Fri after 5 p.m.	26.4%	Fri after 5 p.m.	18.9%	Fri after 5 p.m.	13.5%
Sat after 5 p.m.	23.1%	Sat after 5 p.m.	11.8%	Sat after 5 p.m.	9.0%
Sunday	28.3%	Sunday	20.1%	Sunday	5.6%
Would Not Use Extended Hours	16.3%	Would Not Use Extended Hours	33.0%	Would Not Use Extended Hours	57.9%
Other	3.9%	Other	3.0%	Other	5.1%

Resident Survey Highlights

What 830 Residents Told Us



What Do You Like About Downtown Uxbridge?

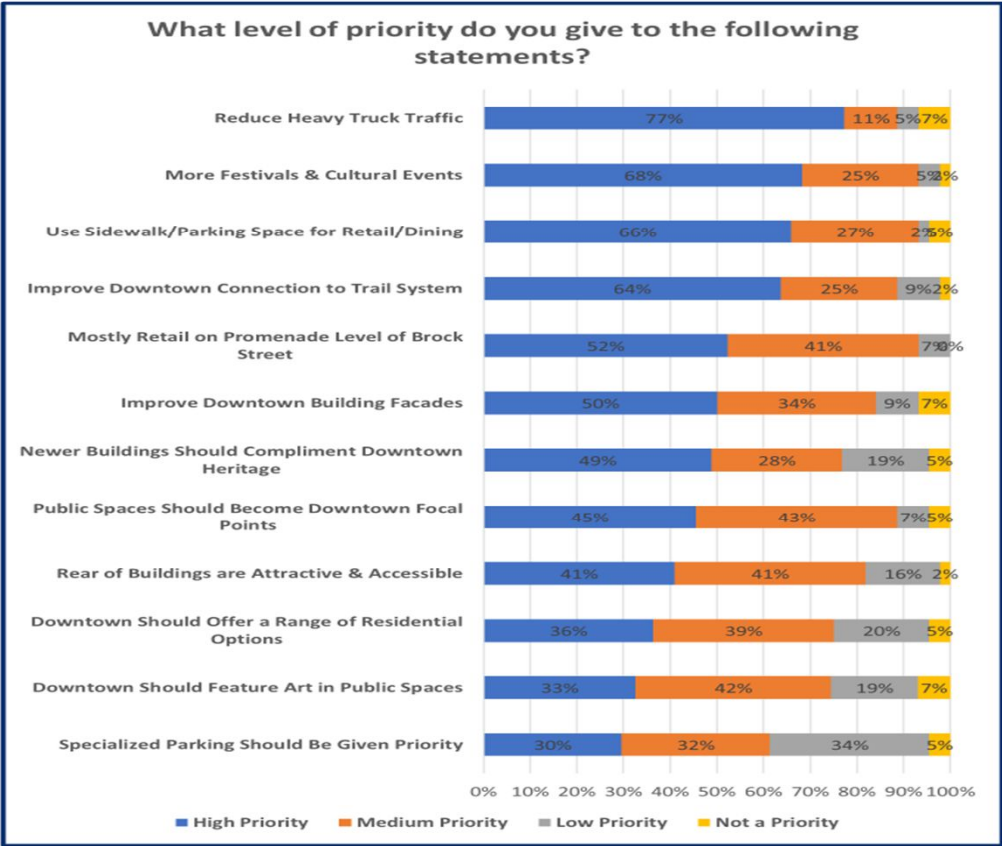


What Should We Improve In Downtown Uxbridge?



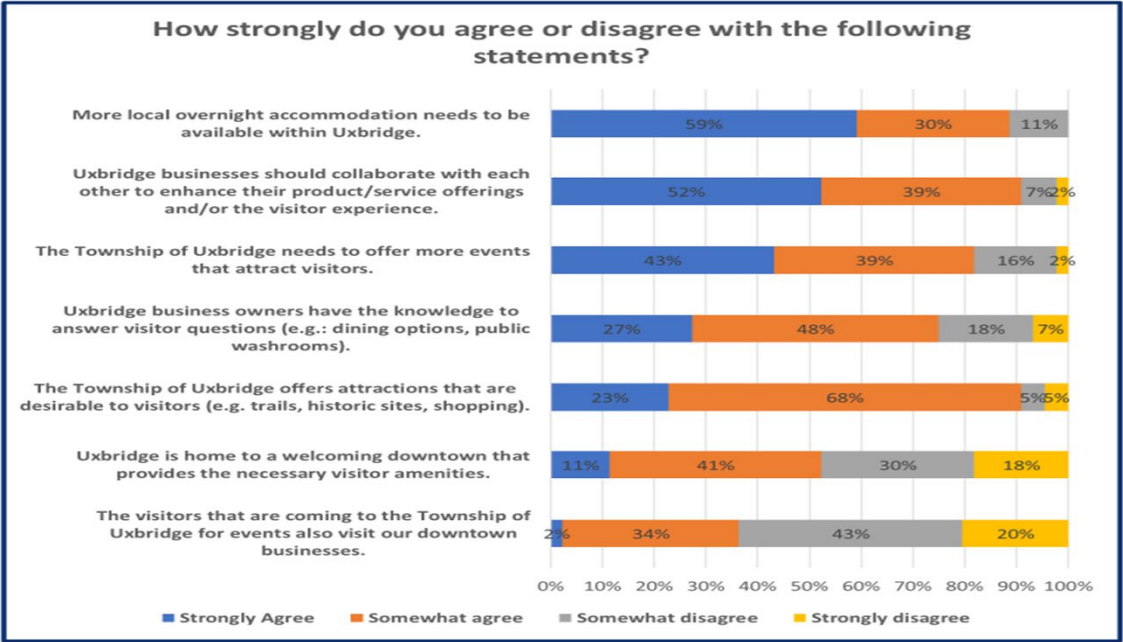
What Do You Want In Downtown Uxbridge?

Business Owner Survey Highlights



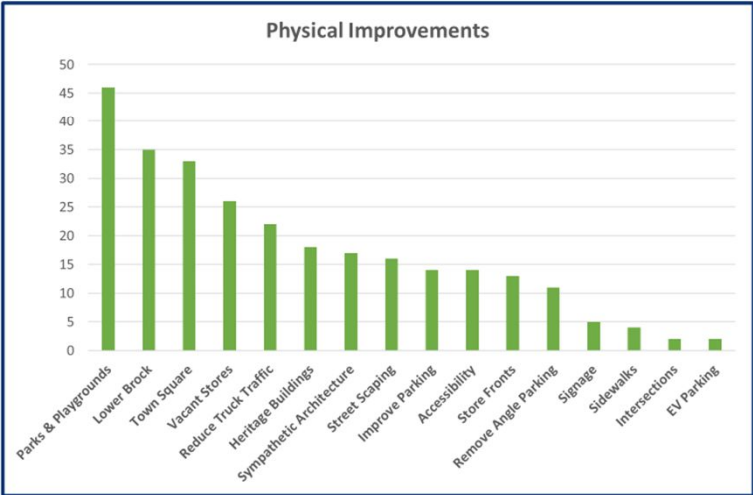
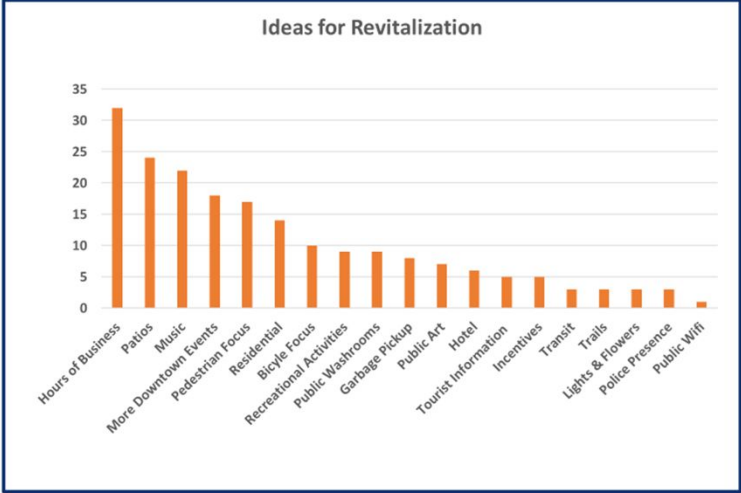
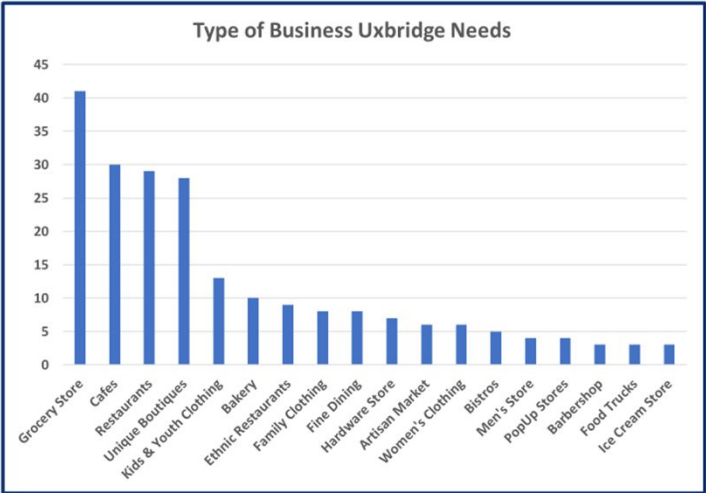
What 53 Business Owners Told Us

Interestingly, business owners felt that the Township needs to offer more events that attract visitors, but they also feel that tourists who come to enjoy Township events do not visit downtown businesses



Customer Origin Survey Highlights

Customer / Visitor Recommendations Continued



Market Area Data Report - Highlights

Upon completion of the Customer Origin Survey, Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) determined a geographic radius that represents approximately 70% of downtown Uxbridge's consumer base.

Observations:

- ❖ 59% of Uxbridge's daytime population stays at home, which is 6% higher than the 53% in Durham Region.
 - Based on statistics, a high daytime population may point to a greater potential for restaurants, bars, financial institutions, dry cleaners, florists, coffee shops, business supply stores, retailers, and specialty stores catering to daytime shoppers
- ❖ The dominant age group in the Uxbridge Trade Area and Durham Region is 55 to 59 years. This is compared to 25 to 29 years in Ontario.
- ❖ The estimated average household income in the Uxbridge Trade Area was about \$137,701 in 2020 compared to about \$109,655 in Ontario. Based on this, the average household income in Uxbridge is approximately 26% higher than the provincial average.
 - Based on market data research, specialty clothing/apparel stores would typically be interested in locating in an area with such high income.
- ❖ 81% of occupied private dwellings in the Uxbridge Trade Area were single-detached houses compared to 66% in Durham Region and 54% in Ontario.
 - Typically, higher levels of home ownership and larger, single-detached homes translate into higher demand for home furnishings, home improvement, furniture, appliances, hardware, paint/wallpaper, garden centres, etc.
- ❖ 21% of those residing in the Uxbridge Trade Area are immigrants versus 24% in Durham Region and 29% in Ontario. 19% of those residing in the Uxbridge Trade Area are visible minorities versus 27% in Durham Region and 30% in Ontario.
- ❖ The average annual household expenditure in the Uxbridge Trade Area was approximately \$117,428 in 2020. This is significantly higher than the \$105,205 seen in Durham Region and \$99,142 in Ontario.
 - Expenditures (in dollars) were higher in the Uxbridge Trade Area in every category when compared to Durham Region and Ontario (with the exception of Durham Region households spending an average of \$27 more per year on education).

Community Design



Historical Scrapbook/ Physical Mapping

Historical scrapbook of the downtown

- Look to the past to understand current visual character

Map the physical features of the downtown

- Organize the downtown into five elements: wedges, districts, nodes, landmarks and people

Design Workshop

- Community led process
- Address key downtown design challenges
- Generate community ideas and actions
- Encourages the development of a joint vision by a cross-section of your community

Stage 2 – Market Analysis - Physical Design



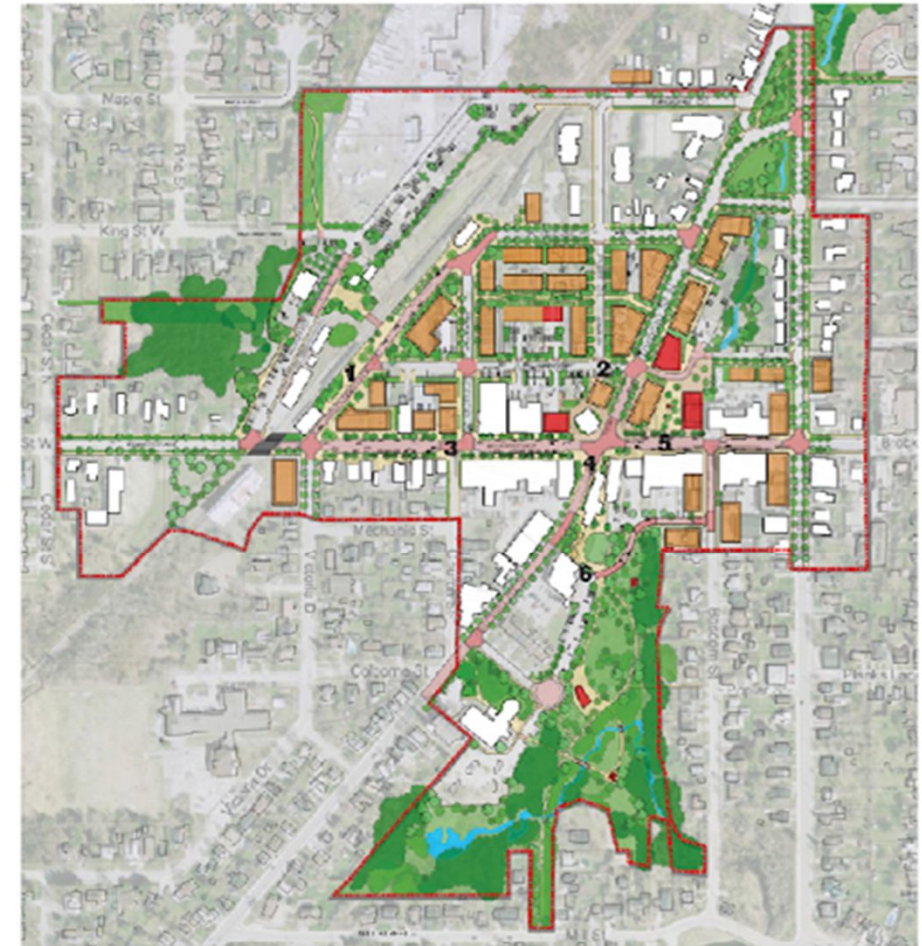
A Visualization Study was completed that recommended:

1. Character Districts within the Downtown
2. A Downtown Promenade and Town Square
3. Gateway Transitions into the Downtown
4. Parking Study and Plan for Albert St.
5. Centennial Park as a Destination Park
6. Residential Infill and Mixed-Use development

Renderings were completed for key “placemaking” recommendations. These are concept drawings only.

Report available at: [My Uxbridge Downtown](#)

Concept Plan



Legend

- Study Area
- Township-owned Properties
- Potential redevelopment opportunities
- Redevelopment on municipal property
- Special zoning

The Physical Design – What They Heard

Priority Ranking — Summary



More Places to Live



Buildings Respecting Heritage



Variety of Places to Shop



Lots of Parking



Town Square



Safe Sidewalks



Streets with Lots of Trees



Connections to Trails

Survey Results

507 Respondents
July 20 – August 20, 2021

Most were 35-50 years old

Most visit Downtown a few times a week

Most live within a 10 minute walk of Downtown

Only a few respondents were business owners

Stage 2 - Balancing the Four Components of Downtown Revitalization



Summary of all the Data through 3 lenses

Recommended Physical Changes (Level of Priority)					
	TPP Visualization	Resident Survey	Business Owner Survey	Customer Origin Survey	Market Area Data Report
Reduce Truck Traffic	High	High	High	High	
Town Square / Public Spaces	High	High	Medium	High	
Parks & Playgrounds	High	High	Low	High	
Lower Brock	High	High		High	
Facades / Store Fronts	High		Medium	Medium	
Sympathetic Architecture	High		Medium	Medium	
Vacant Stores	Medium	Medium		High	
Accessibility	High	Low		Medium	
Protect Heritage Buildings	High			Medium	
Remove Angle Parking	High			Medium	
Street Scaping	High			Medium	
Intersections	High			Low	
Parking	Low	Low	Low	Medium	
Sidewalks	Medium			Low	
Rear Facades			Medium		
EV Parking	Low			Low	
Signage				Low	

Summary of all the Data through 3 lenses

Ideas for Downtown Revitalization (Level of Priority)					
	TPP Visualization	Resident Survey	Business Owner Survey	Customer Origin Survey	Market Area Data Report
Patios	Medium	Medium	High	High	
Downtown Events		High	High	Medium	
Residential	High		Medium	Medium	Potential Opportunity
Music			Medium	High	
Trail Connectivity	Low	Low	High	Low	
Public Art	High		Low	Low	
Extended Hours of Business		Low		High	
Recreational Activities	Medium	Medium		Low	
Pedestrian Focus	Medium	Medium			
Public Washrooms	Medium	Low		Low	
Cyclist Focus		Low		Medium	
Lights, Flowers & Trees	Medium			Low	
Hotel		Low	Low	Low	
Tourist Information			Low	Low	
Development Incentives				Low	
Garbage Pickup				Low	
Police Presence				Low	
Public Transit				Low	
Public Wi-Fi				Low	

Summary of all the Data through 3 lenses

Potential New Businesses or Services (Level of Priority)					
	TPP Visualization	Resident Survey	Business Owner Survey	Customer Origin Survey	Market Area Data Report*
Unique Boutiques	Medium	Medium	High	High	Potential Opportunity
Grocery Store		High	Medium	High	Potential Opportunity
Cafés		High	Medium	High	
Ethnic Restaurants		Medium	High	Medium	Potential Opportunity
Family Clothing Store		High	Medium	Medium	Potential Opportunity
Restaurants				High	Potential Opportunity
Artisan Market		Low	Medium	Medium	No Opportunity Identified
Bakery		Low	Low	Medium	Potential Opportunity
Hardware Store		Low	Low	Medium	No Opportunity Identified
Ice Cream Store		Medium		Low	
Kids/Youth Clothing Store				Medium	Potential Opportunity
Fine Dining		Low		Medium	Potential Opportunity
Women's Clothing Store				Medium	Potential Opportunity
Personal Services		Low	Low	Low	Potential Opportunity
Food Trucks		Low		Low	
Pop-up Shops	Low			Low	
Barbershop				Low	Potential Opportunity
Bistros				Low	
Men's Store				Low	Potential Opportunity
Toy Store		Low			Potential Opportunity
Craft / Hobby Store		Low			Potential Opportunity

Stage 3 – Develop Goals and Action Plans

- Represent observable and desired outcomes of the process
- Align with initial vision and current market position of the downtown
- The goals should:
 - Address the issues and challenges identified by the management committee
 - Unite the four points of downtown revitalization

Economic Development

Leadership + Management

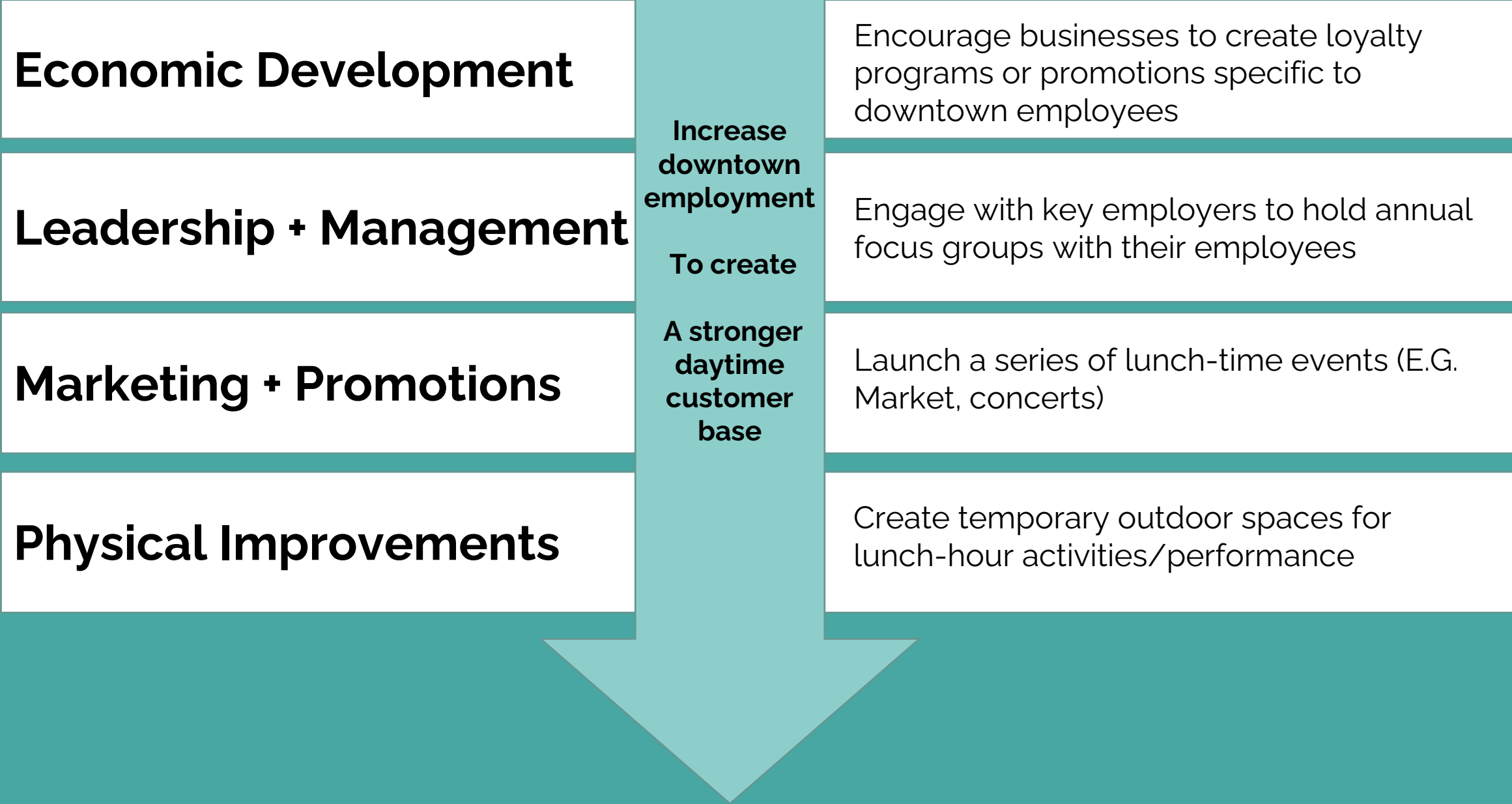
Marketing + Promotions

Physical Improvements

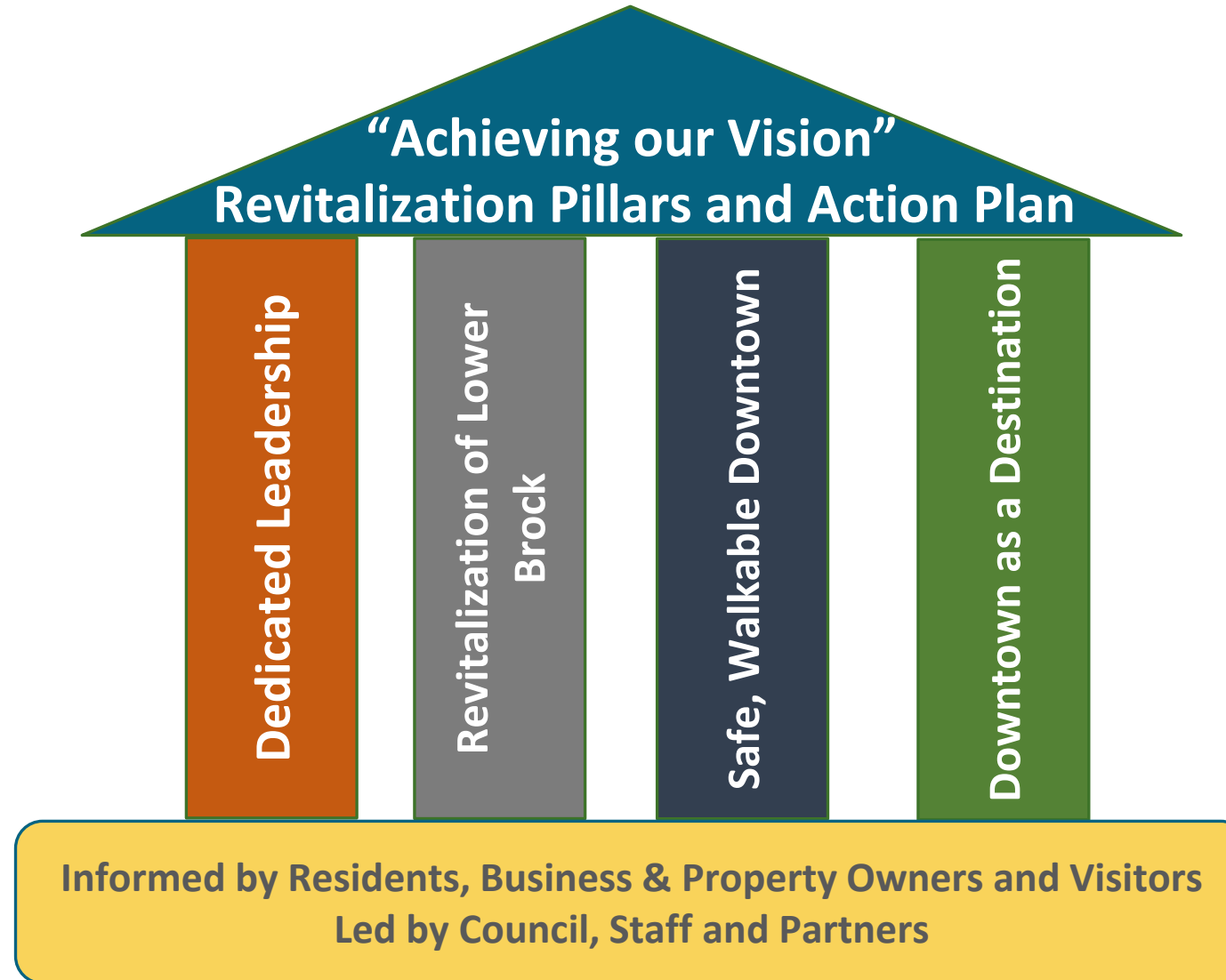
Goal



Action Plan Example



Stage 3 – Develop Goals & Action Plans



Approved Project Recommendations



Leadership
Ec. Dev.
Marketing
Physical



New Development and Streetscape Improvements at Brock Street and Toronto Street, Looking North

	Goal #1	Committed leadership for the Uxbridge Downtown Revitalization
		Key Actions
●	1.	The 2022-2026 Council reaffirms commitment to the Strategic Plan and Action Plan.
●	2.	Establish a Downtown Revitalization Advisory Committee as a Standing Committee of Council. • Membership – representation? • Terms of Reference. • Clarify Roles of other committees as it relates to the Downtown – Accessibility, Age Friendly, Parks, Heritage, Active Transportation, EDAC, TAC, BIA etc. • Partnership with all levels of Government, Property Owners, Business Owners, Community Groups and Residents.
●	3.	As part of the 2023 budget discussions, incorporate the 2022 motion of Council “THAT a 1% levy to the Downtown Revitalization Reserve be added to the Budget list for 2023 for consideration.”
●	4.	Incorporate the UDRP Action Plan into the Township Operational Plans (Directorates and Committees).
● ● ●	5.	Increase the economic viability of the Downtown. • Work with the Region to incorporate the needs of Uxbridge Township within the Regional Economic Development Plan. (Vibrant North Durham 2.0) • Work with local businesses that have indicated an interest in expansion or succession planning. • Support businesses and develop/execute initiatives to promote the variety of local goods and services. • Identify and expand recruitment strategies to attract individuals to fill workforce gaps. • Proactively reach out to businesses that might be able to fill identified opportunities, be they service gaps (hours) or products. • Work with individuals and business who are interested in establishing new businesses within the Township

Approved Project Recommendations



Leadership
Ec. Dev.
Marketing
Physical



	Goal #2	Lower Brock will become part of a vibrant downtown that offers both residential and commercial opportunities, preserves our heritage buildings and provides a sense of community with the inclusion of a Town Square.
	Key Actions	
	1.	Confirmation of the final Uxbridge Downtown Floodplain.
	2.	Review / revise the Uxbridge Downtown Community Improvement Program.
	3.	Complete an inventory of our Downtown Heritage Buildings; and review / revise the Brock Street Heritage Guidelines
	4.	Review / revise Official Plan, Zoning Bylaws etc. re: sympathetic development in the Downtown and incorporating TPP's recommendations
	5.	Work with downtown property owners to have the "H" (hold) removed from their C3 zoned properties to allow for development / redevelopment of these properties.
	6.	Create a permanent downtown Town Square, located on the Township owned property over and adjacent to the culvert. Ensure that the plan incorporates TPP's recommendations
	7.	Work with developers and property owners to explore opportunities to redevelop downtown properties, both for commercial and residential purposes.

Approved Project Recommendations



Leadership
Ec. Dev.
Marketing
Physical



	Goal #3	Establish a downtown that is pedestrian focused, and that actively supports inclusion and accessibility.
	Key Actions	
 	1. Reduction of Long-haul Truck Traffic through the Downtown	
 	i. Traffic calming measures should be implemented throughout the downtown. ii. The Township should continue to work with the Region and the local truck companies.	
   	2. Undertake parking study(s) that plans for the future, including intensification in the downtown, emerging trends (electric cars, active transportation etc.) and incorporates TPP's recommendations and in particular addresses the issues of accessible parking and "Angle Parking" in Upper Brock.	
   	3. Streetscaping - Safe, walkable streets that provided public spaces, patios and areas to sit and visit were identified as a priority by the residents. - Seek opportunities to engage residents, business owners and property owners to work with the Township to create a year-round streetscape plan that links the downtown together.	
	4. Accessibility To achieve the Downtown Vision, it is imperative that accessibility be at the centre of all planning. The Accessibility Plan will be a reference document for the Key Actions.	
	5. Active Transportation Support and facilitate the implementation of the Active Transportation Plan and Regional Cycling Plan recommendations related to the downtown.	
	6. Age Friendly Incorporate the Age-Friendly Community Assessment Report recommendations.	

Approved Project Recommendations



Leadership
Ec. Dev.
Marketing
Physical



Amphitheatre in Centennial Park



Streetscape Improvements, Pedestrian Promenade and New Development on Railway Street, Looking North

	Goal #4	Create a downtown that incorporates the Brock Street District, the Civic Cultural District and the Heritage Railway District into a cohesive downtown that is recognized as a year-round destination for residents and tourists.
	Key Actions	
  	1. Marketing and Promotion (Downtown Events, Branding)	
  	2. Downtown Events / Linkage to Township Events - Seek opportunities to create new events that take place in the downtown. - Create connectivity between existing Township events with the objective of providing an opportunity for individuals to shop and visit in the downtown. - Promote the Historical Walking Tour and include downtown heritage buildings that are identified as part of the Lower Brock action plan	
   	3. Civic Cultural District - Centennial Park - Develop a Master Plan for the redevelopment of Centennial Park into a "Destination Park" as identified in the Parks Master Plan, that <i>celebrates Inclusion, the Environment and Reconciliation</i>. - Install signage and improve the Pond Street entranceway into Centennial Park. - Seek opportunities that will advance the redevelopment of Centennial Park in alignment with the downtown vision and TPP recommendations.	
   	4. Heritage Railway District - Explore with Metrolinx, in advance of the 2026 lease agreement, the recommendations identified by TPP and the Active Transportation Committee. - Review / revise the YDHR lease that currently expires in December 2022. Farmers Market - Seek ways to connect the Farmer's Market with the Downtown Business Owners (e.g. promote expanded hours of operation on Sunday mornings) - Continue to look for ways to support and enhance farmers market, build on success, expand operations, streetscaping/landscaping, parking improvements, accessibility improvements.	

Stage 4: Implement and Monitor

Implement the Plan

- Management team coordinates actions & implementation
- Detailed work plan ensures tasks are organized and appropriately resourced

Measuring and Monitoring Progress

- Demonstrate accountability to funders & volunteers

Report on Results to Stakeholders

UDRP - 2023 Accomplishments

Goal #1:

- Established an Uxbridge Downtown Revitalization Advisory Committee of Council (UDRAC).
- Secured a 1% Levy to fund Downtown Revitalization Strategic Plan & Action Plan.
- Funding for a part-time Downtown Revitalization Project Manager
- UDRAC Terms of Reference and 2023/2024 Workplan approved by Council.
- Established weekly meetings with representatives of Invest Durham to explore Economic Development opportunities.
- Supported the development of the Uxbridge Business Toolkit.
- Developed a short video to market the Downtown Revitalization plan.
- Contracted additional visualizations for areas in Upper Brock.

UDRP – 2024/2025 Priorities

Goal #1:

- Ongoing funding of the 1% levy to further the implantation of the Downtown Revitalization Strategic Plan & Action Plan.
- Monthly meetings of UDRAC to deliver on the Council approved workplan.
- A part-time Downtown Revitalization Project Manager.

UDRP – 2022 & 2023 Accomplishments

Goal #2:

- Worked with LSRCA to finalize the floodplain for the downtown area.
- Through a RED Grant, revised the Downtown Community Improvement Plan.
- Supported the proposal for a residential development that will include 30% affordable housing.
- Contributed to the Bicycle Repair Station in the Brock Street Parkette.

UDRP – 2024/2025 Priorities

Goal #2:

- Updating Planning and Development standards – pre-zoning downtown lands, Official Plan updates for height and density, parking and EV zoning standards, parking study implementation.
- Apply for a RED Grant to support the Marketing of the Downtown to business and property owners as well as developers.
- Work with Heritage Committee to undertake a heritage refresh of the Brock Street Heritage Guidelines.
- Work with Heritage Committee to identify buildings within the downtown area that need to be protected.
- Apply for My Main Street Grant for a Town Square

UDRP - 2023 Accomplishments

Goal #3:

- Worked with the Region to improve pedestrian safety at the Toronto Street / Brock Street intersection.
- Lights will be installed at the Nelkydd and Brock St. intersection.
- 40 km. speed limit was implemented in the downtown.
- Awarded a Downtown Parking Study in consultation with key stakeholders, that will also support the Region's Active Transportation Plan.
- Established a Streetscaping sub-committee of the UDRAC.

UDRP – 2024/2025 Priorities

Goal #3:

- Explore with the Region truck traffic patterns through the downtown and options to reduce Heavy Truck traffic.
- Work with Township Public Works and Parks to establish standards for street furniture (Benches and Garbage Cans)
- Work with Township Public Works to further the discussion related to location for the above within the downtown area as well as assisting in the development of a “dedication policy” for furniture etc. within the downtown area.

UDRP - 2023 Accomplishments

Goal #4:

- Awarded an Environmental Study for Centennial Park.
- Township website updated to provide Centennial Park information.
- A new sidewalk was installed on Pond Street to improve access to Centennial Park.
- Received a RED Grant in partnership with key stakeholders with the objective of establishing Downtown as a Destination, as per the Strategic Plan.
- The downtown levy funded additional hours for the library to allow Sunday access to the Tourism Information and Public Washrooms on a year-round basis.
- Discussions have commenced with Metrolinx regarding a new lease post 2026.

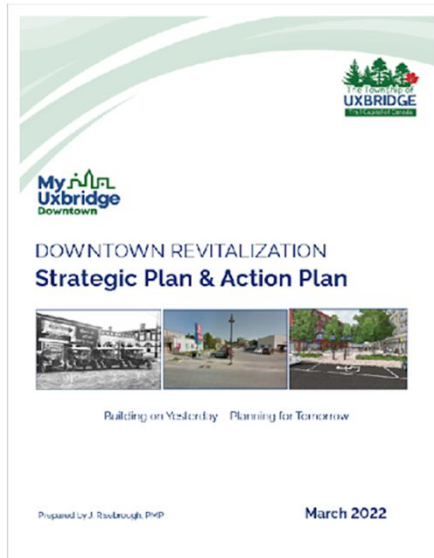
UDRP – 2024/2025 Priorities

Goal #4:

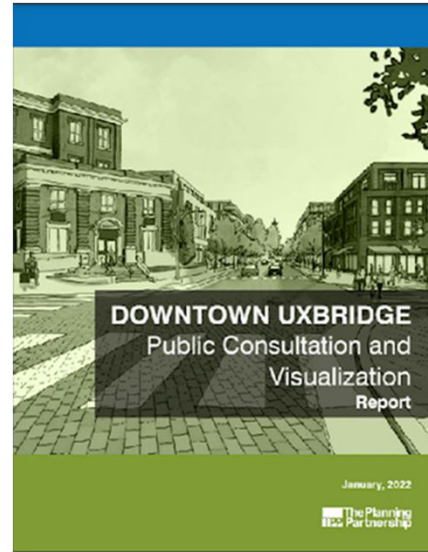
- Completion of the “Downtown as a Destination” deliverables. (December 2024)
- Completion of the Environmental Study (April 2024)
- Completion of the Parking Study (May 2024)
- Completion of a Centennial Park Plan (December 2024)
- Commence work on a plan for the Railway District in anticipation of the lease renewal in 2026.
- Commence implementation activities based on the completed Park Plan and Railway District Plan.

Downtown Revitalization – Summary of Reports

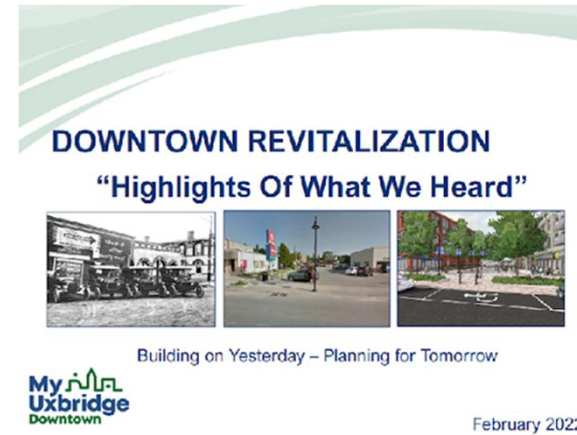
Reports available at: [My Uxbridge Downtown](#)



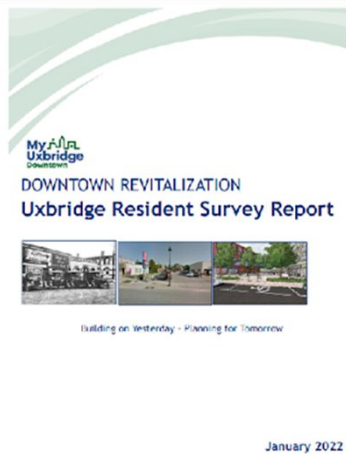
UDRP - Strategic Plan & Action Plan



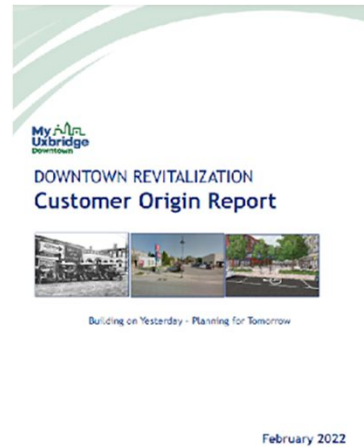
Visualization Study



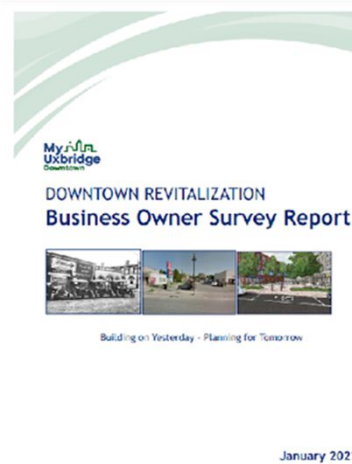
Summary of Public Consultation



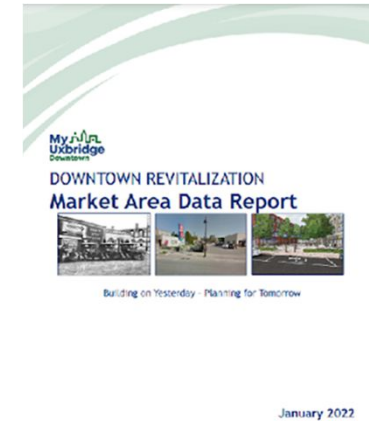
Resident Survey Report



Customer Origin Report



Business Owner Survey Report



Market Area Data Report



Concept: Amphitheatre in Centennial Park Library

Thank You

Visit **Ontario.ca/rural** to request a copy of the Downtown Revitalization Coordinator's Manual