



DOWNTOWN REVITALIZATION

“My Uxbridge Downtown”

PROJECT CHARTER

myuxbridgedowntown



Table of Contents

1.0 CHARTER INTRODUCTION 2

1.1 *Document Change Control 2*

1.2 *Executive Summary 2*

1.3 *Authorization..... 3*

2.0 PROJECT OVERVIEW 4

2.1 *Project Summary 4*

2.2 *Project Goals, Business Outcomes and Objectives 5*

2.3 *Project Scope 6*

2.4 *Milestones 7*

2.5 *Deliverables 8*

2.6 *Project Cost Estimate and Source Funding 8*

2.7 *Dependencies 9*

2.8 *Project Risks, Assumptions and Constraints 9*

3.0 PROJECT ORGANIZATION 10

3.1 *Project Governance 10*

3.2 *Project Team Structure, Roles and Responsibilities 10*

3.3 *Project Facilities and Resources 11*

4.0 PROJECT REFERENCES 11

5.0 GLOSSARY AND ACRONYMS 11

1.0 CHARTER INTRODUCTION

1.1 Document Change Control

Revision	Date	Description	Author
1.1	November 28, 2019	Create Project Charter	Stacey Jibb
1.2	February 10, 2020	Update Charter and change ownership of file	Judy Risebrough
1.3	February 18, 2020	Revisions from mtg. with Dave B., Willie & Todd	Judy Risebrough
1.4	March 10, 2020	Minor Corrections (alignment to wording in the ToR & input from Bruce)	Judy Risebrough
1.5	May 8, 2020	Milestones (2.4) & Budget (2.63) updated to reflect the Change Request related to COVID 19	Judy Risebrough

1.2 Executive Summary

It is essential that the Township of Uxbridge undertake a project that will develop a cohesive long-term vision for the downtown area. The Project will deliver a Strategic Plan and an Action Plan that will focus on the longer-term economic development and social well-being of the downtown area.

As the culvert construction project was delayed for several years it was extremely difficult to undertake a downtown revitalization project until now. The Uxbridge Downtown Revitalization (UDR) Project will result in a long-term vision and implementation plan for the downtown area.

Downtown Revitalization’s objective is to improve the economic, physical and social well-being of a community’s traditional town centre by:

- Strengthening local business and encouraging investment 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.



DOWNTOWN REVITALIZATION (My Uxbridge Downtown) – PROJECT CHARTER

The UDR Project will implement the first 3 stages of the Ontario Ministry of Agriculture Food and Rural Affairs (OMAFRA) 4-stage process for Downtown Revitalization with the objective to create a plan for implementing Stage 4.

- Stage 1 – Preparation
- Stage 2 – Collect Data and Analyze
- Stage 3 – Develop Goals & Action Plans

The key deliverable will be the creation of a Strategic Plan and Action Plan by August 2021 that could be implemented by the Township of Uxbridge and Region of Durham. While the Project will focus on engaging the businesses and property owners located in downtown Uxbridge (Brock Street between Main Street and Victoria Street) efforts will be undertaken to engage with residents throughout the Township.

The Township of Uxbridge will lead the Project with support from the Region of Durham. The Region of Durham recognizes the importance of sustainable towns that contribute to the overall rural fabric and strong rural assets as is evident in the Durham Region Economic Development Strategic 2017-2021.

1.3 Authorization

This Project Charter formally authorizes the existence of the *Uxbridge Downtown Revitalization Project (UDR)*, also known as My Uxbridge Downtown and provides the project manager with the authority to apply organizational resources to the project activities described herein. If there is a significant change in the project scope, the Charter will be updated and submitted for re-approval.

	Full Name	Date	Organization/Position	Signature
Council Sponsor	Dave Barton		Township of Uxbridge, Mayor	
Region of Durham	Stacey Jibb		Manager, Agriculture & Rural Economic Development	
Project Sponsor	Kristi Honey		Township of Uxbridge, CAO	
Project Manager	Judith Risebrough		Township of Uxbridge, Project Manager	

2.0 PROJECT OVERVIEW

2.1 Project Summary

In 2018, the Township of Uxbridge broke ground on a large construction project in downtown Uxbridge to replace a series of large culverts under the main street. To undertake this work, 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 and to implement periodic closures of the Lower Brock Street. Given the uncertainty of the timelines and potential outcomes, the Culvert Project has created 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 will follow OMAFRA's 4-step approach. 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 will embrace the following guidelines principles for Downtown Revitalization:

- Plan for the long term as success doesn't happen overnight, but rather as 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.



DOWNTOWN REVITALIZATION (My Uxbridge Downtown) – PROJECT CHARTER

Reporting to the Project Sponsor, a Project Manager will be engaged to manage the overall Project. A Steering Committee comprised of key stakeholders representatives will be established to provide advice to the Council and Township of Uxbridge staff as it relates to the UDRP. Other existing committees and groups will be called upon in an advisory capacity.

The project will launch in February 2020 and will result in a strategic plan and action plan by August 2021. The estimated cost for the Project is \$200,000, including a 50% contribution from the Government of Ontario Rural Economic Development (RED) Program (pending approval), \$7,500 from the Region of Durham and \$1,500 from the Uxbridge Business Improvement Area (BIA).

2.2 Project Goals, Business Outcomes and Objectives

Goals	Objectives & Measurable	Business Outcomes
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.

Your 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.

Benefits and Impacts of Downtown Revitalization Programs	
Stakeholders	Benefits
Merchants	<ul style="list-style-type: none"> • Greater opportunity for growth and expansion • Expanded customer base • Less financial risk
Property Owners	<ul style="list-style-type: none"> • Stable or higher rents • Increased occupancy rates/improved marketability of property • Higher property values
Financial Institutions	<ul style="list-style-type: none"> • Expanded business customer base • Expanded residential customer base • Improved public image and goodwill • Fulfillment of community reinvestment mandate
Professionals and Service Businesses	<ul style="list-style-type: none"> • Ready-made customer base of day-time employees

DOWNTOWN REVITALIZATION (My Uxbridge Downtown) – PROJECT CHARTER

	<ul style="list-style-type: none"> • Location near government, banks, post office, and other institutions • Nearby amenities for clients and staff
Business Associations (Chambers of Commerce/BIAs)	<ul style="list-style-type: none"> • Potential new member businesses • Healthier overall business climate • Potential partnerships on joint projects
Residents	<ul style="list-style-type: none"> • Local accessibility to goods and services • Opportunities for volunteerism and leadership development • Preservation of community for future generations • More employment opportunities • Stronger tax base to support other community initiatives (schools, parks, etc.) • 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
Local Government	<ul style="list-style-type: none"> • Increased property tax base • Protection of property values and infrastructure investment • Reduced cost of services, such as police and fire protection • Reduced pressure for sprawl development

2.3 Project Scope

2.3.1 Scope Definition

This project will focus on the first 3 stages of OMAFRA’s 4-stage approach to Downtown Revitalization.

Stage 1 is Preparation: The organizing steps including forming a Management Committee, hiring a Coordinator (Project Manager) to manage all activities, and holding a public meeting to launch the process. Preliminary scoping and assessment will lead to the development of a vision for the downtown and identification of short-term actions that lead to “quick wins”.

Stage II is Collect Data & Analyze. Steps include using a set of data-collection tools to deepen the understanding of the current retail service and businesses including supply and demand in the downtown. Participatory community design activities focus on documenting physical assets and determining how to respond to physical issues and opportunities. Cultural attributes and potential strengths should all be documented during this stage.

Stage III is Develop Goals & Action Plans. Steps include interpreting results from Stage II as well as determining a market position for the downtown. Specific goals



DOWNTOWN REVITALIZATION (My Uxbridge Downtown) – PROJECT CHARTER

and actions are prioritized and linked in a coherent Strategic Plan that will provide the direction for the next two years and onward.

2.3.2 Boundaries

Activities in Scope	Activities out of Scope
Stage 1: <ul style="list-style-type: none"> - Steering committee established - Communications strategy drafted - Project launched - Complete self-assessment exercises - Establish the preliminary vision - Develop a work plan 	Any communications or project activities related to the Culvert Project.
Stage 2: <ul style="list-style-type: none"> - Complete a business and building inventory in the downtown - Conduct surveys for: residents, business owners, customers - Complete a business mix analysis - Complete a data analysis and write a report - Organize and hold a community design workshop for feedback on the vision for the downtown 	Existing Data sets will be used for the analysis. Sources will include OMAFRA, Region of Durham, and Township of Uxbridge etc.
Stage 3: <ul style="list-style-type: none"> - Additional community design - Develop a Strategic Plan and Action Plan 	This project is not responsible for implementation.

2.4 Milestones

Project Milestone	Description	Expected Date – Completed
Stage 1	Preparation	October 2020
Stage 2	Collect Data and Analyzes	October 2021
Stage 3	Develop Goals & Action Plan	December 2021



DOWNTOWN REVITALIZATION (My Uxbridge Downtown) – PROJECT CHARTER

2.5 Deliverables

Project Deliverable

- * A Strategic Plan and Action Plan

Outlines the long-term vision for the downtown

- * Includes short, medium and long-term actions
- * Complete by August 2021

2.6 Project Cost Estimate and Source Funding

2.6.1 Project Cost Estimate

Project Activity	Estimated Cost
Organizational Development	\$115,000
Public Launch & Communication	\$9,500
Resident Surveys	\$1,000
Data Analysis	\$3,000
Community Design Workshops /Designs	\$64,500
Follow-up Community Design	\$5,000
Strategic Plan/Action Plan Development	\$2,000
Total	\$200,000.00

2.6.2 Source of Funding (does not include in-kind)

Township of Uxbridge (up to)	\$91,000
Region of Durham	\$7,500
Uxbridge BIA	\$1,500
OMAFRA – RED Grant (Pending approval)	\$100,000
Total	\$200,000.00

2.6.3 Expenditure by Fiscal Year (April 1 to March 31)

Fiscal Year	Q1	Q2	Q3	Q4	Total *
2019-20				\$10,000	\$10,000.00
2020-21	\$5,000	\$25,000	\$25,000	\$40,000	\$95,000.00
2021-22	\$20,000	\$60,000	\$15,000		\$95,000.00
				Total	\$200,000.00

* Note: Prior approval will be required to shift expenditures between fiscal years.

2.7 Dependencies

In addition to the financial support noted above, this Project is dependent on the in-kind contributions from the three levels of Government (Provincial, Regional and Municipal). This includes elements such as training by OMAFRA on the 4-stage process; provision of data sets for the Township of Uxbridge by the Region of Durham; and engagement and on-going support from the Township Council and staff.

This Project is also dependent on the support from the local community, both business and residents.

2.8 Project Risks, Assumptions and Constraints

2.8.1 Risks (A risk is defined as something that may happen and therefore must be managed to mitigate the potential impact)

- The impact of COVID 19 on the downtown business area may be significant and affect the project work plan and scope,
- Lack of engagement and /or on-going support from the Township of Uxbridge, Region of Durham, Community etc.
- Existing Township of Uxbridge and/or Region of Durham Strategic Plans and Priorities may not be aligned to with the objectives and/or outcomes of the UDRP.
- The Culvert Project may not result in removing the current development restrictions placed on properties located within the “Lower Brock Street” area.
- Given the potential of conflicting opinions and expectations, a cohesive long-term vision may not be created for the Uxbridge Downtown.
- The investment partner(s) required to achieve the redevelopment plan may not materialize.
- Identified funding may be changed due to evolving priorities.

2.8.2 Assumptions (An assumption is that which is accepted as true or as certain to happen)

- The Downtown Revitalization vision will seek to maximize the potential economic and social use of the properties within the downtown area.
- The Culvert Project will be completed as planned resulting in the rezoning of properties within the “Lower Brock Street” area which will allow for future development and /or redevelopment.
- The Project will be completed following the OMAFRA Downtown Revitalization Program.

DOWNTOWN REVITALIZATION (My Uxbridge Downtown) – PROJECT CHARTER

- 2.8.3 Constraints (A constraint is a limitation or restriction to the project scope)
- It will not be possible to completely restrict “heavy truck traffic” from using Regional Road 47
 - The Township of Uxbridge currently has long-term leases with the business owners located at 23 Brock Street.
 - Development within Uxbridge, including the downtown is limited by the Township's sewage capacity as directed by the Lake Simcoe Regional Conservation Authority (LSRCA).
 - The Downtown Revitalization Strategic Plan and Action Plan that is developed must take into account the fiscal limitations of the Township of Uxbridge, the Region of Durham, the Province of Ontario and individual business and property owners.

3.0 PROJECT ORGANIZATION

3.1 Project Governance

A Steering Committee comprised of key stakeholders representatives (Township of Uxbridge, Region of Durham, OMAFRA, the BIA, Chamber of Commerce, local business owners or building/property owners, resident etc.) will be established to provide advice to the Council and Township of Uxbridge staff as it relates to the UDRP. Representatives who are able to provide specific expertise to this Project will also be identified for membership on the Steering Committee.

As the Project was initiated with support from the Uxbridge EDAC, the EDAC will act as an advisory committee to the project and have representation on the Steering Committee.

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

3.2 Project Team Structure, Roles and Responsibilities

A Project Manager, reporting to the Project Sponsor, will be retained as a staff person to oversee the entire project and will be responsible for providing updates to the Steering Committee.

Additional resources will be engaged on an as needed basis for specific activities, such as workshop facilitation etc. In addition, in-kind support will be provided by the Township of Uxbridge.

3.3 Project Facilities and Resources

The Project Manager will be located in the Township of Uxbridge building, located at 51 Toronto Street South, Uxbridge, Ontario.

4.0 PROJECT REFERENCES

Ontario Downtown Revitalization (DR) Program



Downtown Revitalization (DR) P

Map of the Downtown of Uxbridge included in the UDR



Downtown Rev area.pptx

5.0 GLOSSARY AND ACRONYMS

Acronym	Meaning
BIA	Uxbridge Business Improvement Area
EDAC	Uxbridge Economic Development Advisory Committee
OMAFRA	Ontario Ministry of Agriculture Food and Rural Affairs
RED	Rural Economic Development
UDR	Uxbridge Downtown Revitalization Project