



DISCOVER UXBRIDGE

Trail Capital of Canada

COMMUNITY TOURISM PLAN



2020





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A Message from Central Counties Tourism



I often reference the Township of Uxbridge when speaking about municipalities that understand the value of tourism as a community builder and economic driver. Since 2015, the town, its businesses and residents have created a visitor-centric environment through the completion of action items from the first Community Tourism Plan. Central Counties has been thrilled to be part of the development of new tourism products and experiences and proud to support the many investments being made to place Uxbridge firmly on

the map as a destination of choice for visitors.

It was an honour being asked to facilitate the Community Tourism Plan Refresh for the Township of Uxbridge. Several months ago, I, along with Eleanor Cook from the Central Counties Tourism team, had the privilege of guiding an incredible group of tourism representatives from the municipality through a series of four sessions to determine the best trails that will continue to grow tourism receipts and create fantastic programming to be enjoyed by visitors and residents alike.

The end result of their efforts is this Community Tourism Plan Refresh document. It speaks to the knowledge that Uxbridge has something special to offer, the means to tell its many stories to audiences far and wide, and the personality to make visitors feel at home. Central Counties Tourism is looking forward to working with the Township of Uxbridge and its tourism partners to bring the action items from this plan to life.

Congratulations on being a shining example of what a community can do when it pulls together.

A handwritten signature in black ink, appearing to read 'Chuck Thibeault'.

Chuck Thibeault
Executive Director



Tourism Plan Refresh Working Group

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Lucy Maud Montgomery Society of Ontario
Uxbridge Business Improvement Association
Uxbridge Historical Centre
Durham Mountain Bike Association
Uxbridge Tourism Advisory Committee
Tourism Advisory Committee
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Durham Tourism
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RTO6 Central Counties Tourism
RTO6 Central Counties Tourism



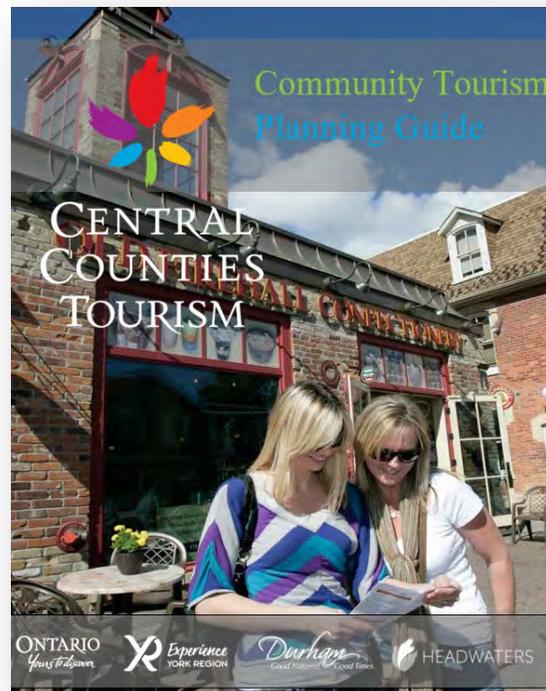
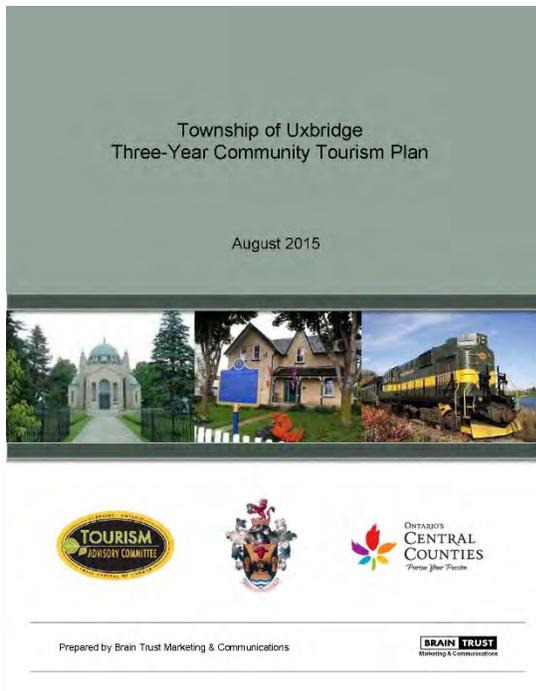
Executive Summary

In Spring 2019 members of Uxbridge Community Tourism Plan Working Group set out to create a refreshed plan for success for tourism in Uxbridge and determined the goal to be: 'Tourism is a socio-economic driver for Uxbridge- Providing residents pride of place, fuelling business prosperity, and providing visitors a reason to come back again and again.' The group recognized that there were four main steps required to position the Township to be able to set on a path to achieving the goal:

- 1. Maintain and enhance the physical municipal infrastructure to compliment the 'Trail Capital of Canada' visitor experience and prepare for growth.**
- 2. Support and enhance existing tourism assets/products to drive additional visitation**
- 3. Engage businesses/organizations and residents to collaborate and embrace a visitor-centric approach to strengthen the social infrastructure supporting tourism development**
- 4. Collaborate with tourism-related businesses/organizations to collect visitor data to provide a clear view of the number of visitors and the quality of visits**

These are the four objectives of the 2020-2022 Uxbridge Community Tourism Plan. Every successfully completed action item against objective moves the Township of Uxbridge closer to meeting the goal of the Plan (see page 22).

Introduction



In 2015, the Township of Uxbridge adopted a three-year Community Tourism Plan as the foundation of a strong economic development initiative to build a dynamic and resilient local economy through tourism. This Community Tourism Plan achieved the following:

- Identifies and prioritizes tourism assets and markets
- Identifies tourism industry stakeholders and agencies involved in tourism
- Assigns roles and responsibilities to avoid duplication and gaps
- Acts as a development framework for business, local government and other key organizations

In April 2019, a tourism working group was created in order to refresh the Plan. Representation of a cross section from all tourism sectors formed Uxbridge CTP Refresh Working Group and participated in a series of working sessions, industry presentations and strategic questionnaires.

The collaborating members of the group see this strategic tourism plan as a cornerstone for further tourism development discussions, opportunities and partnerships within the tourism stakeholder community to increase consumer visitation and spending in the Township of Uxbridge.

Why Tourism?

The Tourism Industry Association of Canada [TIAC] describes the tourism industry as a “dynamic and far reaching sector whose economic impact helps to employ Canadians across the country. Globally, it is one of the world’s most remarkable growth industries, with the vast majority of destinations showing increased arrivals and tourism spending each year”.

In Ontario, visitor spending totals over \$26 billion-dollars representing 2% of GDP. In 2016 it generated \$11 billion in tax revenues, employed more than 391,000 people in over 188,000 businesses and all major national tourism indicators increased, including visitation [+2.9%], tourism total spending in Canada’s 10 leisure markets [+4.6%], arrivals [+2.9%] and employment [+2.6%].

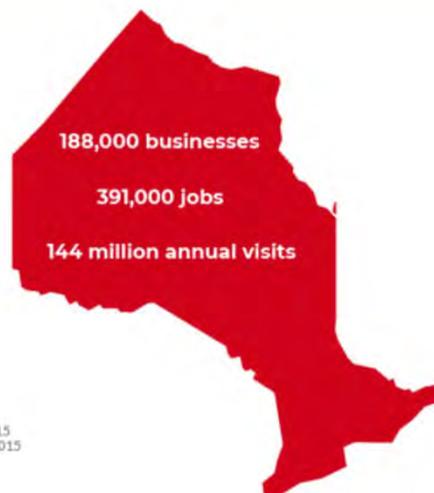
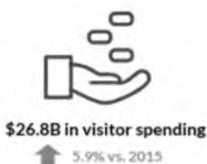
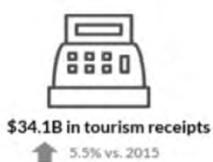
In Durham Region tourism visitation reached 4.1 million people in 2016, generating a total of \$301 million in new revenue for our region.

Based on 2019 data research, visitation to Uxbridge generated over \$8 million dollars in economic impact for the township.

The Tourism Industry Association of Ontario [TIAO] recently released the Travel and Destination Analytics Ontario report, in partnership with Global Payments Canada. The report also looks at visitor spending trends in RTO6 [York, Durham and Headwaters]. Highlights for 2018 include:

- Overall, visitors from the United States [U.S.] continue to account for nearly half of the international inbound spend for Ontario.
- The Greater Toronto Area, Niagara, York, Durham and Headwaters account for 78.9 per cent of inbound spending in Ontario.
- The top five inbound countries for YDH are the U.S., China, Hong Kong, the United Kingdom and Korea.
- These inbound visitors to YDH count for 1.3 per cent of inbound spending (versus 98.7 per cent domestically).

Quick Facts About Tourism in Ontario



The Uxbridge Tourism Community

Tourism is the business of attracting and serving the needs of visitors; people traveling from and staying outside of their home communities for business or pleasure. The tourism sector is made up of many types of attractions, businesses, organizations, and activities, and has five key tourism components: Attractions, Businesses, Infrastructure, Hospitality, and Promotion.

1. Tourism Attractions

With federal designation by Industry Canada as The Trail Capital of Canada, Uxbridge Township welcomes thousands of hikers, cyclists, equestrians, skiers are attracted to over 220 kilometers of seasonally managed trails of all types on over 8,000 acres of protected greenspace.

A number of major trail systems pass through the Township, including the Oak Ridges and Trans Canada Trails, and the Greenbelt Cycling Route. A vibrant retail and community culture adds to the visitor experience, and 85% of residents are within a 10-minute walk, cycle or drive to a trail.

- **Unique Shopping**
Historic Downtown Uxbridge
- **Museums and Galleries**
Uxbridge Historical Centre
Preston Gallery
Buckingham Gallery
- **Culture and Heritage**
York Durham Heritage Railway
Thomas Foster Memorial
Leaskdale Manse National Historic Site
Uxbridge Music Hall
Self-guided Historic Tour
- **Arts Community**
Independent Studio Artisits
Celebration of The Arts
The Roxy Theatre
Self-guided Art Tours
- **Agri Tourism**
Hy-Hope Farm
Brooks Farm
Coopers Farm
Forsythe Family Farm
Pefferlaw Creek Farm
Richters Herbs
Uxbridge Farmers' Market
- **Festivals and Events**
UxCycle
Uxbridge Fall Fair
Ontario Cup Race
DMBA Demo Fest
Huck Finn Day
Local Food Month
Springtide Music Festival
Uxbridge Scottish Festival
Uxbridge Studio Tour
Farmers of Uxbridge Night
Uxbridge Craft Beer Hitsfest
Art In the Park
- **Outdoor Sport and Recreation**
Wooden Sticks Golf Course
Goodwood Kartways
Pathways on Pleasure Valley
Durham Regional Forest
Greenbelt Cycling Route
Trans Canada Trail
Dagmar Resort
Ski Lakeridge
Uxbridge Pump and Skate Park
- **Parks and Sports Facilities**
The Township of Uxbridge operates a number of facilities including arenas, halls, and parks.



2. Tourism Businesses

Tourism Businesses include hotels, motels, campgrounds, bed and breakfast establishments, service stations, golf courses, motorcoach, car rental and charter services, restaurants, and other retail businesses that can take care of visitors' needs.

The Township has a variety of businesses to serve both the local and visitor markets for retail, food and beverage and more. For a complete listing of businesses, visit the [Discover Uxbridge](#) tourism website.

- **Specialty Retail Experiences**
 Historic Downtown Shops
 Independent Studio Artists
 Blue Heron Books & Studio
 The Lemonade Stand
 The Passionate Cook's Essentials
- **Specialty Food and Beverage (local flavor)**
 Urban Pantry Restaurant
 The Second Wedge Brewing Company
 Banjo Cider Co.
 Slabtown Cider Co.
 The Passionate Cook's Bistro
 Tin on Brock
 Navarra's Eatery
- **Accommodations**
 Fawks Nest Country Estate
 Trailside Bed and Breakfast
 Uxbridge Manor and Spa
 Rolling View Highlands B&B
 Willo' Wind Bed and Breakfast
 Cabins at Wooden Sticks
 Grangeway RV Park and Family Campground
- **Golf**
 Foxbridge Golf Club
 Mill Run Golf Club
 Wooden Sticks Golf Inc.
 Coppinwood Golf Club (Private)



3. Tourism Infrastructure

Tourism Infrastructure includes roads, bridges, public transit, parking areas, wastewater and garbage disposal facilities, water and power services, access to telephones and cellular service, availability of fuels such as diesel, natural gas, propane and gasoline, location and distance signage and police and emergency services. The availability and quality of services and amenities available to travellers will affect a community's ability to attract visitors.

4. Tourism Hospitality

The fourth component of tourism that the Tourism Working Group explored was hospitality. The group evaluated Uxbridge for their current ability to be welcoming and offer pleasant experiences. Presently within our Tourism Ambassador Program, we have ten businesses and volunteers situated throughout the downtown core who are ready to answer questions about Uxbridge and provide visitor information.

5. Tourism Promotion

The fifth component of tourism that the Tourism Working Group explored was promotion. The group evaluated Uxbridge for their current ability to attract potential visitors and targeted markets. It was noted that the Uxbridge tourism trailer provides a unique form of mobile promotion enabling an introduction to Uxbridge at many, key, annual events.

Current Tourism Market

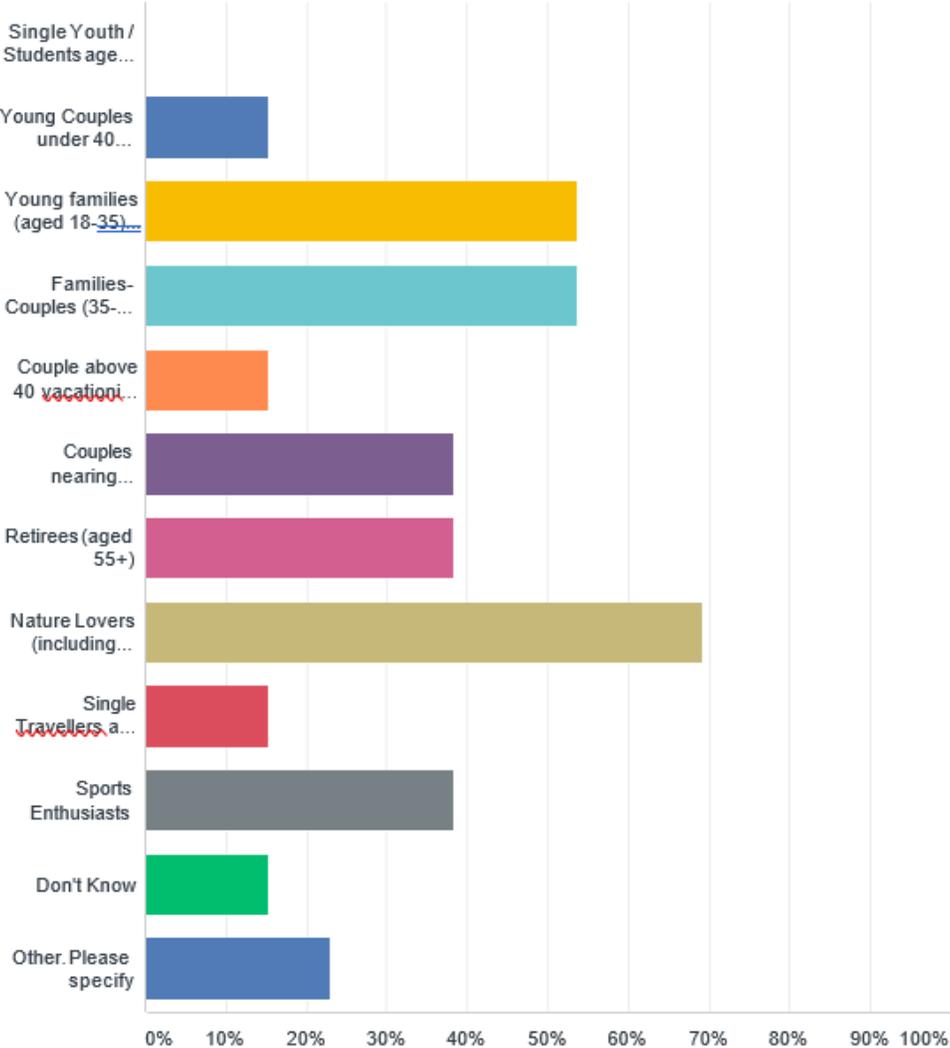
During a working session, the Tourism Working Group members profiled the categories of traveller-types including trip motivators, interests, media habits, and demographics.

By tapping into the knowledge of the Tourism Working Group the current, top three markets of visitors to Uxbridge were analyzed and identified: 1) *Nature Lovers*, 2) *Family Memory Builders* and 3) *Up and Coming Explorers*.

It was noted that the 'Up and Coming Explorers' market has emerged since the 2015 Community Tourism Plan

Example: Market Questionnaire

Which categories of visitors currently visit Uxbridge?



Summary of Tourism Markets

What is the lead tourist type?

Where do tourists come from?

When do tourists come?

What services do tourists look for?

What is the lead tourist type?	Where do tourists come from?	When do tourists come?	What services do tourists look for?
VFR -Visiting Friends and Relatives [1]	York Region South Durham Kawartha Lakes to Orillia GTA	Summer Fall Winter	Seasonal Events E.g. Fantasy of Lights, Springtide Music Festival Ux Fall Fair
Seeking Attractions [2]	York Region Mississauga Kawartha Lakes South Durham Kawartha Lakes to Orillia East Corridor GTA Brampton-Opportunity	Summer Fall	YDHR Events E.g. Day Out With Thomas™ LMMSO Real Estate Unique Shopping
Trail Users [3]	York Toronto Kawartha Lakes GTA	Summer Fall Winter	Parking and Restrooms

Uxbridge Traveller Segment Profiles

Outdoors, Relaxed

Recreational activities (hiking, visiting beaches, canoeing, national parks, fishing) are preferred over adventure sports



Nature Lovers

Nature Lovers, typically families with kids, have a passion for experiencing the great outdoors together. Travel for them is all about exploring new, undiscovered places off the beaten path. Ontario is the perfect place for this segment who are looking to be dazzled by awe-inspiring nature. With a lower than average travel budget, these travellers are happy with the basics – camping in a tent, spending time as a family, and taking in all the beauty around them. Because spending time outdoors means an opportunity to enrich family bonds.



Scenic Beauty

76% choose places to be awe-struck by the beauty of nature



Back to Basics

71% stayed on a campground or trailer park



Family Friendly

87% see their vacation as a time to make family memories



Planning Trips

42% rely on family and friends for travel tips (above average). 78% use the Internet to plan, including accommodation sites, online travel agencies and official destination sites.



Media Habits

Moderate traditional and online media users. Online habits include search, weather and Facebook. Offline media habits include magazines, TV but less so newspaper (well below avg).



Family Bonding



Major Attractions Are A Hit

45% visited amusement parks, theme parks, zoos, aquariums



Vacation is Activity-Filled

54% went shopping and 42% visited a beach



Top Planning Sources

Consulting family/friends, researching pamphlets and brochures, visiting accommodation websites and online travel agencies.



Family Memory Builders

Family Memory Builders are couples with young children, aged 35-54 years old. These Gen X-ers are parents who have built their lives around their kids. Leisure for them is all about spending quality time as a family – at home and on vacationing. Travel is an opportunity to come together and bond through playful activities. When their kids are having fun, they are having fun too – and ultimately building memories together as a family.



Media Habits

Above average online usage including search engines, weather, shopping, parenting sites and Facebook. This group are also magazine readers, notably parenting titles.



Forging Family Ties

77% want to connect with family on vacation. 71% want to create lasting memories as a family



Play Brings Everyone Together



Core tourist attractions

57% visited amusement parks/zoo/aquarium (29% avg)



Up & Coming Explorers

Up and Coming Explorers consist of young families, aged 18-34 with kids hailing primarily from the US. Many have a diverse background - 45% are visible minorities and 40% are immigrants. This group is recently affluent and emerging into a new life phase that includes fresh experiences such as travel. As they define a new life for themselves, travel is an opportunity to learn and explore as a nuclear family. Visiting friends and family is not a primary travel driver for them. While this groups often want to be adventurous and energetic, their travel experiences often start with what is nearby and typically considered a core tourist attraction.

Feel exhilarated & excited

44% want this emotional benefit (25% avg)



Popular & famous

70% plan trips around the world's most famous sites (well above avg)



Explore & learn new things

72% see learning as the core benefit of travel, especially when these explorations are "guided" with a helping hand.



Information gathering

30% use TV ads & brochures to plan their trip (above avg). Travel articles are also used. This groups also heavily relies on the internet to plan, including accommodation websites and online travel agencies



Media Habits

Active across social media platforms like Facebook and Twitter. Also avid readers of the travel section of the newspaper.



Iconic
Major Attractions
 Nuclear Family
 New Affluence
 Emerging
 New Life Stage
Middle Class
 Exploration
Adventurous
Popular
Outside
Canada
 Independent
High Energy
Youth Oriented

Summary of Tourism Concerns and Opportunities

After reviewing the five key tourism components (Attractions, Businesses, Infrastructure, Hospitality, and Promotion) the Working Group identified concerns that need to be taken into consideration. These high-level findings provided reasoning and strategic thinking to discuss tourism opportunities.

Attractions	Businesses	Infrastructure	Hospitality	Promotion
No group experiences	Lack of Accommodations <ul style="list-style-type: none"> • Only a few limited B&Bs and Airbnb™ options available 	Parking is a concern for: <ul style="list-style-type: none"> • Events ie: Trains, Festivals • Trailheads • Downtown Core 	Stores closed on Sundays	Limited resources (time and money) for marketing (digital/ print & sponsorship)
No bundled packages/experiences for existing assets <ul style="list-style-type: none"> • Most visitor organizations/businesses work independently • Limited BIA participation • Few links on other sites to Discover Uxbridge.ca 	Downtown businesses feel they are not getting enough business from visitors who come for the trails, train, and other events.	Downtown is not "Tourism Ready" and is not accessible to Biking visitors <ul style="list-style-type: none"> • Lack of toilets • No Trailhead in downtown • Trails not accessible via downtown • Revitalization required (Culvert & Vacancies) • No parking & viewing area at Trestle Bridge 	Shortage and lack of enthusiasm for volunteering <p><i>"Co-ordinate the service clubs, the other volunteer groups, theatre, music, dance, etc and having everyone take part in a program for the full day."</i></p>	Residents may not be experiencing tourism assets, thus we may be missing out upon "Word of Mouth" marketing opportunities <p><i>"Increase awareness among current residents (low hanging fruit). They will invite their friends to join them"</i></p>

Attractions	Businesses	Infrastructure	Hospitality	Promotion
<p>“Working together with all the groups in town would attract visitors as they would be kept busy & entertained all day and into the evening”</p>	<p>Low engagement/ buy-in from the businesses and attractions for a tourism vision</p>	<p>Transportation / Transit options are limited (No Durham Region bus service on the weekends)</p>	<p>No Tourism Centre Note: The Museum kiosk is out of town and only open June to October</p>	<p>Lack of Quantitative Metrics to measure our key success measures</p> <ul style="list-style-type: none"> • # and % Visitors • Length of Stay Return Visits
		<p>We are not always “cyclist/biking friendly”</p> <ul style="list-style-type: none"> • No paved shoulders • Limited access to Woodnewton • Limited bike parking in town 	<p>Effectiveness of the Ambassador Program is not understood, the program could be expanded i.e. Library</p>	<p>Eco-Tourism- Not leveraging Marketing Opportunities</p>
		<p>Currently not able to accommodate large sporting events</p> <ul style="list-style-type: none"> • No restrooms at Trailhead Centre, Community Centre/ Fields 		<p>Lack of Customer Metrics “Are we delivering what we promise?” “Are the customers satisfied with the experience?”</p>

Working Group Brainstormed Ideas: Opportunities and Tactics

<p>Build Group Experiences</p>	<ul style="list-style-type: none"> • Bus tours, sell sheets for tour operators required • Add a Group Section to the Discover Uxbridge website with Group Trip/tour Ideas • Historical tours <ul style="list-style-type: none"> ○ Museum ○ Walking tour ○ Lucy Maud
<p>Build Tourism Packages and Cross Promotion</p>	<ul style="list-style-type: none"> • We need packages that give visitors a set of experiences • Build and market more day trip experiences/packages • Have overnight "getaway" packages and offer discounts on 2nd night stay • Cross marketing is needed between businesses • Promote surrounding accommodations • Campaigns/ to encourage visitors of the trails and train etc to explore the shops (bundled shopping excursion/passports etc)
<p>Increase Business/Organization Engagement to develop New Visitor Experiences</p>	<ul style="list-style-type: none"> • Host two sessions per year with tourism stakeholders to build experiences • Develop new and exciting summer events, on a large scale, and those that appeal to a wider audience, not just local people • Food / sensory experiences needed • Have planned activities at all the venues one day a month and include Elgin park, Foster Lucy M. museum, train and all service clubs to participate and keep the visitors busy all day even with repeats so if they miss one activity, they can pick it up later in the day.
<p>Accommodation</p>	<ul style="list-style-type: none"> • Encourage Development of a Hotel, encourage a resident to open an Inn. This would be the perfect size for Uxbridge and not too terribly expensive to run; • Encourage someone to open an Inn to give the country atmosphere; Build a hotel/motel; If you want people to stay overnight, places for them to stay are needed; • Provide a variety of accommodation options; We need places for visitors to stay (options like a hotel); Encourage trail users to stay overnight
<p>Enhance Customer/Visitor Experience at Businesses/Attractions</p>	<ul style="list-style-type: none"> • Pilot of being open Sunday 11-4pm • Develop Customer Experience tracking measures • Go back to old fashion activities i.e. box lunches for the people to take to the park to eat and listen to the music on stage we need to show we are inviting the public and encouraging them and want them.

<p>Downtown Revitalization</p>	<ul style="list-style-type: none"> • Beautification/Re-development of downtown to be visitor friendly • Develop a town square that would draw people; could have music and events there. • Have a vibrant downtown experience to attract train goers • Solve the parking issue • Solve public washroom issue • Liaise with Ec Dev re: business vacancy issue • Overnight parking for trails, Festival parking in downtown
<p>Increase our ability for Sport Tourism</p>	<ul style="list-style-type: none"> • Developing the fields of Uxbridge • Further developing and marketing the trails for sporting events
<p>Enhance Trail Experience /Eco-Tourism-</p>	<ul style="list-style-type: none"> • Build more amenities related to trails and increase connectivity to downtown • Build Trail Head Downtown • Build a viewing deck at Trestle Bridge • Add Parking at Trail Heads (Trestle Bridge) • Add Downtown Bike Parking (take over some car parking) • Become a fully "Bike Friendly" community • Consider becoming a "plastic-free" shopping district (bag program) • Map trails and biking routes online
<p>Enhance Ambassador Program for Volunteers and Businesses</p>	<ul style="list-style-type: none"> • Ensure the continuation of dynamic volunteers for events and cultural institutions and implement a volunteer recognition program • Review the effectiveness of the Ambassador Program and expand as necessary i.e. Library • Co-ordinate the service clubs, the other volunteer groups, theatre, music, dance, etc and having everyone take part in a program for the full day. • Develop a marketing program <ul style="list-style-type: none"> ○ The slogan for Buttons- eg: "Welcome to the Bridge, how can I help" ○ Rewards/acknowledgment ○ Train the trainer program- Bus Owners to engage their staff (all front line staff would be part of this)
<p>Tourism Centre</p>	<ul style="list-style-type: none"> • Review effectiveness of Trailer- what's working, what's not! • Does Tourism need more prominent with a more accessible location? • Review Ambassador program and possibly add Library (accessibility, washrooms) <ul style="list-style-type: none"> ○ Highlight washroom availability for Tourism Ambassadors ○ Determine how we can make Ambassadors more prominent ie: Sign per Port Perry

Visitor Tracking	<ul style="list-style-type: none"> Planned program for a full day once a month that will allow us to know exactly how many visitors are coming in and taking advantage of our programs. Demonstrate to the Town the value Tourism is creating- collect data to capture visitor info
Marketing Tools/Collateral	<ul style="list-style-type: none"> Develop well-known, one-stop, website that contains all info Provide information on other upcoming events, etc. ready to give people visiting town Invest more in marketing Creation of phenomenal content, telling the story
Communication to Businesses to keep them informed of Events	<ul style="list-style-type: none"> Courses/Education for downtown businesses Communicate with local Business owners when events are taking place
Revenue Generation	<ul style="list-style-type: none"> Explore opportunities for further revenue generation to provide a larger budget for Tourist-related investment



Uxbridge Community Tourism Plan 2020

Goal, Objectives, Action Items and Tactics

GOAL: Tourism is a socio-economic driver for Uxbridge- Providing residents pride of place, fuelling business prosperity, and providing visitors a reason to come back again and again.

Objective 1: Maintain and enhance the physical municipal infrastructure to compliment the 'Trail Capital of Canada' visitor experience and prepare for growth.				
Action Item	Description	Tactic	KPI	Lead/Timing
1. Provide consultation and support for future infrastructure projects	Ensure the Downtown Revitalization Project (DRP) includes the "voice of tourism" i.e. a tourism representative	<ul style="list-style-type: none"> Allocate a tourism representative to sit on the DRP Committee 	<ul style="list-style-type: none"> Assigned individual to attend regular meetings regarding the Downtown Revitalization Project 	Uxbridge Tourism Timing: 2020-2022
	Explore opportunity for a downtown Trailhead	<ul style="list-style-type: none"> Assign a tourism representative to work with trail stakeholders (TRCA, DMBA, Trails Committee) to assess the opportunity for a trailhead. 	<ul style="list-style-type: none"> Host an exploratory meeting for a downtown Trailhead Designate a trailhead working group Explore grant opportunities for a downtown trailhead 	Township of Uxbridge Tourism & Trails Committee Timing: 2020

Action Item	Description	Tactic	KPI	Lead/Timing
2. Support the development of accommodation facilities.	Work with stakeholders to develop an approach to improve the need for more accommodation	<ul style="list-style-type: none"> Designate an individual to conduct a review to understand the issues/ opportunities for accommodation 	<ul style="list-style-type: none"> Deliver a report of accommodation barriers opportunities Implement fallout actions to help move an accommodation development ahead 	Vibrant North Durham in care of Economic Development & Tourism Timing: 2020
		<ul style="list-style-type: none"> Work with accommodation providers that are in neighbouring municipalities to raise occupancy rates in existing properties 	<ul style="list-style-type: none"> Add Township of Scugog accommodations to Discover Uxbridge website Develop destination marketing for North Durham, inclusive of accommodation options 	Uxbridge Tourism Timing: 2020 North Durham Tourism Timing: 2020
3. Ensure adequate public parking for visitors	<p>Resolve downtown core parking issue for special events</p> <p>Evaluate improved parking at Trail Heads i.e. Durham Forest, Trestle Bridge</p>	<ul style="list-style-type: none"> Evaluate current day and overnight parking issues for events and trail users and explore potential solutions e.g. improved signage, tag parking on google, new overnight regulations 	<ul style="list-style-type: none"> Liaise with other relevant committees to explore the need for a Parking Task Force (Works/Roads Dept., Active Transportation, Ec. Dev., Tourism, Trails, Bylaw) and action plan 	Uxbridge Tourism Timing: 2020

Action Item	Description	Tactic	KPI	Lead/Timing
<p>4. Ensure adequate public restrooms for visitors</p>	<p>Resolve downtown core lack of after-hours public restrooms</p>	<ul style="list-style-type: none"> Explore current options for downtown public restrooms 	<ul style="list-style-type: none"> Ensure current restroom options are included in visitor information e.g. downtown signage/ website / visitor guide/ downtown map 	<p>Uxbridge Tourism- Timing: 2020</p>
	<p>Evaluate lack of public restrooms at Trail Heads and downtown</p>	<ul style="list-style-type: none"> Evaluate opportunities and funding sources for installation of new public restrooms at Trail Heads and in Downtown Core 	<ul style="list-style-type: none"> Provide feasibility assessment for new restrooms Explore grant opportunities for new restrooms 	<p>Economic Development / Downtown Revitalization Committee Timing: 2021-2022</p>
<p>5. Provide support with the implementation of the 2020 Vibrant North Durham Plan</p>	<p>Draft actions to be reviewed when published.</p>	<ul style="list-style-type: none"> Economic Development to present their plan to the Uxbridge TAC. 	<ul style="list-style-type: none"> Review Vibrant North Durham Economic Development Plan (once available) to determine alignment opportunities 	<p>Economic Development to align with Uxbridge and Durham Tourism Timing: TBD</p>

Objective 2: Support and enhance existing tourism assets/products to drive additional visitation.

Action Item	Description	Tactic	KPI	Lead/Timing
6. Build travel trade group tourism experiences	Develop and market group travel itineraries	<ul style="list-style-type: none"> Identify tourism stakeholders who can accommodate group experiences and have a story to tell 	<ul style="list-style-type: none"> Launch a pilot test for 1-2 tour experiences 	Uxbridge Tourism (with support of Central Counties Tourism and Durham Tourism) Timing: 2020
7. Own and leverage the established "Trail Capital of Canada" (TCOC) brand	Collaborate with the Uxbridge Trail Committee on a TCOC Master Plan	<ul style="list-style-type: none"> Explore funding partnerships to facilitate a TCOC Master Plan Develop and adopt the TCOC Master Plan 	<ul style="list-style-type: none"> Deliver a TCOC Master Trail Plan 	Uxbridge Trail Committee and Uxbridge Tourism Timing: 2020-2022
	Engage the community with the TCOC brand, and 'Discover Uxbridge' wordmark. Involve the BIA, business community, and residents to feel a part of the TCOC brand	<ul style="list-style-type: none"> Build TCOC brand equity by "telling the TCOC story" to gain stakeholder, resident & visitor buy-in Develop marketing & communications anchored in TCOC branding of e.g. videos or calendar 	<ul style="list-style-type: none"> Develop and promote 2-3 stories that "tell the story" of Trail Capital of Canada Focus marketing on promoting the Trail Capital of Canada e.g. ("The Trails of Uxbridge" - Beer & Cider Trail", Culinary Trail, Historical Walking/Art Trail) 	Uxbridge Tourism Timing: 2020-2022

Action Item	Description	Tactic	KPI	Lead/Timing
8. Engage the business community to collaborate to develop new, multi-product experiences and cross-promotion.	Collaborate with the North Durham Tourism Coordinator on regionally aligned projects	<ul style="list-style-type: none"> Communicate/ collaborate with North Durham Coordinator two hours/week 	<ul style="list-style-type: none"> Deliver North Durham regionally aligned projects/ experiences 	Uxbridge Tourism & Durham Tourism Timing: Ongoing (two hrs/week)
	Develop and promote multi-product experiences	<ul style="list-style-type: none"> Host tourism stakeholder meetings to nurture collaboration 	<ul style="list-style-type: none"> Host one full Tourism stakeholder meeting per year 	Uxbridge Tourism with support from Durham Tourism Timing: Annually
		<ul style="list-style-type: none"> Develop new multi-product visitor experiences 	<ul style="list-style-type: none"> Work with one or two key players to develop and market a multi-product experience 	Uxbridge Tourism with support from Durham Tourism Timing: 2020
		<ul style="list-style-type: none"> Continue to publish business-to-business communication to cross-promote events/experiences 	<ul style="list-style-type: none"> Distribute four Tourism Business Updates & ad-hoc messaging 	Uxbridge Tourism Timing: Quarterly
	Continue to provide value to visitors by providing four-season destination information for attractions and events etc.	<ul style="list-style-type: none"> Promote via offline and online channels e.g. visitor guide, collateral, website, social media, and events 	<ul style="list-style-type: none"> Participate at 15-20 events/yr with Tourism Trailer/Tent Achieve a 10% lift/yr in website traffic and social media results 	Uxbridge Tourism Timing: 2020

Action Item	Description	Tactic	KPI	Lead/Timing
	Expand the network to sector associations i.e. Ontario by Bike, Durham Farm Fresh, Green Tourism, Greenbelt Foundation. Toronto-Algonquin Greenway	<ul style="list-style-type: none"> • Designate Committee member to support TAG (Toronto-Algonquin Greenway) • Explore opportunities for involvement with all relevant associations 	<ul style="list-style-type: none"> • New committee members provide updates to the Tourism Advisory Committee 	Uxbridge and Durham Tourism Timing: 2020
	Trail Tourism- Market outdoor recreation assets (trails) and enhance the visitor experience for the leisure market	<ul style="list-style-type: none"> • Build and implement experiences and invest in marketing for the Trails 	<ul style="list-style-type: none"> • Publish a new/updated Visitor Trail Map • Add a new overview Trail Map to Website • Develop visitor experience with new bike outfitter e.g. trip itinerary on the website 	Uxbridge Tourism with support of Durham Tourism Timing: 2020 & 2022 Uxbridge Tourism Timing: 2020 Uxbridge Tourism with support from Durham Tourism Timing: 2020

Action Item	Description	Tactic	KPI	Lead/Timing
	<p>Cultural Tourism Leverage cultural tourism assets e.g. studio art, heritage</p>	<ul style="list-style-type: none"> • Work with The Art and Visual Enhancement Committee (AVEC) to continue to promote the Public Art Tours /Trails and integrate the new Art Boxes – six approved for installation. • Curate the history of Uxbridge and publish one to two new anchor stories 	<ul style="list-style-type: none"> • Produce a marketing collateral piece for the Art Tours/Trail • Add the Art Boxes to the website • Publish 1-2 new content articles/itineraries 	<p>Uxbridge Tourism Timing: 2020-2021</p>
	<p>Agri-Tourism Provide support to build more agri-tourism opportunities. Support local food and beverage stakeholders.</p>	<ul style="list-style-type: none"> • Continue to host Local Food Celebration annually in September 	<ul style="list-style-type: none"> • Promote Local Food Month events and engage restaurant participants for the Savour the Harvest restaurant program • Work with Durham Farm Fresh and Durham Region to confirm the participation of Uxbridge locations in annual Gates Open event 	<p>Uxbridge Tourism with support of Durham Tourism Timing: 2020</p> <p>Uxbridge Tourism with support of Durham Tourism Timing: 2020</p>

Action Item	Description	Tactic	KPI	Lead/Timing
	<p>Eco-Tourism Develop an approach to leverage and develop Eco-tourism assets</p>	<ul style="list-style-type: none"> Tell the story of Eco-tourism in Uxbridge Explore ideas for becoming a plastic-free community 	<ul style="list-style-type: none"> Build an Eco-tourism itinerary on DiscoverUxbridge.ca 	<p>Uxbridge Tourism Timing: 2020-2021</p> <p>Uxbridge Tourism Timing: 2020-2021</p>
	<p>Festivals and Event Tourism Leverage festival and event tourism assets</p>	<ul style="list-style-type: none"> Continue to promote existing festivals and events 	<ul style="list-style-type: none"> Promote and share festival and event advertising 	<p>Uxbridge Tourism Timing: 2020</p>
	<p>Sport Tourism Leverage current sporting assets and increase capacity for hosting more sporting events.</p>	<ul style="list-style-type: none"> Work with the Optimist and Rotary Clubs to explore opportunities for Pump Park events Continue to support Mountain Biking / Cycling communities with events (O'cup, DMBA, Uxcycle) <p>Continue to promote leisure sporting activities; golf, skiing, soccer, hockey, cycling, mountain biking, horseback riding etc</p>	<p>Facilitate meetings between Durham Tourism / Sport Tourism and key Uxbridge stakeholders</p>	<p>Uxbridge and Durham Tourism/ Sport Tourism Timing: 2020</p> <p>Uxbridge and Durham Tourism /Sport Tourism Timing: Ongoing</p> <p>Uxbridge and Durham Tourism/ Sport Tourism Timing: Ongoing</p>

Objective 3: Engage businesses/organizations and residents to collaborate and embrace a visitor-centric approach to strengthen the social infrastructure supporting tourism development.

Action Item	Description	Tactics	KPIs	Lead/Timing
<p>9. Support tourism stakeholders in tourism readiness</p>	<p>Partner with BIA and engage tourism stakeholders to elevate the customer experience</p>	<ul style="list-style-type: none"> • Work with the BIA and tourism businesses to implement a pilot for stores being open Sunday 11-4 pm 	<ul style="list-style-type: none"> • Pilot two weeks of Sunday shopping and solicit business feedback (survey) to gauge success 	<p>Uxbridge Tourism with support of the BIA Timing: 2020</p>
		<ul style="list-style-type: none"> • Develop marketing programming to help drive traffic downtown or extend our visitors' length of stay. 	<ul style="list-style-type: none"> • Launch one new program to extend the visitors' length of stay 	<p>Uxbridge Tourism with support of the BIA Timing: 2020</p>
<p>10. Re-establish and enhance the Uxbridge Tourism Ambassador Program recognizing that residents and businesses are the key brand advocates</p>	<p>Deepen engagement of Tourism Ambassadors (volunteers and businesses)</p>	<ul style="list-style-type: none"> • Disseminate new "stories" to brand ambassadors to share • Run Tourism Ambassador Training (webinars) • Solicit continual intake of Ambassadors 	<ul style="list-style-type: none"> • Seek approval to include the Library as a Tourism Ambassador • Add Ambassadors to quarterly Tourism Business Updates • Apply for a grant to hire a summer student 	<p>Uxbridge Tourism with Durham Tourism Timing: 2020</p> <p>Uxbridge Tourism with Durham Tourism Timing: 2020</p> <p>Uxbridge Tourism Timing: 2020</p>

Action Item	Description	Tactic	KPI	Lead/Timing
		<ul style="list-style-type: none"> Establish a recognition program to foster sustainable volunteerism Implement an Ambassador feedback mechanism to continually gauge satisfaction and ideas for improvement 	<ul style="list-style-type: none"> Attract 2-4 new Ambassadors Develop Ambassador brand, slogan & shirts/hats Solicit & survey feedback Engage 4-5 tourism organizations/ digital Ambassadors to host a link to DiscoverUxbridge.ca 	<p>Uxbridge Tourism Timing: 2020</p> <p>Uxbridge Tourism Timing: 2021</p> <p>Uxbridge Tourism Timing: 2020</p> <p>Uxbridge Tourism Timing: 2020-2021</p>
<p>Objective 4: Collaborate with tourism-related businesses/organizations to collect visitor data to provide a clear view of the number of visitors and the quality of visits.</p>				
<p>11. Provide visitor insights to measure the number of visitors and customer experience</p>	<p>Set criteria and implement a method for collecting visitor data from key tourism stakeholders</p>	<ul style="list-style-type: none"> Use Environics to report the findings and use the data to further the destination marketing Collect empirical evidence of 1) who is coming 2) return visits and 3) consumer experience 	<ul style="list-style-type: none"> Engage six lead tourism stakeholders to collect and share postal code data to Tourism Collect 100 exit surveys annually and report back to stakeholders 	<p>Uxbridge Tourism with support from Durham Tourism Timing: 2020</p> <p>Uxbridge Tourism with support from Durham Tourism Timing: 2020</p>

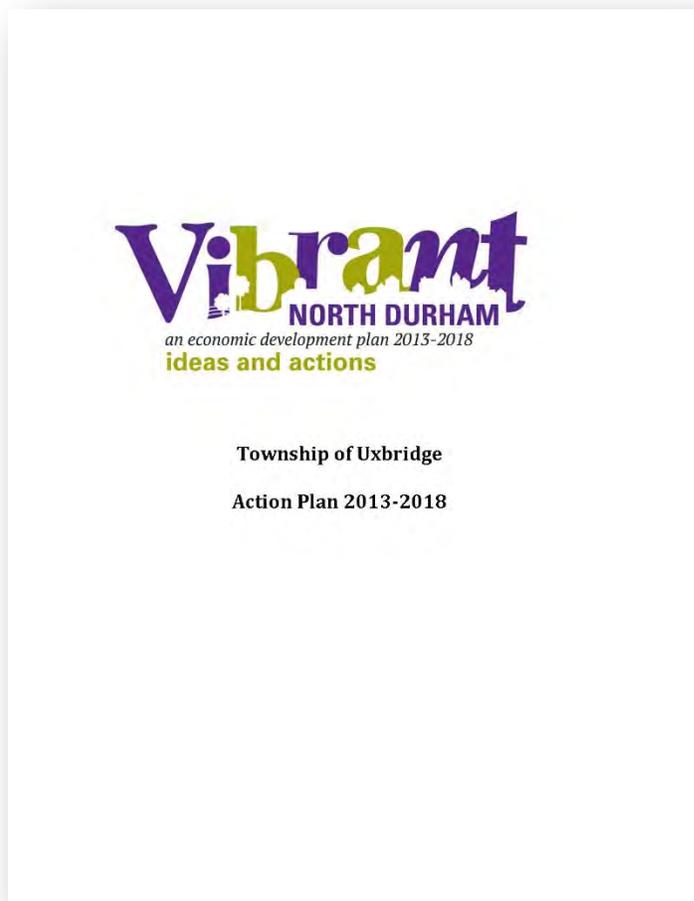


End Notes

1. Ontario Ministry of Heritage, Sport, Tourism and Culture Industries. 2016 Regional Tourism Profiles - Research <http://www.mtc.gov.on.ca/en/research/rtp/rtp.shtml>
2. MTCS. 2016. The economic impact of tourism in Ontario – 2016. http://www.mtc.gov.on.ca/en/research/econ_impact/econ_impact.shtml
3. Ontario Tourism Partners. 2016. Applying Consumer Insights to Attract North American Visitors – TNS 2012 https://www.tourismpartners.com/publications/Research/reas_segrpts_ConsumerInsightResearchSegmentationOverview.pdf
4. Tourism Industry Association of Ontario. 2018. Quick Facts About Tourism <https://www.tiaontario.ca/cpages/tourismquickfacts>
5. Tourism Industry Association of Canada. 2019. Travel and Tourism Fast Facts -2018 <https://tiac-aitc.ca/our-focus.html>
6. Destination Canada. 2017. Millennial Travel Program: Case Study. https://www.destinationcanada.com/sites/default/files/archive/766-Millennial%20Travel%20Program%3A%202017%20Case%20Study/MTP-CaseStudy_EN.pdf

Appendix

Vibrant North Durham: An Economic Development Plan
In progress for 2020





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