

# DOWNTOWN REVITALIZATION Strategic Plan & Action Plan



Building on Yesterday - Planning for Tomorrow

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## Mayor's Message

The Downtown Revitalization project started in late 2019 and has been a key strategic priority for this term of Council. I am grateful to our funding partners the Province of Ontario, the Region of Durham, the Township of Uxbridge and the Uxbridge Business Improvement Area. The results of this extensive public engagement project and in-depth study of our downtown was made possible thanks to strong staff leadership and the hard work of our Downtown Revitalization Committee. As a result of their efforts, we have useful data to inform future business planning, a vision, and aspirational plans for downtown districts and placemaking. This Action Report is a very detailed, practical set of short and long-term planning, redevelopment, marketing, tourism, placemaking, business improvement, infrastructure, investment and economic development directives to follow to achieve the project vision.



I am so proud of our community for coming together to develop a shared vision of what our town could look like in 5, 10, 20 years and beyond. I love that this plan will inspire the current and future downtown property owners and stakeholders to build our downtown of tomorrow. As we respect our past and embrace our future a vibrant downtown core will be the cornerstone of our thriving community. Supporting its success will be critical as we move from aspiration to reality.

A handwritten signature in black ink, appearing to read "Dave Barton".

Dave Barton, Mayor

## Executive Summary

In August of 2020, the Township of Uxbridge launched a Downtown Revitalization project to develop an action-oriented plan for the future of downtown Uxbridge. Following the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) 4-stage program for Downtown Revitalization, the Township established an Uxbridge Downtown Revitalization Advisory Committee (UDRAC) to provide advice and guidance for the project. The project has now finalized Stage 3 with the development of 4 Strategic Goals and Key Action Plans.

During Stage 1 the UDRAC developed a revised vision for Downtown Uxbridge. The vision was approved by Council on December 14, 2020.

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

During Stage 2, the project team launched an online resident survey, a business owner survey and a customer origin survey. The customer origin survey was then used as a base to create the Market Area Data Report. (Annexes C, D, E and F).

The project also contracted The Planning Partnership to facilitate and develop six 3D renderings for the Uxbridge Downtown Area. Their work resulted in the identification of three distinct districts; the Brock Street District, The Civic/Cultural District and Heritage Railway District along with recommendations that if implemented would create a cohesive downtown in the future. (Annex B)

To complete Stage 3, the committee undertook a review of the analysis, the renderings and the TPP recommendations.

- It was agreed that to be successful, the Township, both Council and staff, must demonstrate ongoing leadership. The action plan will require collaborative working relationships with strategic partners, including all levels of Government, Property Owners, Business Owners, Community Groups and Residents.
- The revitalization of downtown Uxbridge must ensure that the heritage buildings throughout the downtown are recognized and treasured. They contribute to the small-town look and feel that both residents and visitors identified as one of the most important elements to retain. Further, seeking solutions that will reduce long-haul truck traffic must continue to be a focus in order to create an atmosphere that promotes a sense of community.
- Finally, the revitalization of the downtown is contingent on the successful redevelopment and revitalization of the area commonly referred to as Lower Brock. A vibrant downtown that

offers both residential and commercial opportunities in addition to a well-planned Town Square will be the foundational blocks required to create a revitalized downtown.

Revitalization of the Civic Cultural District, including Centennial Park and the Heritage Railway Area are complementary to the long-term revitalization of the Brock Street District and if completed will create a cohesive community that will serve as a destination for residents, business and property owners as well as domestic and international tourists.

Based on the review, an action plan was developed based on 4 Strategic Goals:

#### *Dedicated Leadership*

- Committed leadership for the Uxbridge Downtown Revitalization Strategic Goals and Action Plan.

#### *Revitalization of Lower Brock*

- 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.

#### *Safe, Walkable Downtown*

- Establish a downtown that prioritizes participation and quality of life for everyone, regardless of race, gender, class, age, ability, culture or other identity.

#### *Downtown as a Destination*

- 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.

To achieve the desired outcomes, the action plan will require ongoing commitment for the next ten to fifteen years. The strategy should embrace the “Agile” project management methodology rather than the traditional “Waterfall” methodology. The main difference is that Agile encourages the team to work simultaneously on different phases /components of a project, while Waterfall is a linear system of working that requires the team to complete each project phase/component before moving on to the next one. This approach will allow the Township to take advantage of opportunities and/or grants that become available that are aligned with the Uxbridge Downtown Vision and Strategic Plan. The strategy is based on collaboration and partnership between a number of organizations and entities that have a vested interest in the future of downtown Uxbridge. At the core, there will be several concrete steps and actions that can be taken in the short term to promote vibrancy in our downtown. A few the early actions in this strategy are already underway.

## 1. Background

Nestled in the rolling hills of the Oak Ridges Moraine and in the protected Greenbelt lands, the Township of Uxbridge is home to over 20,000 residents and 1,900 businesses in a diverse range of sectors from agriculture to professional services and advanced manufacturing. The Uxbridge area was home to the Huron-Wendat, Haudenosaunee, Mississauga, and Chippewa (Anishinaabe) people and in the early 1800's saw the arrival of Quaker settlers. Over time, the town of Uxbridge has become the center of commercial activity with several hamlets and villages comprising the rural areas of the Township. The revitalization of Uxbridge's downtown has been identified as a priority by the Township residents and businesses.

The Township of Uxbridge is one of eight municipalities in Durham Region, the largest geographic region in the Greater Toronto Golden Horseshoe area. The Township is governed by a seven-member municipal council consisting of a mayor, regional Councillor and five ward Councillors. The municipality is responsible for fire protection, local by-laws and permits, local roads, municipal planning and recreation/culture. Police services, waste management, water and sewer services, social services, economic development and regional planning are handled by Durham Region with the Township of Uxbridge CAO overseeing various economic development initiatives.

## 2. Uxbridge Downtown Revitalization Project

### Project Summary

In 2018, the Township of Uxbridge broke ground on a two-year construction project in downtown Uxbridge to replace a series of large culverts under the main street. To undertake this construction project, it was necessary for the Township of Uxbridge to procure a parcel of land on the north side of Lower Brock, to demolish two buildings on the south side of Lower Brock. Given the uncertainty of the timelines and potential outcomes, the Culvert Project created ongoing challenges for downtown business. In 2019, the Uxbridge Economic Development Advisory Committee (EDAC) identified this as an opportune time to undertake a downtown revitalization project for downtown Uxbridge. The Township accepted their recommendation and submitted a proposal for the Government of Ontario Rural Economic Development (RED) Program.

The Downtown Revitalization Project followed OMAFRA’s 4-step approach<sup>1</sup>. Downtown Revitalization is the process of improving the economic, physical and social well-being of a community’s traditional town centre by:

- Strengthening local business and encouraging investments by building and property owners;
- Creating enjoyable public streets and spaces animated by a variety of creative and civic activities; and
- Providing work and living opportunities that respond to people’s needs across a spectrum of ages and interests.

The Project embraced the following guidelines principles for Downtown Revitalization:

- Plan for the long term because success doesn’t happen overnight, but is a result of a variety of projects and initiatives over time;
- Be strategic to avoid projects that take a lot of energy but have limited impact;
- Make a strategic plan to provide focus and help break down long-term goals into smaller achievable tasks that are visible to the community;
- Base decisions on information obtained through systemic and sound analysis;
- Use a participatory approach to mobilize stakeholders and harness the resources and talents of community members and organizations; and
- Integrate strategies to improve your chances of success - multiple streams of activity reinforce collaboration and create synergy for your efforts.

The project was launched in August 2020 during a period of ongoing COVID restrictions. The estimated cost for the Project is \$200,000, including a 50% contribution from the Government of Ontario Rural Economic Development (RED) Program, \$7,500 from the Region of Durham and \$1,500 from the Uxbridge Business Improvement Area (BIA).

[Project Goals, Business Outcomes and Objectives<sup>2</sup>](#)

<b>Goals</b>	<b>Objectives &amp; Measurable</b>	<b>Business Outcomes</b>
Develop a cohesive long-term vision for the downtown of Uxbridge.	Create a Strategic Plan and Action Plan with short, medium and long-term goals to improve the downtown’s prosperity.	More businesses and visitors in the downtown.

<sup>1</sup> The Ontario Ministry of Agriculture and Rural Affairs, Downtown Revitalization Coordinator’s Manual

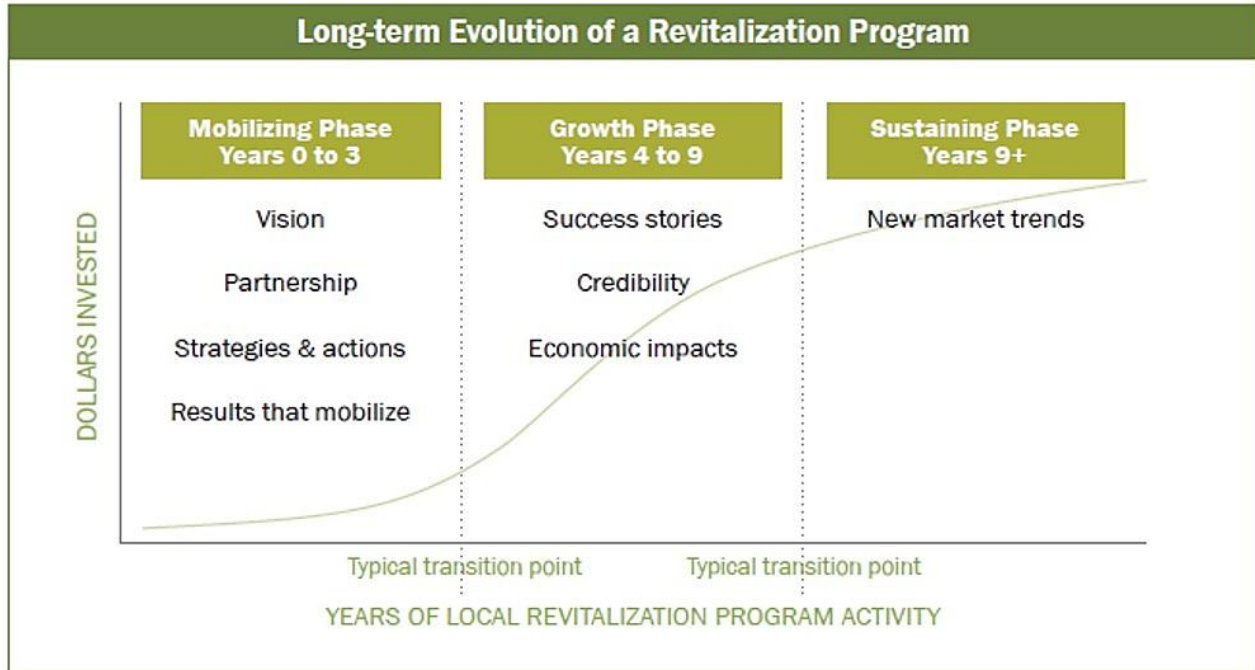
<sup>2</sup> The Ontario Ministry of Agriculture and Rural Affairs, Downtown Revitalization Coordinator’s Manual



The entire community will benefit from an integrated downtown revitalization strategy that enhances local market opportunities while improving the downtown streetscape. The following Table offers a list of how different types of stakeholders/organizations can expect to benefit from an integrated strategy. The impact of revitalization activities spreads across a variety of stakeholders.

<b>Benefits and Impacts of Downtown Revitalization Programs</b>	
<b>Stakeholders</b>	<b>Benefits</b>
Merchants	<ul style="list-style-type: none"> <li>• Greater opportunity for growth and expansion</li> <li>• Expanded customer base</li> <li>• Less financial risk</li> </ul>
Property Owners	<ul style="list-style-type: none"> <li>• Stable or higher rents</li> <li>• Increased occupancy rates/improved marketability of property</li> <li>• Higher property values</li> </ul>
Financial Institutions	<ul style="list-style-type: none"> <li>• Expanded business customer base</li> <li>• Expanded residential customer base</li> <li>• Improved public image and goodwill</li> <li>• Fulfillment of community reinvestment mandate</li> </ul>
Professionals and Service Businesses	<ul style="list-style-type: none"> <li>• Ready-made customer base of day-time employees</li> <li>• Location near government, banks, post office, and other institutions</li> <li>• Nearby amenities for clients and staff</li> </ul>
Business Associations (Chambers of Commerce/BIAs)	<ul style="list-style-type: none"> <li>• Potential new member businesses</li> <li>• Healthier overall business climate</li> <li>• Potential partnerships on joint projects</li> </ul>
Residents	<ul style="list-style-type: none"> <li>• Local accessibility to goods and services</li> <li>• Opportunities for volunteerism and leadership development</li> <li>• Preservation of community for future generations</li> <li>• More employment opportunities</li> <li>• Stronger tax base to support other community initiatives (schools, parks, etc.)</li> <li>• Investment in existing downtown infrastructure will result in smaller tax increases since it is more cost-effective than to extend new services to outlying areas</li> </ul>
Local Government	<ul style="list-style-type: none"> <li>• Reduced pressure for sprawl development</li> <li>• Protection of property values and infrastructure investment</li> <li>• Reduced cost of services, such as police and fire protection</li> <li>• Increased property tax base</li> </ul>

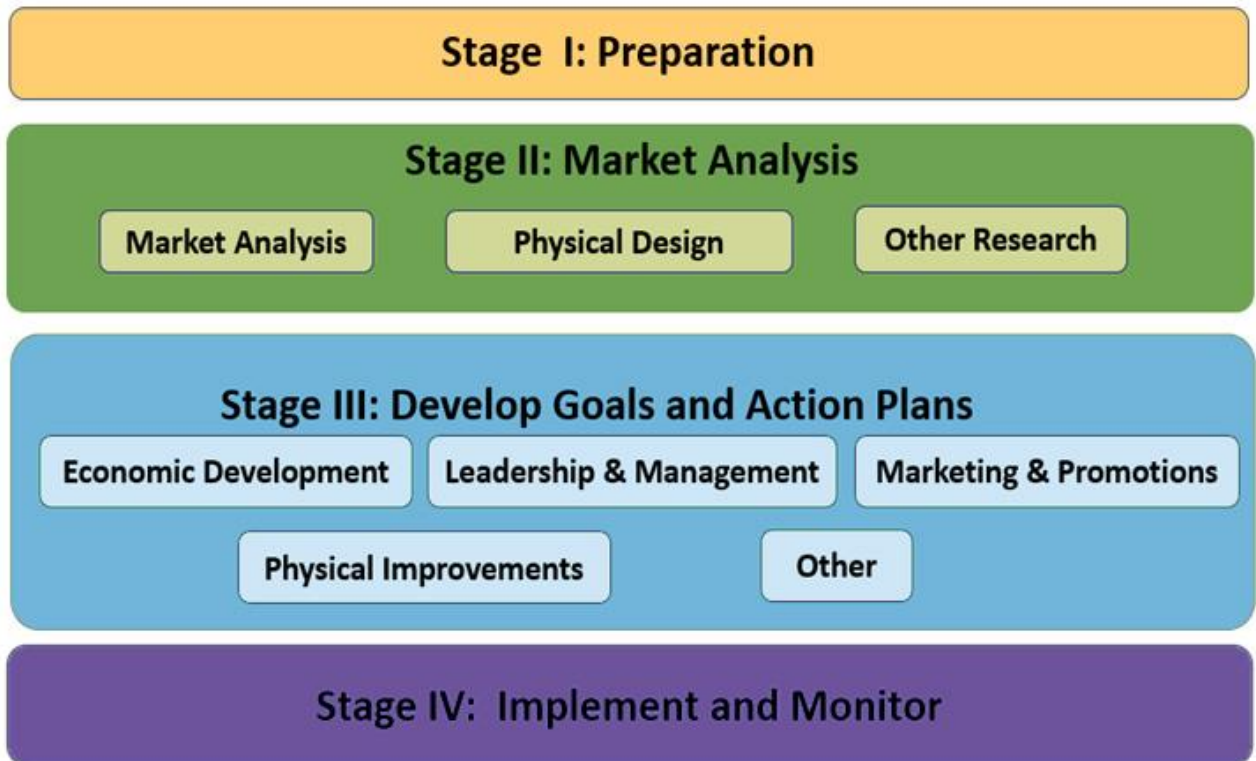
Long-term Evolution of a Revitalization Program<sup>3</sup>



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<sup>3</sup> The Ontario Ministry of Agriculture and Rural Affairs, Downtown Revitalization Coordinator's Manual

## OMAFRA's 4 Stage Approach<sup>4</sup>



## Four Components of a Successful Downtown Revitalization<sup>5</sup>

For long-term success, the process needs to be balanced and have coordinated action. In many communities, downtown revitalization is synonymous with beautification — with flower pots, banners and new signage. This is a narrow view and will have limited long-term impacts. Physical improvement and design itself has a much broader scope than that. However, one common pitfall is that communities often neglect the other dimensions and put too much focus on physical improvement actions because they are easier for others to understand and therefore to support.

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<sup>4</sup> The Ontario Ministry of Agriculture and Rural Affairs, Downtown Revitalization Coordinator's Manual

<sup>5</sup> The Ontario Ministry of Agriculture and Rural Affairs, Downtown Revitalization Coordinator's Manual

The OMAFRA Downtown Revitalization Program follows the “four-point approach” to downtown revitalization, which includes:



Leadership and Management activities include various organizations to ensure the process continues and volunteers are celebrated and renewed;

- Physical Improvements such as restoring historic façades, streetscaping, parking, and creating safe, walkable environments;
- Economic Development objectives such as helping existing merchants target specific market segments in their trade area or identify possible new businesses that complement the existing business mix; and
- Marketing and Promotions to ensure that the identity and positive image of the downtown is communicated and that events and activities animate the area.

### 3. Stage 1 – Preparation

The Preparation stage identified two deliverables. The establishment of the Steering Committee and a Vision for the Downtown.

#### Stage 1 Deliverables

##### 1. Uxbridge Downtown Revitalization Advisory Committee (UDRAC)

An Uxbridge Downtown Revitalization Advisory Committee (UDRAC) was established to serve as a non-voting, advisory body that provided advice to the Council and Township of Uxbridge staff as it relates to the UDRP, most notable the development of the Strategic Plan, the Action Plan and the Implementation Stage. (Annex I)

A Terms of Reference for the UDRAC was been developed that spoke to the Mandate, Composition, Terms of Appointment, Roles & Responsibilities and Authority.

The committee composition was the following:

The Project Manager acted as the Committee Chair. The UDRAC will report through the Chair / Project Manager to the Project Sponsor who will serve as a member of the committee.

Three (3) members of Council were members of the committee.

Nine (9) community members were appointed based on their experience, skills and/or training as it relates to the following skills matrix.

- Engineer (Site planning and/or technical construction commercial dev.);
- Commercial landscape designer;
- Architect;
- Four (4) Business and/or Property owners located in the downtown area (within the Central Business District as defined in the Township’s Official Plan);
- One (1) Business and/or Property owner located within the Township of Uxbridge, but not within the downtown area; and
- One (1) Resident (own or rent) who resides within the downtown area.

The Committee also included six (6) contributing stakeholders:

- One (1) Uxbridge Business Improvement Area (BIA);
- One (1) Uxbridge Chamber of Commerce;
- One (1) Economic Development Advisory Committee (EDAC);
- One (1) Tourism Advisory Committee (TAC);
- One (1) Uxbridge Public Library Representative; and
- One (1) Representative for Accessibility for Ontarians with Disabilities Act (AODA).

The following resources were regular participants:

- One (1) Ontario Ministry of Agriculture, Foods and Rural Affairs (OMAFRA);
- One (1) Lake Simcoe Regional Conservation Authority (LSRCA);
- One (1) Region of Durham Economic Development;
- One (1) Region of Durham Transportation Infrastructure;
- One (1) Township of Uxbridge Public Works;
- One (1) Township of Uxbridge Development Services; and
- One (1) Township of Uxbridge Treasury Department.

Other existing committees and groups, such as the Heritage Uxbridge, the Age-Friendly Committee, Active Transportation, Youth Groups and the Uxbridge Town Trails Committee etc. were called upon in an advisory capacity.

2. Uxbridge Downtown Vision Statement (*Approved by Council on December 14, 2020*)

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

In addition to the Vision Statement, 12 statements were developed that would provide a description of Uxbridge Downtown in the future

1. The Downtown is a “Complete Community” that continually evolves to meet the emerging needs of the broader community.
2. The historic buildings display their original architectural features; and newer buildings, while more modern, are “sympathetic” to the heritage of the downtown.
3. Traffic flow, including parking, within the downtown embraces the importance of “Active Transportation” and minimizes the flow of heavy trucks.
4. There is a Town Square that acts as an “Agora” and offers a year-round “Marché” for local residents, farmers, businesses and visitors.
5. The Downtown offers a range of residential opportunities that take into consideration accessibility requirements, economic factors and own and/ or rent options.
6. The Downtown provides a wide range of amenities which offer unique shopping experiences while addressing the essential needs of residents. The promenade level is noted for thriving retail shops
7. The Downtown is home to a range of culinary experiences in the form of restaurants, café’s, bakeries, pubs, markets etc.
8. Uxbridge is recognized as “The Trail Capital of Canada” and the downtown is an integral component of the trail system.

9. The Uxbridge Brook and Centennial Park provide a north – south focal point, to be enjoyed by residents and visitors.
10. Visitor’s enjoyment of downtown Uxbridge’s extensive and diverse cultural and recreational offerings is enabled by access to local overnight accommodation.
11. Uxbridge’s reputation as an artistic community is evident throughout the Downtown, supporting many forms of artistic expression and incorporates “Viewable Art” in the public spaces.
12. The rear aspects of buildings offer a welcoming experience for residents and visitors using the parking lots and laneways found throughout the downtown. A number of businesses provide rear entrances that are both attractive and accessible.

## **Glossary**

### Active Transportation:

- Active transportation is using your own power to get from one place to another. This includes:
  - Walking, biking, skateboarding, in-line skating/rollerblading, jogging and running, non-mechanized wheel-chairing; snowshoeing and cross-country skiing.

### Agora:

- The Agora was a central public space in ancient Greek city-states. The literal meaning of the word is "gathering place" or "assembly". The agora was the center of the athletic, artistic, spiritual and political life in the city. The Ancient Agora of Athens is the best-known example.

### Complete Community:

- Complete Communities are places where homes, jobs, schools, community services, parks and recreation facilities are easily accessible.

### Marché:

- Refers to the place where producers (merchant and artisans,) come together to directly offer their products to consumers.

### Sympathetic Architecture:

- Basically, infill/restoration should attempt to harmonize the old and valued historic buildings/spaces with the new, while at the same time respecting established design elements (such as height, façade characteristics, setback and materials). Infill / restored buildings should be compatible and work with the surrounding buildings and historic context. The end result should be new structures that enhance and complement the existing character of the area.

## 4. Stage 2 – Collect Data and Analyze

Stage 2 focused on developing a set of data-collection tools that allowed the UDRAC to deepen our understanding of the current retail service and businesses including supply and demand in the downtown.

During Stage 2, we also undertook extensive community design activities that focused on documenting physical assets and determining how to respond to physical issues and opportunities.

### Stage 2 Deliverables

The following data was collected and analyzed during Stage II:

#### 1. Physical Design Visualizations

- The Township engaged The Planning Partnership (TPP) to facilitate and develop renderings for the Uxbridge Downtown Area (the ‘Downtown’) between 1st Avenue on Brock Street East and Cedar Street on Brock Street West. TPP held a virtual community workshop in June 2021, followed by an on-line survey that received 507 replies. TPP consulted with the UDRAC on numerous occasions, and in November held a virtual meeting with Township Committee representatives as well as another virtual meeting open to the public. TPP presented to Council in December 2021. On February 7, 2022, Council adopted TPP’s final report which included their findings and recommendations for revitalization of the downtown. (Annex B)

#### 2. Market Analysis

- The Resident Survey was an online survey that collected information from 830 residents regarding their attitudes and opinions relative to the downtown. Based on the response rate, we can be 95% confident that the same results would be obtained with a margin of error of just 3.32%. (Annex C)
- The Business Owners Survey was an online survey that collected information from 53 Business Owners. It measured current business needs, marketing and sales information, and business owners’ perceptions of the downtown. (Annex D)
- Customer Origin Survey was an in-person survey that was administered in the downtown over a period of 8 consecutive days in September 2021. (Annex E)
- Market Area Data Report was provided by OMAFRA, based on the postal code information from the 587 Customer Origin Survey interviews. OMAFRA prepared a



report that provided a map of the trade area, demographic information about the residents in the trade area and the purchasing habits of these individuals as well as a Market Threshold Analysis. The Market Threshold Analysis provides insight into the types of businesses a community might be able to support based on its population and compares that to existing businesses to identify “potential opportunities”. (Annex F)

### 3. Summary of the Analysis

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	

## 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	

Potential New Businesses or Services (Level of Priority)					
	TPP Visualization	Resident Survey	Business Owner Survey	Customer Origin Survey	Market Area Data Report*
Craft / Hobby Store		Low			Potential Opportunity
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

\* Restaurants were broken down to Full Service and Limited Service. Potential Opportunity was only identified for Full Service.

## 5. Stage 3 – Develop Goal and Action Plan

### Strategic Direction

To be successful, the Township, both Council and staff, must demonstrate ongoing leadership. The action plan will require collaborative working relationships with strategic partners, including all levels of Government, Property Owners, Business Owners, Community Groups and Residents.

The revitalization of downtown Uxbridge must ensure that the heritage buildings throughout the downtown are recognized and treasured. They contribute to the small-town look and feel that both residents and visitors identified as one of the most important elements to retain. Further, seeking solutions that will reduce long-haul truck traffic must continue to be a focus in order to create an atmosphere that promotes a sense of community.

Finally, the revitalization of the downtown is contingent on the successful redevelopment and revitalization of the area commonly referred to as Lower Brock. A vibrant downtown that offers both residential and commercial opportunities in addition to a well-planned Town Square will be the foundational blocks required to create a revitalized downtown.

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To achieve the desired outcomes, the action plan will require ongoing commitment for the next ten to fifteen years. The strategy should embrace the “Agile” methodology rather than the traditional “Waterfall” methodology. The main difference is that Agile encourages the team to work simultaneously on different phases /components of a project, while Waterfall is a linear system of working that requires the team to complete each project phase/component before moving on to the next one. This approach allows the Township to take advantage of opportunities and/or grants as they become available that are aligned with the Uxbridge Downtown Vision and Strategic Plan. The strategy is based on collaboration and partnership between a number of organizations and entities that have a vested interest in the future of downtown Uxbridge. At the core, there will be several concrete steps and actions that can be taken in the short term to promote vibrancy in our downtown. A few the early actions in this strategy are already underway.

## Revitalization Pillars and Action Plan

The four Revitalization Pillars noted below represent the essential interconnected components (*Leadership, Economic Development, Marketing and Promotion, and Physical Improvements*) that are required to establish and maintain a vibrant downtown. A downtown that strives to be accessible and inclusive to all. A downtown that supports our existing businesses and property owners, while looking for ways to attract new businesses and development. A downtown where people want to work, live and play and ultimately, a downtown that continues to seek ways to embrace new ways of doing business in response to an ever-changing world.




1. Dedicated Leadership


	<b>Goal #1</b>	<b>Committed leadership for the Uxbridge Downtown Revitalization Strategic Goals and Action Plan.</b>		
Leadership Ec. Dev. Marketing Physical	<b>Key Actions</b>		<b>Lead/Partners</b>	<b>Proposed Timeline</b>
 	<b>1.</b> The 2022-2026 Council reaffirms commitment to the Strategic Plan and Action Plan.	<ul style="list-style-type: none"> <li>• CAO (Lead)</li> </ul>	Winter 2023	
 	<b>2.</b> Establish a Downtown Revitalization Advisory Committee as a Standing Committee of Council <ul style="list-style-type: none"> <li>• Membership – representation?</li> <li>• Terms of Reference. Factors to be included:               <ul style="list-style-type: none"> <li>○ Develop and maintain a rolling 5-year plan that sets the direction for activities and development in the downtown that align to the vision.</li> <li>○ Perform an advisory role for activities and developments planned for the downtown.</li> <li>○ Develop an annual plan that consolidates all the Township workplans for activities related to the downtown.</li> <li>○ Annual Reporting to Council on progress.</li> </ul> </li> <li>• Clarify Roles of other committees as it relates to the Downtown – Accessibility, Age Friendly, Parks, Heritage, Active Transportation, EDAC, TAC, BIA etc.</li> <li>• Partnership with all levels of Government, Property Owners, Business Owners, Community Groups and Residents.</li> </ul>	<ul style="list-style-type: none"> <li>• CAO (Lead)</li> </ul>	Fall 2022 Spring 2023	
	<b>3.</b> 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.”	<ul style="list-style-type: none"> <li>• Council (Lead)</li> </ul>	January 2023	


●	<p>4. Incorporate the UDRP Action Plan into the Township Operational Plans (Directorates and Committees).</p>	<ul style="list-style-type: none"> <li>● CAO (Lead)</li> <li>● Directors</li> <li>● Committees</li> </ul>	Fall 2022 ongoing
<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> </ul>	<p>5. Increase the economic viability of the Downtown</p> <ul style="list-style-type: none"> <li>● Work with the Region to incorporate the needs of Uxbridge Township within the Regional Economic Development Plan. (Vibrant North Durham 2.0)</li> <li>● Work with local businesses that have indicated an interest in expansion or succession planning.</li> <li>● Support businesses and develop/execute initiatives to promote the variety of local goods and services.</li> <li>● Identify and expand recruitment strategies to attract individuals to fill workforce gaps.</li> <li>● Proactively reach out to businesses that might be able to fill identified opportunities, be they service gaps (hours) or products.</li> <li>● Work with individuals and business who are interested in establishing new businesses within the Township.</li> </ul>	<ul style="list-style-type: none"> <li>● Council</li> <li>● CAO (Lead)</li> <li>● Invest Durham</li> <li>● Development Services</li> <li>● EDAC</li> <li>● BIA</li> </ul>	Ongoing

## 2. Revitalization of Lower Brock

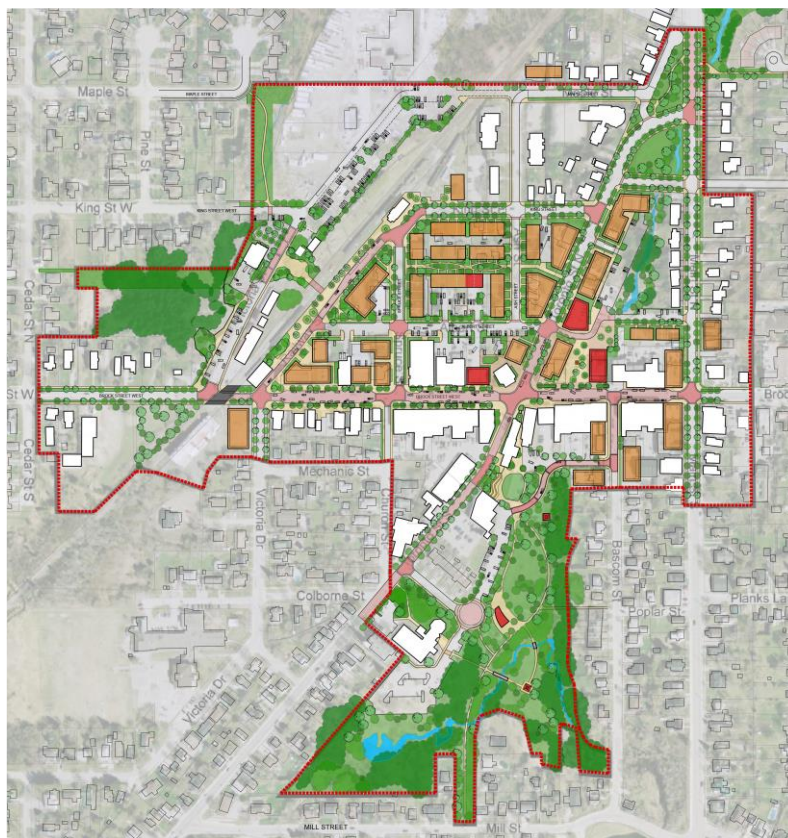
	<b>Goal #2</b>	<b>Lower Brock will become part of a vibrant downtown that offers both residential and commercial opportunities, preserves our heritage buildings and provides a sense of community with the inclusion of a Town Square.</b>		
<b>Leadership</b> <b>Ec. Dev.</b> <b>Marketing</b> <b>Physical</b>	<b>Key Actions</b>		<b>Lead/Partners</b>	<b>Proposed Timeline</b>
<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	<b>1.</b> Confirmation of the final Uxbridge Downtown Floodplain.	<ul style="list-style-type: none"> <li>● LSRCA (Lead)</li> <li>● Public Works</li> </ul>	Spring 2022	
<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	<b>2.</b> Review / revise the Uxbridge Downtown CIP <ul style="list-style-type: none"> <li>● This review needs to incorporate opportunities to improve accessibility.</li> </ul>	<ul style="list-style-type: none"> <li>● Development Services (Lead)</li> </ul>	Summer 2022	
<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> </ul>	<b>3.</b> Complete an inventory of our Downtown Heritage Buildings; and review / revise the Brock Street Heritage Guidelines	<ul style="list-style-type: none"> <li>● Development Services (Lead)</li> <li>● UDRAC</li> <li>● Heritage Committee</li> </ul>	Fall 2022	
<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<b>4.</b> Review / revise Official Plan, Zoning Bylaws etc. re: sympathetic development in the Downtown and incorporating TPP’s recommendations (Annex B): <ul style="list-style-type: none"> <li>● A mix of uses within buildings is essential to provide the opportunity for more housing and people living Downtown. All new buildings should be designed and located to front onto Downtown streets. They should have windows, doors and active internal spaces that can contribute to the activity and vibrancy of the Downtown.</li> <li>● There is an opportunity to create beautiful landmark buildings at all of the corner locations in the Downtown, including along Brock Street and most importantly at the Gateways that book end the main street.</li> <li>● Any new buildings should be designed to be compatible and sympathetic to the context of the Downtown:</li> </ul>	<ul style="list-style-type: none"> <li>● Development Services (Lead)</li> </ul>	Spring 2023	



	<ul style="list-style-type: none"> <li>• Taller buildings should be stepped back to maintain a consistent pedestrian scaled street wall.</li> <li>• Transition should be provided to taller, larger buildings.</li> <li>• The height and massing of new buildings around the historic four corners should generally be kept to 4 to 5 storey.</li> <li>• Consider distinct architectural characteristics of historic buildings into new buildings.</li> <li>• The presence of heritage buildings is a key feature of the Downtown; these should be maintained, restored and/ or incorporated into new developments wherever possible.</li> </ul>  <p data-bbox="378 1257 980 1274">New Development and Streetscape Improvements at Brock Street and Toronto Street, Looking North</p>		
<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> </ul>	<p><b>5.</b> Work with downtown property owners to have the “H” (hold) removed from their C3 zoned properties to allow for development / redevelopment of these properties.</p>	<ul style="list-style-type: none"> <li>• Development Services (Lead)</li> </ul>	<p>Fall 2022 Ongoing</p>

<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<p><b>6.</b> 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 (Annex B):</p> <ul style="list-style-type: none"> <li>● A new Town Square should be created in conjunction with the redevelopment of the Township’s Brock Street property. With this, we also recommend that it should be designed to: <ul style="list-style-type: none"> <li>○ Ensure that the front door of the space is along Brock Street.</li> <li>○ Frame and animate the space with commercial uses.</li> <li>○ Provide pedestrian connections to adjacent existing and future developments.</li> <li>○ Ensure that detailed design achieves a balance of paved plaza area, plantings, site furnishings and other park features that will accommodate and support a broad range of activities, functions and events.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Development Services (Lead)</li> <li>● Parks Department</li> <li>● Public Works</li> </ul>	<p>Ongoing</p>
	<p><b>7.</b> Explore options to establish a temporary Town Square that would allow the Township to assess the long-term requirements</p> <p><b>8.</b> Seek on-going funding for a temporary Town Square until redevelopment of the Township property.</p>  <p style="font-size: small;">New Town Square on Brock Street West, East of Toronto Street, Looking North</p>	<ul style="list-style-type: none"> <li>● Parks (Lead)</li> <li>● Development Services</li> </ul>	<p>Summer 2022</p> <p>Ongoing</p>


<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<p><b>9.</b> Work with developers and property owners to explore opportunities to redevelop downtown properties, both for commercial and residential purposes.</p> <ul style="list-style-type: none"> <li>● Develop a comprehensive list of properties within the downtown that could be developed and / or improved.</li> <li>● Identify specific industrial sectors (e.g. grocery) and actively solicit appropriate developers or investors.</li> </ul>	<ul style="list-style-type: none"> <li>● Council</li> <li>● CAO (Lead)</li> <li>● Development Services</li> <li>● Invest Durham</li> </ul>	<p>Ongoing</p>
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*Map of the Uxbridge Downtown Revitalization Project Study Area*

Legend	
■	Study Area
■	Township-owned Properties
■	Potential redevelopment opportunities
■	Redevelopment on municipal property
■	Special paving

3. Safe, Walkable Downtown

	<b>Goal #3</b>	<b>Establish a downtown that is pedestrian focused, and that actively supports inclusion and accessibility.</b>		
<b>Leadership</b> <b>Ec. Dev.</b> <b>Marketing</b> <b>Physical</b>	<b>Key Actions</b>		<b>Lead/Partners</b>	<b>Proposed Timeline</b>
<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	<p><b>1. Reduction of Long-haul Truck Traffic</b> through the Downtown</p> <p>i. Traffic calming measures should be implemented throughout the downtown which would include:</p> <ul style="list-style-type: none"> <li>● Intersections within the Brock Street District and should be identified as an intersection that promotes safe pedestrian crossing through the application of an enhanced pavement treatment or Ladder markings on crosswalks.</li> <li>● Signal timing improvements and installation of leading pedestrian intervals at key intersections and controlled pedestrian crossings.</li> <li>● A potential scramble at the Toronto Street / Brock Street intersection.</li> <li>● Curb bump outs should be applied at all the intersections along Brock Street.</li> <li>● Supporting initiatives that align with the Durham Vision Zero Policy.</li> </ul>		<ul style="list-style-type: none"> <li>● Development Services (Lead)</li> <li>● Regional Traffic</li> <li>● Public Works</li> <li>● Fire Department</li> </ul>	<p>Ongoing</p>

	 <p data-bbox="391 573 930 590">New Development and Streetscape Improvements at Albert Street and Toronto Street North, Looking East</p>		
<ul style="list-style-type: none"> <li data-bbox="277 632 318 674">●</li> <li data-bbox="277 716 318 758">●</li> </ul>	<p data-bbox="415 596 992 705">ii. The Township should continue to work with the Region and the local truck companies by:</p> <ul style="list-style-type: none"> <li data-bbox="488 716 992 825">● Participating in the development of the Regions’ Freight and Goods Movement Strategy.</li> <li data-bbox="488 835 992 982">● Participating with the Region on the Truck Transportation working group established by the Region and the UDRAC.</li> <li data-bbox="488 993 992 1140">● Analyzing the traffic studies that are undertaken by the Region to identify patterns etc. and initiate changes as identified.</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="1073 615 1292 724">● Development Services (Lead)</li> <li data-bbox="1073 735 1227 804">● Regional Traffic</li> <li data-bbox="1073 814 1284 846">● Public Works</li> <li data-bbox="1073 856 1276 926">● Fire Department</li> </ul>	<p data-bbox="1357 615 1471 646">Ongoing</p>
<ul style="list-style-type: none"> <li data-bbox="277 1182 318 1224">●</li> <li data-bbox="277 1266 318 1308">●</li> <li data-bbox="277 1350 318 1392">●</li> <li data-bbox="277 1434 318 1476">●</li> </ul>	<p data-bbox="399 1161 1040 1430">2. Undertake <b>parking study(s)</b> to plans for the future, including intensification in the Downtown, emerging trends (electric cars etc.) and incorporates TPP’s recommendations and in particular addresses the issues of Accessible Parking and Angle Parking in Upper Brock. (Annex B):</p> <p data-bbox="459 1451 935 1520">The strategy for parking includes the following actions:</p> <ul style="list-style-type: none"> <li data-bbox="464 1541 1040 1768">● A short-term change would be to replace the angled parking with parallel parking to create consistency along the street, enhance safety for cars and pedestrians and allocate more space for the streetscape.</li> </ul>		

<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Ensure accessible parking is located throughout Downtown, as well as bicycle parking and EV charging stations</li> <li>● Enhance wayfinding and signage to identify the direction to and location of public parking, the surrounding amenities and walking distance.</li> <li>● Provide maps showing parking available in all businesses.</li> </ul>  <p style="font-size: small; margin-top: 5px;">Streetscape Improvements on Brock Street West, Looking East at Church Street</p>	<ul style="list-style-type: none"> <li>● Development Services (Lead)</li> <li>● Regional Traffic</li> <li>● Public Works</li> </ul>	<p style="text-align: center;">2023-2024</p>
	<ul style="list-style-type: none"> <li>● Locating parking behind buildings, within a short walk of Brock Street – focusing parking along Albert Street would allow Brock, Toronto, King and Railway Streets to be developed as lively, animated streets with front doors and shops.</li> <li>● Organize parking along Victoria Street to allow green space and a pedestrian walkway along the woodlot.</li> <li>● A long-term parking solution would be to explore the possibility of a parking lot on Upper Brock Street.</li> <li>● Encourage shared parking in private off-street parking areas and improve the design and layout of spaces to maximize parking.</li> <li>● Provide information to explain the intentional priority given to pedestrians, healthy active living and generally encouraging walking.</li> </ul>	<ul style="list-style-type: none"> <li>● Development Services (Lead)</li> <li>● Regional Traffic</li> <li>● Public Works</li> </ul>	<p style="text-align: center;">2024 – 2025</p>


	<ul style="list-style-type: none"> <li>• Identify opportunities to secure public parking when redevelopment of larger parcels occurs by working in partnership with private developers and property owners.</li> <li>• Identify areas that could be used for temporary/event parking on the few days when car parking is in high demand.</li> </ul>		
<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<p><b>3. Streetscaping</b></p> <ul style="list-style-type: none"> <li>• Safe, walkable streets that provided public spaces, patios and areas to sit and visit were identified as a priority by the residents.</li> <li>• A review of the Township’s current streetscaping should be undertaken to ensure that aligns with the TPP recommendations which include: <ul style="list-style-type: none"> <li>• A highly connected and permeable system of different types of pedestrian routes is recommended.</li> <li>• All of the streets in the Downtown should be designed as safe, beautiful and pedestrian-oriented places.</li> <li>• Streetscapes should be designed to help cars and people share the space and enhance the way residents and businesses function in the downtown. In particular, Brock Street is envisioned to be lined with multi-storey mixed-use buildings that frame the street, with commercial uses in the ground floor of the buildings, and front doors and shop windows facing the sidewalk.</li> <li>• Additional space for pedestrians, patios and site furnishings should be accommodated on widened sidewalks.</li> <li>• A family of high quality, durable site furnishings should be provided.</li> <li>• Enhancements and redesign of the streets should incorporate trails, trail linkages and promenades to connect the various parts of the Downtown physically and thematically.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Development Services (Lead)</li> <li>• Regional Traffic</li> <li>• Parks</li> <li>• Public Works</li> <li>• BIA</li> </ul>	<p>2023 Ongoing</p>


	<ul style="list-style-type: none"> <li>• 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. <ul style="list-style-type: none"> <li>• Create an inventory of existing “beautification” efforts</li> <li>• Create a guide for downtown business and property owners to assist in their beautification efforts</li> <li>• Identify opportunities for partnership (e.g. Festival of Lights and the Holiday Trail)</li> <li>• Murals that reflect the downtown history or story</li> <li>• Picture boards for vacant stores</li> <li>• Identify the source of garbage issues and find solutions.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Parks</li> <li>• BIA</li> <li>• TAC</li> <li>• Public Works</li> <li>• Property Owners</li> <li>• Festival of Lights</li> <li>• AVEC</li> </ul>	2024-2025
<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	<p><b>4. Accessibility</b></p> <p>To achieve the Downtown Vision, it is imperative that accessibility be at the centre of all planning. As per the <a href="#">Accessibility Plan</a>, the committee will:</p> <ul style="list-style-type: none"> <li>• Providing expertise and input into all capital construction projects and/or renovations</li> <li>• Providing expertise and input into the development of new and existing accessible trails and playgrounds</li> <li>• Improving visibility and awareness of the committee’s role with council</li> <li>• Ensuring training of township staff regarding current legislative requirements and the role of the AAC.</li> </ul> <p>Proposed Actions:</p> <ul style="list-style-type: none"> <li>• The Accessibility Committee must be represented on the UDRAC</li> <li>• It is important when designing elements of the downtown that the Accessibility Committee is consulted. In some cases, the project (e.g. parking lot could be built 100% to</li> </ul>	<ul style="list-style-type: none"> <li>• Development Service</li> <li>• Regional Traffic</li> <li>• Public Works</li> <li>• Parks</li> <li>• Accessibility Committee</li> </ul>	Ongoing



	<p>AODA requirements but not meet the needs of people with disabilities.)</p> <ul style="list-style-type: none"> <li>• The Township should seek ways to work with business / property owners to improve accessibility throughout the downtown. This should be considered as a part of the CIP review.</li> </ul>		
<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	<p><b>5. Active Transportation</b></p> <p>Incorporate the <a href="#">Active Transportation Plan</a> recommendation:</p> <ul style="list-style-type: none"> <li>• It is recommended that Township staff work with the Region to assess the feasibility of implementing separated cycling facilities, enhancements to pedestrian infrastructure and improvement to the overall public realm.</li> <li>• The Township should work with the Region to support and facilitate the implementation of the <a href="#">Regional Cycling Plan</a> recommendations and actions as they relate to the downtown.</li> </ul>	<ul style="list-style-type: none"> <li>• Development Services</li> <li>• Public Works</li> <li>• Regional Traffic</li> <li>• Parks</li> <li>• Active Transportation Committee</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> </ul>	<p><b>6. Age Friendly</b></p> <p>Incorporate the <a href="#">Age-Friendly Community Assessment Report</a> recommendations:</p> <ul style="list-style-type: none"> <li>• Recruit older adult volunteer teams to perform walkability audits, using a standard checklist, to identify sidewalks and paths that are narrow, uneven, discontinuous, or in need of repair.</li> <li>• Review crossing times for all pedestrian crossing lights to ensure they provide adequate time for persons with limited mobility.</li> <li>• Install seating configured to encourage conversation and purpose-built tables suitable for playing checkers, chess or cards in locations throughout the town. Sites could include the lawns of Centennial Park.</li> <li>• Consider modifying existing benches along Brock Street, so that they do not face the street, but are configured to encourage socializing.</li> </ul>	<ul style="list-style-type: none"> <li>• Development Services</li> <li>• Public Works</li> <li>• Regional Traffic</li> <li>• Parks</li> <li>• Age-Friendly Committee</li> </ul>	Ongoing

4. Downtown as a Destination

	<b>Goal #4</b>	<b>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.</b>		
<b>Leadership</b> <b>Ec. Dev.</b> <b>Marketing</b> <b>Physical</b>	<b>Key Actions</b>		<b>Lead/Partners</b>	<b>Proposed Timeline</b>
<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> </ul>	<p><b>1. Marketing and Promotion</b> (Downtown Events, Branding)</p> <ul style="list-style-type: none"> <li>● Establish an Uxbridge Downtown Brand – Is it “My Uxbridge Downtown” / Do we use the TPP “District Ideas”/ Is it “Discover Uxbridge” / Is it “Trail Capital”?</li> <li>● Develop a Marketing Plan that is downtown centric including the target audience, distribution etc. linked with Tourist and Resident information</li> <li>● Work with downtown business owners to promote their offerings through the Paid Parking at the Trails application.</li> </ul>		<ul style="list-style-type: none"> <li>● CAO</li> <li>● Clerks</li> <li>● Comms</li> <li>● TAC</li> <li>● BIA</li> <li>● Lead for Paid Parking App</li> <li>● Invest Durham</li> <li>● Durham Tourism</li> <li>● Central Counties</li> </ul>	<p>2024</p>
<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> </ul>	<p><b>2. Downtown Events / Linkage to Township Events</b></p> <ul style="list-style-type: none"> <li>● Seek opportunities to create new events that take place in the downtown</li> <li>● Create connectivity between existing Township events with the objective of providing an opportunity for individuals to shop and visit in the downtown.</li> </ul>		<ul style="list-style-type: none"> <li>● Comms</li> <li>● TAC</li> <li>● BIA</li> <li>● Central Counties</li> <li>● Durham Tourism</li> <li>● YDHR</li> </ul>	<p>Ongoing</p>

	<ul style="list-style-type: none"> <li>Promote the Historical Walking Tour and include downtown heritage buildings that are identified as part of the Lower Brock action plan. Consider adding QR codes for newer buildings that will provide information on buildings that were formerly on that site.</li> </ul>		
<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<p><b>3. Civic Cultural District - Centennial Park</b></p> <ul style="list-style-type: none"> <li>Update the Uxbridge Township web page and other Township documents to include information related to Centennial Park.</li> <li>Install signage and improve the Pond Street entranceway into Centennial Park.</li> <li>Seek grant opportunities that will advance the redevelopment of Centennial Park in alignment with the downtown vision and TPP recommendations.</li> </ul>  <p>Amphitheatre in Centennial Park</p>	<ul style="list-style-type: none"> <li>Parks (Lead)</li> <li>Clerks</li> <li>TAC</li> </ul>	<p>2022</p> <p>2022</p> <p>2022</p> <p>Ongoing</p>
	<p><b>i.</b> Develop a <b>Master Plan</b> for the redevelopment of Centennial Park into a “Destination Park” as identified in the <a href="#">Parks Master Plan</a>, that <b>celebrates Inclusion, the Environment and Reconciliation</b>. The plan should incorporate the unique features of the Park including the “island”, the</p>	<ul style="list-style-type: none"> <li>CAO</li> <li>Parks (Lead)</li> <li>Development Services</li> <li>Public Works</li> <li>TAC</li> <li>BIA</li> <li>LSRCA</li> </ul>	<p>2022-2023</p>

	<p>Uxbridge Brook and the linkage to the “Trail Capital of Canada Designation”. When integrating the <u>TPP recommendations (Annex B)</u> noted below the plan must also ensure that the solutions take into consideration the environmental challenges and / or limitations that are associated with the historical use of the site:</p> <ul style="list-style-type: none"> <li>• <b>Centennial Park is</b> a gem of a green space located in the heart of the Downtown. Consideration should be given to its redesign and promotion as an urban oasis. There is tremendous opportunity to: <ul style="list-style-type: none"> <li>a) Incorporate amenities and facilities to support year-round events and activities.</li> <li>b) Promote ecological landscapes including enhancement and re naturalization of the creek.</li> <li>c) Enhance the urban tree canopy.</li> <li>d) Provide more walking trails.</li> <li>e) Create a unique natural playground and interpretive landscape.</li> <li>f) As a major public park in the Downtown, it should have amenities such as washrooms and shade structures. The most transformative element is the creation of a central gathering space where the library, theatre and park come together</li> <li>g) Relocating some of the parking in Centennial Park to the Municipal offices to allow more green space for park users.</li> </ul> </li> </ul>		
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	ii. Seek opportunities to create a gateway from the Town Square to the Civic Cultural District	<ul style="list-style-type: none"> <li>• Council</li> <li>• CAO (Lead)</li> <li>• Development Services</li> </ul>	Ongoing
	iii. Explore creating an “Adopt the Brook” initiative with local community groups, seeking financial support through LSRCA.	<ul style="list-style-type: none"> <li>• Parks (Lead)</li> <li>• LSRCA</li> <li>• Community Groups</li> </ul>	2024
<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<p><b>4. Heritage Railway District</b></p> <p>i. Explore with Metrolinx, in advance of the 2026 lease agreement, the recommendations identified by TPP (Annex B) and the Active Transportation Committee:</p> <ul style="list-style-type: none"> <li>• TPP: The Railway Street area is an important part of the Downtown that needs to be better integrated and connected. As another destination in the Downtown, it’s important that the area have a safe and comfortable pedestrian environment, including a pedestrian promenade along Railway Street, with trees, benches and special paving, space for markets and events, traffic calming elements and a pedestrian connection across the tracks; and</li> <li>• Work in association with Metrolinx to provide parking.</li> </ul>	<ul style="list-style-type: none"> <li>• CAO (Lead)</li> <li>• Development Services</li> <li>• Clerks Dept</li> <li>• Parks</li> <li>• Public Works</li> <li>• Metrolinx</li> <li>• LSRCA</li> </ul>	<p>Spring 2022</p> <p>Ongoing</p>

- [Active Transportation Plan](#) indicates that they would like to explore the opportunity and feasibility of providing an active transportation crossing at South Balsam Trail and the rail corridor, as well as a connection(s) from Railway Street / Victoria Street, when these lands are next redeveloped and / or part of future rail expansion improvements.



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

- ii. Review / revise the YDHR lease that currently expires in December 2022 to incorporate any revisions required to achieve the Township’s short-term or long-term vision for this area.
- iii. 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.

- CAO (Lead)
- YDHR

Summer 2022

- TAC
- BIA
- Farmer’s Market
- Business Owners
- Invest Durham

Ongoing

## 6. Stage 4 – Implementation

### 1. Early Wins

#### A. Improving Signs on the Truck Bypass

- The need to reduce Long-haul truck traffic in the downtown was identified during Stage 1 as a top priority. Working with the Region of Durham, the following signs were installed:
  - 7 Large Custom Truck Route signs were manufactured and installed
    - 4 New Locations
    - 3 Existing Locations



- 15 New RB-61 Truck Route directional signs were manufactured and installed to supplement the 11 existing signs



#### B. Working Committee – Region of Durham, Township of Uxbridge, Truck Companies

- Under the leadership of the Region of Durham, Public Works a working group that was comprised of members of the UDRAC, Township Public Works and local trucking companies met to explore how we could work together to reduce the truck traffic through the downtown. Some early wins were identified, including repair of by the Region of two “stretch loops” on Lakeridge at Reg. Hwy 47. The ongoing need for this work group is referenced in Goal #2, Section 2ii.

C. RED Grant – Uxbridge Welcome/Tourism Centre

- This project aligned with the ongoing downtown revitalization project to create a vision for the downtown. The project expanded the already established and successful Tourism Ambassador Program with increased focus on strategies to strengthen and coordinate collaboration across various sectors (e.g. tourism, retail, commercial, service) and value chains. With minor capital improvements, this project helped beautify the downtown while improving visitor experience, length of stay and return visits to Uxbridge. The Centre is located at the Library, which is a historically significant building located in the centre of town, is accessible and is a key location for visitors.

D. RED Grant – Driving Economic Development to Local Merchants Through Technology

- The purpose of this project is to encourage the thousands of trail users who visit Uxbridge annually to explore the Township beyond its trail network and support the local businesses who have struggled throughout the COVID-19 pandemic and downtown culvert replacement project
- The project will develop a mobile application that will allow trail users to pay for parking using their smartphone while actively receiving notifications about current promotions and events taking place at local shops, restaurants, café's, bakeries, pubs, and farmers markets throughout the Township. Furthermore, postal code data collected by the application will allow for the Township to target marketing efforts.
- This application will be deployed effective the summer of 2022.

E. Township financial commitment (2022 and potential 2023)

- As per the Report to Council TR-01/22 on February 7, 2022, a Strategic Planning session was held with Council to set priorities, focus energy and resources, strengthen operations, set common goals and to establish agreement around intended outcomes/results over the current term of Council. This session resulted in the identification of and prioritization of a number of key projects, of which Downtown Visioning/Revitalization was one of the major key projects included in the 2022/2023 Operating and Capital Budgets.
- On December 14, 2021, Council approved the motion:
  - That the Finance Committee direct the \$50,000 be put in the 2022 Budget for Downtown Revitalization. *Note: It was clarified that the Downtown Revitalization Reserve would be the source of funds.*



- Further, given the importance of the Downtown Revitalization, the following motion was approved by Council on January 18, 2022:
  - THAT the Finance Committee direct that staff provide a report on how the Downtown Revitalization Reserve funded;
  - AND THAT \$45,000 be added to the 2022 Budget as noted in Report CAO-12/21 of Kristi Honey, CAO on September 27, 2021, specifically, \$22,500 grant, \$11,000 BIA/Region of Durham, \$5,000 Development Charges and \$6,500 Downtown Reserve fund if there is no room in the levy;
  - AND THAT a 1 percent levy to the Downtown Revitalization reserve be added to the Budget list for 2023 for consideration.

F. RED Grant Application – Uxbridge Downtown Revitalization – Making it Real

- **(Pending Approval)**
- Based on all the input received, it was clearly identified that improving the building facades and reducing store/building vacancies in the downtown was a top priority. If approved, the Township will work with a Registered Professional Planner to undertake a fulsome review of the current Downtown Community Improvement Plan (CIP) including public consultation. The Township will also update the application processes through the creation of an online landing page, an automated application form, and marketing campaigns targeted at eligible building/property owners. In addition to this update, the Project Manager will engage with appropriate Township/Regional directorates/committees to ensure that the final Downtown Revitalization Action Plan is incorporated into appropriate Township work plans to ensure that this work gets budgeted for and completed over the coming years.

2. Next steps

To achieve the Goals outlined above will take dedicated effort by the Township Council and Staff as well as key partners and stakeholders.

An important first step will be the inclusion of the activities required to achieve the Downtown Revitalization Goals in the annual operational plans and budgets for the Township Directorates and Committees. This should be an ongoing process that is conducted on an annual basis.

### 3. Measuring Success

It will be important for the Township to measure progress as the revitalization will occur over a number of years, and in many ways the goals should be seen as a “Way of Doing Business” going forward.

There are many indicators to take into consideration when determining the success of a Downtown Revitalization process. Therefore, it is recommended that progress be reported based on the following:

- OMAFRA Downtown Revitalization Score Card (Annex G)
  - The goal of the Annual Report Card is to establish an understanding of the impacts that downtown revitalization activities have generated in communities over time. The data collected will help downtown revitalization groups to build an understanding of those impacts with their respective committee members, their municipality and key stakeholders.
  
- Achievements aligned to the Vision (Annex H)
  - In addition to the Vision statement, there were 12 descriptive statements that spoke to the future downtown. In addition to using these statements when developing projects proposals, they should also be used to track progress.

## 7. Annexes

- A. Annex A: [Uxbridge Downtown Vision](#)
- B. Annex B: [The Planning Partnership Downtown Uxbridge Public Consultation and Visualization Report](#)
- C. Annex C: [Uxbridge Resident Survey Report](#)
- D. Annex D: [Business Owner Survey Report](#)
- E. Annex E: [Customer Origin Survey Report](#)
- F. Annex F: [Market Area Data Report](#)
- G. Annex G: [OMAFRA Downtown Revitalization Report Card](#)
- H. Annex H: [Uxbridge Downtown Revitalization – Achieving the Vision Report Card](#)
- I. Annex I: UDRAC Members, Resources and Volunteers

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