



Downtown Development Plan



City of
Woodstock

June 2020

Prepared for the City of Woodstock

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Executive Summary

The Downtown Development Plan provides five Strategic Directions and a number of Key Tactics to sustain and renew Downtown Woodstock. Through co-ordination of existing plans and policies, and the development of new initiatives, the Downtown Development Plan provides an implementable plan for downtown renewal rooted in the elements that make Downtown Woodstock unique.

Overview

Over the past decade, the City of Woodstock has undertaken a number of plans and studies focused on sustaining and improving its downtown. The implementation of key aspects of these studies has laid the foundation for ongoing renewal of the downtown, including the creation of:

- A Commercial Hierarchy, as recommended in the Commercial Policy Review, to concentrate specific uses in the downtown;
- Height limits for the Central Business District (CBD) in Zoning By-law No. 8626-10 in accordance with the Central Area Design Study;
- A Pedestrian Predominant Area in the Official Plan to create more focused opportunities for growth; and,
- A suite of ten programs that offer a range of development incentives through the Community Improvement Plan.

While each study loosely shares the goal of downtown renewal, they each have distinct recommendations, priorities, and implementation measures, and do not reflect a coordinated and consistent approach to downtown development and renewal.

The Downtown Development Plan streamlines downtown renewal by extracting, coordinating and prioritizing key recommendations from existing plans and policies (and new recommendations as appropriate), to provide five Strategic Directions for future investment. The Strategic Directions are supported by Key Tactics, including estimated costs and resource requirements, and are prioritized for implementation in the short, medium and long-term.

The Study Area

Downtown Woodstock is the heart of Oxford County, and the primary business, cultural and administrative centre of Oxford County. Its strong fabric of 2 to 3-storey main street buildings, including a number of original administration buildings, reflects a traditional Ontario downtown and creates a comfortable pedestrian scale. At the heart of the downtown, Museum Square plays host to many of the City's prominent festivals and events. However, reflecting changing trends in retail, traditional downtown businesses (i.e. retail, restaurants, entertainment) have been leaving the downtown in favour of office and services uses. In addition, a number of buildings in the downtown are vacant. These problems are exacerbated by the overall length of the Central Business District (1.65km) which hinders walkability, and the retail experience by dissipating new businesses across a larger area.

What We've Learned

The Downtown Development Plan was rooted in close collaboration with the City of Woodstock, Oxford County, stakeholders and local residents.

Consultation began with two days of stakeholder interviews. The findings of these interviews were used to create a SWOT Analysis of Downtown Woodstock. The SWOT Analysis was used to identify and understand the elements that are both helping and hindering downtown renewal. While a significant amount of information was collected, a number of common themes emerged and were repeated throughout the study.

The "Top 10" themes are outlined on the right and directly informed the Strategic Directions and Key Tactics.

Top 10 Things We Heard...



Woodstock's **historic buildings** and **main street character** create a welcoming and attractive downtown.



The museum, art gallery, library, and theatre create a **strong cultural anchor** in the downtown.



Existing **festivals and events** provide a strong foundation of programming.



Vacant businesses create a lack of diverse shopping and evening experiences as well as unattractive streets.



The downtown feels **'sketchy' and unsafe** and deters some from visiting.



The **downtown is too long** to provide a continuous, engaging and walkable experience.



Illegal **garbage dumping** and a lack of **snow removal** at local businesses hinders the enjoyment of Dundas Street.



There are **limited youth activities and/or programming** in the downtown.



There is a perceived **lack of available parking** in close proximity to downtown businesses.



There are **limited City staff resources** to focus on downtown renewal projects and initiatives.

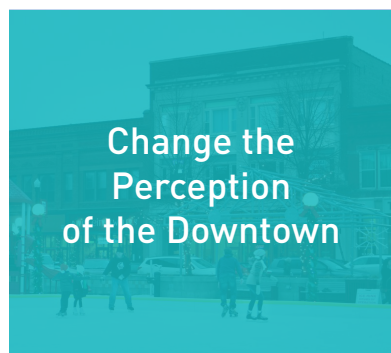
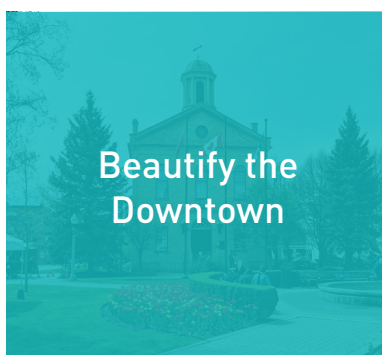
Downtown Vision

The vision reflects the desired long-term character of Downtown Woodstock. It should be referenced regularly, and should inform the design and programming of all future building, streetscape, and open space projects.

Downtown Woodstock is a **vibrant, inclusive, and sustainable destination for everyone**. From morning until night, and throughout the year.

Strategic Directions

Downtown renewal will happen incrementally, over many years. Successfully achieving the Downtown Vision will require clear Strategic Directions to prioritize and focus new investments in both the public and private realm.



Key Tactics

To realize the Strategic Directions, a series of Key Tactics are identified that can be implemented over the short, medium and long-term, and focus on policies and processes, buildings and streetscapes, arts and culture, staff resources, and additional studies. The Key Tactics extract and co-ordinate recommendations from existing studies, while introducing new recommendations that respond to current priorities and opportunities.



A number of Top Priority projects are identified that should be considered for funding as soon as possible.

Priority	Timing	Costs (C = Capital) (O = Ongoing)	Economic Development	Downtown Co-Ordinator	B.I.A	Manager of Culture	Small Business Centre	Engineering	Parks and Recreation	Woodstock Police Services	Oxford County (Planning)	Oxford County (Tourism)	Oxford County (Health)	Outside Consultant	Local Volunteers
			Lead Resource(s)												

BEAUTIFY THE DOWNTOWN

	Streetscape Master Plan	High	Short	\$70,000 (C)					X					X	
	Strengthen the FIP	High	Short	\$20,000 (C)							X			X	
	Signage and Wayfinding Strategy	Medium	Medium	\$75,000 (C)				X						X	
	Redesign Museum Square	Medium	Medium	\$1.5 Million (C)					X					X	

ATTRACT AND RETAIN BUSINESSES

	Downtown Co-ordinator	High	Short	\$5,000 (C) \$105,000 (O)											
	Marketing and Recruitment Strategy	High	Short	\$50,000 (C) \$15,000 (O)		X								X	
	Business Guide to Downtown Development	Medium	Medium	\$30,000 (C)	X										
	Pop-Up Shop Program	Medium	Medium	\$1,000/Pop Up		X									X

CLARIFY AND ENHANCE POLICIES

	Refine Permitted Land Uses	High	Short	N/A							X				
	Amend the CIP	High	Medium	N/A							X				
	Amend the Sign Bylaw	Low	Long	N/A				X		X					

CHANGE THE PERCEPTION OF DOWNTOWN

	Maintain Dedicated Police Officers	High	Short	\$300,000/Year						X					
	Expand Mental Health Outreach	High	Short	\$75,000 (C)									X		
	Destigmatize the Methadone Clinic	Medium	Long	TBD	X								X	X	

CELEBRATE AND ENHANCE CULTURAL RESOURCES

	Cultural Master Plan	High	Short	\$150,000 (C)			X							X	
	A Catalytic Cultural Festival or Event	Medium	Short	\$2,500 (C) Varies (O)		X	X								
	Create a Heritage Register	Low	Medium	N/A			X								
	Acknowledge Designated Buildings	Low	Long	\$48,000 (C) \$1,500/Plaque			X							X	

Overview of the Key Tactics provided in the Downtown Development Plan.

1. The Study

Over the past decade, the City of Woodstock has undertaken a number of steps to sustain and improve its downtown. Building on this momentum, the City is creating a comprehensive Downtown Development Plan to review existing plans and policies, provide strategic direction, and outline a timeline for implementation. The Downtown Development Plan will inform future decision making processes and ensure investments in the downtown are well informed, justifiable and part of a larger strategy.

1.1 Toward a Renewed Downtown

Over the past decade, the City of Woodstock has undertaken a number of plans and studies focused on sustaining and improving its downtown, including (but not limited to):

- Commercial Policy Review (2009)
- Central Area Design Study (2011)
- Community Improvement Plan (2012)
- Community Strategic Plan (2013)
- Streetscape Sustainability and Asset Management Plan (2014)

The implementation of key aspects of these studies has laid the foundation for ongoing renewal of the downtown, including the creation of:

- A Commercial Hierarchy, as recommended in the Commercial Policy Review, to concentrate specific uses in the downtown;

- Height limits for the Central Business District (CBD) in Zoning By-law No. 8626-10 in accordance with the Central Area Design Study;
- A Pedestrian Predominant Area in the Official Plan to create more focused opportunities for growth; and,
- A suite of ten programs that offer a range of development incentives through the Community Improvement Plan.

While each study loosely shares the goal of downtown renewal, they each have distinct recommendations, priorities, and implementation measures, and do not reflect a coordinated and consistent approach to downtown development and renewal.



The Woodstock Art Gallery is a key destination within the downtown.

1.2 What is a Downtown Development Plan?

The Downtown Development Plan streamlines downtown renewal by extracting, coordinating and prioritizing key recommendations from existing plans and policies (and new recommendations as appropriate), to provide five Strategic Directions for future investment. The Strategic Directions are supported by Key Tactics, including estimated costs and resource requirements, and are prioritized for implementation in the short, medium and long-term.

The Strategic Directions in the Downtown Development Plan do not encapsulate all of the recommendations presented in previous studies, but instead inform a manageable number of Key Tactics that directly address the City's most pressing issues as identified through ongoing discussions with City staff, key stakeholders and the public.

Where possible, recommendations outside the scope of this document should still be pursued.

The Downtown Development Plan will inform future decision making processes and successive City Councils will rely on this Plan to ensure ongoing investments in the downtown are well informed, justifiable, and part of a larger strategy.

The Downtown Development Plan provides **Strategic Directions** and **Key Tactics** to address the City's most pressing issues.

1.3 The Unique Role of Culture

The cultural resources of a City are extensive, and include:

- Cultural occupations;
- Cultural community organizations;
- Cultural facilities and spaces;
- Cultural heritage;
- Intangible cultural assets;
- Natural heritage;
- Cultural festivals and events; and,
- Cultural industries.¹

As retail trends change, municipalities throughout Ontario, and across Canada, are being forced to rethink the traditional role of their downtowns as retail and shopping destinations. Increasingly, municipalities are looking for more unique and experiential uses to attract and maintain visitors to their downtowns. Key to this is the investment in, and promotion of, the resources above.

This investment has positively impacted many of the elements that define a successful downtown. For example, a 2005 study² published by the Creative City Network of Canada and the Canada Council for the Arts profiled a number of municipalities across Canada and concluded that municipal investment in cultural resources:

- Results in direct economic growth and development;
- Creates employment opportunities;
- Supports tourism by giving cities a competitive advantage as a 'destination city';

1 Municipal Cultural Planning Incorporated. (2011). *Municipal Cultural Planning: A Toolkit for Ontario Municipalities*.

2 Creative City Network of Canada. (2005). *Culture as an Economic Engine*.

- Leads to urban revitalization; and,
- Promotes 'spin-off' businesses.

A more recent study by the Ontario Arts Council supports this shift toward a greater focus on arts and culture, concluding that between 2010 and 2017, the GDP of Ontario's arts and culture products increased by 19%. The value of this investment is clear. At \$26.7 billion, Ontario's culture GDP is larger than that of the accommodation and food services industry (\$16.2 billion), the utilities industry (\$14.6 billion), the agriculture, forestry, fishing and hunting industries combined (\$7.4 billion) and mining, quarrying, and oil and gas extraction (\$6.9 billion).³

At the more local level, many cities have begun tracking the value of their investment in arts and culture, either as part of a Cultural Plan, or as a direct analysis of the economic impacts. Examples include:

- In an analysis of the economic impact of its cultural sector, the City of London found that the cultural sector had a direct contribution of \$540 million.⁴
- In 2008/09, the City of Ottawa determined that the cultural industry had generated and spent \$51 million in Ottawa, and that every \$1 of municipal investment resulted in a return of \$6.28-11.70.⁵

3 Ontario Arts Council. (2019, April 25). *Economic Contribution of Arts and Culture in Ontario*. Retrieved from <https://www.arts.on.ca/research-impact/research-publications/economic-contribution-of-arts-and-culture-in-ontario>

4 Sierra Planning and Management. (2013, January). *Economic Impact of the City of London's Cultural Sector*.

5 City of Ottawa. (2012, February 8). *Renewed Action Plan for Arts, Heritage and Culture (2013-2018)*.



Streetfest - one of the City's primary cultural events.



Public art located outside of City Hall on Reeve Street.

- As one of the fastest growing sectors, the City of Toronto identified culture as a key economic driver in the City, and an enabling sector that attracts talent, tourists and businesses, while enhancing the quality of life for those who live in the City.⁶

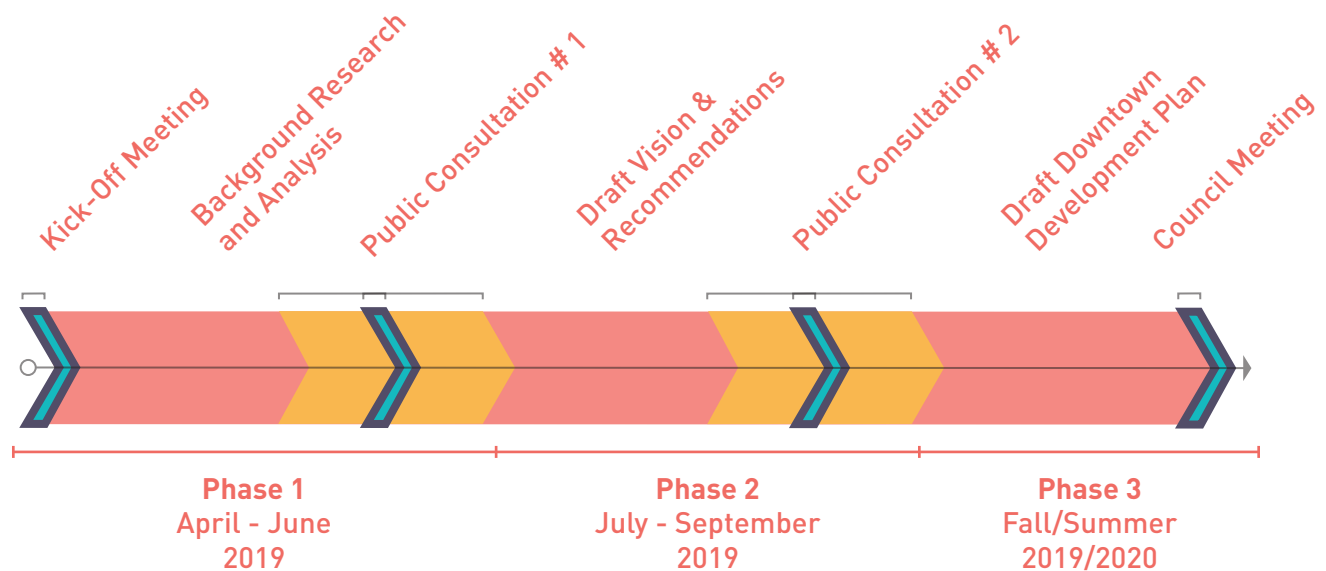
As a more local example, the Woodstock Public Library undertook an Economic Benefits Analysis for 2018. The study demonstrated that the library provides a significant economic benefit to the City. Highlights include:

- The total economic benefit from the library's activities in 2018 was \$19.3 million;

⁶ Silver, D. (2011). *From the Ground Up: Growing Toronto's Cultural Sector*.

- The library generated \$7.20 in benefits for every \$1.00 invested; and,
- The library generated \$4,427.34 in benefits per open hour.

The above examples, which are being reflected in cities across Canada, exemplify the significant economic impact generated through investing in cultural resources, particularly within downtown settings. Recognizing that its cultural resources will play a similarly important role in the renewal of Downtown Woodstock, the Downtown Development Plan integrates culture throughout, assessing the City's current cultural facilities and spaces and providing recommendations to preserve and enhance cultural heritage, and cultural festivals and events.



1.4 How did we get Here?

The Downtown Development Plan commenced in April, 2019 and was presented to Council in July, 2020. The process took place over three phases, including:

Phase 1: Background Research and Analysis

The objective of Phase 1 was to gain a comprehensive understanding of Downtown Woodstock, including the strengths, weaknesses, opportunities and threats that impact the lives of those who live, work and play in the downtown. This was done through site visits, background research, and extensive consultation with stakeholders and the public.

Phase 2: Draft Downtown Development Plan

The objective of Phase 2 was to synthesize the findings from Phase 1 into a clear vision for the downtown supported by a series of draft objectives to evaluate future projects and investments. To achieve the vision and objectives, draft Strategic Directions and Key Tactics were developed.

Phase 3: Final Downtown Development Plan

The objective of Phase 3 was to consolidate all materials completed in Phases 1 and 2 into a comprehensive Downtown Development Plan. The report captures and integrates the findings of the public consultation events to create an actionable plan for downtown renewal over the short, medium and long-term.

Each phase, and the associated deliverables, were supported by an extensive public engagement process. Open houses, workshops, pop-up events, and online surveys were used to elicit feedback and ensure that members of the public could provide feedback regardless of their availability.

Refer to Section 4 for a detailed overview of the public engagement process.

2. Anatomy of the Downtown

Downtown Woodstock is the heart of Oxford County, and the primary destination for residents and visitors to enjoy a range of activities within a traditional downtown Ontario setting.

Downtown Woodstock is the primary business, cultural and administrative centre of Oxford County. Its strong fabric of 2 to 3-storey main street buildings, including a number of original administration buildings, reflects a traditional Ontario downtown and creates a comfortable pedestrian scale. At the heart of the downtown, Museum Square plays host to many of the City's prominent festivals and events. However, reflecting changing trends in retail, traditional downtown businesses (i.e. retail, restaurants, entertainment) have been leaving the downtown in favour of office and services uses. In addition, a number of buildings in the downtown are vacant. These problems are exacerbated by the overall length of the Central Business District (1.65km) which hinders walkability, and the retail experience by dissipating new businesses across a larger area.

2.1 Regional Role

The City of Woodstock is located at the head of the Thames River in Oxford County, Ontario at the intersection of Highways 401 and 403. Woodstock is well-positioned in the centre of Southwestern Ontario, at the heart of a rich farming and manufacturing belt between Lake Huron and Lake Erie. Appropriately, the city is known as the Dairy Capital of Canada and promotes itself further as "The Friendly City."

The population of Woodstock is approximately 41,000. It is the regional commercial centre for Oxford County, and has a market area of about 100,000 people (with access to over 2,000,000 people within a one hour drive). Woodstock has attracted a number of major employers, including Toyota's second Canadian manufacturing facility.

Woodstock is located 128km from Toronto, 43km from London, and within quick driving distance to multiple US cities, including Detroit (2.5 hours) and Buffalo (2 hours).

Woodstock at a Glance

Current Population: 41,000

Projected Population (2031): 52,800

1M residents within 1 hour commute

Major Employers:

Thames Valley School Board (7,200)

Toyota (3,300)

Woodstock Hospital (844)

County of Oxford (815)

Vuteq Canada Inc (770).

Regional Destinations:

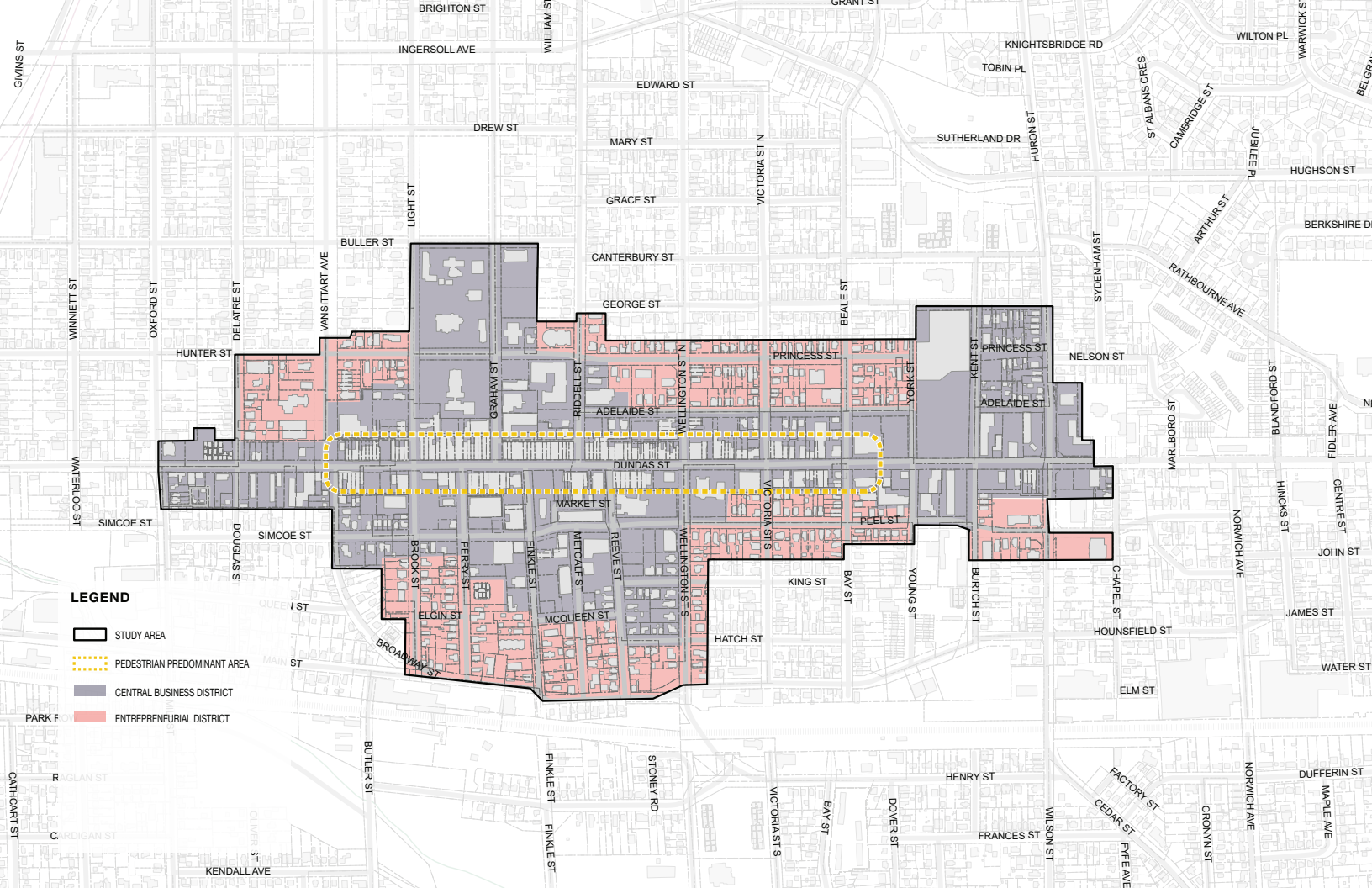
Woodstock Art Gallery

Woodstock Hospital

Conestoga College

Fanshawe College





2.2 The Central Area

The Central Area is the most intensive and functionally diverse area of the City. It serves as the primary business, cultural and administrative centre in the County as well as a key residential intensification area. The diverse range of uses and activities provided within the Central Area assist in maintaining and enhancing its vitality and viability as well as its role as a community focal point and central activity area.

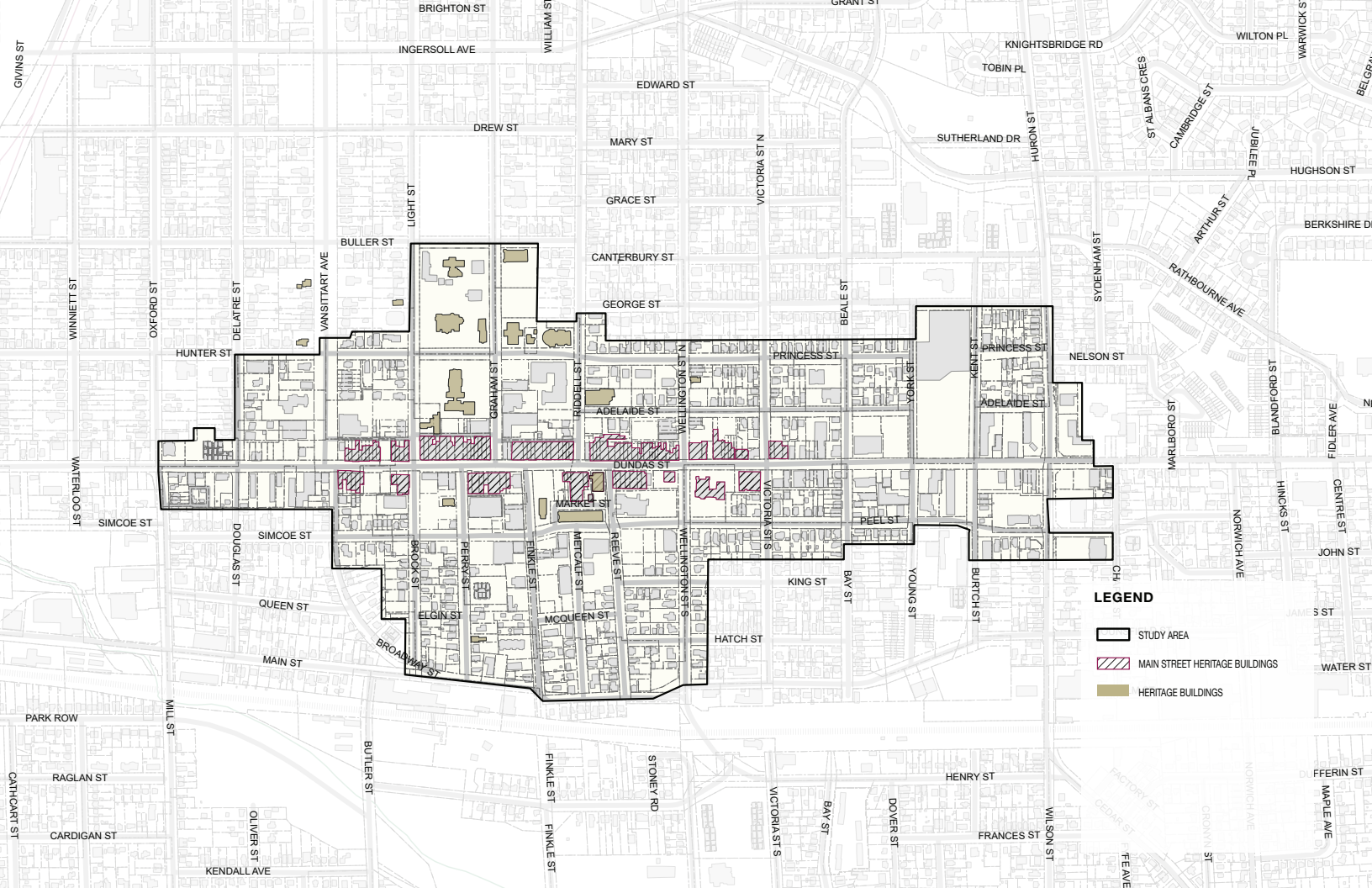
The Central Area is comprised of two distinct yet complementary districts - the Central Business District and the Entrepreneurial District.

The Central Business District is the retail shopping district intended to meet the day-

to-day and specialty retail and service needs of the residents of the City and surrounding areas.

The Entrepreneurial District complements and supports the function of the Central Business District by allowing for a range of housing types and densities as well as limited institutional, service and business\office uses that are suitable in scale and compatible with the residential character of the area.

In addition, within the Central Business District, a Pedestrian Predominant Area has been identified (through the City's Official Plan) which is intended to be the most vibrant commercial and pedestrian oriented area of the Central Business District through unique policies, guidelines, etc.



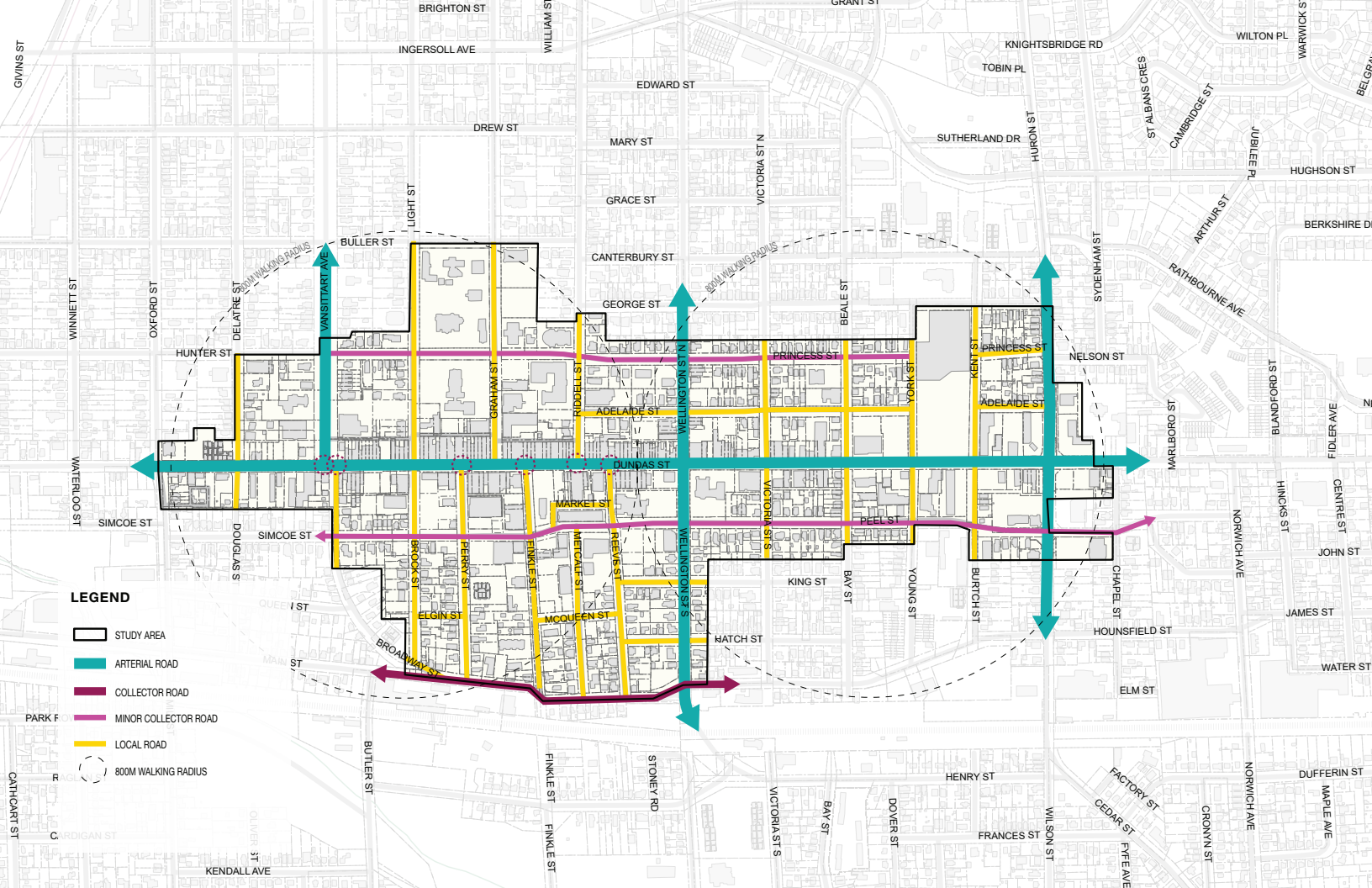
2.3 Buildings

Downtown Woodstock has a strong fabric of 2 to 3-storey main street buildings which reflect a simple and traditional Ontario downtown. This height and scale creates an historic skyline where the only structures that extend beyond 3-storeys are spires, cupolas and towers on civic and sacred buildings. This form was intentional and common throughout Ontario communities in the 19th century, and represents a strong cultural heritage landscape as the form is increasingly disappearing in many communities as new development occurs.

Woodstock has 32 properties designated under the Ontario Heritage Act with several in, or very close to, the downtown. This includes all of the City's original civic and institutional buildings (City Hall, the Museum and Museum Square, the Old County Jail,

the County Courthouse, the County Registry Building, Central Public School, and the Public Library), which help to anchor the downtown and provide a welcoming and attractive appearance.

The majority of the buildings in the downtown are in good condition, and key heritage properties can continue to be conserved and rehabilitated. In some instances, buildings have undergone significant facade alterations, such as the addition of paneling and other facade covering that is not consistent with the character of the downtown. However, in recent years, there has also been significant efforts to rehabilitate a number of downtown buildings, including facade restoration and residential conversion at 495 Dundas Street, facade improvements at 525 Dundas Street, and historic-style infill at 529 Dundas Street.



2.4 Streets and Streetscapes

While generally an asset, the historic foundation of buildings in the downtown creates some challenges, including issues related to access (both at the main entrance and internally), as well as an inability to accommodate new or non-standard uses.

The street network in the downtown is comprised of Arterial Roads (Dundas Street, Vansittart Avenue, Mill Street, Wellington Street, and Wilson Street/Huron Street), Minor Collectors (Hunter Street and Simcoe Street) and local roads. Dundas Street is the primary 'main street' in the Central Area, and will be the focal point for downtown renewal.

Dundas Street is generally characterized by concrete sidewalks with unit paving providing a transition at the curb. At City Hall, the entire boulevard is cobblestone to reinforce a historic character. At prominent intersections and mid-block crossings, large planter boxes are used to beautify the street and are often located within bump-outs to reduce the width of the street.

Most of these streetscaping elements were installed two decades ago as part of a comprehensive infrastructure replacement project known as “the big dig” and are showing signs of deterioration. Other elements, such as street trees, have been removed in their entirety.

Within the Central Area, Dundas Street extends 1.65km (from Mill Street to Huron Street). This is significantly larger than most successful downtowns and is twice the length of a comfortable walking distance (800m or 10 minutes) which hinders the ability for a continuous retail experience.

A number of the streets in the downtown, including Perry Street, Graham Street, Finkle Street, Riddell Street, and Reeve Street meet Dundas Street at a T-intersection. At Finkle Street, this view is terminated by the Art Gallery, creating a strong sense of arrival to the downtown. Similarly, Reeve Street terminates at the newly renovated 495 Dundas Street. The remainder of these streets terminate at underwhelming and unmemorable buildings.

In 2014, the City commissioned the Downtown Streetscape Sustainability and Asset Management Plan to develop a database of existing streetscape features within the downtown, to evaluate the condition of assets, and to develop a strategy for the replacement of aging/deteriorated streetscaping features using the Central Area Design Study (2011) as a guideline. The study recommended repairs to specific areas of paving stones, replacement of a number of light standards, and the gradual replacement of street furniture (i.e. benches and garbage cans). In addition, the Asset Management Plan recommended the completion of a Streetscape Master Plan to ensure streetscape improvements were guided by a common vision.

As part of this study, a scoped accessibility audit was undertaken and identified a number of areas that were problematic

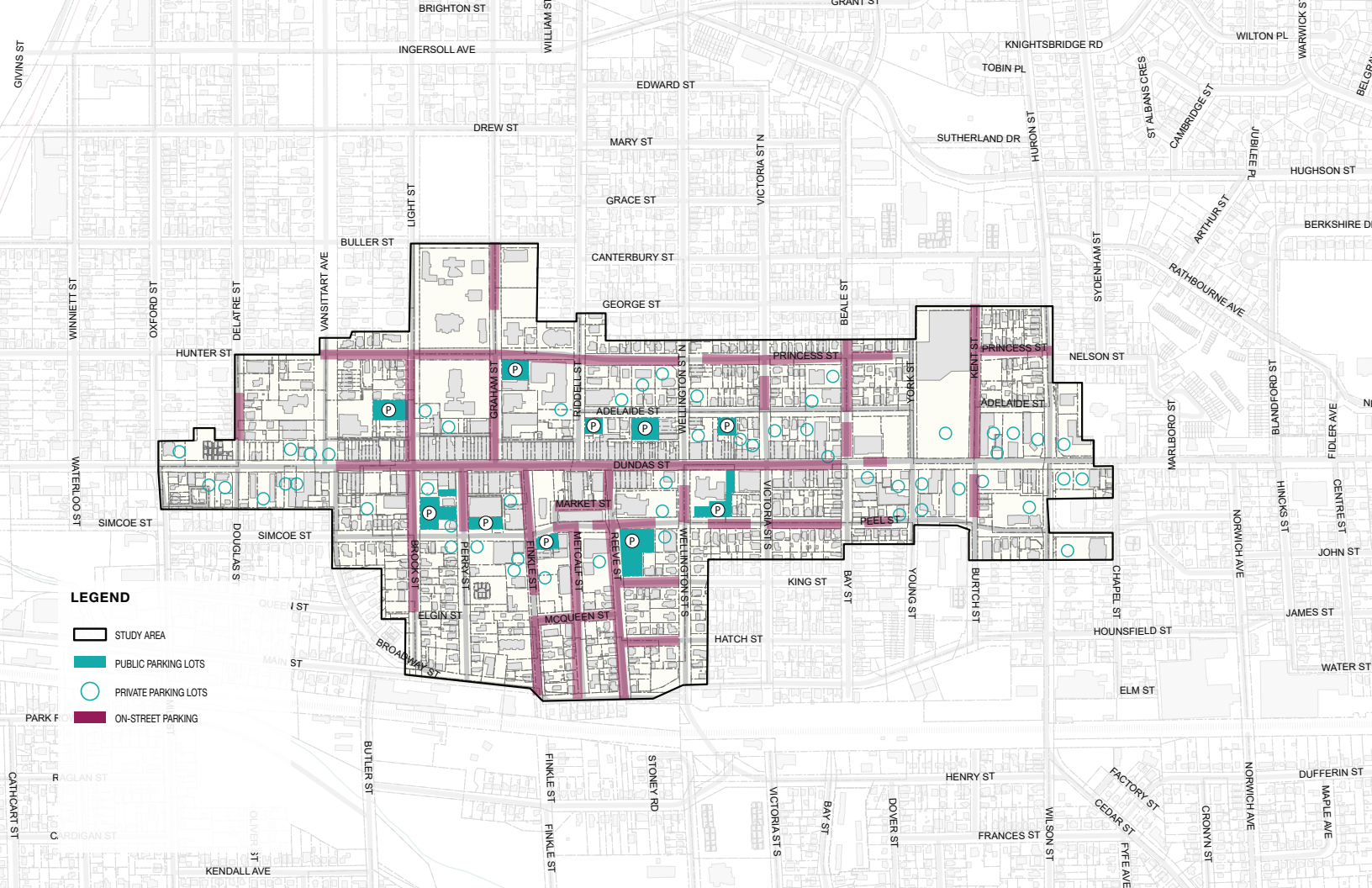
for accessibility, including the use of small pavers, the location of street furniture, the use of implied crosswalks, the size and location of signage, and a lack of accessible parking. These elements are not addressed in the Asset Management Plan. Specific recommendations for accessibility are provided in Appendix III and IV of this report.

To date, very few of the recommendations in the Asset Management Plan have been implemented. However, there are signs of momentum through recent efforts. Most recently (October, 2019) the asphalt on Dundas Street was replaced from Wellington Street to Vansittart Avenue. In addition, in an effort to beautify the street while increasing safety, the Downtown Woodstock BIA has initiated the Friendly City Crosswalks initiative to create unique designs for three downtown crosswalks.

2.5 Parking

There are ten municipal parking lots in the downtown with a total of 564 parking spaces (including 12 accessible spaces). Each of these lots are designated as either 2-hour free parking, permit parking, pay and display or a combination. In addition, a total of 547 on-street parking spaces are provided on Dundas Street and elsewhere throughout the downtown. Finally, there are an additional 1,576 parking spaces within private lots.

A Parking Study, completed by Paradigm Transportation Solutions Limited as part of this process, measured the utilization and duration of these parking spaces during a busy downtown event in August (Streetfest) and during a regular day in October. In August, the City-owned lots had a maximum utilization of 83% and an average utilization of 64% over a 10-hour period (8:00am - 6:00pm). In October, the City-owned lots had a maximum utilization of 72% and an average utilization of 57%. These findings are as expected, with Streetfest directing additional traffic to nearby lots (while eliminating opportunities for

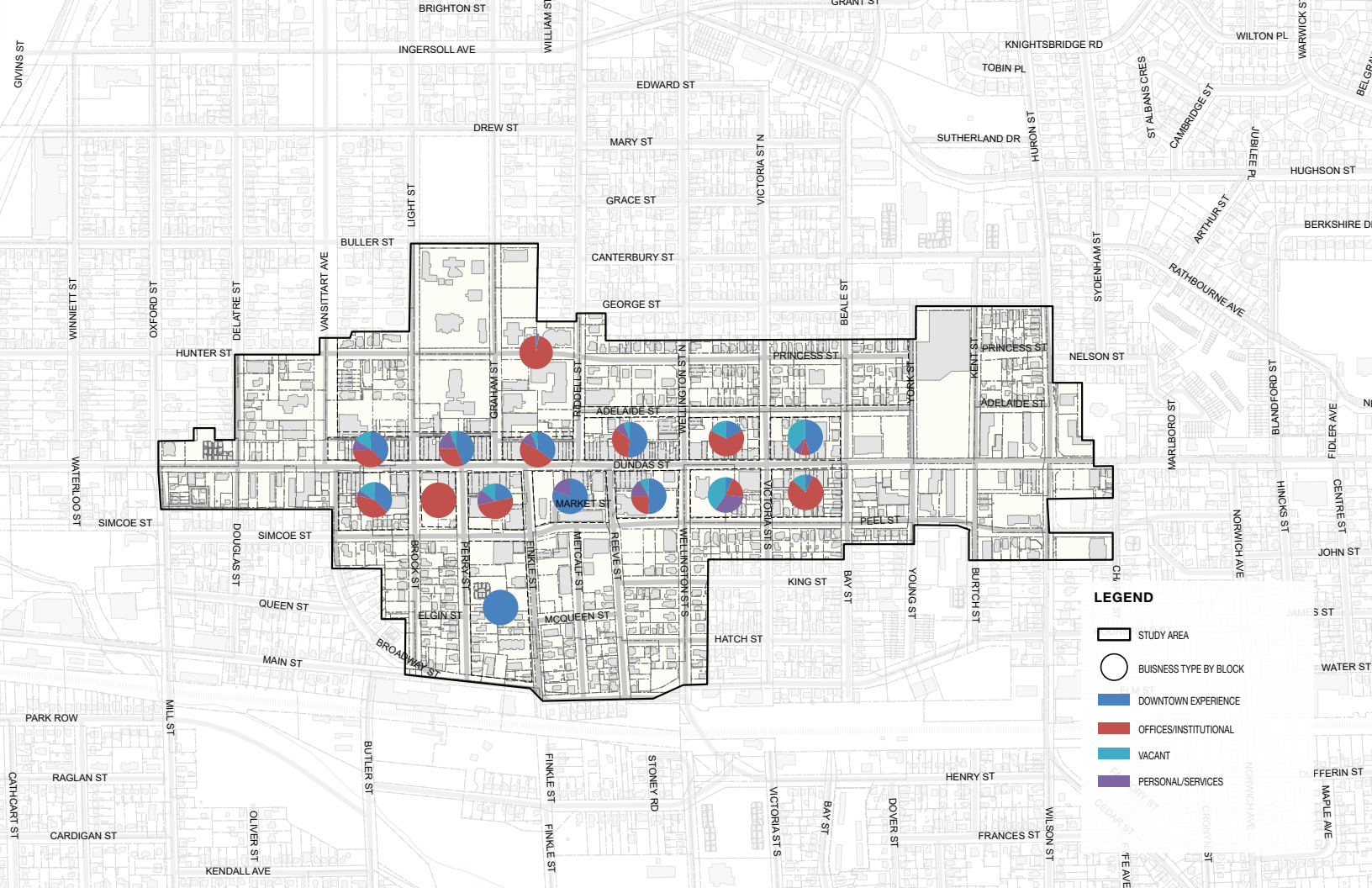


street parking on Dundas Street as the street is closed to vehicles). On both these days, both private and on-street parking had low utilization at 34% and 28% in August and 40% and 35% in October.

The Parking Study confirmed that the Market/Centre Lot, the Cole Walkway Lot, the Finkle Street Lot and the Riddell Street Lot were the most utilized. This is to be expected as these lots are the most centrally-located, with all four being less than 200 metres (a 2-minute walk) from City Hall. With the exception of Market/Centre (the largest), all these lots reached capacity in August (during Streetfest) and the Cole Walkway and Riddell Street lots reached capacity in October (with Market/Centre at 97%). However, none of these lots were at capacity throughout the day, with an average utilization of 80-85% in August (during Streetfest) and 62-75% in October.

The lots with the lowest utilization included the Graham Street Lot, the Light Street Lot, and the Perry Street Lot, which are all within 400 metres (a 5-minute walk) of City Hall.

These findings suggest that the City is generally well served by municipal parking. At times when the busier lots reach capacity, there are a number of underused lots within walking distance that could handle overflow parking. Likewise, should the City deem its underperforming lots as surplus, existing parking supply could be absorbed in nearby lots. However, in attracting new downtown businesses, a Public Parking Lot Strategies memorandum prepared by NBLC (refer to Appendix VI) cautions about the importance of considering the redevelopment of public parking lots against the perception of convenient downtown parking.



2.6 Businesses

In July, 2019 the Downtown Woodstock B.I.A. completed a database of the businesses within its boundaries which extend from Bay/Beale Street in the East to Mill Street in the West and from Hunter Street (North) to Main Street (South).

The uses that most commonly define the experience within a downtown, including retail, restaurants, cafés/bakeries, and experiential/entertainment facilities, account for only ~26% of the businesses downtown.

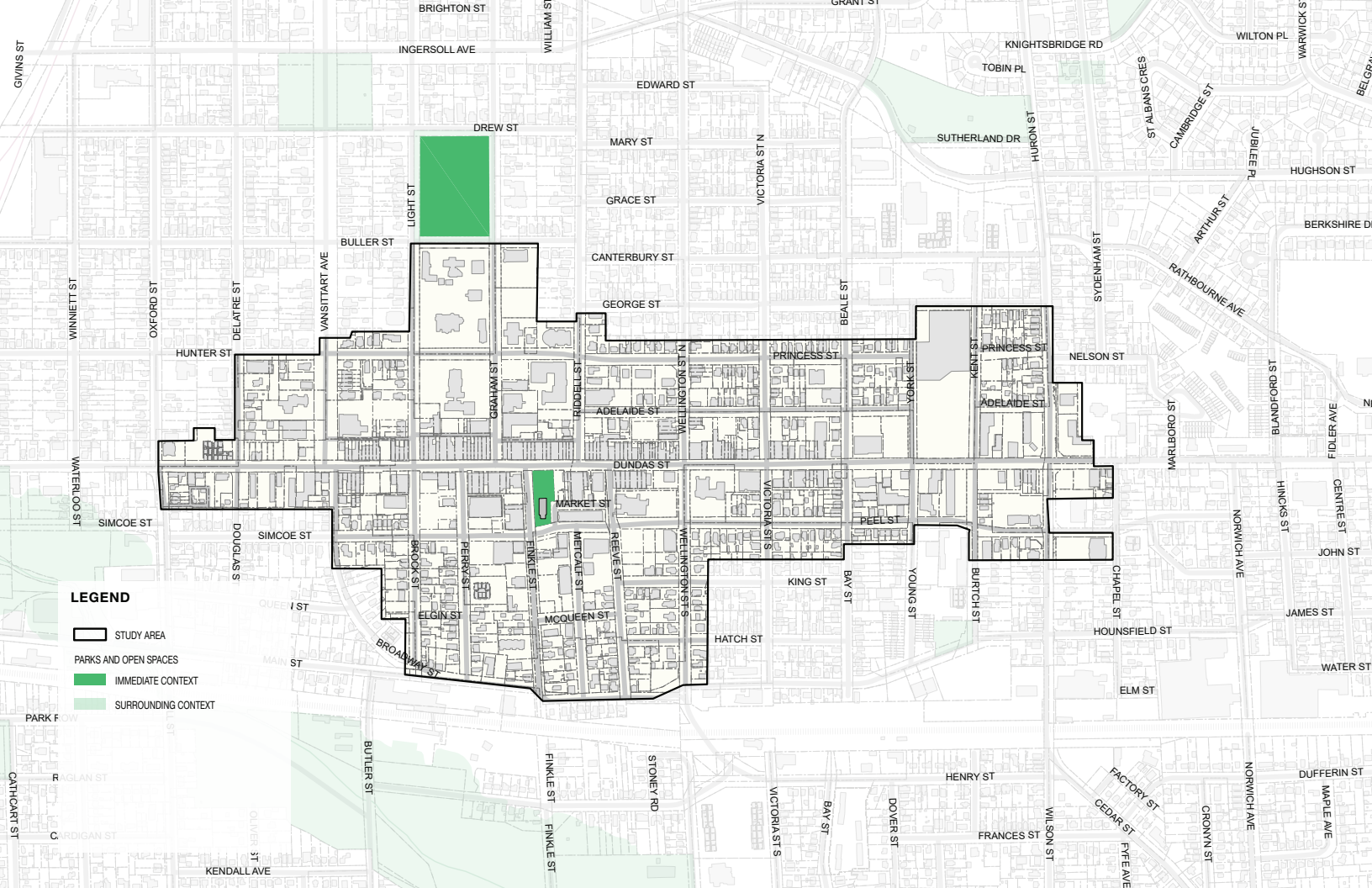
Offices, including professional offices (law, real estate, accounting, travel, etc.), medical/dental facilities, and health/wellness clinics make up much more of the downtown at ~45%. While these are valuable community services, they generally provide very little

animation along the street. Similarly, personal care uses (i.e. nail and hair salons, tattoo parlours, etc.) make up another 8% of downtown businesses and provide minimal street animation.

In total, ~8% of buildings in the downtown are currently vacant. These vacancies, combined with the office and personal care uses, undermine a continuous retail experience in the downtown.

Of note, recent businesses opening in the downtown suggest some momentum for investment in new restaurants, cafés and experiential uses, such as indoor playgrounds.

Additional analysis of the current businesses in the downtown is provided within the SWOT Analysis in Appendix I.



2.7 Open Spaces

The only significant open space in the downtown is Museum Square, a 0.14ha plaza located in front of the Woodstock Museum. With a historic and ceremonial design, Museum Square provides a space to relax and reflect with seating, a water fountain, and decorative landscaping. In addition, Museum Square hosts a number of special events throughout the year, including the Downtown Woodstock Farmer's Market (May-October), the Fall Social Gathering (hosted by the Oxford Indigenous Advisory Committee), Bark in the Park, and the annual winter lights and Santa's House. Museum Square also hosts a range of ongoing informal activities such as Yoga in the Park.

Victoria Park, located just outside of the downtown, is a 2.03ha neighbourhood park that includes a basketball court and ball diamonds. The remainder of the park is open lawn. Victoria Park plays host to a number of special events throughout the year, including Art in the Park, Remembrance Day ceremonies, and annual Easter festivities.

2.8 Culture

The cultural resources of a community include its spaces and facilities, festivals and events, creative industries and community organizations, as well as its natural and cultural heritage features. An inventory of these features identifies a strong cultural foundation within the downtown, anchored by.

- **The Woodstock Museum:** A National Historic Site of Canada located at the centre of downtown, the museum's mandate is to preserve the local history that is important to the community. The museum hosts innovative programming and special exhibits and events throughout the year.
- **The Woodstock Art Gallery:** A new, bright and inviting space, the gallery seeks to inspire visitors from across the region through a mix of temporary exhibits, permanent collections (including a focus on local artist Florence Carlyle), and ongoing events and programming for people of all ages and abilities.
- **Woodstock Public Library:** In its original historic building, the library seeks to create a welcoming place to create, connect and explore. Recognizing the changing role of public libraries, the library is looking to become the 'living room of the city' by providing flexible space and programming that reflects user expectations, including performances, meetings, children's activities, art installations, and general public gatherings.
- **Theatre Woodstock:** Founded after World War II, Theatre Woodstock has been in existence for about 75 years. It has operated in a variety of places, and presently operates at the Market Centre in Downtown Woodstock. Theatre Woodstock has two departments - a community theatre that performs four productions each season and STAGES, a youth-focused program and associated summer camp.

- **Churches:** There are a number of churches in Downtown Woodstock, including Dundas St. United Church, Oxford Baptist Church, Grace Presbyterian Church, Woodstock Community Church, Corner Stone Baptist Church, Knox Presbyterian Church, Church of Epiphany, First Baptist Church, College Avenue United Church and Old St. Paul's Anglican Church.

Each of the above cultural facilities offers a range of programming and services, as well as one-off events. This programming is augmented by regular festivals and events in Museum Square and along Dundas Street, including:

Culture at a Glance

Over a **dozen annual festivals** and events.

360 employees in the arts and culture sector.

\$4.7 million annual investment in cultural facilities and programming.

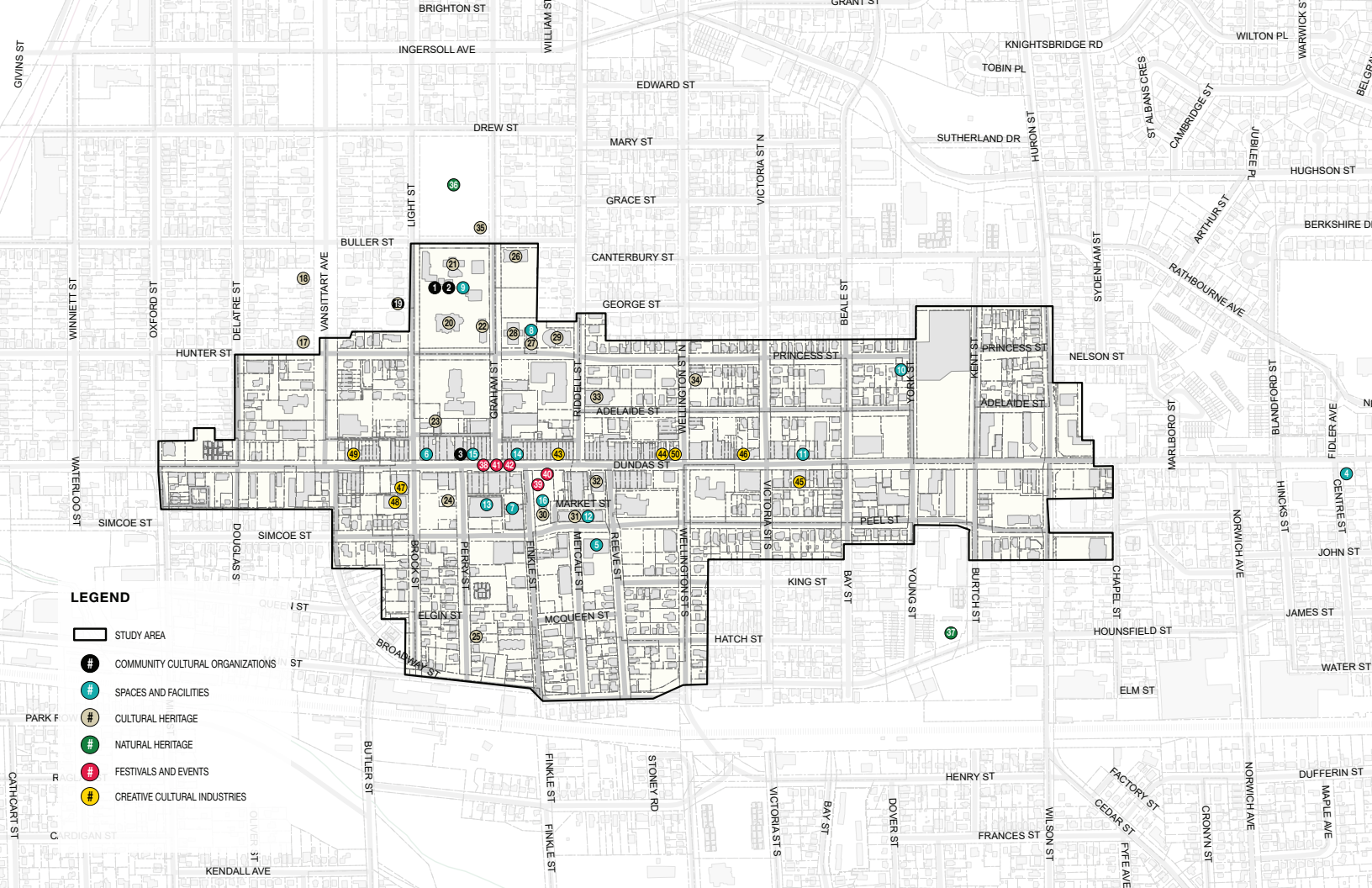
\$1 million in renovations to the library and the Market Centre.

100 visitors per day at the Art Gallery.

Art Gallery visitation has **increased 100%** over the last 5 years (from 16,000-32,000 visitors).

Art Gallery generates **\$200,000 per year** in revenue.

Art Gallery budget (**\$1 Million**) has doubled in the last 5 years.



LEGEND

- STUDY AREA
- # COMMUNITY CULTURAL ORGANIZATIONS
- # SPACES AND FACILITIES
- # CULTURAL HERITAGE
- # NATURAL HERITAGE
- # FESTIVALS AND EVENTS
- # CREATIVE CULTURAL INDUSTRIES

- Summer Streetfest
- The Downtown Woodstock Farmers' Market
- Winter Lights
- The Santa Claus Parade
- Santa House/Sleigh Rides
- The Fall Social Gathering
- Bark in the Park
- Yoga in the Park

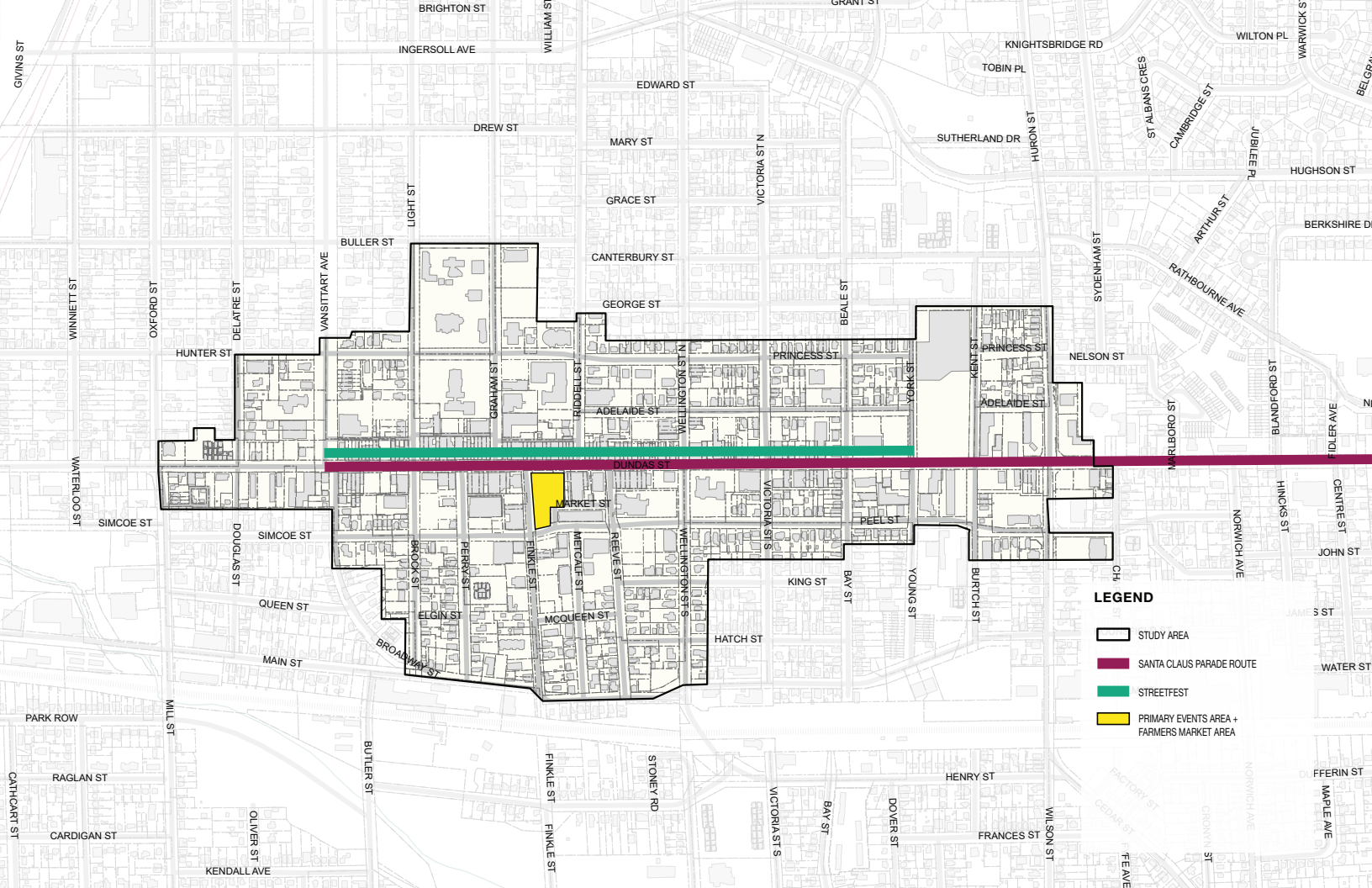
In addition, there are a number of cultural groups, both city and community-led, that are active in the downtown, including:

- Downtown Woodstock BIA
- Art Gallery Advisory Board
- Heritage Advisory Committee
- Museum Advisory Committee
- Woodstock Public Library Board

- Accessibility Advisory Committee
- Environment Advisory Committee
- Recreation Advisory Committee
- Oxford Historical Society
- Rotary Club of Woodstock
- The Woodstock Camera Club
- Oxford Winds Community Concert Band
- The Woodstock Choralaires

Despite this strong foundation, the cultural workforce in Woodstock is generally limited, with only 360 employees in the art, culture, recreation and sport sector (with 520 reporting Visual and Performing Arts and Communication Technologies as their major field of study).¹

¹ Statistics Canada. 2017. Woodstock, Ontario. Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017.



The City of Woodstock remains committed to maintaining its current investment in these cultural resources. In its most recent Capital Budget (2019), the City allocated almost \$1 million for the restoration of the masonry at the library (\$550K, Phase II) and the Market Centre (\$350K), two prominent facilities for cultural programming. The 2019 Operating Budget directs 4.25% of the annual tax levy to the library, with an additional 2.12% directed toward 'other cultural.' This works out to approximately \$4.7 million annual investment in cultural facilities and programming.² The direct revenue generated from cultural programming is minimal (~50K for Cowapoolooza, Art in the Park, Canada Day and Remembrance Day combined), so such an investment demonstrates a recognition of, and commitment to, the social benefit of the City's cultural assets.

² City of Woodstock Budget (2019).

The number of immigrants in Woodstock is steadily increasing, with 4,440 people identifying as immigrants (with a steady increase of about 500 per decade). The majority of these residents (3,025) come from European countries, while 2,115 identify as a visible minority. Another 935 people in Woodstock identify as Aboriginal.³ As cities grow and mature, these groups influence the cultural identity and activities of a community, integrating unique traditions into City-wide programming - a phenomenon that is recently emerging in Woodstock.

³ Statistics Canada. 2017. Woodstock, Ontario. Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017.

3. The Foundation

While the City of Woodstock has experienced unprecedented economic, population and geographic growth, its downtown has struggled in the wake of changing consumer trends. The City has undertaken a number of initiatives to safeguard the downtown and encourage new investment, including new and amended policies and processes, yet there remains more work to be done.

Since 2005 the City of Woodstock has experienced unprecedented growth of its economy, population and geographic area. Woodstock has seen over \$1.5 billion in foreign direct investment, it's population has grown ~1.5% annually, and its geographic area has increased by 6,000 acres through boundary adjustments. While the City continues to expand, its downtown has struggled with a shift from retail to office and service uses, and changing consumer trends toward online and big box shopping.

Over the last two decades, the City of Woodstock has undertaken a number of initiatives to safeguard the downtown, encourage new investment and attract and retain new businesses:

- Oxford County Commercial Policy Review
- Woodstock Central Area Design Study
- Woodstock Transportation Master Plan
- Woodstock Downtown Area Community Improvement Plan

- City of Woodstock Community Strategic Plan and Integrated Community Sustainability Plan
- Downtown Streetscape Sustainability/Asset Management Plan
- Oxford County Population, Household & Employment Forecasts and Employment Lands Study
- Museum Square Redevelopment Concept

Ongoing updates and amendments to the County's Official Plan and the City's Zoning By-law have ingrained a number of the recommendations of the above studies into the City's policy framework.

The City also owns a number of properties in the downtown, including multiple buildings directly adjacent to City Hall, and continues to consider strategic purchases when opportunities arise. The remainder of the City's real estate holdings are used for municipal parking lots.



At the onset of this study, a comprehensive review of these efforts to date was undertaken, by both Fotenn Planning + Design and NBLC, to determine their effectiveness in supporting downtown investment and renewal and enhancing business attraction and retention.

3.1 Policy Framework

In the sections that follow, the City's key plans and policies are discussed in greater detail, outlining their role and evaluating their effectiveness based on how well they support downtown renewal and the extent to which they have been implemented.

This evaluation finds that the City's planning framework is strong and will continue to support and attract modest investment over the long-term. However, strategic interventions may accelerate this investment. In such cases, updates and amendments to the City's policies and processes are included within the Key Tactics in Section 7.

Policy Evaluation

Policies were scored based on how well they support downtown renewal and the extent that they have been implemented:

Poor - Does not support and/or has multiple policies that hinder downtown renewal.

Fair - Directly supports downtown renewal but recommendations have not been significantly implemented to date.

Good - Directly supports downtown renewal and some recommendations have been implemented to date.

Excellent - Directly supports downtown renewal and many recommendations have been implemented to date.

Oxford County Commercial Policy Review (2009/2010)

Grade: Good

The Oxford County Commercial Policy Review was prepared to inform a comprehensive review of the Official Plan. Completed in two phases, the Commercial Policy Review looked at the inventory and characteristics of the retail industry in Oxford County, reviewed the commercial policy structure, identified retail clusters, profiled the characteristics of the retail clusters, and forecasted growth in the retail industry over the years.

The Commercial Policy Review recommended a number of planning mechanisms that directly inform the long-term renewal of the downtown. Most notably:

- The establishment of a commercial hierarchy to reinforce the Central Business District as the City's primary retail destination by continuing to permit the broadest range of commercial uses and activities while limiting the types and scale of retail permitted outside the Central Business District.
- The introduction of a Pedestrian Predominant Area within the Central Business District to focus new development in a smaller, more concentrated area.
- The introduction of more detailed design policies that recognize the built form elements that make the Central Business District unique.

The above elements were all implemented through amendments to the City's Official Plan and play a key role in its downtown renewal efforts.

The Commercial Policy Review also evaluated and provided recommendations for the permitted uses in each designation, that would directly inform downtown renewal. Most notably:

- The removal of 'neighbourhood serving uses' and 'repair and service shops for small appliances' from the Entrepreneurial District given its proximity to the CBD (to be replaced with 'minor institutional uses');
- The prohibition of entertainment uses within the Regional Commercial Node;
- The prohibition of offices, financial institutions and entertainment in the Service Commercial designation;
- The removal of offices, clinics and health care offices in the Convenience Commercial designation; and,
- The removal of restaurants, financial institutions and medical/dental offices as ancillary uses in the Business Park designation.

Finally, the Commercial Policy Review noted that much of the terminology utilized in the permitted uses is outdated, and a comprehensive review should be undertaken to ensure all text and references are up to date.

The above recommendations have not been implemented to date and have resulted in a number of developments within areas outside the CBD that would be more suitable to the downtown.

Woodstock Central Area Design Study (2011)

Grade: Good

The Woodstock Central Area Design Study develops comprehensive design recommendations for buildings, streets and open spaces in the downtown to ensure the scale and character of future development reinforces a consistent vision, while celebrating the historic attributes of the downtown.

The document contains general recommendations for the downtown, as well as area-specific goals and phasing for a series of character areas, to create a

pedestrian-focused destination with day and evening activities through the introduction of residential development and an improved integration with surrounding neighbourhoods. The document also integrates and builds on the concept of a Pedestrian Predominant Area introduced in the Commercial Policy Review.

Key recommendations include:

- Targeted land uses, including Commercial, Office and Institutional (with residential above) between Light/Brock Streets and Beale Street and residential intensification at the edges of the Central Business District;
- Four proposed street character classifications, including the recommendation for advanced treatment on Dundas Street, between Light Street and Wellington Street;
- Proposed building massing on vacant and underutilized sites that addresses ground floor conditions, angular planes, setbacks, stepbacks, building width, streetwall condition, outdoor amenity space, roofscapes, building articulation and detailing;
- Parking and access, including the creation of a consolidated multi-level parking structure and the redevelopment of existing surface parking lots [further supported in the Transportation Master Plan].

The built form recommendations of the Central Area Design Study have been well integrated into both the County's Official Plan and Zoning By-law, and will support downtown renewal by ensuring new development reflects the tight-knit building fabric that defines the Central Business District. Other recommendations, such as advanced streetscape treatments, have not been implemented.

Woodstock Transportation Master Plan (2011)

Grade: Fair

The Transportation Plan was undertaken to develop the context for future transportation improvements and to set out implementation methods and policies that are needed to fulfill the improvements. The main elements of policy direction and components of the study included:

- A detailed review of current transportation issues and conditions;
- The development of a long-term strategic plan;
- Encouragement of an integrated multi-modal transportation system;
- Establishment of policies to enhance the sustainability of the City; and,
- An evaluation of transportation alternatives and recommended solutions.

The study was grounded in extensive consultation and proposed a number of recommendations that directly impact downtown renewal, including (but not limited to):

- The provision of 2.4 to 3 metre sidewalks in the downtown;
- Inclusion of traffic control devices at all crosswalks;
- Consideration for a mid-block pedestrian connection on Dundas, between Victoria Street and Bay/Beale Street (consistent with the recommendations of the Central Area Design Study);
- The integration of cycling facilities on Dundas Street, either through widening or sharrows;
- The use of signage to direct through trucks away from Dundas Street in the downtown;
- The ongoing monitoring of parking usage to determine if additional parking is warranted; and,

CIP at a Glance

Annual Reserve Contribution =
\$200,000.00

Total Applications = **29**

Total Grants Paid = **~\$413,377.46**

Total Loans Advanced =
~\$303,590.27

Total Investment = **\$716,967.73**

Projects Completed = **20**

Total Project Value = **\$10 Million+**

New Residential Units = **140**

- The construction of a centrally-located parking structure in the downtown, as originally identified in the Central Area Design Study.

To date, the recommendations of the Transportation Master Plan have generally not been implemented.

Woodstock Downtown Area Community Improvement Plan (2012)

Grade: Excellent

The Woodstock Downtown Area Community Improvement Plan (CIP) enables a range of planning mechanisms which may be used to stimulate private investment, property maintenance and renewal within the boundaries of the Central Business District. The CIP provides ten programs, which can generally be combined, to create a strong business case for investing in the downtown. Key programs under the CIP include:

- Façade Improvement Programs
- Residential Conversion, Rehabilitation and Intensification Programs
- Awning, Signage, Decorative Lighting Grant Program
- Non-Street Front Façade Improvement Loan Program
- Update to Building Code Loan Program
- Tax Grant Back Program
- Grant in Lieu of Permit Fees Program
- Parking Fees Grant Back Program
- Design Grant Program
- Legal and Registration Costs

To date, the CIP has been very successful in supporting downtown renewal, generating more than \$10 million in new investment and the creation of 140 new residential units. Despite this success, in discussions with City staff, it was noted that more detailed guidelines in the Façade Improvement Program would be helpful to illustrate appropriate upgrades and renovations.

City of Woodstock Community Strategic Plan and Integrated Community Sustainability Plan (2013)

Grade: Good

The City of Woodstock Community Strategic Plan and Integrated Community Sustainability Plan (ICSP) is a collaborative and inclusive planning tool that establishes a vision and 20-year plan to maximize resources and communicate the City's priorities to relevant stakeholders. The Plan identifies and assesses growth, development and programming opportunities to ensure the future economic, social, environmental and cultural sustainability and health of the City.

The Strategic Plan and ICSP provides a detailed Action Plan, grounded in a series of goals and objectives. The Action Plan identifies the steps, priority, timing, resources and contributors required to implement each recommendation. Recommendations include, but are not limited to:

- Undertake an Integrated Cultural Strategic Plan to continue to promote arts, culture and heritage;
- Increase police presence and interactions to enhance safety;
- Identify a by-pass around the downtown to mitigate the extensive truck traffic;
- Develop marketing and promotional materials to build awareness of programs, services and opportunities in the downtown;
- Enhance and support the preservation of the heritage building stock;
- Enhance the use of Museum Square;
- Highlight and promote local goods and businesses; and,
- Facilitate bicycle travel through additional bike lanes.

The above represent a select few recommendations from the Strategic Plan and ICSP that directly encourage downtown renewal. Some, such as increased police

presence, have been directly implemented through the recent hiring of two additional downtown police officers. Others, such as enhancing Museum Square, have been implemented to some degree through additional programming (i.e. Yoga in the Park). In total however, 52 Action Items have been identified in the Strategic Plan and ICSP, which may be too many to effectively prioritize, implement and evaluate success.

Downtown Streetscape Sustainability/Asset Management Plan (2014)

Grade: Poor

The Downtown Streetscape Sustainability and Asset Management Plan was initiated by the City of Woodstock to develop a comprehensive database of existing streetscape features within the downtown, to evaluate the condition of assets, and to develop a strategy for the replacement of aging/deteriorating streetscaping features in alignment with the Central Area Design Study.

The Asset Management Plan generally recommended that:

- Existing paving stones be maintained in their current configuration with repairs completed for certain high-priority areas;
- The existing planter boxes be removed or replaced with modular units as part of a broader strategy to ensure more flexibility with downtown street furniture;
- A number of decorative light standards be replaced (18 of 26 at the time) and that the models selected reinforce a consistent look throughout the downtown;
- All benches and bicycle locks be replaced; and,
- Garbage facilities are gradually replaced to disperse the up-front costs of full replacement.

The study also looked at the integration of healthy street trees, but concluded that given constraints of the right-of-way,

capital expenditures should focus on the above recommendations unless broader consideration is given to using structural soil cells throughout the downtown.

The recommendations of the Asset Management Plan have generally not been implemented to date. The conservative approach, which prioritizes repairs over replacement, may hinder downtown renewal by promoting short-term solutions that do not reinforce the downtown as the City's primary and evolving destination, and that do not consider a holistic vision for the downtown (as promoted in the Central Area Design Study.

Oxford County Population, Household & Employment Forecasts and Employment Lands Study (2014)

Grade: N/A (For Informational Purposes)

The Population, Household & Employment Forecasts and Employment Lands Study addressed the amount, type and location of forecasted population, housing and employment for the County and its eight area municipalities over the next 20 years. The results are intended to guide decision making and policy development related to planning and growth management, urban land needs, master plans and municipal finance. Specifically, the findings provided background to the County's five-year Official Plan Review and Development Charges Background Study.

Key findings related to Downtown Woodstock included:

- The County's population is forecasted to increase by 17,500 by 2041;
- Demand for high-density housing (i.e. apartments) is increasing;
- The County's population base is becoming more dominated by an older population;
- The City of Woodstock is the key driver of employment growth in the County;
- Oxford County's location is appealing to both local and international employers,

particularly those looking for a GTA alternative;

- The County's employment is forecasted to increase by 13,000 by 2041; and,
- Quality of life enhancement will be a key factor in attracting young talent.

The Population, Household & Employment Forecasts and Employment Lands Study does not provide explicit recommendations related to downtown renewal, but instead provides information that can be used to inform future decision making processes.

Museum Square Redevelopment Concept (2017)

Grade: Fair

The Museum Square Redevelopment Concept, developed in 2017/2018 in collaboration with the Downtown Woodstock B.I.A., re-envisioned Museum Square as a more dynamic contemporary space, where the front of the museum is opened up and more accessible visually and physically. An event space is proposed which would remain open but also programmed to address a proposed screen and stage area. The Concept also proposed a new spray-and-play alley that would re-define the Town Crier Walkway and introduced new paving and bollards to define rooms within the square and activity areas.

The plan was presented to the community via a survey. While generally well received (69% of participants wished to see the square redeveloped), participants identified the need for public washrooms, fountains, permanent seating, a small playground and weather-protection.

The redevelopment of Museum Square would have a substantial impact on downtown renewal. As such, a budget of \$1.5 Million was identified to redevelop the square, with initial timing proposed for 2022 (though this has since been put on hold pending the results of the Downtown Development Plan).

Oxford County Official Plan (1995, Consolidated, 2017)

Grade: Excellent

The Oxford County Official Plan is a policy document that establishes the overall land use strategy for both the County and the eight area municipalities. The Plan contains goals, objectives and policies established to manage and direct physical change. The Official Plan also provides the enabling policies for the Community Improvement Plan, and other tools that are integral for the renewal of the downtown.

As the plans and policies outlined in this section have been completed, ongoing updates and amendments to the Official Plan have been undertaken to integrate key recommendations, including:

- The recognition of the Central Area of the City of Woodstock as the most functionally diverse area of the City and County, including an explicit policy framework;
- The delineation of a Pedestrian Predominant Area, and supporting policies, to create more focused opportunities for growth;
- The integration of a Commercial Hierarchy to ensure that smaller retail uses are located in the Central Business District (including the requirement for a supporting Market Study); and,
- Design policies, including maximum building heights in the Pedestrian Predominant Area, in alignment with the Central Area Design Study.

Future amendments are still required to address the recommendations of the Commercial Policy Review (see Page 21). However, the above amendments have played a significant role in the renewal of

the downtown and the Official Plan will continue to be a key tool in promoting and supporting downtown renewal. Specifically, some recommendations of the Downtown Development Plan will require (or be strengthened by) updates and amendments to the Official Plan.

Zoning Bylaw (2010, Consolidated, 2017)

Grade: Good

A comprehensive zoning by-law was completed in 2010, and last consolidated in 2017. The zoning by-law implements the policies of the Official Plan and controls the use of land, by specifying the permitted uses, where buildings and other structures can be located, stating what types of building are permitted and how they may be used, as well as specifying the lot sizes and dimensions, parking requirements, building heights and setbacks.

Amendments to the zoning by-law, most notably the creation of Schedule E (Reduction and Exemption Plan), were introduced to further achieve the recommendations of the Central Area Design Study, including minimum (2-storeys) and maximum (6-storeys) building heights, and minimum (0 metre) and maximum (4 metre) building setbacks to create a strong street presence.

As new development occurs, the above zoning measures, combined with other policy tools (i.e. the Official Plan and Central Area Design Study) will help to promote downtown renewal by reinforcing the historic built form and sense of place that defines the Central Business District.



The City's CIP program was used to help partially fund facade improvements for the new Ironworks Kitchen.

3.2 Business Attraction and Retention

As part of the Downtown Development Plan, NBLC assessed the City's business attraction and retention programs and strategies for the downtown. This analysis required an assessment of the City's incentive package offered through the downtown Community Improvement Plan, the existing planning framework, current promotion and advertising techniques, the local real estate market, the practices deployed by the City's Economic Development department and the Small Business Centre, consultation with local business owners and other stakeholders, and other relevant considerations.

This analysis identified and summarized the key issues impacting business retention and attraction and recommended strategies to remedy the noted issues.

Overall, it was concluded that the City of Woodstock has established a strong policy framework and incentive program to encourage investment and revitalization in the downtown. Most notably, the package of financial incentives currently offered through the City's CIP program is significant, and has resulted in 20 projects, 140 residential units, and a total downtown investment of \$10 Million.

Despite this success, a number of additional strategies were recommended to augment the CIP program, including:

- The creation of a stronger Economic Development website, dedicated to the value proposition of investing in the downtown;



The Harvey Woods Lofts took advantage of a number of the City's available CIP Programs (Photo Credit: Invizij Architects).

- The creation of a Marketing and Recruitment Strategy to attract desired uses to the downtown;
- The development of a Pop-Up Shop Program to address vacancies; and,
- Consideration of a more focused area for the CIP incentives, such as the Pedestrian Predominant Area.

The above recommendations informed a number of the Key Tactics in Section 7 of this report. Refer to Appendix II for the complete Business Attraction and Retention memorandum.



The largest, and one of the most utilized parking lots in the downtown at Peele Street and Reeve Street.

3.3 Municipal Real Estate

In addition to existing City facilities (i.e. city hall, library, art gallery, museum, etc.), the City owns a number of properties in the downtown, including multiple buildings adjacent to City Hall. The City continues to consider strategic purchases when opportunities arise. The remainder of the City's real estate holdings are used for municipal parking lots throughout the downtown.

A study of these municipal parking lots, completed by Paradigm Transportation Solutions Limited as part of this process, concluded that the City is well served by municipal parking, with an average utilization of 57% (on a typical business day) and some of the lots reaching capacity during special events (i.e. Streetfest). These lots are in close proximity to each other, which allows underperforming lots to accommodate spill-over parking as needed. Similarly, if the City

were to dispose of an underperforming lot, displaced parking could be relocated to a nearby lot with minimal user inconvenience. A summary of the Parking Study can be found in Section 2.5 and the complete report in Appendix V.

Building on the findings of the Parking Study, a memorandum prepared by NBLC (refer to Appendix VI) identified a number of strategies that would significantly impact downtown renewal if one or more of the City's lots are deemed surplus and identified for redevelopment, including:

- The development of a new public facility (i.e. cultural use, community/youth centre);
- The identification of a new, centrally-located site that could be used in discussions to relocate the methadone clinic;



One of the more underutilized parking lots in the downtown on Light Street.

- The expansion of Fanshawe College, or another post-secondary institution, into the downtown; or,
- The exploration of strategies to attract and incentivize new residential development in the downtown.

While any of the above would have a positive impact on the downtown, it is noted that the perception of convenient parking is necessary to draw visitors to the downtown for day-to-day shopping and other activities. Given the Woodstock market, it is unlikely that any of the above projects would generate enough revenue to justify underground parking, and would therefore result in a net loss of parking spaces. This should be considered carefully before disposing of any of the City's real estate holdings.

4. The Consultation

The Downtown Development Plan was rooted in close collaboration with the City of Woodstock, Oxford County, stakeholders and local residents. Stakeholder interviews, public open houses, workshops, surveys and consultation stations were used to capture input on downtown renewal from those who live, work and play in Downtown Woodstock.

Consultation began with two days of stakeholder interviews, which focused on participants with a vested interest in the downtown. The findings of these interviews were combined with the background research and analysis to create a draft SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis of Downtown Woodstock. The draft SWOT Analysis was presented at an open house/workshop where members of the community were invited to review and provide comments. This feedback informed the preparation of a draft Vision, Strategic Directions and a series of Key Tactics that will guide the ongoing renewal of the downtown. The Key Tactics were presented at a second public open house/workshop. Throughout this consultation, online surveys and information stations were used to ensure interested participants were able to provide feedback regardless of the time they had available.

Stakeholder Interviews

A series of initial stakeholder interviews were held on May 8, 2019 at the Woodstock Art Gallery, with a number of follow-up interviews at City Hall on May 16, 2019. Groups that participated included:

- Mayor and Council
- City Departments (CAO, Planning, Economic Development, Building, Engineering, Parks and Recreation, Transit)
- Downtown Business Representatives (BIA, Chamber of Commerce, Economic Development, Small Business Centre)
- Accessibility Advisory Committee
- Fanshawe College Student Group
- Cultural Interest Groups (Oxford Tourism,

Public Library Board, Museum Advisory Committee, Heritage Advisory and Art Gallery Board of Directors]

- Local Developers/Business Owners

The interviews were structured as round-table discussions, and included an introduction to the project, an overview of the study area, and a semi-structured group discussion around renewing Downtown Woodstock based on a series of predetermined and group-specific questions. The feedback received from the stakeholder interviews was combined with our initial background review and analysis and used to create a draft SWOT Analysis that reflects the current climate in Downtown Woodstock.



Vision and SWOT Analysis Open House/Workshop held on June 18, 2019

Open House/Workshop # 1

The City and the Consultant Team hosted a Vision and SWOT Analysis Open House/Workshop on June 18, 2019 at the Woodstock Museum. The objective of the open house/workshop was to introduce the project, present the draft SWOT Analysis, and work with participants to refine and augment the SWOT Analysis to reflect their issues/concerns.

From 3-5pm, the Consultant Team hosted an Open House which allowed participants to drop-in, review a series of display boards, and provide their comments to a member of the Consultant Team. Following this, from 5-7pm, a hands-on working session was held to solicit in-depth feedback on the strengths, weaknesses, opportunities and threats that define the downtown.

80 Stakeholder Interviews
+
120 Workshops/Open Houses
+
150 Online Surveys
=
350 people total!

Online Survey # 1

For those who could not attend Open House/ Workshop # 1, an online survey was added to the project website. The survey provided a series of questions to elicit input on the downtown, including:

- What is most important to you in a renewed Downtown?
- Why do you come to Downtown?
- What are your favorite places to visit Downtown?
- What types of businesses/activities would you like to see in the Downtown?
- How can Downtown be more welcoming and accessible to everyone?

Participants were able to select from a number of predetermined answers or provide additional comments in an 'other' field.

Consultation Stations

On Friday, August 9th and August 17th, members of the Consultant Team hosted Consultation Stations at Summer Streetfest and Cowapolooza respectively. The Consultation Stations provided the opportunity for the public to learn about the Downtown Development Plan, review materials, and engage directly with a member of the team.

These informal interactions were successful in eliciting responses from a wide range of individuals who may otherwise not have participated in the study.

Q1: What is most important to you in a renewed Downtown?

67% A mix of businesses and servicing

55% Safety and Inclusivity for all

Q2: Why do you come to Downtown Woodstock?

78% Services

45% Banking and bill payments

Q3: What are your favourite places to visit Downtown?

78% Restaurants, bars, cafes

45% Shops and services

Q4: What new businesses/activities would you like to see Downtown?

72% Specialty shops

72% A vibrant and bustling nightlife

Q5: How can Downtown be more welcoming and accessible to everyone?

56% More convenient parking

51% Increased police presence

Open House/Workshop # 2

The feedback received from Open House/Workshop # 1, as well as the Consultation Stations, was used to prepare a draft Vision, Strategic Directions and Key Tactics for Downtown Woodstock.

The City and the Consultant Team hosted a Strategic Directions and Key Tactics Workshop on September 17, 2019 at the Woodstock Museum. The objective of the open house/workshop was to present and receive feedback on the draft Vision, Strategic Objectives and Key Tactics.

From 3-5pm, the Consultant Team hosted an Open House which allowed participants to drop-in, review a series of display boards, and provide their comments to a member of the Consultant Team. Following this, from 5-7pm, a hands-on working session was held to solicit in-depth feedback on the Vision, Strategic Directions and Key Tactics.

Online Survey # 2

For those who could not attend Open House/Workshop # 2, an online survey was added to the project website. The survey focused on the draft Strategic Directions and Key Tactics, asking participants to rank them in order of importance and to review and identify the Key Tactics that they feel are most important for renewing the downtown. For both activities, participants were encouraged to provide additional comments in an 'other' field.



5. What We've Learned

Multiple site visits, feedback from the public, and discussions with City staff and stakeholders were used to identify the strengths, weaknesses, opportunities and threats (SWOT) that are important to those who live, work and play in Downtown Woodstock.

The SWOT Analysis was used to identify and understand the elements that are both helping and hindering downtown renewal. While a significant amount of information was collected, a number of common themes emerged and were repeated throughout the study. The "Top 10" themes are outlined below and directly informed the Strategic Directions and Key Tactics in Section 7.0. The complete SWOT Analysis can be found in Appendix I.



Woodstock's **historic buildings** and **main street character** create a welcoming and attractive downtown.



The museum, art gallery, library, and theatre create a **strong cultural anchor** in the downtown.



Existing **festivals and events** provide a strong foundation of programming.



Vacant businesses create a lack of diverse shopping and evening experiences as well as unattractive streets.

5



The downtown feels **'sketchy' and unsafe** and deters some from visiting.

6



The **downtown is too long** to provide a continuous, engaging and walkable experience.

7



Illegal **garbage dumping** and a lack of **snow removal** at local businesses hinders the enjoyment of Dundas Street.

8



There are **limited youth activities and/or programming** in the downtown.

9



There is a perceived **lack of available parking** in close proximity to downtown businesses.

10



There are **limited City staff resources** to focus on downtown renewal projects and initiatives.

6. Downtown Vision

The downtown vision reflects the desired long-term character of Downtown Woodstock. It should be referenced regularly, and should inform the design and programming of all future building, streetscape, and open space projects.

Downtown Woodstock is a vibrant, unique, and accessible place that is authentic to its history and character and is welcoming and inclusive to people of all ages and abilities. The downtown is well-concentrated, has a unique but complimentary mix of shops and services, and presents a cohesive and attractive sense of place that will draw residents, employers and visitors from the City, throughout the region and across the province.

Downtown will capitalize on its existing momentum to attract new and innovative shops and services, while continuing to explore opportunities to attract and

accommodate new residential projects that will allow more people to live in the downtown, provide a greater consumer base for local businesses, a more vibrant nightlife, and enhance safety through casual surveillance. Engaging and well-programmed public spaces, centered on a revitalized Museum Square, will compliment the established cultural facilities and create a year-round hub for gatherings, events, and programming.

Collectively, these elements will ensure an economic foundation in Downtown Woodstock that is sustainable and resilient in the short, medium and long-term.



Downtown Woodstock is a **vibrant, inclusive, and sustainable destination for everyone.** From morning until night, and throughout the year.

7. Strategic Directions

Downtown renewal will happen incrementally, over many years. Successfully achieving the vision outlined in Section 6 will require clear Strategic Directions to prioritize and focus new investments in both the public and private realm. To realize the Strategic Directions, a series of Key Tactics are identified that can be implemented over the short, medium and long-term, and focus on policies and processes, buildings and streetscapes, arts and culture, staff resources, and additional studies. The Key Tactics extract and co-ordinate recommendations from existing studies, while introducing new recommendations that respond to current priorities and opportunities.

The successful renewal of Downtown Woodstock requires the City to capitalize on and address the strengths, weaknesses, opportunities and threats identified through this study. Some of these are addressed in outstanding strategies and recommendations, stemming from over a decade worth of studies, but have not been implemented for a variety of reasons (i.e. lack of resources, limited funding, unclear prioritization, etc.).

Based on our background research and analysis, and building on the feedback from City staff, stakeholders and the public, the following Strategic Directions will prioritize and focus new public and private-realm projects in Downtown Woodstock, and ensure they reflect the vision outlined in Section 6.

Key Tactics are presented to achieve each Strategic Direction. These Key Tactics streamline downtown renewal by extracting outstanding recommendations from previous studies, and combining and coordinating them with new recommendations as appropriate, to present the City with a clear and manageable suite of actionable ideas that should be the City's primary focus for implementation over the next decade and beyond.

The Key Tactics do not reflect all of the recommendations outlined in previous studies, but instead focus on strategies that will have the greatest impact on the downtown's most pressing issues. *Where funding and resources exist, the City is encouraged to continue to pursue the recommendations in the policies outlined on pages 19-26.*



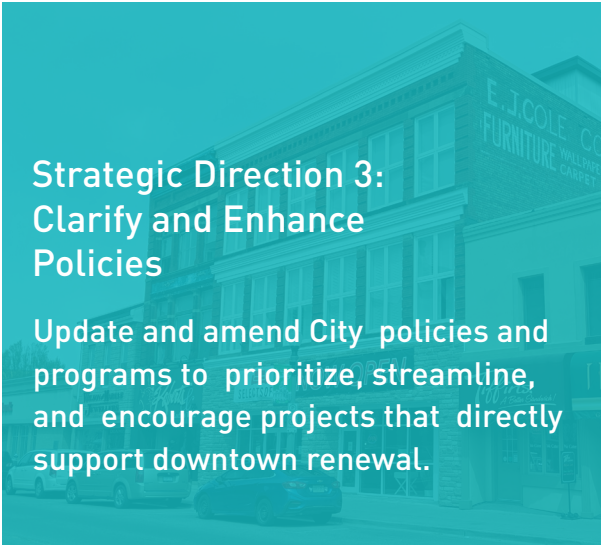
Strategic Direction 1: Beautify the Downtown

Create a clean, cohesive and visually attractive downtown that captures Woodstock's unique sense of place and encourages repeat visits.



Strategic Direction 2: Attract and Retain Businesses

Attract and retain a diverse mix of shops and services to create a vibrant, experience at all times of day, and throughout the year.



Strategic Direction 3: Clarify and Enhance Policies

Update and amend City policies and programs to prioritize, streamline, and encourage projects that directly support downtown renewal.



Strategic Direction 4: Change the Perception of the Downtown

Ensure that downtown is a welcoming destination that is safe and inclusive for all residents of Woodstock and visitors from across the region.



Strategic Direction 5: Celebrate and Enhance Cultural Resources

Celebrate and enhance the character and identity of Downtown Woodstock through the investment in, and promotion of, its cultural resources.



This symbol recognizes a number of Top Priority projects that play an important role in downtown renewal and should be considered for funding as soon as possible.



7.1 Strategic Direction 1: Beautify the Downtown

Through ongoing engagement with City staff, stakeholders and the community, it was noted with a sense of pride that Downtown Woodstock has many attractive and beautiful features, from its historic building fabric to its large, well-maintained planter boxes. It was also noted how new buildings, such as the Art Gallery or the Ironworks restaurant, have made the downtown more attractive. However, a significant amount of the feedback received suggested that the downtown does not evoke a consistently attractive experience, and that on the contrary, a number of elements undermine the aesthetic experience in the downtown.

User feedback suggested a general lack of cohesion across the downtown, noting that street furniture, such as benches, bicycle locks, lighting and banners, which often reinforce a consistent theme, are lacking on Dundas Street. Similarly, a lack

of convenient and attractive signage was said to hinder wayfinding and reinforced a disconnect between downtown destinations. Where cobblestone exists on Dundas Street to highlight the historic character of the downtown, it is old and deteriorating in many places, resulting in both unattractive and inaccessible sidewalks.

The above streetscape issues are exacerbated by derelict properties, as well as vacant or unattractive storefronts, which were said to detract from the beauty and overall experience of the downtown.

Finally, garbage was identified as an unattractive element that hinders the enjoyment of the downtown. Specifically, the illegal dumping of garbage on Dundas Street leads to garbage cans that are often full and/or overflowing onto the street.

All of these issues demonstrate the importance of the physical environment in reinforcing an attractive downtown. As new development occurs, including both public and private realm projects, there should be a strong inward focus on ensuring buildings, streets, open spaces, and amenities create a clean, cohesive and visually attractive downtown that captures Woodstock's unique sense of place and encourages repeat visits.

Key Tactics

- Streetscape Master Plan
- Strengthen the Façade Improvement Program
- Signage and Wayfinding Strategy
- Redesign Museum Square

**Key Tactic:****Streetscape Master Plan (Vansittart Avenue to Bay/Beale Street)**

Commission a Streetscape Master Plan to implement the Central Area Design Study, create an attractive and unified look and feel for Dundas Street and to address and mitigate ongoing maintenance and repair costs.

Policy Link: Commercial Policy Review (Page 22); Central Area Design Study (Section 3 & 4.5); Asset Management Plan (Page 49)

Priority: High

Timing: Short-Term

Capital Costs: \$70,000 (Consultant Fees)

Ongoing Costs: N/A

Resources: Outside Consultant (Landscape Architect, Accessibility Consultant); Engineering (Co-ordination)

Partnerships: B.I.A., Downtown Co-ordinator; Public Works; Parks and Recreation; Accessibility Advisory Committee

As renewal happens in Downtown Woodstock, it is important that the historic character of the downtown is captured and maintained, but also that new public and private realm projects reinforce a cohesive and attractive vision for Dundas Street.

The Central Area Design Study (2011) provided detailed recommendations for the design of downtown streets, including surface and boulevard treatments, street furniture, sidewalk bump-outs, parallel parking and cycling facilities. The highest level of streetscaping was recommended for Dundas Street, between Brock/Light Street and Wellington Street, with Finkle Street to Wellington Street identified as an 'Enhanced Treatment Area.'

An Asset Management Plan (2014) evaluated the condition of streetscape features in the downtown to develop a strategy for the replacement of aging/deteriorating streetscaping features. The

plan recommended the full replacement of planter boxes, benches, bike locks, and garbage facilities, as well as the partial (18 of 26) replacement of decorative light standards. However, it was recommended that existing paving stones be maintained with repairs completed for certain high-priority areas.

In light of the complete replacement of all street furniture, as recommended in both studies, the conservative approach to resurfacing Dundas Street is a short-term fix that will continue to require funds that would be better spent on a long-term solution.

Beautifying the downtown requires a substantial financial investment. A Streetscape Master Plan, recommended in the Commercial Policy Review (Page 22), minimizes risk by clearly illustrating the long-term character of Dundas Street, and ensuring the selection, purchase and installation of new streetscape elements reflect a clear and feasible approach to phasing.



A Streetscape Master Plan will provide a detailed design for Dundas Street, including recommended materials, furniture, light standards, etc. and will determine the location and organization of each element.

Building on the Street Character directions provided in the Central Area Design Study, a Streetscape Master Plan provides an illustrated plan of Dundas Street, outlining the design and location of surface and boulevard treatments, street furnishings and sidewalk bump-outs.

The Streetscape Master Plan should focus on the detailed design of the Pedestrian Predominant Area (Vansittart Avenue to Bay/Beale Street), reinforcing this area as the more concentrated core of the downtown (see Page 69), and the focus for a higher level of investment.

Key components of the Streetscape Master Plan should include:

- Select a palette of street furniture, including benches, bicycle locks, light standards, and garbage and recycling facilities that address illegal dumping.
- Identify landscaping and recommended planter boxes, including location and species.
- Explore opportunities for Low Impact Development and other sustainability measures.
- Explore the potential/costs to bring healthy street trees to the downtown (i.e. through structural soil cells) as well as recommended alternatives (i.e. decorative vines) if this is not possible.
- Review the current plan for Museum Square and recommend revisions to align with the proposed streetscape vision, and to reflect additional adjacent land acquired by the City. Redesigns should maximize flexibility, and accommodate a range of uses.
- Provide general guidance for the design of the boulevard beyond the Pedestrian Predominant Area.



A Streetscape Master Plan will explore the opportunities and feasibility of bringing healthy trees to the downtown through the use of structural soils or other approaches as appropriate. Where this can not be achieved, alternatives will be recommended.

For all of the elements noted above, the Streetscape Master Plan should provide detailed construction drawings and/or material selections, including costing (both construction and operation/maintenance) and a phased implementation schedule.

The downtown vision prioritizes safety and accessibility for people of all ages and abilities. As part of the Streetscape Master Plan, an Accessibility Consultant should be engaged to ensure all recommendations achieve the principles of Universal Design. Specifically, it is important to identify barriers which may limit or prevent physical access to key downtown sites. Surface grading and materials, walkways, ramps and stairs, site furnishing, wayfinding signage, lighting, and plant materials all contribute to achieving a fully accessible urban environment which

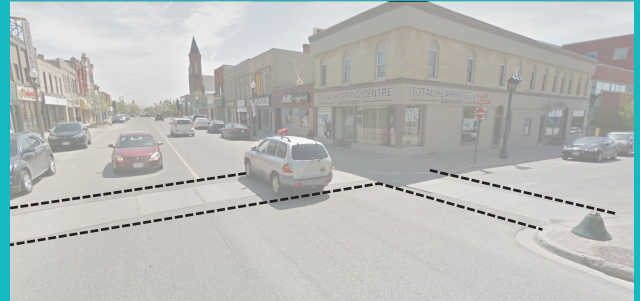
is safe and enjoyable for all users. As users may have mobility limitations, together with hearing, vision and/or other disabilities, design implementations must be carefully considered so that they maximize accessibility, safety, enjoyment and comfort of the whole community.

As part of this study, a preliminary accessibility audit was undertaken by Marnie Peters of Accessibility Simplified. While touring the City in her wheelchair, Marnie noted a number of 'quick wins' that can be implemented in the short-term to enhance accessibility with minimal investment, such as re-painting on-street parking downtown to accommodate accessible shuttles, repainting existing crosswalks, or providing traffic control devices at all intersections as identified in the Transportation Master Plan (2011).

Finally, in selecting and locating new street furniture, the Streetscape Master Plan should consider strategically locating garbage facilities in areas that are highly visible and well lit to minimize opportunities for illegal dumping of household waste.

Given that both the Central Area Design Study and the Downtown Development Plan featured significant consultation around the look and feel of the downtown, it is anticipated that a Streetscape Master Plan could be accommodated with minimal public consultation. A single consultation event could be used to garner feedback on a draft concept plan before refining a final plan.

Accessibility 'Quick Wins'



1 All crosswalks should be painted to enhance visibility.



2 Encourage business owners to clearly identify their civic building address.



3 Signs for accessible parking spaces should be taller and more visible.



4 Ensure curb-cuts directly adjacent to all accessible parking spaces.

Key Tactic:
Strengthen the Façade Improvement Program

Strengthen the Façade Improvement Program to illustrate appropriate building designs that reinforce the historic and beautiful character of Dundas Street.

Policy Link: N/A

Priority: High

Timing: Short-Term

Capital Costs: \$20,000 (Precedent Study)

Ongoing Costs: \$10-15,000/Peer Review (may be covered by the developer)

Resources: Outside Consultant (Precedent Study); Community Planning (CIP Updates)

Partnerships: Economic Development; Heritage Advisory Committee

The City of Woodstock has strong incentives in place to encourage updates and improvements to beautify buildings in the downtown, including a Facade Improvement Program (FIP), and an Awning, Signage, Decorative Lighting Grant Program. The programs offer loans and grants to projects that are in keeping with the principles of the Woodstock Central Area Design Study. To-date, these programs have resulted in \$232,701.56 worth of upgrades and improvements.

In discussions with stakeholders (including City of Woodstock staff), a number of issues were identified with these programs, including:

- It is unclear to developers, business owners and City staff what constitutes an appropriate upgrade (i.e. materials, architectural style, etc.). Detailed design direction in the Central Area Design Study is limited.

- The grant/loan amount is the same for all buildings regardless of size, which discourages consolidation of multiple units.
- Grants are only issued on a one time basis. Therefore, if a building is upgraded through the FIP program, and later consolidated with adjacent buildings, further funding can not be provided.

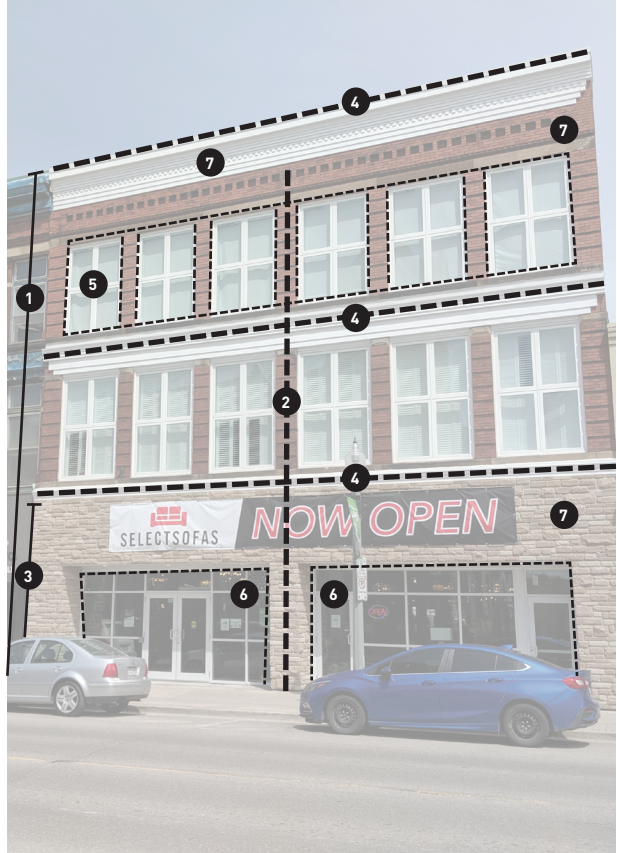
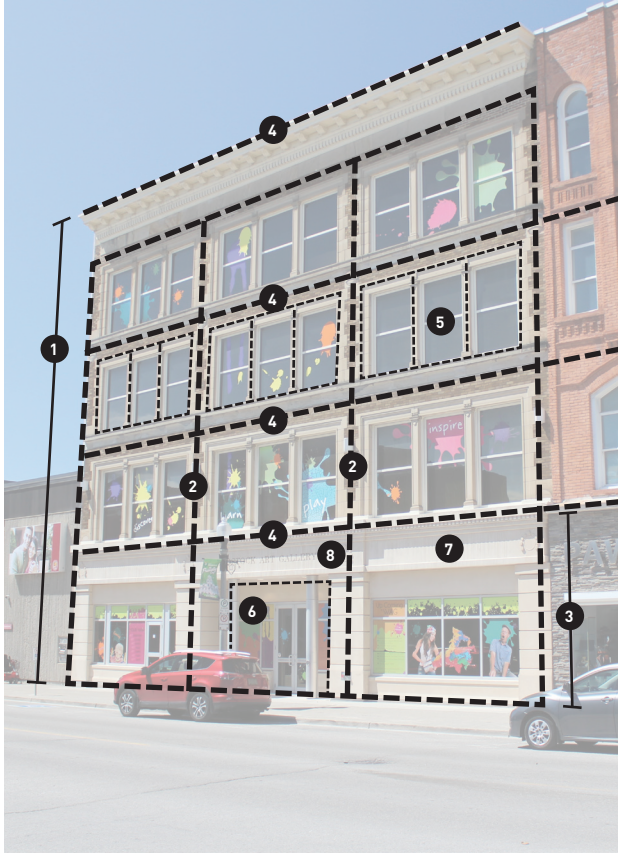
To address the above issues, the City should make the following amendments to the CIP:

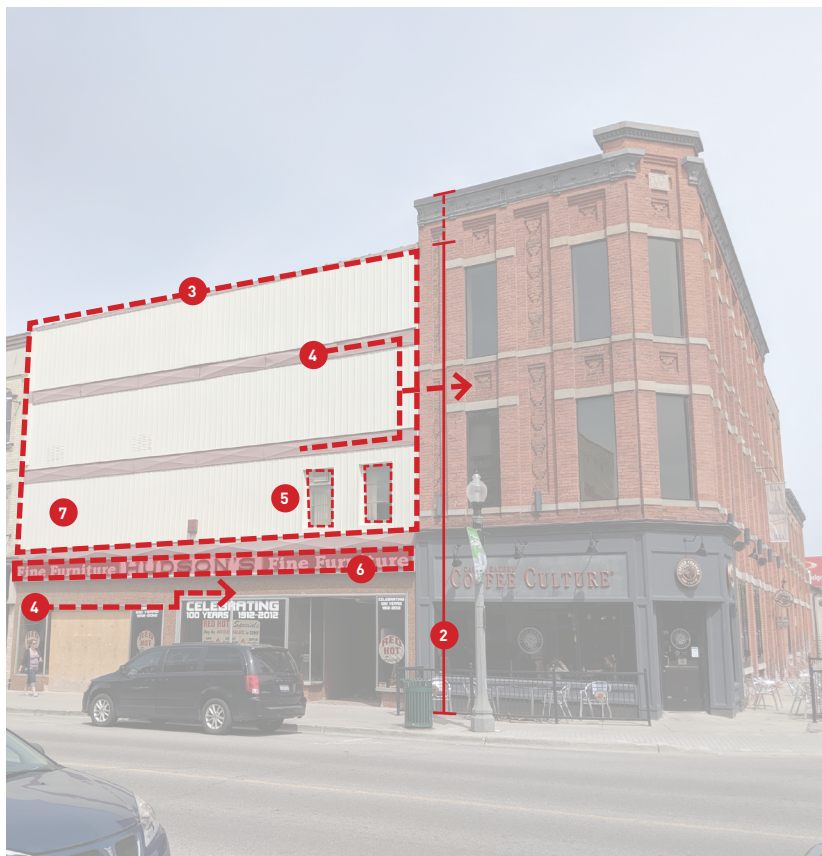
- Provide a series of annotated precedents images that clearly articulate a range of facade improvements that respect the historic character of Downtown Woodstock (see examples on following page).
- Increase the maximum grant/loan available for larger buildings, or projects that consolidate multiple buildings. For example:



An example of a consistent, heritage streetscape with the new Art Gallery building carefully reflecting the established rhythm and datum lines.

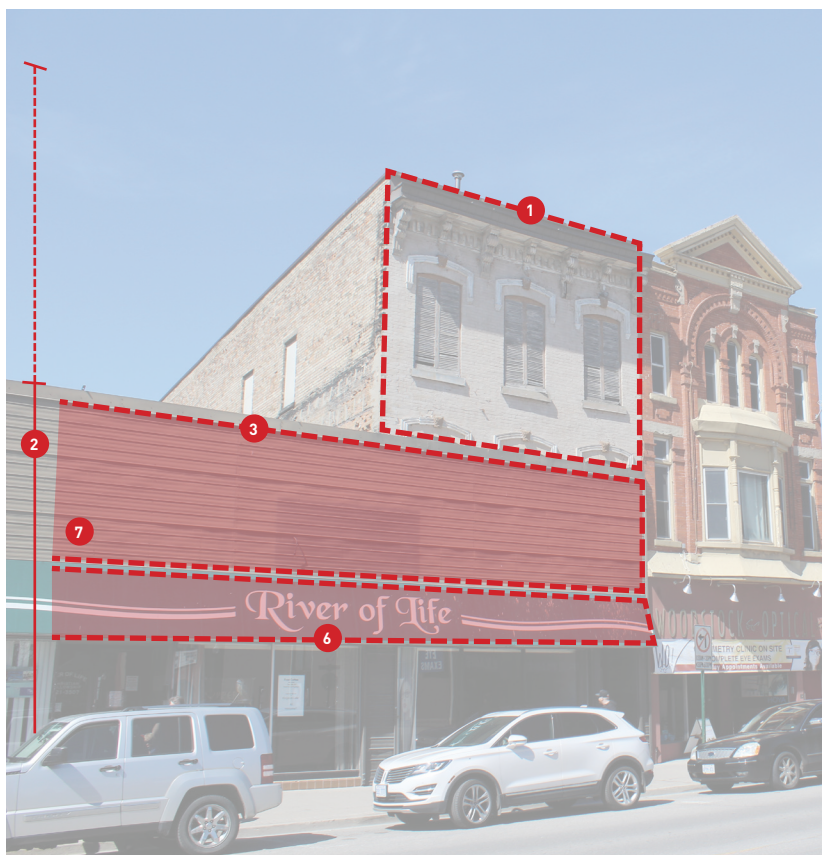
- Storefronts with less than 30 feet of frontage are eligible for \$10,000/\$30,000 grant (storefront/corner building) and a \$25,000 loan up to 50% of the value of eligible work.
- Storefronts with more than 30 feet of frontage are eligible for \$15,000/\$45,000 grant (storefront/corner building) and a \$37,500 loan up to 50% of the value of eligible work.
- Create a Terms of Reference and establish a roster of heritage architects to work with applicants, and peer review proposed facade improvements to ensure they are appropriate within the Downtown.





DO

- 1 Maintain existing 2 to 3-storey streetwall height.
- 2 Break larger facades through vertical articulation.
- 3 Maintain the established ground floor height.
- 4 Maintain the established cornice lines.
- 5 Maintain window proportion and location.
- 6 Create a recessed entrance area.
- 7 Utilize natural materials (i.e. wood, brick, stone).
- 8 Integrate signage discreetly into a signage board.



DON'T

- 1 Mask existing heritage elements.
- 2 Create buildings that do not reflect the established scale.
- 3 Create large, blank facades with little articulation.
- 4 Create misaligned cornices and articulation points.
- 5 Create small windows that do not reflect traditional scale.
- 6 Use extensive signage that stretches the whole frontage.
- 7 Utilize non-natural materials as a prominent finish.

Sample illustration demonstrating how amendments to the CIP Facade Improvement Program may be approached.

Key Tactic:
Signage and Wayfinding Strategy

Commission a Signage and Wayfinding Strategy to ensure downtown signage, including street signs, directional signage, interpretive signage, gateways, etc. reinforce a cohesive character.

Policy Link: Transportation Master Plan (Pages 2-7,2-8. and 2-9)

Priority: Medium

Timing: Medium-Term

Capital Costs: \$75,000 (Consultant Fees)

Ongoing Costs: N/A

Resources: Outside Consultant; Engineering (Co-ordination)

Partnerships: Downtown Co-ordinator; Public Works

Signage has a significant impact on how residents and visitors alike experience the downtown, providing information about events and activities, identifying key destinations, and highlighting important buildings and features. When properly executed, signage can also play a key role in beautifying the downtown, providing cohesion and creating continuity between different downtown locations.

Throughout the engagement process, it was noted that signage in the downtown undermines the historic character of Woodstock, and that the size and location of street signs make it difficult to navigate downtown. Similarly, an accessibility audit undertaken as part of this study noted that the City's historic street signage is difficult to read for motorist and/or people with low vision and that signage for accessible parking spaces in

the downtown is easily hidden behind parked vehicles. Finally, in discussing the lack of parking downtown, many participants noted that they were unaware of the City's larger public parking lots, and that there is no signage identifying their location.

Signage may also play a key role in mitigating large truck traffic in the downtown - a concern that was regularly voiced by both stakeholders and the public. As recommended in the Transportation Master Plan, signage can be used to divert truck traffic away from Dundas Street.

To address the above issues, the City should commission a comprehensive Signage and Wayfinding Strategy that considers the design, location and content of both vehicle and pedestrian signage, including:



A signage and wayfinding strategy should consider all types of signage in the downtown, including street signs, banners and promotional materials, and landmark signage.

- Gateway signage;
- Street signs;
- Directional/destination signage;
- Streetscape banners;
- Downtown maps/directories;
- Digital signage;
- Building identification (including historic buildings); and,
- Event signage.

For each of the items above, the Signage and Wayfinding Strategy should provide detailed design drawings and/or product specifications that augment the Streetscape Master Plan (see Page 43) and reinforce a cohesive and

attractive vision across the downtown. In addition, the strategy should provide both capital costs, and anticipated costs for ongoing operations and maintenance.

The strategy should ensure that all signage is scaled for its intended use, including the provisions of both pedestrian and vehicular-focused version where appropriate (i.e. directional/destination signage).

The Signage and Wayfinding Strategy should be overseen by the Engineering Department, in close collaboration with the Downtown Coordinator, to ensure alignment with broader branding and marketing activities in the downtown.

Key Tactic:
Redesign Museum Square

Redesign Museum Square to create a beautiful and functional downtown anchor that is the preferred location for City activities and events for people of all ages and abilities.

Policy Link: N/A

Priority: Medium

Timing: Medium-Term

Capital Costs: \$1,500,000.00 (Reconstruction)

Ongoing Costs: TBD

Resources: Outside Consultants (Design and Build); Parks and Recreation (Co-ordination)

Partnerships: Downtown Co-ordinator; Woodstock Museum; Engineering and Public Works

In the summer of 2018, a survey was conducted and found that 69% (of almost 600 responses) of Woodstock residents desired the redesign of Museum Square. This was in response to a proposed concept plan prepared through close collaboration with the B.I.A. If approved by Council, completion was anticipated for 2020.

It is recommended that the City continues with plans to implement the plan in the near future. However, it is recommended that construction is deferred until the completion of a Streetscape Master Plan (see Page 43). This will ensure that revisions to the proposed design can be made, as necessary, to ensure that Museum Square reads as a seamless extension of Dundas Street, integrates the additional properties purchased by the City, and maximizes flexibility to accommodate a range of uses. Collectively, these two projects will significantly reinforce a cohesive and beautiful downtown.



Model illustrating the proposed plan for Museum Square
(Credit: Hortikopia).



7.2 Strategic Direction 2: Attract and Retain Businesses

Through ongoing engagement with City staff, stakeholders and the community, it was noted that people really enjoy visiting the downtown to participate in local festivals, such as Streetfest, the summer farmer's market, and the Santa Clause Parade. It was also noted that private programming at Museum Square (i.e. outdoor yoga) is drawing more people downtown.

However, it was regularly mentioned that there was not enough of a mix of shops and services in the downtown to encourage daily visits, and specifically that there was not enough to do in the evenings or in the shoulder seasons. This was especially true for local youth, who expressed that there are no activities to draw them to the downtown. Many people said they only come downtown when they need to go to City Hall or the bank, or for occasional trips to the library, museum, theatre or art gallery.

The above issues are exacerbated by the number of vacancies in the downtown, which further limits the diversity of businesses, while also creating a discontinuous pedestrian experience. Uses with a limited street presence (i.e. liquidation centres, pawn shops, methadone clinic, offices) were also noted as detracting from the pedestrian experience.

However, recent momentum has suggested a shift in the downtown, with innovative and local entrepreneurs creating a core of new and complementary businesses (i.e. cafes, bakery's, chocolate shops, restaurants) as well as experiential uses (i.e. indoor play areas) that have been received well by both residents and visitors.

Ongoing efforts to renew the downtown should build on current momentum and proactively identify, pursue and incentivize a diverse mix of

shops and services that will appeal to a wide user base and will ensure a vibrant experience at all times of day and throughout the year. Specifically, it was noted that restaurants, bars, pubs, a brewery/distillery and night clubs would create more activity at night, while clothing stores, sporting goods stores, and local markets would encourage continuous shopping. Essential shops and services, such as specialty grocery stores, should be pursued to allow residents to do their day-to-day shopping in the downtown.

While a number of the shops and services above will be appealing, significant effort should be made to identify uses that will attract more youth to the downtown.

Key Tactics

- Downtown Co-Ordinator
- Marketing and Recruitment Strategy
- Business Guide to Downtown Development
- Pop-Up Shop Program



Key Tactic:
Hire a Downtown Co-ordinator

The City of Woodstock should hire a Downtown Co-ordinator to lead the development of progressive programs, activities and initiatives to attract, promote and retain downtown businesses, and to work with partners on other downtown renewal efforts.

Policy Link: N/A

Priority: High

Timing: Short-Term

Capital Costs: \$5,000 (Office Set Up)

Ongoing Costs: \$75,000/Year (Salary); \$30,000 (Marketing Budget)

Resources: N/A

Partnerships: Economic Development; B.I.A.; Small Business Centre; Oxford County Tourism

Many of the studies produced over the last decade have important recommendations related to downtown renewal - some of which have been captured in this study. However, through our stakeholder interviews, it is clear that a lack of staff resources is a major barrier to implementation. Efforts related to downtown renewal tend to fall on the B.I.A., the City's Economic Development office, or other City departments - all of which are at capacity with their day-to-day responsibilities. As a result, there is no ownership over, or liability for, implementing the recommendations of past studies and they are often not pursued.

To ensure that this does not happen going forward, the City should hire a Downtown Co-ordinator to lead all aspects related to the renewal of downtown businesses, including general marketing and promotion, as well as strategic projects (i.e. Pop-Up Shop Program, Downtown Development Guide).

To minimize the risk of a new hire, the Downtown Co-ordinator could begin as a contract position (i.e. 1-year) as the role and responsibilities are further refined in practice, with the possibility of a permanent placement once a long-term need is demonstrated. Of specific importance during this contract period, is ensuring the Downtown Co-ordinator position does not duplicate efforts of the B.I.A. and/or Small Business Centre.

A key focus of the Downtown Co-ordinator will be the preparation of a Marketing and Recruitment Strategy for the downtown (see Page 59). This will provide a clear understanding of the types of businesses and uses that are desirable in the downtown, and will allow the Downtown Co-ordinator to make a concentrated effort to attract, incentivize and retain them.

As part of the Marketing and Recruitment Strategy, the Downtown Co-ordinator will oversee an inventory of commercial properties

in the downtown (a process that is currently underway by both the B.I.A. and the Small Business Centre) and will know the size, layout and other key information about each vacant property to align with potential tenants.

The Downtown Co-ordinator will be intimately familiar with the City's CIP program, and able to articulate its merits to potential businesses and/or help them through the application process. Likewise, the co-ordinator will be well-versed in alternative funding sources and able to identify potential opportunities to help to further entice new businesses (i.e. Small Business Grants from Province).

Perhaps most importantly, the Downtown Co-ordinator will be a 'connector' - someone who is able to create and foster relationships between businesses, as well as with County and City staff, agencies, institutions, businesses and volunteer groups who may play a key role in the renewal of downtown businesses. Key contacts may include:

- City of Woodstock (i.e. Economic Development Department, Art Gallery, Library, Parks and Recreation, etc.);
- Oxford County Tourism;
- Small Business Centre;
- Downtown Woodstock B.I.A.;
- Fanshawe College;
- Downtown business owners; and,
- Downtown accommodations (Chateau La Motte, EconoLodge).

To be successful, the Downtown Co-ordinator will need to be in regular contact with these groups to identify and facilitate potential synergies.

As a highly-knowledgeable resource, the Downtown Co-ordinator will be the first contact for potential investors in the downtown, and able to direct people to the right contact and/or advocate on their behalf as necessary.



Inspiration

Whitchurch-Stouffville, Ontario

For the past decade, the Town of Whitchurch-Stouffville has had a Downtown Co-ordinator to oversee the revitalization of its historic downtown. As the downtown struggled, this position offered an alternative to the traditional B.I.A., in order to give the town more direct control over revitalization. In lieu of a B.I.A., downtown businesses continue to pay a levy that goes directly into downtown events, programming, streetscape projects, etc.

While Woodstock already has a strong B.I.A. and special events team, Whitchurch-Stouffville's Downtown Co-ordinator offers a strong precedent for business attraction and retention. Working closely with Economic Development (who is more focused on larger employment attraction), the Downtown Co-ordinator maintains an inventory of vacancies and is responsible for attracting business to the downtown through attendance at franchise expo's, targeted outreach, and collaboration with local commercial real estate agents. Equally important, as retail trends have shifted the focus of the downtown to restaurants, family events, etc. the Downtown Co-ordinator has played a key role, developing a close working relationship with established businesses, to ensure they are part of this successful transformation and that their interests are being protected.



Key Tactic:
Marketing and Recruitment Strategy

Create a Marketing and Recruitment Strategy to identify desirable businesses in the downtown and a plan to attract them.

Policy Link: N/A

Priority: High

Timing: Short-Term

Capital Costs: \$50,000 (Consulting Fees)

Ongoing Costs: \$15,000 (event preparation and facilitation)

Resources: Outside Consultant (Campaign Development); Downtown Co-ordinator (Co-ordination)

Partnerships: B.I.A., Oxford County Tourism, Economic Development

Through discussions with stakeholders and the public, a number of desirable uses were identified for the downtown, including specialty food stores, higher-end restaurants, nightclubs, a brewery/distillery, local artisan shops, and clothing stores. It was also stressed that additional businesses and services targeted toward youth are required, with specific mention of trying to attract a post-secondary institution to the downtown. These uses are all meant to draw people to the downtown and to keep them there throughout the evening.

Based on a detailed inventory of existing uses, a Marketing and Recruitment Strategy identifies the gaps in each of the relevant sectors downtown (i.e. retail, office, service, etc.), including their space and facility requirements, and develops a strategy to address them. This may include core uses to help to fulfill the daily needs of users (i.e. groceries, hardware store, etc.) as well as



A recruitment campaign in Calgary aims to attract tech entrepreneurs from Vancouver.

specific uses required to establish Downtown Woodstock as a unique destination (i.e. uses that support the Cheese Trail).

Key components of the Marketing and Recruitment Strategy should include:

- A living database of commercial properties;
- A gap analysis of existing uses;
- A list of desirable and/or niche businesses that support the vision for downtown;
- An action plan to address the above gap, including clear goals and strategies; and,
- Measurable targets and performance indicators to evaluate success over the short, medium and long-term.

As an overarching document for downtown renewal, it is anticipated that the Marketing and Recruitment Strategy will be used in conjunction with the Downtown Development Plan.

In recruiting new businesses to the downtown, the Marketing and Recruitment Strategy should be a living-document supported by fresh marketing materials, social media campaigns, media coverage and awareness events.

The Marketing and Recruitment Strategy will inform a number of other programs and initiatives in the City (i.e. CIP incentives, accessibility) and should be overseen by the Downtown Co-ordinator to ensure synergies are captured and leveraged.



Inspiration

Cobourg, Ontario

The Town of Cobourg created a Business Attraction Plan to target businesses that were missing in its downtown, including supermarkets, grocery stores, specialty food stores and clothing stores. The Town is currently implementing seven recruitment strategies, including:

- Developing marketing materials with the theme of “The Benefits of Doing Business in Downtown Cobourg”
- Conducting a social media campaign
- Creating a new marketing webpage
- Utilizing public relations to earn media coverage in publications
- Leveraging pull marketing through online advertising
- Engaging at trade shows to target businesses in desired categories
- Inspiring interest through “Explore the Core” tours and events for potential business owners

<https://www.cobourg.ca/en/business-and-development/resources/documents/marketing-partnership-business-attraction-plan-final.pdf>

Key Tactic:
Business Guide to Downtown Development

Prepare a Citizen's Guide to Downtown Development to clearly outline the value proposition for investing in the downtown.

Policy Link: N/A

Priority: Medium

Timing: Medium-Term

Capital Costs: Information Gathering (\$10,000); Website Update (\$15,000); 'One-Pager' Preparation (\$5,000)

Ongoing Costs: N/A

Resources: Economic Development

Partnerships: Downtown Co-ordinator; B.I.A.; Small Business Centre

The City of Woodstock's Economic Development department has an excellent website (www.cometothecrossroads.com) dedicated to the value proposition of investing in Woodstock. However, this website is generally aimed at attracting larger industrial employers, such as Toyota, which opened its Woodstock plant in 2008.

As described on Pages 22 and 23, the City offers a strong package of ten incentives, through its Community Improvement Plan, to promote and encourage investment in the downtown. An overview of each of these incentives is provided on the City's website under the Community Improvement Plan banner, as well as more detailed program guidelines upon clicking.

While useful, this information is presented in a very technical fashion that may not be easily understood by a small business owner and/or entrepreneur. Furthermore, outside of the CIP

incentives, there is no information to entice a business owner to the downtown.

The City of Woodstock should overhaul www.cometothecrossroads.com to provide separate, but equal, information related to investing in the downtown. Specifically, the website should offer downtown-specific information in a clear and accessible (i.e. infographic) manner, including:

- Statistics related to population, income, amenities, visitation, events and programming, recent investments, and local catchment areas;
- A clear map illustrating the boundaries of the CIP and applicable incentives;
- A user-friendly (i.e. layperson) description of the available incentives, and how they apply to typical projects within the downtown (including how multiple incentives can apply to one project);

MONCTON FUELS SUCCESS

THE POWER
TO LAUNCH

Moncton's generous incentive programs
help businesses tap into the action of
Moncton's dynamic downtown.

Inspiration

Moncton, New Brunswick

While not specific to it's downtown, Moncton's economic development website is clearly organized, and very user-friendly. It provides a significant amount of data and information in an easy to digest layout, while stressing a very hands-on approach (that would welcome less experienced developers). A simple search feature helps to identify available properties.

monctonwins.ca

- A list and description of selected projects that have successfully received and implemented the incentives (including key information such as dollar value, application time, etc.);
- An overview of both the B.I.A. and Small Business Centre, and their role in the downtown (with relevant contact information);
- A live database of properties available in the downtown, including statistics, pictures and relevant contact information (see Page 59); and,
- Contact information for the Downtown Co-ordinator and Economic Development department.

initial and ongoing contact, helping to answer questions and line up meetings as required. This will be particularly important where potentially businesses align with the desired businesses identified in the Marketing and Recruitment Strategy (see Page 59).

In addition to the website, an equally simple and engaging 'one pager' should be provided that can be handed to potential investors, or used by the Downtown Co-ordinator in initial outreach efforts for new businesses.

Recognizing that many potential investors will not be experienced developers or commercial operators, the City should be readily available to assist them throughout this process. Ideally, the Downtown Co-ordinator could be an

Key Tactic:
'Pop-Up Shop' Program

Create and implement a 'Pop-Up Shop' program to minimize vacancies and provide opportunities to local entrepreneurs.

Policy Link: N/A

Priority: Medium

Timing: Medium-Term

Capital Costs: N/A

Ongoing Costs: \$1000/Pop-Up (possibly by donors)

Resources: B.I.A.; Local volunteers

Partnerships: Downtown Co-ordinator; Economic Development

Throughout the public engagement process, including interviews with stakeholders, the abundance of vacant properties on Dundas Street was one of the most common issues. These vacancies create or perpetuate a number of problems, including:

- Creating an unattractive public realm characterized by covered windows and partial signage.
- Reducing vibrancy and activity through lack of patronage and/or spill-out uses.
- Evoking a feeling of 'sketchiness' as a lack of ownership over properties encourages loitering.
- Reinforcing a perceived lack of parking as visitors are less likely to park nearby and walk to their destination.
- Limiting accessibility through a lack of snow clearing in front of private businesses.



DECA's revitalization efforts have led to renewed interest in this East York neighbourhood, including an annual street festival (top) and a road diet pilot project by 8-80 Cities (bottom).

The City should create and implement a 'Pop-Up Shop' program targeted at local entrepreneurs and creative enterprises. A pop-up shop is a short-term, temporary retail space that allows entrepreneurs to test business ideas within a localized market (often at a reduced rate) prior to investing significant capital in a long-term lease, equipment, etc. A pop-up shop may also benefit an online retailer wishing to have temporary space to liaise directly with potential customers.

A pop-up shop can take many forms, and may include use of an entire retail space, or partial use of an established space (i.e. small coffee shop within an existing clothing store).

While pop-up shops are common in successful downtowns, they have also proven very successful in helping to reduce vacancies in struggling downtowns. Ideally, after a successful pop-up shop, entrepreneurs will remain in the building, or seek out a vacant space nearby.

Rather than implement pop-up shops on a case-by-case basis, the City should create a comprehensive 'Pop-Up Shop' program for the Central Business District with permitting policies, standard licensing agreements, budget requirements, landlord and tenant recruitment strategies, and marketing and promotion strategies. While the approach can take many forms, the ultimate goal is to create a strategy that will both incentivize landowners to offer their vacant properties while enticing and incubating new downtown businesses.

The 'Pop-Up Shop' program should be led by the B.I.A., in close collaboration with the Downtown Co-ordinator and Economic Development. It is recommended that the DECA Pop-Up Shop Toolkit (see sidebar) be used as a starting point for developing a Woodstock-specific approach.



Inspiration

DECA Pop-Up Shop Toolkit, Toronto

Started in 2012, the Danforth East Community Associations pop-up shop project reduced commercial vacancies along Danforth Avenue from 17% to 6%. The program hosted over 32 pop-up shops in 15 vacant storefronts.

Through its implementation, the program evolved and adopted a range of pop-up models. To generate interest from landlords, DECA's team of volunteers offered free services, including cleaning, painting and basic facade improvements (i.e. signage) to improve their space. As the program evolved, landlords were also provided a small fee (i.e. \$700) to cover the costs of utilities, as well as 10% of gross sales exceeding \$7,500. For potential tenants, this provided the opportunity to test the feasibility of their business in the local market, for up to six months, with minimal up front costs.

With the success of the project, DECA prepared the Pop-Up Shop Toolkit, providing a strong foundation for any community looking to implement a similar program.

<https://deca.to/pop-up/>



7.3 Strategic Direction 3: Clarify and Enhance Policies

As outlined in Section 3.1, significant effort has been made by both the County and the City to ensure that Woodstock's policy framework prioritizes and encourages downtown renewal, and that the key recommendations of past studies have been implemented.

As the policies currently exist, it was noted that modest investment and renewal will continue over the long-term. This has generally been the case, with new businesses and residential uses being gradually introduced in the downtown. However, through ongoing engagement with City staff, stakeholders and the community, it was noted that this rate of renewal is not sufficient enough to offset the negative

issues that impact the downtown. Specifically, it was stressed that downtown vacancies are more prevalent than new businesses, which continues to reinforce a fragmented and unattractive pedestrian experience characterized by decrepit and/or boarded up buildings and unattractive and partially removed signage.

Through a number of strategic interventions, County and City policies can be clarified and updated to accelerate downtown renewal by both concentrating desired development to the downtown and ensuring that new development begins to establish a tight-knit and continuous core of activity.

Key Tactics

- Refine Permitted Land Uses Outside the Downtown
- Amend the Community Improvement Plan
- Amend Chapter 0754 of the Woodstock Municipal Code (Sign By-law)

Key Tactic:
Refine Permitted Land Uses Outside the Downtown

The City should further implement the recommendations of the Commercial Policy Review to refine the land uses that are permitted outside of the downtown and ensure that desirable uses are concentrated within the downtown.

Policy Link: Commercial Policy Review (Section 4.0)

Priority: High

Timing: Short-Term

Capital Costs: N/A

Ongoing Costs: N/A

Resources: Community Planning (Official Plan Updates)

Partnerships: B.I.A.; Downtown Co-ordinator; Local stakeholders

The Commercial Policy Review has been one of the most successful tools for the City in prioritizing downtown renewal, as it directly informed Official Plan amendments for:

- The establishment of a commercial hierarchy to reinforce the Central Business District as the City's primary retail destination;
- The introduction of a Pedestrian Predominant Area; and,
- Detailed design policies that recognize the elements that make the Central Business District unique.

However, in a review of the permitted uses for each commercial designation, the Commercial Policy Review identified a number of permissions that undermine downtown renewal by permitting uses outside of the CBD that should be located downtown.

Recommendations included:

- The removal of 'neighbourhood serving uses' and 'repair and service shops for small appliances' from the Entrepreneurial District given its proximity to the CBD;
- The replacement of the above uses with 'minor institutional uses';
- The prohibition of entertainment uses within the Regional Commercial Node;
- The prohibition of offices, financial institutions and entertainment in the Service Commercial designation;
- The removal of offices, clinics and health care offices in the Convenience Commercial designation; and,
- The removal of restaurants, financial institutions and medical/dental offices as ancillary uses in the Business Park designation.



Refinements to the permitted uses, and other policies in the City's Official Plan will help to ensure that traditional downtown uses, such as banks, remain focused along Dundas Street.

The Commercial Policy Review also noted that much of the terminology utilized in the permitted uses is outdated, and a comprehensive review should be undertaken to ensure all text and references are up to date.

The City should continue to implement the recommendations of the Commercial Policy Review by making the abovementioned amendments to the Official Plan. This, combined with amendments to the CIP (see Page 69), will concentrate new businesses in the downtown and within the Pedestrian Predominant Area.

Key Tactic:
Amend the Community Improvement Plan

Amend the Community Improvement Plan to prioritize businesses within the Pedestrian Predominant Area.

Policy Link: Commercial Policy Review (Page 23)

Priority: High

Timing: Medium-Term

Capital Costs: N/A

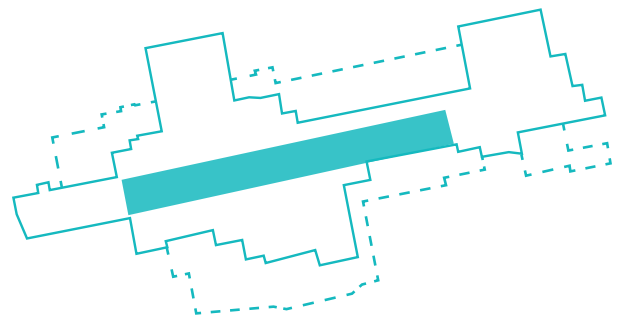
Ongoing Costs: N/A

Resources: Community Planning (CIP Updates)

Partnerships: Planning and Development (Oxford County); B.I.A.; Local stakeholders

As noted in the City's Commercial Policy Review (Phase II), and supported by feedback from stakeholders as part of this process, Woodstock's Central Business District is too long to comfortably walk and remain interested from end to end. At approximately 1,550 metres long, the CBD is two to three times longer than most successful main streets. This length exacerbates many of the issues identified in Section 5 and in the SWOT Analysis of this study (see Appendix I), and particularly the impacts of vacancies and undesirable uses.

Ultimately, the market will dictate investment in Woodstock, and it is anticipated that commercial growth will remain steady, but modest. If not addressed, this trend will continue to result in scattershot development across the downtown.



The Pedestrian Predominant Area extends along Dundas Street from Vansittart Avenue/Broadway Street to Beale Street/Bay Street.



As new businesses look to open in the downtown, a tiered approach to CIP incentives will ensure businesses are clustered to create a strong and continuous pedestrian experience.

It is not recommended that the City reduce the size of its CBD. As renewal occurs, the length of the CBD provides flexibility for a broader range of downtown uses. Rather, it is recommended that the City amend its CIP to focus incentives within the Pedestrian Predominant Area, as identified in the Official Plan.

In either case, by focusing the incentives on the Pedestrian Predominant Area, new investment will be concentrated within a smaller area where it will be more impactful by reducing consecutive vacancies and creating a continuous and enjoyable retail experience along the core of Dundas Street.

This can be accommodated by limiting the available incentives to the Pedestrian Predominant Area or by implementing a tiered system where development in the Pedestrian Predominant Area receives greater funding than other areas within the CBD. The proper approach should be determined through further engagement with downtown stakeholders as well as potential investors.

Key Tactic:

Amend Chapter 0754 of the Woodstock Municipal Code (Sign Bylaw)

Amend Chapter 0754 of the Woodstock Municipal Code (Sign By-law) to provide greater direction for signage in the downtown.

Policy Link: N/A

Priority: Low

Timing: Long-Term

Capital Costs: N/A

Ongoing Costs: N/A

Resources: Engineering (Lead); Community Planning

Partnerships: N/A

Chapter 0754 of the Woodstock Municipal Code provides general direction related to signs and other advertising devices across the City of Woodstock. A number of the directions apply to the downtown, including those related to banner signs, awnings, wall signs, marquee signs and sandwich board signs. However, these provisions are high level, providing a minimum amount of guidance to ensure signage does not physically impede the public realm, or create a significant visual impact. Little direction is given to address the nuances for signage within the downtown, or to proactively ensure that signage portrays a consistent character within the downtown.

To further strengthen updates to the Facade Improvement Program (see Page 47), the Sign Bylaw should be upgraded to provide specific provisions for signage in the downtown related to:



Leftover signage clutter on a vacant Dundas Street building.



Examples of signage that is appropriate within a historic downtown context.

- Permitted and prohibited materials (i.e. cloth or plastic banner signage);
- Permitted and prohibited signage locations;
- The scale of signage in relation to the commercial frontage, fascia and/or awning;
- Number of signs permitted per frontage;
- The relationship between signage on adjacent properties;
- The use of commercial advertisements within signage locations;
- The explicit prohibition of backlit signage.

In addition, it was noted that the signage on vacant storefronts often partially remains (i.e. a blank backlit sign or empty frame) for long periods of time and creates an unattractive streetscape. This leftover signage perpetuates a negative view of the downtown by painting the narrative that 'downtown businesses fail' rather than 'there are a lot of opportunities for new downtown businesses.'

Currently, Chapter 0754 (Section 754.3.8) of the Woodstock Municipal Code, states that:

"A sign shall be removed within thirty days of the cessation of the business or activity for which it was erected."

This language should be changed to:

"All elements of a sign, including structure, framing, and associated lighting, should be removed within thirty days of the cessation of the business or activity for which it was erected."

In such cases that it is not, the City should be diligent in enforcing fines for bylaw infraction.

If the City wishes to expedite updates to the Sign Bylaw, the provision of recommended policy language could be an add-on to a Terms of Reference for updates to the Facade Improvement Program (see Page 47).



7.4 Strategic Direction 4: Change the Perception of the Downtown

Through ongoing engagement with City staff, stakeholders and the community, it was evident that there were many things that people enjoyed about Downtown Woodstock, including the historic buildings, the range of cultural institutions (i.e. art gallery, museum, library, and theatre), annual festivals and events, or simply, their favourite downtown coffee shop.

However, overwhelmingly, when people spoke of downtown, they spoke about a feeling of 'sketchiness.' This was attributed to a number of things, including the extensive number of vacant businesses, a general lack of activity and programming (particularly in the evening), activity outside of (or assumed to be related to) the methadone clinic which often spills into Museum Square, or an increase in homelessness and other social conditions.

For some, this meant minor discomfort while enjoying the downtown, but for others, it led to the complete avoidance of the downtown. This sentiment was expressed by both visitors to the downtown, as well as business owners that shared personal anecdotes and noted concerns about the economic impacts of this perceived 'sketchiness.'

While the above sentiment was shared regularly, people were often quick to note that recent efforts, such as an increased police presence and the introduction of the MHEART pilot project, had made a significant impact in a small amount of time.

As downtown renewal continues, efforts to beautify buildings and streets, and to attract and maintain new businesses, must be augmented by proactive efforts to change

how the downtown is perceived, and to ensure that both residents and visitors experience Downtown Woodstock as a safe, welcoming and inclusive destination for everyone.

There is no quick or easy solution to shift people's perception of the downtown. Pursuing the Strategic Directions outlined in this report, when combined with a commitment to education, awareness, social outreach, and increased activity and ownership, will incrementally erode negative experiences and feelings and encourage more regular visits to the downtown.

Key Tactics

- Maintain Dedicated Police Officers
- Expand Mental Health Outreach Programs
- Destigmatize the Methadone Clinic



Key Tactic:
Maintain Dedicated Police Officers in the Downtown

Maintain dedicated police officers in the Downtown to enhance casual surveillance and reinforce a feeling of safety and security.

Policy Link: N/A

Priority: High

Timing: Short-Term

Capital Costs: N/A

Ongoing Costs: \$300,000/Year (Salary) with remainder of this year paid through reserve funds.

Resources: Woodstock Police Services

Partnerships: N/A

As the City of Woodstock grows, it is confronted with many of the challenges that arise in larger cities, including an increase in homelessness and mental health related incidents. Like many other cities across Canada, Woodstock is also confronted with an increase in the use of opioid drugs. For many people, these elements have created a feeling of unease or 'sketchiness' that has prompted them to avoid the downtown, particularly in the evening or at night.

In August, 2019, City Council unanimously approved the addition of two dedicated police officers to patrol the downtown. This, combined with the current MHEART program (currently in a two-year pilot) and proposed mental health outreach programs (see Page 76) should have a substantial impact on making people feel more comfortable in the downtown, and should remain a top funding priority for subsequent Councils.

In addition, a more regular police presence provides both greater surveillance and the opportunity to be more diligent about enforcing fines for illegal dumping of household garbage. This, combined with more strategically located garbage cans (see Page 46) and greater ownership of the downtown through broader revitalization efforts, should help to minimize this ongoing issue.



Having a more regular police presence in the downtown, including greater police participation in downtown events, enhances the feeling of safety for downtown visitors.



Key Tactic:
Expand Mental Health Outreach Programs

Expand mental health outreach programs in the downtown to maximize access to professionals and services for Woodstock's marginalized and vulnerable populations.

Policy Link: N/A

Priority: High

Timing: Short-Term

Capital Costs: \$75,000

Ongoing Costs: N/A

Resources: Oxford County Community Health

Partnerships: CMHA Oxford; Oxford OPP, Woodstock Police, Funding Partners

In February 2020, senior staff proposed a \$75,000 pilot project that would place two part-time outreach workers in the downtown to engage with and support vulnerable populations and to provide assistance to downtown businesses in responding to situations that do not require police intervention. This program would be funded by the City and administered by the Oxford County Community Health Centre in partnership with the Canadian Mental Health Association. This program augments recent efforts to address mental health related incidents in the downtown, including the addition of two dedicated police officers (see opposite page) and the MHEART Program implemented and funded through the Province's Local Health Integration Network.

In September, 2018, the City of Woodstock began a two year pilot in partnership with Oxford OPP, Woodstock Police and the Canadian Mental Health Association (CMHA)

MHEART at a Glance

Over **1,800 connections**

1,040 referrals to mental health services

916 diversions from the emergency room

\$15,000 donation from A Dollar a Day Foundation

Recipient of **Power of Collaboration Award**



Inspiration

Welcoming Streets Initiative, Guelph

In 2018, the City of Guelph launched the Downtown Guelph Welcoming Streets Initiative (WSI). A five month pilot project, the WSI placed a Peer Outreach Worker in the downtown to support and train business owners by responding to situations that do not require the help of police, and to engage with vulnerable citizens to connect them with the services they require. In supporting both businesses and vulnerable populations, and providing training to promote positive interactions, the WSI promotes a downtown that is safe and inclusive for all.

The five month pilot offered a promising outcome, including:

- **670 interactions** with vulnerable citizens, focusing on escalation, support/safety, sleeping on street/sidewalk, and requests for resources.
- **145 support calls**, focused on conflict resolution, overdose concerns, staff safety, disposal of drug use equipment, and education requests.

In it's 2020 budget, Council approved \$91,000 to continue the Welcoming Streets Initiative.

<http://guelphchc.ca/healthy-living/social-work-and-outreach/welcoming-streets-initiative-wsi/>

Oxford. The pilot, known as MHEART (Mental Health Engagement and Response Team), pairs crisis clinicians from CMHA Oxford with local police officers when responding to mental health and addiction-related calls to provide a more robust approach that aims to keep people out of the hospital and to get the help they need at home.

In November, 2019, CMHA Oxford completed its Year 1 Pilot Program Report analyzing the impacts of the MHEART program in its first year. The program has shown good success, responding to 1,828 mental health related calls for service (between the OPP and the Woodstock Police), leading to 1,040 referrals to community services and helping to keep 916 people from the emergency room (137 of which OPP and Woodstock Police specifically noted would have resulted in apprehension). Reflecting this success, in May, 2019, MHEART received the Power of Collaboration Award from Victim Assistance Services Oxford County.

Through discussions with City staff, stakeholders and the public, participants noted that MHEART, with the increased police presence, has helped make the downtown feel more safe and welcoming. Unfortunately, MHEART's funding ends in March, 2020.

Given the demonstrated success of MHEART, both statistically and anecdotally, and the success of similar programs in other municipalities (see sidebar), Council should approve the proposed \$75,000 outreach program to continue to provide similar services, with more stable and direct funding, and to reinforce a more positive perception of the downtown and a continued commitment to the City's most vulnerable and marginalized residents.

Key Tactic:
Destigmatize the Methadone Clinic

The City should explore opportunities to destigmatize the methadone clinic through education, awareness, and where possible, the relocation or improvement of the existing facility.

Policy Link: N/A

Priority: Medium

Timing: Long-Term

Capital Costs: TBD

Ongoing Costs: TBD

Resources: Economic Development (Co-ordination); Oxford County Public Health (Co-ordination) Oxford County; Outside Consultants

Partnerships: Clinic 461; CMHA Oxford; OPP, Woodstock Police, B.I.A.

During the public consultation process, the methadone clinic on Dundas Street was frequently referenced as a major deterrent for both downtown visitors and investors, and was often described (both anecdotally and through personal accounts) as the root of crime in the downtown, and a general feeling of 'sketchiness.' Many people specifically said they avoid the downtown altogether because of the methadone clinic.

It is difficult to link crime directly to the methadone clinic. In fact, a number of studies, including a 2003 study of 11 Ontario municipalities, determined that methadone clinics had no impact on surrounding crime rates. It is also difficult to confirm that people who avoid the downtown would visit more if the methadone clinic was not there.



Relocation of the methadone clinic will require strong incentives and identification of a site that can better suit their needs.

Regardless, it is concerning that what is intended to provide a positive social service is received negatively by much of the surrounding community - a response that, in some cases, is fueled by misinformation.

The City should explore a three-prong approach to destigmatize the methadone clinic, and ultimately, people's perception of the downtown, including:

Education/Awareness

The City of Woodstock, in close collaboration with Oxford County Public Health, CMHA Oxford, and outside partners (i.e. CAMH), should consider an education and awareness campaign to help people understand the role of methadone clinics in a growing community, how treatment is administered, common misconceptions, etc. There could also be significant benefit in meeting people who have successfully used the local clinic to combat an addiction (where appropriate).

While this alone may not change how people feel about the methadone clinic, when combined with an increased police presence (see Page 75) and funding for outreach services (see Page 76), it could significantly reduce the negative perception of the methadone clinic.

Procedural Changes and/or Renovations

Most of the abovementioned respondents clarified that the methadone clinic should be in the downtown, where it is easily accessible and close to complimentary amenities, but that Dundas Street is not the most desirable location. It should also be noted that other participants expressed that they had no concerns with the methadone clinic. Given this, the City should work with the community to gain a better understanding of the specific aspects of the methadone clinic that they find concerning. If it is the congregation of clients on Dundas Street, simple procedural changes may be an effective solution. Similarly, if it is the behaviour and/or incidents related to clients of the methadone clinic, the Outreach



Inspiration

Shatterproof (Non-Profit)

Shatterproof is a national nonprofit organization dedicated to ending the devastation addiction causes families. As part of their efforts to educate and raise awareness of addiction, its impacts and treatment options, Shatterproof (working with various partners) has created and implemented a series of effective tools, including a highly graphic and informative website, large public billboards and art installations, and a series of fundraisers aimed at bringing people together as a community to end the stigma surrounding addiction.

Perhaps most effectively, Shatterproof humanizes the people who are suffering from addiction, providing an online form to both celebrate those who have overcome addiction, but also to memorialize those who have not.

[The installation above, called Hope Stems, is located in Herald Square in NYC, and illustrates that addiction is a disease not a weakness].

<https://www.shatterproof.org>

Program recommended on Page 76 could have a significant impact in reducing negative interactions between clients of the methadone clinic, local businesses owners, and visitors to the downtown.

Similarly, internal renovations to the clinic could alleviate many of the public's concerns. For example, a larger lobby may help to reduce the number of clients who congregate on Dundas Street while upgraded signage may help to create a more attractive streetscape.

Once the City gains an understanding of the specific concerns of the community, it could explore opportunities to utilize the Community Improvement Plan to incentivize the current owners of the clinic to explore upgrades and enhancements.

Relocation

In addition to the concerns above, a methadone clinic is not beneficial on a main street because they generally have no presence on, or connection to, the street. Signage is inconsistent with the character of the street, windows are often covered, and there is limited opportunity for uses to extend onto the adjacent sidewalk to reinforce a lively atmosphere. Furthermore, given its location across from Museum Square, the site has the potential to accommodate uses that complement a redesign of the square (see Page 53). Therefore, this study also recommends the City explore opportunities to work with the current owners of the clinic to relocate it elsewhere in the downtown.

It is recognized that this is a very sensitive and challenging subject. Attempts to pressure the clinic to re-locate, or to impact its use through planning tools, could represent a violation of the Ontario Human Rights Code. Therefore, the City will need to prioritize partnerships with agencies and/or individuals that are equipped to handle discussions from a position of education and experience.

Where methadone clinics have relocated in other Ontario municipalities (i.e. Belleville) it is because they are seeking a better location. The City needs to have a comprehensive understanding of the needs of the clinic, and its users, to identify relocation sites that may better serve these needs (i.e. more parking, larger waiting areas, room to expand, greater privacy, outdoor gathering areas, etc.). As noted in Section 3.3, the City may wish to consider redeveloping one of its underutilized parking lots to provide a new, centrally-located site that could be used in discussions to relocate the methadone clinic.

The City should also look for opportunities to incentivize a move to a new location. For example, amendments to the County's Official Plan require a Zoning By-law amendment to permit a methadone clinic within the Central Business District. If the existing methadone clinic were to be relocated, the City should consider waiving the fees for such an amendment.

In any of the cases above, the first step is to initiate discussions and establish positive relationships with the current owners.



Subway ad as part of the City of Philadelphia's awareness campaign for medicated assisted treatment for opioid addiction.



7.5 Strategic Direction 5: Celebrate and Enhance Cultural Resources

In ongoing discussions with City Staff, stakeholders and the community, the value of the City's cultural resources in attracting visitors to the downtown was consistently mentioned. This includes established cultural facilities and spaces, such as the library, art gallery, museum and theatre. With the exception of the art gallery, which is relatively new, these buildings play an important role in the cultural heritage that characterizes and anchors the downtown. In addition, these facilities collectively offer a range of permanent and temporary cultural programming and activities that appeal to users of all ages and abilities, and attract visitors from across the City, throughout the County and beyond.

The above facilities are complemented by regular cultural festivals and events that take place in the downtown (i.e. Summer Streetfest, the Downtown Woodstock Farmers' Market, Winter Lights, etc.), as well as informal activities (i.e. Yoga in the Park) that bring people together.

While the above provides a solid foundation of cultural facilities, festivals and events, it was regularly noted that there is not enough activity to consistently draw people to the downtown, and specifically, that there was not enough activities and programming that appeals to youth.

Investment in a municipalities cultural resources has been clearly shown to drive economic development, and more specifically, to revitalize downtowns and urban areas. As part of its downtown renewal efforts, the City should look to highlight its existing cultural resources, while committing to the ongoing investment in, and celebration of, new cultural resources, including facilities and spaces, festivals and events, and cultural occupations and industries.

Key Tactics

- Cultural Master Plan
- A Catalytic Arts and Culture Project
- Create a Heritage Register
- Acknowledge Designated Heritage Buildings



Key Tactic:
Cultural Master Plan

The City should commission a Cultural Master Plan to identify cultural assets and priorities, and to establish a clear strategy for programming, funding, and partnerships.

Policy Link: Community Strategic Plan (Page 30)

Priority: High

Timing: Short-Term

Capital Costs: \$150,000 (Consultant Fees)

Ongoing Costs: N/A

Resources: Outside Consultant; Manager of Culture (Co-ordination)

Partnerships: Art Gallery; Woodstock Museum; Theatre Woodstock; Oxford County Tourism

Downtown Woodstock is characterized by a strong core of cultural resources, including a fabric of significant historic buildings (i.e. City Hall, library, museum), and a foundation of cultural events and activities. In addition, a number of cultural facilities and spaces are located in the downtown, including the museum, art gallery, library and theatre. While there are inherent synergies, each of these entities functions independently, with unique boards/committees, and are guided by individual strategic plans focused on the functional success of the institution, rather than the broader integration of culture throughout the city.

As the City of Woodstock strives for downtown renewal and continued growth and investment, its cultural resources will play a significant role in attracting and retaining residents and visitors alike, and in promoting a sense of belonging and inclusiveness through the expression and exchange of ideas and values. Accordingly, it is recommended

that the City commission a Cultural Master Plan to leverage the collective value of its cultural resources toward a common vision. This is supported by the City of Woodstock Community Strategic Plan (2013, Page 30) which recommended the creation of an Integrated Cultural Strategic Plan as a short-term, high-priority project.

Broadly, a Cultural Master Plan will:

- Establish an overarching vision for the City of Woodstock's cultural resources, advocating for and promoting them as a key component of both economic vibrancy and quality of life;
- Provide a series of strategic objectives to achieve the vision;
- Outline a detailed action plan, including recommended programming, events and initiatives, to achieve each of the strategic objectives, including resources, funding, partnerships and timing; and,



Some of Woodstock's key cultural destinations, including (clockwise from top-left): The Woodstock Art Gallery; The Woodstock Public Library; Theatre Woodstock (at the Woodstock Market Building); and, the Woodstock Museum.

- Maximize the contributions of individual resources by creating and fostering a culture of cross-promotion and partnerships.

In alignment with the Strategic Directions of the Downtown Development Plan, the Cultural Master Plan will identify new opportunities to promote existing, and integrate new, cultural resources throughout the City, and to establish a schedule of continuous cultural festivals and events, throughout the year, and inclusive to people of all ages and abilities.

Specific outcomes of the Cultural Master Plan will include (but not be limited to):

Education/Awareness

Across North America, cities are recognizing the value of their cultural resources to spur downtown renewal. The success of such an approach hinges on increasing the visibility

of, and investment in, these resources to generate community patronage and financial support.

A key focus of the Cultural Master Plan will be to raise awareness of the range of cultural resources that contribute to the City's identity, from installations at the art gallery to the Easter Egg Hunt at Victoria Park. Messaging that clarifies that cultural experiences do not only mean traditional institutions (i.e. art gallery, museum, etc.), but also include more contemporary activities (i.e. food truck festivals, craft beer events, pet-focused events, etc.) can remove the stigma that enjoyment of culture is an 'elitist' activity.

Finally, the Cultural Master Plan should celebrate the people and organizations at the forefront of promoting the City of Woodstock's cultural resources. This may include local artists, donors, partners, not-for-profit organizations, youth groups, etc.



Winter Lights.



Yoga in the Park.



Farmer's Market.

Raising education and awareness will help every resident in Woodstock to understand the importance of, and gain some personal connection to, the successful integration of a strong foundation of cultural resources. More importantly, it will ensure all residents contribute to the City's cultural resources, either through donations, volunteering and or attendance at festivals and events.

Museum Square Programming

Most successful downtowns are anchored by a strong open space for people to gather and socialize, and to host major City events. In Woodstock, this central gathering place is Museum Square, which accommodates informal gatherings, as well as a number of regular and seasonal events, including:

- The Downtown Woodstock Farmer's Market;
- The Fall Social Gathering;
- Bark in the Park;
- Winter lights and Santa's House; and,
- Yoga in the Park.

Outside of these uses, however, Museum Square is not very active, and is perceived as unsafe by many residents due to loitering related to the adjacent methadone clinic.

The Cultural Master Plan should outline a strategy to maximize programming in Museum Square, both in its current form and post re-design (see Page 53). This can include significant programming, such as new City-wide events and festivals (i.e. a winter festival, food events), but also simpler and more regular programming that requires minimal investment (i.e. movies in the square). Opportunities to re-locate existing events to Museum Square should also be explored.

In addition, efforts should be made to encourage informal use of the square for casual sports (i.e. frisbee, catch), outdoor exercise, and smaller cultural events (i.e. painting classes).

Ultimately, the aim is to animate Museum Square 365 days of the year to re-ignite public interest and re-establish it as the true heart of the downtown. For business owners and potential investors, this will build confidence in the ability of Museum Square to draw residents and visitors to the downtown.

The Cultural Master Plan should have a strategic focus on identifying and implementing events and programming that will attract local youth to the downtown.

Public Art Strategy

With the City's cultural resources being a significant contributor in the renewal of downtown, public art will play an important role in defining people's visual and affective experience. This includes large formal installations (i.e. sculptures, monuments, water fountains, etc.), as well as more discreet forms of public art, such as murals, mosaics, environmental artworks, mixed media installations, graffiti, etc.

Public art is most impactful when it is well considered and part of a broader contextual experience. However, it is not necessary, or often desirable, to have art be cohesive or consistent (on the contrary, a stark contrast with it's surroundings might be what makes a piece special). To ensure future public art in Woodstock is considered holistically, and maximizes its value to the community, the Cultural Master Plan should provide an overarching strategy for the selection, commissioning, location, funding and prioritization of public art projects in City spaces. The strategy will establish a vision, and supporting principles, that can be used to evaluate proposed public art projects. The strategy should also identify priority projects for the City over the short, medium and long-term.



Inspiration

Toronto Arts Stats

Since 2013, the Toronto Arts Foundation has been exploring data and statistics about the impact of the arts in Toronto. A companion booklet, published in 2016, provides a user-friendly overview of the findings.

As part of this initiative, the Toronto Arts Foundation developed infographics outlining 43 stats and facts about the arts. These facts can be downloaded, shared on social media, and/or used in other ways when advocating for the arts.

torontoartsfoundation.org/research/advocacy



Public art in the downtown, including formal plunk art as well as informal graffiti.

As the City looks to concentrate renewal in the Pedestrian Predominant Area (see Page 69), there is a great opportunity to utilize public art to delineate new gateways into the downtown (i.e. through an artist-led design competition).

A key goal of the Cultural Master Plan will be to set the City up for success in achieving an enhanced commitment to public art. Most notably, opportunities for annual funding should be explored as part of the City's capital budget (i.e. many cities divert up to 1% of the total capital budget toward public art, though this is often phased in as a new budget item over multiple years). In addition, the plan should consider the viability of a reserve fund, both for the future purchase of larger public art installations, but also for the ongoing repair and maintenance of existing pieces. Finally, the plan should provide guidance for

all other types of available funding, including donations, grants, development fees, etc.).

Equally important, the Cultural Master Plan should highlight the City's public art efforts to date, and demonstrate the value of a continued commitment to public art in creating a strong sense of civic pride and driving economic development opportunities.

The Cultural Master Plan, and its ongoing implementation, will be overseen by the Manager of Culture. It will be undertaken in close collaboration with representatives from the City's other cultural institutions to ensure alignment, where possible, with their internal strategic plans.

Key Tactic:
Establish a Catalytic Cultural Festival or Event

Establish a catalytic cultural festival or event within City-owned buildings to generate momentum and support local entrepreneurs.

Policy Link: N/A

Priority: Medium

Timing: Short-Term (Ongoing)

Capital Costs: \$2,500 (Initial Set-Up; May be offset through fees)

Ongoing Costs: Nominal (varies based on use)

Resources: B.I.A.; Small Business Centre

Partnerships: Economic Development; Oxford County Tourism

The Downtown Development Plan stresses the importance of leveraging established, and integrating new cultural resources, to expedite renewal of the downtown. However, the implementation of this will happen incrementally, and may take many years to be fully realized. In the interim, there is significant value in the City 'leading by example' and establishing a cultural festival or event within their properties as a catalyst for future projects and to demonstrate to residents and visitors that exciting things are happening in the downtown.

The City owns a number of buildings in key locations in the downtown, including the two buildings directly east of Museum Square (474 and 476 Dundas Street).

The City should explore a range of cultural festivals or events in this building throughout the year, where local artists and entrepreneurs can interact directly with clients without the costs of running a full-time storefront. Specifically, the City should seek opportunities to align with adjacent cultural festivals and events in Museum Square (i.e. the recent Christmas Market corresponded with holiday festivities, including Santa's House and the Winter Lights).

This, and other City-owned spaces, can also play a key role in the City's Pop-Up Shop Program (see Page 63) demonstrating the value of the program to potential vendors in the cultural industry, as well as private landlords.



The Tett Centre for Creativity and Learning (Kingston, Ontario) is a charitable arts organization operating out of a city-owned heritage property. Similar partnerships, both short-term or long, could be explored in some of Woodstock's municipal properties.

The City should utilize their spaces in a way that maximizes flexibility and opportunities for local artists and vendors. For example, the 'market' approach is a great way to provide quick exposure to a large number of vendors. However, the City should also explore opportunities to accommodate pop-ups or programming that may require the entire space for a larger period of time.

These spaces should not be limited to retail activities, as there is significant value in creating temporary displays, exhibits, and performance spaces in partnership with other local cultural industries to provide free opportunities to celebrate local cultural resources in highly visible locations. Likewise, these spaces could provide an opportunity for the City to 'lead by example' in establishing programming and activities specifically geared toward local youth.

Key Tactic:
Create a Heritage Register

Create a Heritage Register for the City of Woodstock to formally acknowledge designated heritage buildings.

Policy Link: N/A

Priority: Low

Timing: Medium-Term

Capital Costs: N/A

Ongoing Costs: N/A

Resources: Culture Department

Partnerships: Heritage Advisory Committee

A key defining feature of Woodstock's downtown is its strong foundation of cultural heritage buildings, including all its original administration buildings (i.e. City Hall, the Woodstock Museum and Museum Square, the Old County Jail, the County Courthouse, the County Registry Building, Central Public School, and the Public Library). In total, the City has 32 Designated heritage buildings with a significant amount of these located within the downtown.

Most recently, these buildings were identified through the Woodstock Heritage Property Inventory, an online database of architectural, historical, and photographic information of properties in the older section of Woodstock. However, as of December, 2019, the online service that hosted this information has been discontinued.



The historic Woodstock Market building.

Statement of Cultural Heritage Value or Interest

Ontario Heritage Toolkit, Ministry of Culture

In offering guidance for the protection of cultural heritage assets, the Ontario Heritage Toolkit notes that the Statement of Cultural Heritage Value or Interest should "convey why the property is important and merits designation, explaining cultural meanings, associations and connections the property holds for the community. This statement should reflect one or more of the standard designation criteria prescribed in the designation criteria regulation under the Ontario Heritage Act (Ontario Regulation 9/06)." These criteria include:



Design or
Physical Value



Historical or
Associative Value



Contextual
Value

http://www.mtc.gov.on.ca/en/publications/Heritage_Tool_Kit_DHP_Eng.pdf

While useful for research purposes, the database (if restored on a new service) has over 4,000 entries across the City, which is unmanageable when looking to identify and prioritize those buildings that should receive special attention. The City does not currently have a distinct Heritage Register.

It is recommended that the City create an official Heritage Register, separate from the Heritage Property Inventory, that identifies the 32 Designated buildings, as well as a manageable amount of 'listed' properties that can be observed over the years to ensure their long-term protection and enhancement. Initially, these 'listed' properties should focus on those in the downtown that play a key role in defining the character of Woodstock.

All of the buildings that are currently Designated were identified prior to 2005. After 2005, the Ontario Heritage Act required Designated buildings to have a Statement

of Cultural Heritage Value which identified the elements that make a building unique and culturally significant, and that should be protected and maintained. In establishing a Heritage Register, a Statement of Cultural Heritage Value should be provided for each of the existing 32 Designated buildings. This process could be led by the City's Heritage Advisory Committee. As new 'listed' buildings become Designated the Heritage Act will require that they are supported by such statements.

A city's heritage buildings can be a key driver of tourism and economic development. Having a clear understanding and inventory of its most valuable buildings allows a City to leverage these assets in a variety of ways. In Woodstock, the number of Designated buildings has been steadily decreasing since the 1970's and a Heritage Register is a first step in re-igniting the City's, as well as the community's, commitment to heritage protection.

Key Tactic:
Acknowledge Designated Heritage Properties

Formally acknowledge Designated Heritage Properties with informational plaques, and add them to the Canadian Register of Historic Places, to promote historic tourism and support downtown marketing and promotional efforts.

Policy Link: N/A

Priority: Low

Timing: Long-Term

Capital Costs: \$48,000 (\$1,500/plaque for fabrication/installation)

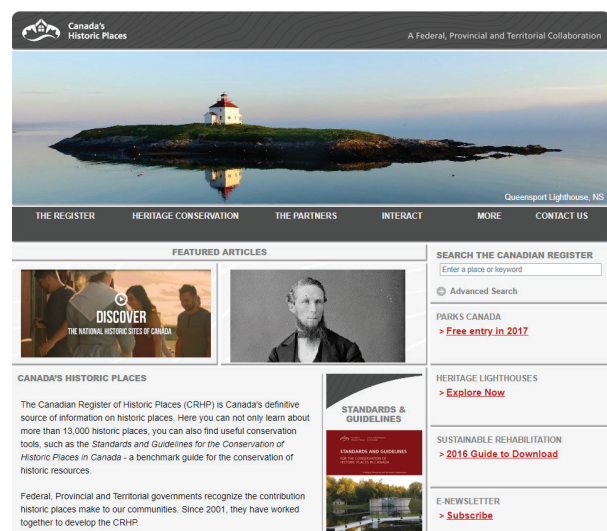
Ongoing Costs: \$1,500/plaque as new Designated buildings are identified

Resources: Outside Consultant (Design/Installation); Manager of Culture (Co-ordination)

Partnerships: Heritage Advisory Committee; Oxford County Tourism; Property Owners

As noted throughout the Downtown Development Plan, a significant part of Downtown Woodstock's unique character is tied to the preservation of all its original institutional buildings, including City Hall, the Woodstock Museum (a National Historic Site of Canada) and Museum Square, the Old County Jail, the County Courthouse, the County Registry Building, Central Public School, and the Public Library.

In addition to creating a formal Heritage Register, the City should formally acknowledge all 32 of its Designated heritage buildings through plaques and informational signage. This will help to promote unplanned discovery of these buildings by residents and visitors alike, but will specifically help the downtown (where many of these buildings exist) as it can be used to support downtown marketing and promotional efforts by the B.I.A. and Oxford County Tourism.



The Canadian Register of Historic Places website.



Historic plaques celebrating key people and places in Woodstock, including (clockwise from top) St. Paul's Church, Rev. Newton Wolverton, and Lt. Col. Joseph Whiteside Boyle.

Currently, there are a number of heritage plaques throughout the City. However, these mostly focus on historic sites and people, and do not include historic buildings within the Downtown (with the exception of St. Paul's Church).

Downtown plaques, including their design (if different than the existing plaques), location and co-ordination with other design elements (i.e. public art, lighting, etc.) should be developed as part of a broader Signage and Wayfinding Strategy (see Page 51).

In addition to the above, the Canadian Register of Historic Places (www.historicplaces.ca) provides another level of acknowledgment for Woodstock's historic buildings, and an additional means to promote the downtown to a wider audience. Only one of the City's 32 Designated properties, the Woodstock Museum, is currently on the Canadian Register of Historic Places. On the register website, it notes that all historic places designated at the municipal, provincial, and federal level will eventually be placed on the Canadian Register.

To help raise awareness of Woodstock's unique historical attributes, and to further strengthen the protection measures (and available funding) for the buildings that are so integral in defining Woodstock's downtown, the City should push to have their designated properties added to the federal register. Most notably, all of the institutional buildings listed in this section should be recognized.

The Canadian Register of Historic Places promotes and encourages everyone to discover and visit Canada's historic places. Increasing the City of Woodstock's presence on the register creates opportunities to drive heritage-related tourism and enhance current promotional materials for the downtown, while also strengthening the value of local initiatives (i.e. historic tours, Doors Open events, etc.) and programming that may be generated through the Cultural Master Plan (see Page 83).



City Hall and the Woodstock Museum are two of the City's key historic buildings.

8. Implementation

The Strategic Directions of the Downtown Development Plan, and the supporting Key Tactics, provide an implementation strategy for the revitalization of Downtown Woodstock. It streamlines downtown renewal by extracting, coordinating and prioritizing key recommendations from existing plans and policies (and new recommendations as appropriate), to create a clear road map for implementation over the next decade. However, there are some initial and ongoing steps that the City should undertake to initiate the process.

8.1 Priorities and Funding

Most of the Key Tactics presented in this report have costs associated, though they range significantly, and in some cases, are difficult to predict until implementation. It is recommended that the City explore its available funding opportunities, and where possible, seek Council approval to begin funding the Top Priority projects under each Strategic Direction, including:

- Streetscape Master Plan
- Downtown Co-ordinator
- Marketing and Recruitment Strategy
- Dedicated Police Officers
- Mental Health Outreach Programs
- Cultural Master Plan

Specifically, the City should begin securing funds for the Downtown Co-ordinator position, and continued funds for the dedicated police officers and mental health outreach programs as these will represent substantial annual additions to the City's budget.

Finally, the City (and appropriate partners) should prioritize and be actively exploring funding for the other high priority, short-term Key Tactics proposed under each of the Strategic Directions.

8.2 Fostering Partnerships

Each of the Key Tactics outlines the partnerships that will be required for successful implementation. In most cases, these are City departments and committees, County staff, and local agencies, that often collaborate on city initiatives. However, there are other partnerships identified that will be integral to implementing the Downtown Development Plan and the City (and other required staff resources) should establish partnerships now to facilitate positive and collaborative long-term relationships.

Most notably, the plan recommends upgrades to, or the relocation of, the Methadone Clinic. The City should look to establish a positive relationship with the current owners now, as well as any outside agencies that might be

required to help facilitate discussions in a sensitive and appropriate manner.

The plan recommends the implementation of a Pop-Up Shop Program utilizing the toolkit prepared by the Danforth East Community Association. In preparation, the City could be establishing partnerships with local landowners, not-for-profit groups, creative entrepreneurs, volunteers, etc. that may play a key role in such a program. This could be an initial focus of the Downtown Co-ordinator.

8.3 Job Advertisements

The plan advocates the hiring of a Downtown Co-ordinator to oversee all business related aspects of downtown renewal. Given the significance of this role, it is anticipated that the hiring process may take a considerable amount of time. Therefore, the City should prepare and post the job applications in advance of the anticipated start date.

8.4 RFPs/Terms of Reference

Where Key Tactics require outside consultants, a Terms of Reference will be required. Prior to, or while exploring funding options, the City may wish to prepare the necessary Terms of Reference to help Council to better understand the funding request, and to ensure progress can be made quickly once funding is approved.

The plan encourages the creation of a Business Guide to Downtown Development. While parts of this can be handled in-house, it is recommended that an outside consultant be commissioned to prepare an overall brand strategy, including the initial website development. An RFP should be prepared to identified qualified consultants.

The plan recommends the City commission a roster of Heritage Architects that can be utilized on an as needed basis to review proposed redevelopment plans, and particularly those that are utilizing the City's CIP funding for facade improvements. It is

in the City's best interest to establish these rosters immediately as new development may occur prior to the timelines outlined in this report.

8.5 Ongoing Research/Data Gathering

The Key Tactics in this report include a number of inspirational best practices and/or case studies including both local and international projects and initiatives. It is recommended that the City research these case studies (and others as necessary) in greater detail to gather as much knowledge as possible to inform the implementation of the Key Tactics in this report. This research may prove beneficial in identifying funding mechanisms, partnership opportunities and policy and process amendments that can be easily translated to the Woodstock context.

Most importantly, undertaking significant research in advance of implementing the Key Tactics identified in this document will help the City to recognize potential synergies between the Key Tactics in order to maximize efficiency, feasibility and impact.

By researching precedents early in the process, the City can also establish partnerships and connections with outside resources that could provide valuable information about their local experience. As an example, the plan recommends that the City create and implement a 'Pop-Up Shop' program, and the City could benefit from direct contact with those who are involved in the DECA pop-up shop program outlined on Page 63.

8.6 Ongoing Programming

A number of the Key Tactics in this report will have significant impacts on programming in the downtown, including both how programming is organized and implemented, as well as where programming occurs in the medium-longer term. Specifically, the report recommends the ongoing programming of City-owned buildings, a comprehensive

Cultural Master Plan (including a programming strategy for Museum Square), and the eventual redevelopment of, and re-investment in, Museum Square.

While the above Key Tactics will have a significant impact on programming in the downtown, it is important that the City does not suspend programming until these Keys Tactics are implemented. In contrary, the City should ensure that existing programming continues, and new programming is introduced, to enhance public investment and ownership in the downtown as new elements of the Downtown Development Plan are implemented. Most importantly, as the key destination in the downtown, all efforts should be made to provide regular programming within Museum Square (which can be integrated into a programming strategy once it is prepared).

8.7 Annual Progress Reports and Updates

The Downtown Development Plan represents a long term implementation strategy for downtown renewal. Implementing the Key Tactics should ensure the downtown continues to evolve into the premier destination in the City and across the County.

As this is a long-term plan, it is important that the Key Tactics continue to respond to the evolving realities and, where appropriate, changing priorities.

It is recommended that the City undertake an annual progress report to update Council on its progress, and to evaluate its success in implementing the Key Tactics. Updates and refinements to the priorities and timing can be made as necessary.

Similarly, the City should undertake a comprehensive review of the Downtown Development Plan every five years to ensure the Key Tactics continue to reflect the evolving downtown context, and to identify areas where updates and amendments may be necessary.

Appendix I

Downtown SWOT Analysis

The SWOT Analysis represents the strengths, weaknesses, opportunities and threats that are of the greatest importance to those who live, work and play in Downtown Woodstock.

Over the past decade, a significant amount of studies have been completed with a focus on the renewal of Downtown Woodstock, including both policy updates and design studies. A downtown-focused SWOT Analysis was undertaken as part of the Central Area Design Study (2011), and a comprehensive city-wide SWOT Analysis was completed as part of the Community Strategic Plan (2013). Rather than replicate the findings of these studies, the SWOT Analysis for the Downtown Development Plan reflects ongoing discussions with City staff, stakeholders and residents, and represents the items that are of the greatest importance to those who live, work and play in Downtown Woodstock.

5.1 Strengths

Increasing Population

By 2046, Oxford County is projected to grow by 47,200 people¹, driven largely by people from the Greater Golden Horseshoe. Most of this growth will be concentrated in the City of Woodstock (23,910 people by 2046). This influx of new residents has and will continue to create and support local businesses, events and community initiatives.

Primary Destination

With direct transit access, the downtown is the primary destination for many residents to fulfill their daily needs. A variety of shops and services (i.e. restaurants, banks, and health care) are supported by open spaces, including Museum Square and Victoria Park.

Policy Framework

The City prioritizes downtown development and renewal in its Official Plan and Zoning

Bylaw. Specifically, a Commercial Hierarchy requires smaller retail uses to be located within the Central Business District, while a Pedestrian Predominant Area defines a smaller section within the Central Business District to concentrate downtown investment. These policies enable future revitalization strategies.

Historic Building Fabric

Downtown Woodstock is characterized by 2 to 3-storey main street buildings that are generally well maintained. In addition, Woodstock has preserved all of its original civic and institutional buildings, including City Hall, the Woodstock Museum (a National Historic Site of Canada) and Museum Square, the Old County Jail, the County Courthouse, the County Registry Building, Central Public School, and the Public Library. These buildings reinforce a consistent scale and a welcoming and attractive appearance.

¹ Oxford County Phase 1 Comprehensive Review



Dundas Street is characterized by a strong core of historic 2 to 3-storey buildings.

Downtown Employment

A bustling employment base, including City Hall, the Oxford County Offices, and local services, ensure daily activity during business hours, and regular clientele for local businesses. Plans to provide work spaces at the Small Business Centre will further enhance this activity.

Cultural Facilities

The museum, art gallery, library, and theatre create a strong cultural anchor in the downtown, accommodating a range of events, programming, and opportunities for synergies.

Festivals and Events

Existing festivals and events, including Streetfest, Art in the Park, and the weekly summer Farmers Market, provide a strong foundation of programming. Recent increases in private programming at Museum Square (i.e. outdoor yoga) has drawn good participation.

Funding and Incentives

Through a Community Improvement Plan, substantial funding and incentives exists for downtown development, including the waiving of development charges, a tax grant back program, a residential conversion and intensification program, grants in lieu of permit fees, and facade improvement grants and loans. These incentives have resulted in more than \$10 million in new investment and the creation of over 140 new residential units.

Downtown Momentum

Innovative investors (developers and business owners) are renovating buildings and developing downtown, creating a core of new and complementary businesses. Likewise, recent hires in key downtown positions (i.e. B.I.A., Small Business Centre) are bringing new and innovative ideas forward.



Vacant properties are seen as one of the biggest deterrents to visitors in the downtown.

City-Owned Properties

The City owns multiple properties downtown, including two immediately west of Museum Square and parking lots behind City Hall and the County offices. The strategic location of these buildings adjacent to Museum Square provide opportunities for strong synergies.

New Housing

New residential development, including the addition and conversion of second-storey units, is bringing additional people to the downtown which will enhance vibrancy and safety through casual surveillance.

5.2 Weaknesses

No Unified Plan

The City has a number of plans, policies and studies that relate to downtown renewal, but lack of a clear vision and prioritization of recommendations impedes implementation. Downtown projects feel like a series of one-off efforts rather than a continued investment.

Limited Staff Resources

There is limited staff to focus on downtown renewal, including City Hall, the B.I.A., and other related institutions (i.e. the library, the art gallery, and the museum). These groups are at capacity with their day-to-day responsibilities/mandates and unable to devote appropriate time to broader downtown revitalization efforts.

Length of the CBD

At over 1.6km, the Central Business District is too long to provide a continuous and walkable downtown experience, exacerbating many issues that impact the downtown (i.e. vacancies, parking, etc.). A smaller Pedestrian Predominant Area is identified in the Official Plan and Zoning Bylaw, but has not been reflected on the ground.

Vacant/Uninviting Storefronts

Approximately 8% of commercial units within the B.I.A. are vacant, resulting in an unattractive and discontinuous pedestrian



The illegal dumping of household garbage creates an unattractive and unsanitary experience on Dundas Street.

experience, as well as an overall lack of diversity in commercial uses. This experience is exacerbated by run-down buildings, businesses with inconsistent hours, and uses that do not engage Dundas Street, such as liquidation centres, pawnshops, payday loans and the methadone clinic.

'Sketchy' and Unsafe

The location of a methadone clinic directly across from Museum Square, and an increasing presence of homelessness and loitering at Museum Square, and outside downtown businesses, has created a feeling of 'sketchiness' that deters some from visiting downtown.

Garbage and Snow Removal

The enjoyment of Dundas Street is hindered by the illegal dumping of household garbage in City garbage bins, as well as the improper disposal of drug needles. In the winter, this is made worse by a lack of consistent snow

removal at local businesses that makes it difficult to park and safely navigate the sidewalk.

Inaccessible Streets and Programming

Much of Dundas Street is not easily accessible for Persons with Disabilities due to a lack of maintenance of paving materials, raised entryways, and the location of utilities, planters and lamp posts. Regular seating is not provided, and there are limited opportunities for shade and shelter. In addition, downtown programming is often physically inaccessible or not inclusive or specific to Persons with Disabilities.

Limited Youth Activities

There are limited places and/or programming for youth in the downtown. Youth visit the art gallery and library, or some of the restaurants, but there are limited uses that will maintain their interest, particularly in the late evening.



Large trucks in the downtown were seen to create both safety, as well as noise and visual concerns.

Lack of Housing

A lack of housing limits regular traffic to the downtown, particularly in the evening when the employees vacate. Where housing is provided, it is above average market rent for the City and is unaffordable to many residents. For visitors, there is a limited amount of hotel spaces downtown.

Lack of Convenient Parking

A lack of convenient on-street parking discourages visitors. While there are a number of larger, City-owned lots, a lack of clear signage, vacant storefronts, and the overall length of the CBD makes these lots undesirable for many (and particularly for those with limited accessibility).

Commercial Truck Traffic

As the primary connection between Wilson Street and Vansittart Avenue (Highway 59), Dundas Street draws significant commercial truck traffic. The noise and potential safety hazards hinder enjoyment of the downtown.

Inadvertent CIP Incentives

Some absentee landlords in the downtown do not maintain their properties, including general upkeep, snow clearing, and garbage disposal. Until a recent amendment, elements of the CIP inadvertently encouraged this by providing tax breaks for vacant storefronts in an attempt to assist small businesses. In addition, current CIP incentives permit one grant per building and offer the same amount regardless of the size of the building. This undermines larger projects that require consolidation of multiple buildings and that will have a substantial impact on the downtown.

Limited Signage

Directional and wayfinding signage in downtown is limited making it difficult for both residents and visitors to locate parking, programming, and other destinations.

5.3 Opportunities

A Unified Look

Strong policies and tools should ensure downtown buildings and public realm projects reflect a consistent identity and character. Opportunities include Design Guidelines to influence the look and feel of buildings, as well as policy amendments to limit uses that are not conducive to a vibrant downtown (i.e. pawn shops, payday loans, etc.).

Additional Staff Resources

Assigning existing or new staff to oversee downtown renewal creates accountability and a commitment to ongoing implementation and communication. Dedicated staff resources could focus on seeking funding, fostering relationships between downtown businesses and cultural institutions and connecting entrepreneurs with investors to target specific uses and programming.

Focused and Compact

The CBD is long and does not function as a walkable, pedestrian-friendly destination. Prioritizing downtown renewal within the Pedestrian Predominant Area would have the greatest impact by concentrating efforts within a smaller, continuous area.

New Housing

Vacant or underutilized second storeys, coupled with vacant properties and surface parking lots, provide the opportunity to explore new affordable, rental and market housing. Providing additional residents will create vibrancy and enhance safety through casual surveillance.

Capitalize on Momentum

Celebrate and promote the 'champions' who are bringing new, innovative and/or inclusive ideas to the downtown, including business owners, community leaders, volunteer groups, and/or City staff. These projects should be leveraged (i.e. through marketing, partnerships, etc.) to attract complimentary users.

Active and Diverse

Vacancies provide an opportunity for new businesses. Targeted investment, combined with a more defined Pedestrian Predominant Area, can create more activity and diversity on Dundas Street, including more unique services, restaurants (with patios), activities throughout the day and night, and more attractive shopping options (i.e. specialty shops, boutiques, food market) to fulfill daily needs.

Innovative Approaches

Innovative approaches to occupy vacant storefronts can support local entrepreneurs. Opportunities may include pop-up shops, a 'win this space' competition, co-working and collaboration spaces, or a concentrated effort to promote existing incentives. There may also be opportunities for community groups, not-for-profits, and youth groups to utilize these spaces for marketing, programming, events and business development.

Quick Wins

Quick wins can make a big impact with minimal costs and resources, including pilot projects (i.e. pop-up shops, conversion of parking spaces for patios, etc.), more seasonal programming/events (i.e. skating rinks, winter festivals) to attract people downtown year-round, more regular cleaning of Dundas Street, or additional destination signage.

Catalytic Projects

The City owns multiple properties in the heart of downtown, including two adjacent to Museum Square. There is a significant opportunity to create a catalytic project, or make a strategic investment, to spark interest in the renewal of the downtown.



Farmer's Market.

Celebrate Culture and Heritage

Woodstock is defined by local culture and heritage, including the buildings and spaces, but also the personal experiences of the residents. Celebrate these elements throughout the downtown through heritage designation and commemoration, signage, banners, lighting, walking tours, 'Doors Open' events, etc.

Greater Self Promotion

Capitalize on and promote the agricultural history that defines Woodstock. Oxford Tourism has a number of initiatives that promote Woodstock and could benefit from greater partnerships and participation from downtown businesses, as well as a more active and engaging City presence on social media (i.e. marketing campaigns, etc.).



Streetfest.

Museum Square Redesign

The redesign of Museum Square can create a community hub that accommodates a variety of uses, while respecting its traditional heritage setting. Regular events and programming should be explored to ensure a destination throughout the day, and at all times of the year.

Free Events and Programming

Free and affordable programming draws people downtown and patrons to downtown businesses. Opportunities include formal (i.e. festivals, movie nights, yoga, themed walking tours) and informal (i.e. picnics, chess, play areas) programming at all times of day. Public washrooms, water stations, and shade structures ensure users are comfortable throughout the day.



Cowapolooza.

Inclusivity for All

Woodstock can become a leader in inclusivity through more kid, youth and family-oriented activities, upgrades to the streetscapes to be more AODA compliant, spaces and programs to address homelessness, and a continued commitment to MHEART to address mental health-related police matters.

5.4 Threats

Safety Stigma

Downtown has a stigma of being unsafe and 'sketchy' due to the methadone clinic, the increasing presence of homeless people in and around Museum Square, and the vacancies. This is a feeling that has been growing for years, and will require a significant effort and investment to overcome.

Limited Resources

Staff resources to implement downtown renewal projects are limited. Without dedicated resources, there is a risk that projects will not be implemented or achieve the standards needed to enhance downtown.

Project Prioritization

Various City studies address downtown renewal resulting in a significant number of recommendations and projects. As this study will add further recommendations, there is a risk of inaction if it is not clear where to begin and if appropriate phasing is not provided.

Changing Retail Trends

Downtown business owners must compete with consumer preference toward big box stores in the Norwich Avenue Regional Commercial Node. Furthermore, retail trends are shifting from brick and mortar spaces to online and delivery services, impacting the viability of traditional downtowns. Retail uses are tasked with finding new ways to augment the traditional downtown shopping experience and to attract and retain unique and complimentary businesses, restaurants and services that offer engaging and experiential qualities.

Downtown Competition

Downtown Woodstock must compete with other nearby downtowns, including London, Ingersoll and Tillsonburg. Downtowns compete for residents, employees and visitors. It will be important to establish an identity and brand that allows Woodstock to stand out from the other municipalities within Oxford County and the broader region.

Business Preferences

Some smaller businesses may wish to locate outside the downtown to avoid higher rents and tax rates, a perceived lack of parking and limited residents/foot traffic. This is exacerbated by challenges obtaining permits and approvals in a timely fashion.

Development Challenges

Downtown development is often more challenging due to land assembly, higher demolition costs and the retrofitting of existing buildings to meet code. Absentee landowners can make assembling land particularly difficult. Without proper incentives, these challenges may limit people's willingness to invest in the downtown.

Ad-hoc Projects

Without a clear and cohesive vision and strategy for the downtown, new projects may continue to happen in an ad-hoc manner that does not reflect a consistent form and character. This does not only undermine a sense of place, but can create issues related to accessibility and inclusivity.

Incentive Impacts

The City provides a variety of incentives for new and existing business owners and developers within the downtown, with the tax grant back program providing the most significant draw on the City's reserve funds. As this is an incentive that is distributed annually, it is difficult to evaluate the long-term financial impacts, particularly if there is significant uptake within a short period.

Lack of funding for MHEART

MHEART provides a sensitive approach to address urban social issues, such as homelessness and mental illness, and has had a positive impact in Downtown Woodstock. As this is a pilot project, there is a risk that funding will expire and alternative funds will not be available. A lack of funding for MHEART may make it more challenging to make people feel safe and welcome downtown.

Appendix II

Preliminary Commentary – Business Retention and Attraction (NBLC, June 2019)



Memorandum

To: Matt Reid, Fotenn Planning + Design

From: N. Barry Lyon Consultants Limited

Phone: 416.364.4414

Date: June 2019

**RE: Woodstock Downtown Development Plan:
NBLC Preliminary Commentary – Business Retention and Attraction**

NBLC was retained as part of a larger consulting team led by Fotenn Planning + Design to develop a Downtown Development Plan for the City of Woodstock. NBLC is responsible for assessing the City's business retention and attraction initiatives for the downtown and the effectiveness of these programs. Our role is to identify and summarize the key issues impacting business retention and attraction and recommend strategies to remedy the noted issues. This analysis requires an assessment of City's incentive package offered through the downtown Community Improvement Plan ("CIP"), the existing planning framework, current promotion and advertising techniques, the real estate market, the practices deployed by the City's economic development department and the small business centre, consultation with local business owners and other stakeholders, and other relevant considerations.

The following memo provides our initial commentary regarding business retention and attraction. This commentary is informed by our review of the City's business retention and attraction initiatives as well as the stakeholder consultation sessions that occurred in Woodstock on May 8th 2019 as well as phone calls with relevant stakeholders.

1.0 Current Context – Downtown Woodstock

Woodstock's downtown is centrally located in the City and is home to a wide range of retail, service commercial, office, and institutional uses. In addition to the low-density housing that immediately surrounds the downtown, there are also residential apartments above some of the retail units as well as a few standalone apartment buildings. While some of the apartments in the downtown are higher-end market units, many are positioned to accommodate lower income households.

The downtown stretches roughly 1,550 metres along Dundas Street between Mill Street to the west and Wilson Street to the east, which is considered large for a community the size of Woodstock. The central area of the downtown includes many attractive two-three storey brick buildings that provide a strong pedestrian environment and contain a range of retail, service, office, and institutional uses.

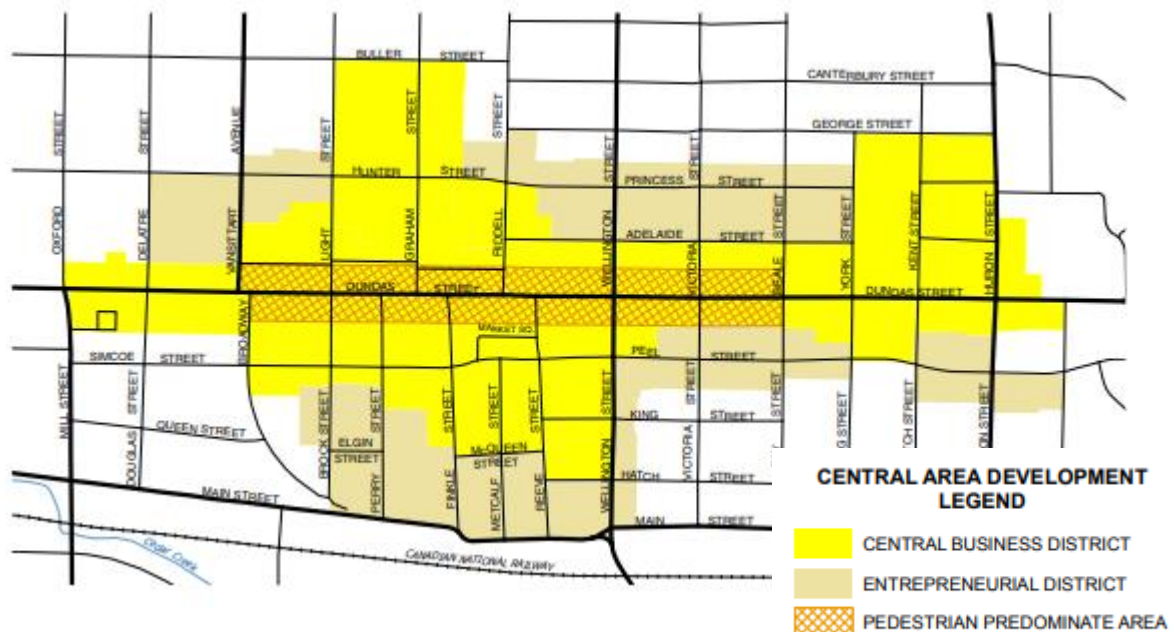
The pedestrian environment erodes moving east of the downtown as buildings are newer, more spread out, and include front yard parking. Similarly, west of the central area, the downtown loses its pedestrian focus due to significant grade changes, however there are a few strong anchor tenants (e.g. Shoppers Drug Mart). The central area of the downtown includes a good cluster of institutional uses that help support daytime pedestrian traffic as well as cultural uses and heritage assets such as Old Town Hall (National Historic Site of Canada) and the Woodstock Art Gallery. We also understand that a methadone clinic is centrally located in the downtown that some have noted to cause market and other nuisance issues.

The downtown is designated Central Business District (“CBD” – Figure 1) in the City’s Official Plan, which permits a wide range of commercial, office, administrative, cultural, entertainment, recreation, institutional, and medium and high-density residential uses. A Pedestrian Predominate Area also applies along the central portion of the CBD that requires ground floor retail and other standards be incorporated into any development to enhance the pedestrian experience. Standalone residential development with no ground floor retail is permitted outside of the Pedestrian Predominate Area.

Some lands surrounding the CBD are also designated Entrepreneurial District, which is intended to accommodate a range of residential uses as well as smaller scale commercial, business, and institutional uses. It is intended that non-residential uses will be accommodated primarily through the conversion of existing residential dwellings or the redevelopment of existing non-residential buildings. Permitted commercial uses can include office, personal service, commercial schools, studios and galleries, clinics, select business uses and neighbourhood serving uses including convenience shopping facilities.

The Official Plan has also established a commercial hierarchy through various commercial nodes and land use designations that attempts to discourage traditional and small scale commercial uses from locating outside of the downtown.

Figure 1: Downtown Woodstock Official Plan Designations



2.0 Challenges Facing the Downtown

From a physical perspective, downtown Woodstock has many characteristics that other similar sized municipalities would be envious of. These characteristics include a well-established main street, strong block structure, good collection of attractive commercial buildings, park space, other programmable space, a centrally located institutional office cluster, an expansion of Fanshawe College into the downtown, an in-place incentive program, and many others.

Notwithstanding the above, Woodstock's downtown is facing some market challenges that are not unique to many small and mid-size municipalities in Ontario. These challenges include:

- The downtown has many commercial vacancies, which was as high as 18% in 2009 when the County undertook a comprehensive Commercial Policy review.
- The establishment of the Norwich Regional Commercial Centre to the south of the downtown resulted in the development of significant big-box retail uses including Wal-Mart, Winners, Canadian Tire, Home Depot, chain restaurants, and many others. The commercial uses in this cluster appear healthy with limited vacancy.
- The above has resulted in many retail uses vacating the downtown as consumers preferences have shifted towards big-box retail as well as online shopping.
- The County's Commercial Policy Review also noted that 35% of the leaseable space in the downtown is retail, which mostly contains specialty stores. The remaining 65% of leaseable space is made up of service oriented commercial uses such as restaurants, medical offices, banks, and professional services.
- While there certainly are many strong tenants in the downtown currently, there are also many lower quality retail uses that target vulnerable and lower income households (e.g. cash advance institutions). Many of these commercial uses struggle to attract other shoppers/pedestrians to the downtown.
- The vacancies also result in derelict buildings that interrupt the continuous street frontage and erode the pedestrian experience, which can deter people from visiting the downtown.
- We understand there has been some speculative investment in downtown buildings, where current owners are not actively seeking tenants or reinvestment at the current time. This results in vacant buildings and poor exterior aesthetics.
- The downtown does not experience the pedestrian and consumer visitation it once did. This is due to the relatively low population living within or immediately adjacent the downtown as well as the downtown's changing role as a major commercial destination for local residents.
- While Woodstock has grown considerably over the past decade, this growth has mostly materialized through horizontal expansion with single-family homes. This growth has provided residents with reasonably priced housing options, an expansion of the employment base including significant investments from Toyota, and the expansion of the City's commercial hierarchy.
- Unfortunately, this growth has also had unintended negative consequences on the downtown as residents now live further from the central area and have more options to fulfill their commercial needs that are more closely align with shifting demand preferences (e.g. large/modern retail and chain restaurants).

- The growth outlook for residential development is likely to continue with similar development patterns looking forward. While some new apartments are likely to be implemented within/adjacent the downtown looking forward, it is likely that these will continue to be modest investments that will not provide significant near-term market impacts for commercial uses in the CBD. The population thresholds for new commercial investment are significant.
- Looking forward, Woodstock is projected to experience approximately 270 new homes and 350 new jobs each year to 2046 as per the County's growth estimates. The majority of jobs are projected to be non-population servicing jobs that tend to locate downtown (e.g. retail, service commercial).
- Banks currently occupy significant space in the downtown, including some key locations. Looking forward, it is unclear the physical presence these financial institutions will have as banking preferences continue to shift to online servicing. This could further impact the amount of vacant space in the downtown.
- Overall, despite the many positive attributes of the downtown, the area struggles to attract a sustained critical mass of consumers due to the issues noted here and in other relevant studies of the Woodstock downtown.

3.0 Stakeholder Consultation Feedback

The following highlights some of the feedback received specific to NBLC's purview during the stakeholder consultation sessions.

- There is a need to not only fill vacancies but also replace some undesirable uses (e.g. pawn shops, cash advance institutions, etc.). The focus should be to attract the right mix of uses such as specialty retail, butchers, other consumable goods, restaurants, fitness facilities, farmers markets, service uses and offices. Specialty retail, restaurants, and service oriented uses are necessary to reflect shifting shopping preferences.
- The downtown is largely not viewed as a prime shopping destination or an evening gathering place.
- The methadone clinic is an important community use for vulnerable populations, however its prime location downtown results in undesirable outcomes. Users of this facility often loiter downtown and in the community spaces. This feature, combined with a lack of other pedestrians/shoppers and the vacancies downtown, cause some residents to feel unsafe.
- The above issues keep many people away from the downtown, which will make it challenging for new commercial uses to locate in this area. The downtown requires more destination uses and events to increase the number of people visiting the area.
- Increasing the number of people living downtown will support greater commercial activity. However, there is a need to attract a wider range of socioeconomic households, as the majority of residents living downtown currently are lower income. Encouraging higher income earners to live and/or visit the downtown can encourage stronger commercial uses to locate here.
- Fanshawe College is expanding into the downtown, which in addition to the existing institutional cluster, should improve the daytime population in the downtown and the demand for commercial space. This should continue to be encouraged.

- Parking can sometimes be an issue, but City staff indicate that there are many parking lots adjacent the downtown that are rarely at full capacity. Rather, visitors downtown prefer on-street parking in front of the store they are visiting and then drive to their next destination within the downtown or elsewhere. This is due to the lack of consistent high quality commercial uses downtown, where a visitor might park in one of the central lots and walk to several businesses. Convenient parking immediately adjacent certain commercial uses is therefore the primary issue. This could be mitigated if there were more commercial uses to attract visitors, where visitors would not be opposed to parking in one of the larger lots and walking around the downtown.
- There are over 250 properties in the downtown area. It is difficult for City staff to accurately catalogue the vacant and available space. This is important, because the downtown needs a central point of contact to help attract retail users. There should be someone that has detailed knowledge of the type of uses desired downtown, the planning framework, the available space, the characteristics of available space and suitability for specific uses, the value/rent of space, the City's incentive package and qualification requirements, other incentives (e.g. Federal Community Futures Program), the role of the small business centre and BIA, and other relevant items. This will help potential tenants and investors with navigating the downtown and encouraging investment.
- Some noted that the incentive program is confusing. A comprehensive document should be prepared that better explains the incentives, how they can be stacked with other programs, qualifying requirements, examples of previous projects that received incentives, and other relevant items. It should be made clear that most projects/tenants would qualify, as many believe they would not qualify or the process would be too onerous, especially for smaller projects.
- Some noted that the incentive program does not offer enough financial support, however the group of developers viewed the incentives very positively. A suggestion was offered to include a relocation grant to encourage existing commercial uses outside of the downtown to relocate. Another suggested an incentive to assist with land assembly.
- Many noted that the incentive package was key to them investing in the downtown. Most noted that the process was relatively quick and easy.
- It was noted that the incentives can only apply one grant per building, which does not take into consideration if you own a small building or are assembling an entire block. You should be able to receive more incentives if you are undertaking a major project.
- There is a need to prevent small commercial uses (e.g. under 1,000 square feet) from opening outside of the downtown. Participants noted that larger commercial buildings outside the downtown have been split into smaller commercial uses and have attracted tenants that should have located downtown. Others commended the City's leadership in ensuring Scotch and Lace located downtown.
- The BIA was noted as essential in attracting people to the area through events and advertising and also getting the individual businesses to work together to achieve this goal. However, many noted that more needs to be done in terms of events and promotion.
- It was noted that some owners in the downtown purchased a building and have purposefully left it vacant. There should be a penalty for vacant properties (vacancy tax) or limit the ability to receive incentives (e.g. are only eligible if you act within two years or purchasing a property).

- Some noted that the downtown is too large. The planning policies and CIP should either be reduced in size to encourage a more concentrated pattern of development or the downtown should be split into zones where the CIP offers a different magnitude of incentives.

4.0 Current Business Retention and Attraction Initiatives

4.1 Downtown Community Improvement Plan

The City of Woodstock has a Community Improvement Plan (“CIP”) for the downtown that offers 10 programs, many of which can be combined and stacked with other incentives in the CIP as well as external programs. Since 2012, this CIP has resulted in more than \$10 million in new investment and the creation of over 140 new residential units. All incentives apply to the entire downtown including both the Central Business District and the Entrepreneurial District as defined by the Official Plan.

The following briefly highlight these incentives. In addition to these incentives, it is also noted that new development in the downtown is not required to pay development charges or cash in lieu of parkland fees. Parking standards are also reduced in the downtown for residential projects.

Tax Grant Back Program:

This program offers a grant that is equivalent to 100% of the increase in property taxes as a result of improvements to an existing building or the (re)development of a property. The land owner is responsible for paying the entire cost of a project as well as property taxes. Once the property is reassessed and an increase in payable property taxes is initiated, the City will reimburse the incremental increase through an annual grant. The grant will be equal to 100% of the increase up to five years. Only the City’s portion of the taxes and the BIA levy will be rebated, meaning the property owner must pay the portion of the property tax levied for Education and the County.

Eligibility requirements note that the project must have a minimum investment of \$10,000 and the incentive is available for any discrete building held in one ownership and can be applied to multiple (separate) buildings if under one ownership. The program can only be applied to a building one time, which has led to a small number of issues when a land owner has assembled several properties and one of the assembled buildings has already received the tax grant back program, therefore making it ineligible for funding even though it will be a part of the new proposed development project.

This program is often stacked with other incentives if an increase in property tax assessment is expected as a result of physical improvement to a building. We understand it has been highly effective in encouraging the investment that has occurred in the downtown. Notwithstanding this, budgeting for a tax grant program can be troublesome for the City as it is difficult to forecast what the increase in property tax might be.

Façade Improvement Program (Grant and Loan):

The program offers both a loan and a grant to assist property owners with undertaking street front façade improvements to existing buildings. Eligible items include street front renovations, major and minor restoration projects, and other similar repairs/improvements consistent with the Central Area Design Guidelines. Professional fees of a service designer are also eligible for funding. It is noted that the replacement of entrances or display windows in isolation are not eligible through the program, as a more comprehensive improvement is expected. There is no minimum project value for eligibility.

A grant is offered on a one time basis up to \$10,000 per storefront or \$30,000 per corner building fronting onto two public streets. A loan is also available up to \$25,000 per building. Applicants can

also apply for 50% of the total professional design fees up to a maximum of \$1,500. It is intended that the grant and loan program can be combined, however the total of available funds will not equal more than 50% of the value of eligible works. The loan and grant program funds are released upon completion of the work and inspection by staff.

Loan payments are required five years after the advancement of funds and will occur on an annual basis without interest. The minimum repayment amount will be \$1,000, however full repayment is required by the end of year ten.

The City also offers a similar loan program for non-street front façade improvements. This program is designed to improve the façade of buildings that are visible from an adjacent street or alleyway and can include similar items as the street front loan program (e.g. exterior renovations, restoration, professional design fees, etc.). Projects will only be eligible if funding has already been received for street front façade improvements or street front façade improvements are not necessary. The loan amount and terms are identical to the street front façade program.

The program has been effective as the majority of grants issued through the CIP have been for façade improvements. The incentive is often stacked with the grants for awning, signs and decorative lighting as well as the tax back program, permit and fee grant program, and professional design fee program. The façade program often requires multiple consultation sessions with City staff to ensure the proposed work is eligible, the design is appropriate, and the project represents the best use of funds. Applicants can receive either the grant or both the grant and loan if eligible.

While the grant can be applied to multiple buildings in continuous ownership, it is noted that a small 20 foot storefront would receive the same grant/loan as a larger building or where a property owner has assembled a property. While a \$10,000 grant can be a significant investment for a small store, it is stretched thin for a larger building. Additional language can be added to this grant program that might permit added flexibility for increasing the grant in these situations, which might also encourage greater property assembly and the creation of more significant development parcels.

Awning, Signing and Decorative Lighting Grant Program:

The program is intended to assist property owners with replacing or repairing street facing awning, signage, and lighting projects to improve the exterior attractiveness of buildings. It is intended to be stacked with the façade improvement program. A grant is offered on a one time basis up to 50% of the value of eligible works to a maximum of \$3,000. Applicants can also apply for 50% of the total professional design fees up to a maximum of \$1,500.

Grant in Lieu of Permit Fees Program:

The program offers a grant that covers the full costs associated with normal application and permit fees such as building/occupancy permits, demolition permits, sign permits, site plan applications, and rezoning and minor variance applications. The grant is paid upon successful completion of the work and inspection by the City.

In addition to development charges not applying downtown, this incentive is designed to remove financial obstacles associated with investment. Similar to the grant rebate program, most projects are stacked with this program.

Parking Fee Grant Program:

The program is intended to assist larger redevelopment projects that are challenged to meet the requirements for on-site parking and also to provide assistance in the cost of municipal parking permit fees. A grant is offered that is equivalent to the cost of an all-day parking pass (currently \$12

per month) per parking space within a City owned lot. The owner will enter into a minimum 10-year agreement with the City and the grant will be disbursed on an annual basis.

While this program has not yet been utilized by the private sector, it is a valuable program to have in place when a larger redevelopment project is implemented. The economics of underground parking will provide significant challenges to meet the parking requirement.

Residential Conversion and Intensification Program:

The final program offers grants and loans to encourage landowners to create residential dwelling units within the downtown through rehabilitation, renovation, or an addition to an existing building. The ultimate goal of the program is to increase the residential population living in and around the downtown. Interior work that results in the creation of one or more residential dwelling units are eligible for the program.

A grant is offered on a one time basis up to \$5,000 per residential unit up to a maximum of \$40,000 per building (8 units). A loan is also available up to \$10,000 per residential unit to a maximum of \$80,000 per building (8 units). The total available funds cannot equate more than 50% of the total eligible works. Loan payments are required five years after the advancement of funds and will occur on an annual basis without interest. The minimum repayment amount will be \$1,000, however full repayment is required by the end of year ten. Applicants can also apply for 50% of the total professional design fees up to a maximum of \$1,500. The loan and grant program funds are released upon completion of the work and inspection by staff.

This program does not apply to new development, only the retrofit of existing buildings and a maximum of 8 units. Some projects in the downtown have pursued more than 8 units, but they typically target low-income households and are therefore eligible for additional affordable housing funding programs. This program has been effective in securing approximately 140 new residential units since 2012. The program also effectively stacks with the tax grant back program, municipal permit/fee program, and the façade program if this work is also being undertaken.

While the program has been successful, the City could consider being more aggressive in targeting new stand-alone residential apartment development. We understand that the development of new “market rate” apartment buildings has been occurring in Woodstock over the past several years, however the vast majority of these buildings are located outside of the downtown in the northern end of the City and near Fanshawe College.

It might be possible to redistribute some of this demand towards the downtown by offering additional incentives for larger residential buildings that will over-build on a heritage building or occur through the redevelopment of non-heritage buildings or on vacancy properties. This could include maintaining the current grant and loan amount but increasing the capped amount beyond the current 8 units or introducing a new incentive program specifically for new apartment buildings. The utilization of city owned land in the downtown can further enhance this option. While this strategy could accelerate the absorption of residential apartments in the downtown, the financial capacity of the City must also be considered. Additional market rate residential apartments would increase the number of higher income households living in the downtown, which would improve pedestrian traffic and support commercial space in the area.

4.1.1 CIP Summary and Findings

Overall, the package of financial incentives currently offered by the City is significant, appears to be effective, and does not contain any major issues that requires a significant change.

The City of Woodstock waives development charges and cash in lieu of parkland without the need for application through the CIP. For eligible and approved projects, the CIP also reimburses the costs of planning applications and required permits as well as the increase in property taxes as a result of building improvements for a five year period. These incentives are designed to remove financial obstacles to building improvements and new development that are imposed by the City, which are effective at encouraging both small and larger scale investment.

The CIP also offers grants and interest free loans for the improvement of exterior facades and treatments, which is largely designed to improve the visual appearance of buildings and encourage future and existing landowners to invest in the downtown. The CIP offers more significant grants and interest free loans to encourage the creation of new residential dwelling units in existing buildings through renovation or addition and also offers support to larger developments that will struggle to meet the on-site parking requirement.

In our experience, this incentive package is significant and is appropriate to the Woodstock context. There have been 27 applications since the CIP was introduced in 2012 and 20 of the projects have been successfully completed as of the writing of this memo, which has resulted in over \$10 million in new investment over this period. However, the City could consider being more aggressive through the incentive package as noted previous in this memo and expanded on further in Section 5.

4.2 Economic Development Office

Woodstock's Economic Development Office focuses on business retention and attraction. This City department is responsible for administering the City's Community Improvement Plan, publishing market data and information, communicating key employment and population indicators, promoting the City to perspective employers, assisting existing and prospective companies with site and building information, promotion of incentive programs, consultation and networking, and other similar services.

The City's Economic Development website adequately communicates information about the community that is of interest to prospective employers such as demographics, socioeconomic characteristics, quality of life measures, population and employment projections, labour force characteristics, employment trends, permit data, infrastructure, logistics, available properties/buildings, and many others.

However, it is noted that the data and information made available is heavily focused on traditional employment uses (e.g. manufacturing, industrial, other larger scale employment uses). There is very little information available on the downtown market and the information that would be of interest to prospective investors. The downtown tab on the website links to the downtown design guidelines and some of the more recent investment in the downtown. The incentive page on the Economic Development website speaks largely to traditional employment uses. It is difficult to find information about the downtown CIP.

Information about the Community Improvement Plan is available if you click on the downtown tab, however it is not one of the drop down options which can make it difficult to find this page on the City's website. The page devoted to the Community Improvement Plan also only provides a brief description of each program, the detailed program requirements through a pdf link, and the application forms. This can be very confusing to prospective investors who are not familiar with the program, if they are able to locate the programs at all or interpret their significance. This can be significantly improved with a graphically strong brochure that illustrates the geography where the

incentives apply and easy to understand images and text that describes each incentive program and how they are designed to work together with examples of projects completed through the CIP.

These items require attention. The Economic Development website should enhance the Downtown tab by including information more relevant to prospective downtown investors, a better presentation of the incentive programs, a description and link to the small business centre, an inventory of available space, a possible employment survey of the downtown, and other relevant items that will be expanded on later in the memo. This should be an easy to understand one-stop source for any person seeking to invest in downtown Woodstock that clearly separates information relevant to a downtown developer/ operator and a larger industrial or other traditional employer/investor.

4.3 Woodstock Small Business Centre

The Small Business Centre, established in 2002, is an on-going economic development partnership between the Province of Ontario, the City of Woodstock and Oxford County. It is a part of the Ontario Network of Entrepreneurs that serve Ontario's small business community by providing training and support to entrepreneurs in Oxford County looking to start or grow their business. From concept, through start-up and early growth stages, the Centre is a one-stop source for information, guidance and professional advice on starting and running a successful business.

The Centre offers printed resources, one-on-one meetings, business card display, networking and workshops, professional referral, and also have boardroom space available for booking. The Centre also runs various programs such as small grants programs, summer student business programs, and other Provincial and Federal programs. The website of the Small Business Centre effectively communicates the services, programs, and benefits it can offer new and prospective businesses.

4.4 Downtown BIA

The Downtown Woodstock Business Improvement Area ("BIA") was established in 1976. The BIA is a collection of approximately 300 independent business and property owners that provides a structure for these individuals to work together towards a number of cohesive objectives. Each business and property owner is charged a special levy as part of their membership.

The BIA promotes Downtown Woodstock to encourage more traffic and ultimately increase traffic and sales in their business district. The BIA acts as a unifying body for the membership – working to make Downtown Woodstock a "Destination" not only for the retailers and restaurants, but for professional and cultural assets as well. The BIA offers marketing for the downtown, beautification/ decoration projects, and hosts events and programming throughout the year (e.g. Summer Streetfest, Christmas events, farmers' market, etc.).

5.0 NBLC Commentary for Future Direction

While many municipalities in Ontario struggle to establish and/or revitalize a downtown area, the City of Woodstock has effectively protected the established downtown area and set in place a strong incentive program to encourage investment and revitalization. While many municipalities with struggling or non-existent downtowns require the implementation of a CIP or major overhauls to their CIP program, significant public sector intervention in way of expropriation and/or disposition of public lands, major rebranding or creation of a sense of place, significant overhauls to the Official Plan, and significant economic development initiatives; the City of Woodstock has done an excellent job of putting the right pieces in place for continued investment in the downtown over the long-term.

Notwithstanding the above, certain things can be improved. The following provides some high-level commentary for the City to consider regarding business retention and attraction in the downtown.

5.1 The Community Improvement Plan

As noted in the previous section, the CIP already waives development charges, parkland fees, application and permit fees, and refunds the incremental increase in property taxes as result of a development/improvement over a five year period. These incentives are often cornerstones of most CIPs seeking to encourage development in a specifically defined area and are proven to effectively encourage private sector investment.

The CIP also offers other grants and loans to support specific initiatives such as improving the exterior appearance of existing buildings and introducing new residential units within existing buildings. While we do not have any major recommendations to change the current CIP, which has already proven capable of attracting investment, the following items could be considered:

- The City could consider increasing the grants and loans available for façade improvements to increase the appeal of investment. However, the current grant amounts appear to already be sufficient in enticing property owners to engage through the program. Rather, increasing the maximum capped grant/loan available to larger projects that include a larger building or assembly of buildings could be considered. Language could be incorporated in the CIP that relates to building frontage, such as:
 - Storefronts with less than 30 feet of frontage are eligible for \$10,000/\$30,000 grant (storefront/corner building) and a \$25,000 loan up to 50% of the value of eligible work.
 - Storefronts with more than 30 feet of frontage are eligible for \$15,000/\$45,000 grant (storefront/corner building) and a \$37,500 loan up to 50% of the value of eligible work.
- The City could consider implementing an incentive program to encourage the development of new residential apartment buildings in the downtown. This could include a grant and loan program similar to the residential conversion and intensification program to encourage developers to build new market-rate apartments in this area of the City.
 - Many municipalities in Ontario offer a significant package of incentives to encourage larger residential development in a defined geography such as the City of Hamilton, Windsor, Sudbury, Brampton, and many others.
- The City could also consider increasing the residential grant/loan program beyond the current 8 unit cap to encourage greater scale of development in existing buildings.
- The City might also consider offering flexibility to the tax back program where a property could be eligible to reapply if it has previously received the grant subject to the new proposed investment (e.g. part of a larger assembly development).
- Extending the professional design services grant to also allow for feasibility or other professional studies (e.g. planner, architect, engineer, etc.) could also assist developers and be a modest cost to the City.
 - The City of Greater Sudbury and the North Bay currently have this program (\$5,000 and \$3,750 respectively) as well as many other municipalities in Ontario.

While the above contemplates increasing the incentive program, this must be weighed against the City's willingness and capacity to increase the incentives. Overall, we believe the incentive program is currently satisfactory in achieving its objectives and is likely to continue to experience modest

investment in the downtown over the long-term. Increasing or introducing additional incentives could possibly accelerate the investment experienced since 2012 while also encouraging greater land assembly and residential development. It is also noted that assembly of some of the existing properties into larger development sites might not be a desired outcome as this could result in the loss of fine grain retail spaces and heritage elements, however this can be offset with strong policy direction.

The following provides a brief overview of additional incentives that are offered in other municipal CIPs that the City of Woodstock may wish to consider:

Interior Heritage Building Grant – City of Whitby:

This program provides owners and tenants of listed or designated heritage buildings with a financial incentive to partially offset the costs of eligible interior building improvements. Applicants can apply for a 50% rebate of the costs of internal improvements of listed and designated heritage buildings, up to \$10,000.

Offering grants for interior improvements is often avoided due to fact that different tenants often require/prefer unique retrofits and/or interior renovations. As a commercial space turns over, the incoming tenant could make significant changes to the space, which may have been originally funded by the City's incentive program. However, many municipalities with strong heritage resources will offer grants to offset the costs of interior retrofits to heritage buildings. Interior improvements to heritage buildings will often be more expensive than non-heritage buildings.

Notwithstanding the above, some of the below examples allow for interior improvements of specific buildings (e.g. to upgrade to building code, specific to vacant properties, etc.).

Upgrade to Building Code Loan Program – City of London:

This program assists downtown property owners with interior improvements related to Fire and Building Code requirements. Qualifying property owners are eligible for a ten-year, interest-free loan up to maximum of the lesser of \$200,000 or half the value of the worked being proposed. Eligible improvements include fire separation and protection systems; HVAC systems, reinforcement of floors, ceilings or walls; roofing, including green roof installations; and professional fees for eligible works. Monthly loan repayments would commence six months after the loan has been issued, with no penalty for early repayment.

Building Activation Grant for Vacant Spaces – City of Sault Ste. Marie:

This grant seeks to increase the vibrancy of the downtown core through the rehabilitation of vacant commercially-zoned properties. The grant provides developers and property owners with financial support to convert and/or rehabilitate vacant properties into viable commercial and/or residential uses. Grants are allocated on a matching funds basis up to a maximum of \$20,000. Pre-application design fees up to \$2,500 will be eligible for reimbursement upon successful acquisition of the grant.

Retail Investment Grant Program – City of Windsor:

This program is aimed at renovating and/or creating retail units on the ground floor of buildings that have been vacant for six months at the time of application. The retail units must have direct access to the street. This program offers a grant up to 50% of eligible costs for improvements to a maximum amount of \$15,000 per retail units in a building (maximum two units per property).

5.2 Encourage Larger Residential Development Projects Within/Adjacent the Downtown

The downtown and surrounding area consists of low-density residential uses and small lots that are in separate ownership. This context makes it difficult to create a development block capable of accommodating a residential project of measureable size, which is why the incentive program targets the creation of residential units within existing buildings only. Increasing the incentives as discussed could encourage greater land assembly and/or overbuild above existing buildings.

Utilizing City-owned lands can also be strategically sold for a residential development. Leveraging City-owned land allows a municipality to retain a measure of control over development outcomes. Some municipalities, such as the Town of Wasaga Beach, have implemented municipally-driven programs that allow a municipality to acquire and assemble land throughout their downtown in order to encourage comprehensive redevelopment while preventing land fragmentation. The use of City-owned land will be explored in greater detail later in this project.

5.3 Shortening/Segmenting the Downtown

The downtown is very large in both length as well as depth (i.e. CBD, Entrepreneurial District) as noted by several stakeholders and the County's Commercial Policy Review. Limiting commercial permissions in the entrepreneurial district that would be welcomed in the CBD (as recommended in the Commercial Policy Review) should be considered.

Removing or reducing the incentives offered across the entire Downtown should also be considered. Ultimately, the market will dictate investment in Woodstock and the relatively modest growth profile will result in modest investment over the long-term. Even with the CIP and increased residential development in the downtown, commercial investment will continue to be modest. This growth profile will therefore continue to result in scattershot investment across the entire downtown. While this investment is positive, it results in investment being spread out over a large area that leaves many segments of the downtown with vacancies and a less than desirable pedestrian experience. Limiting the geography where the incentives apply, or providing different magnitudes of incentives in different areas, can concentrate investment activity. This can more effectively improve the appearance and perception of the area as more buildings would be improved and vacancies filled within a smaller area of the downtown. It would also limit applicants from receiving incentives and investing away from Dundas Street. Strategies could include:

- Limiting the incentive package only to the CBD or the Pedestrian Predominate Area.
- Shortening the downtown geography by only offering incentives in the CBD within a shortened geographic length.
- Creating segments within the downtown and offering different incentives in each segment, with the largest incentives offered only in the central segment.

5.4 Relocate Certain Commercial Uses Away from the Downtown

Some of the feedback received from the stakeholder consultation sessions identified a need to replace some undesirable uses (e.g. pawn shops, cash advance institutions, etc.) in the downtown. Municipalities such as Barrie have established minimum separation distances for lots occupied by pawn shops, piercing parlours and payday loan businesses. This regulation prohibits shops from locating within 50 metres of a lot with the same use in the downtown area. These separation distances have been established to avoid a concentration of uses that may detract from the city's efforts to revitalize the downtown. Although this strategy will not necessarily replace the current

undesirable uses found in downtown Woodstock, it will help prevent the future concentration of these uses.

Another issue that was identified during the stakeholder consultation session was the downtown methadone clinic. Although it is an important community use for vulnerable populations, its prime downtown location results in undesirable outcomes due to the number of users of this facility who often loiter downtown and in the community spaces. This creates a negative perception of the downtown that causes some residents to feel unsafe. The City of Belleville has experienced a similar challenge with a methadone clinic hindering their downtown revitalization efforts. To address this issue, the City of Belleville recently helped facilitate the relocation of this clinic by identifying an alternate location away from the downtown core. Given that this is a necessary service for vulnerable populations, the City ensured the clinic was still in close proximity to the downtown but will now be in an expanded, more user-friendly location that will allow for expansion and better service.

It is important to note municipalities that have attempted to regulate methadone clinics have received the attention of the Ontario Human Rights Commission, which has consistently warned municipalities against discriminating against people with addictions through land use planning instruments. Any effort made by the City of Woodstock in relocating the methadone clinic away from the downtown must be done with the purpose of finding a more appropriate location that will provide better service for users of this facility.

Other municipalities have implemented strategies to relocate other incompatible uses to another location due to nuisance/compatibility concerns. This often involves the municipality purchasing an alternative property for that use, securing a lease in another location, or offering incentives for the use to relocate.

5.5 Addressing Vacant Properties

As previously noted, there appears to be some speculative investment in downtown buildings, where current owners are not actively seeking tenants or reinvestment and are purposefully leaving these buildings vacant. These vacancies result in derelict buildings that interrupt the continuous street frontage and erode the pedestrian experience, which can deter people from visiting the downtown.

It is our understanding that the City of Woodstock provides a vacant unit tax rebate to commercial property owners who have had vacant units for at least 90 days. These property owners could qualify for a rebate of approximately 30% of their taxes. Similar rebate programs have been implemented in many other municipalities as a way to subsidize property owners who are struggling to keep their units occupied. However, there appears to be a perception that these rebate programs encourage landlords to keep their properties vacant. As a response to this issue, many municipalities such as Toronto and Hamilton, have eliminated their vacant unit rebate program to incentivize property owners to seek out tenants for their empty units.

We understand Oxford County, who is responsible for tax policy in Woodstock, has recently approved changes to the rebate policy in 2017. Any property that has benefitted from the program for 5 years, whether consecutive or not, will be eliminated from future eligibility. The County could be more aggressive by fully phasing out the program.

Notwithstanding the above, it is important to note that although there is some speculative investment occurring in the downtown, there are still many landlords with empty storefronts that are genuinely struggling to occupy their units. In weaker markets, such as Woodstock, rebate programs are sometimes necessary in supporting landlords who are actively seeking tenants. Prior

to eliminating this program, the City of Woodstock and Oxford County must consider the impact it may have on struggling property owners.

5.6 Economic Development - Website Improvements and Leadership Role

Economic Development should overhaul the website to offer separate business retention and attraction strategies and information for the downtown and the larger employment uses. A more comprehensive downtown page should be created that includes:

- All information that would be of interest to a prospective downtown business such as population characteristics, local incomes, amenities and annual visitation downtown, events and programming, recent investment, the building stock, daytime and full-time population within walking/driving distance, and other relevant items.
- A more comprehensive incentive page listing all incentives within the CIP and elsewhere that also clearly illustrates the geography where the incentives apply. A strong introduction that communicates the incentives offered as well as a summary brochure as described earlier in this memo would also be very helpful in communicating the incentive package to prospective applicants. A list and description of select projects that have successfully received and implemented the incentives would also be encouraged.
- A strong introduction and link to the BIA and Small Business Centre that communicates the purpose, role, and services offered by these organizations in relation to the Economic Development Office.
- It is also recommended that the City take more of a leadership role in cataloguing the vacant and available space in the downtown and dedicating a page within the “downtown tab” that identifies the space available for purchase or lease, its suitability for a specific use, the incentives it is eligible for, and possible asking rents/purchase price if known. This can significantly assist tenants and investors seeking commercial space in the downtown and is a strategy deployed by other municipalities in Ontario as detailed to follow.
- The combination of these suggestions will provide prospective investors and tenants with a one-stop source for all of the information they will be looking for when investigating the Woodstock market. It is important to understand that many of the tenants/investors that would locate downtown would not be large and sophisticated developers or commercial operators and are therefore likely to require additional assistance and guidance.
- This can also assist staff with providing regular updates on the economic health of the downtown, the effectiveness of the incentive program, and in promoting the City and incentives.

5.7 Economic Development – Downtown Business Recruitment Strategies

We understand that recruitment for downtown businesses is not readily occurring in Woodstock. Recruitment for non-chain related downtown commercial uses can be difficult because there are few major event held for these types of uses given their smaller entrepreneurial nature.

The following provides a summary of downtown business recruitment strategies in other municipalities that the City of Woodstock could consider.

Town of Cobourg

The Town of Cobourg prepared a business attraction marketing plan to promote diverse economic development opportunities in their downtown. The main objective of the plan is to attract businesses

in the following categories: supermarkets and other grocery stores, clothing accessories stores, women's clothing stores, all other specialty food stores, all other clothing stores, and full-service restaurants. The Town has developed seven different recruitment strategies to attract these businesses, which include:

1. Develop fresh marketing materials with the theme of "The Benefits of Doing Business in Downtown Cobourg"
2. Conduct social media campaign
3. Create fresh content regarding the marketing theme on a new marketing webpage
4. Utilize public relations to earn media coverage in relevant publications
5. Leverage pull marketing through online advertising
6. Engage at relevant trade shows to target businesses in desired categories
7. Inspire interest in Cobourg by conducting "Explore the Core" tours and events for potential business owners

Village of Kleinburg (City of Vaughan)

The Village of Kleinburg's main street has experienced economic changes due to shifts in shopping and purchasing patterns. To address Kleinburg's economic challenges, the City of Vaughan undertook and completed an area-focused economic development strategy with the objective of revitalizing the downtown and commercial core area. The following five goals were identified, which included various strategies to achieve these goals.

- Strong Business Association
 - Work with Kleinburg BIA (KBIA) to increase revenues
 - KBIA to create a staff position
 - Increase the number of Board Committees to address streetscaping/beautification, parking and transportation, marketing and special events programming
 - Broaden communications programs: website, e-mail blasts, newsletters, and social media
- Be investment ready
 - Set retail recruitment targets
 - Develop a database of properties, with maps, building features, real estate and sales metrics
 - Seek out potential retail tenants that align with the vision of Kleinburg as an outdoor recreation paradise and meeting place
 - Implement workshops for KBIA members focused on retail retention: customer service, merchandising, product mix, marketing and sales strategies
 - Encourage cross-promotion amongst KBIA members
- Market Kleinburg as an outdoor recreation paradise
 - Build Kleinburg's brand as an outdoor and recreation paradise

- Create traffic and sales-building promotions
- Develop niche marketing opportunities
- Create barrier-free access and usage
- Promote business-to-business marketing to lease space
- Use placemaking to create the “Kleinburg Experience”
 - Explore the feasibility of a Village Square
 - Develop wayfinding and other signage to make Kleinburg more welcoming
 - Clean up the streetscape clutter
 - Encourage active modes of transportation
- Eliminate barriers to development
 - Designate downtown as a CIP area
 - Align new Zoning By-law to the Official Plan
 - Remove restrictions on entertainment on patios and outdoor merchandising to increase the use of the public realm

City of Oshawa

The City of Oshawa prepared a community driven plan (Plan 20Twenty) with a goal to create a vibrant, attractive and animated downtown where people come together to live, work, shop, meet and engage. Included in this plan are the following business growth strategies for different sectors:

- Retail Sector Strategies & Actions
 - Develop and maintain a regular inventory and map of vacant retail spaces so that they can be marketed.
 - Conduct a retail gap analysis. Study similar communities; inventory the retail mix, compare and contrast to downtown Oshawa and interview business owners.
 - Based on the gap analysis, develop a recruitment strategy to fill vacant spaces with complementary retail establishments. Include marketing downtown as a destination for family-owned businesses.
 - Work with property owners to provide space for pop-up shops and cultural enterprise (galleries/studios) to test the market – these can improve vitality, increase consumer confidence, and make space more attractive for long-term users.
- Culinary Sector Strategies & Actions
 - Conduct a culinary gap analysis, and compare and contrast inventory with similar communities. Based on gap analysis, develop recruitment strategy to fill vacant spaces.
 - Produce a lecture series and other educational business support systems that can help culinary businesses to become more dynamic and sustainable.
 - Advocate the development of a downtown culinary association.
 - Support a sidewalk café pilot program.
- Office Sector Strategies & Actions

- Conduct labour study regarding commuters.
- Attract entrepreneurs and start-up companies by addressing unemployment through entrepreneurship. Investigate a start-up financial assistance program or provide business incubation space.
- Investigate pilot project for downtown broadband connectivity.

City of Toronto – East Danforth

The stretch of Danforth Avenue between Coxwell and Woodbine was an economically disadvantaged area of the City. The area was largely devoid of pedestrian activity with a commercial vacancy rate of nearly 20%.

Beginning in 2011, the Danforth East Community Association (DECA) began a pop-up shop project, which targets commercial uses that occupy a store for a short period of time and then close down. Pop-up shops are often popular amongst smaller entrepreneurs and businesses who work out of their home and are unsure if they can justify renting a dedicated space, individuals who are just starting their business, and other relevant uses like artisan crafts and food businesses.

The program began with the DECA convincing vacant property owners to offer their vacant space for free or a very low rent to interested pop-up shop vendors. Some participating buildings were improved with basic renovations (e.g. fresh paint) by project volunteers. The DECA then began an advertising campaign to recruit prospective tenants that would rent the space for as little as a weekend or up to six months.

The program has been very successful, with many of the participating properties securing a long-term tenant. The publicity resulted in increased foot traffic, interesting commercial uses locating in the area, and the vacancy rate dropping from 17% to 6% over five years. The commercial strip is now much healthier and more vibrant as a direct result of these actions, which did not require a significant financial commitment from the City or local businesses.

6.0 Concluding Commentary

Overall, the City of Woodstock has established a strong policy framework and incentive program to encourage investment and revitalization in the downtown. The City can consider increasing the incentives that are currently offered or introducing new incentives to the CIP as discussed throughout this memo. While this action might accelerate the level of investment experienced since the CIP was introduced in 2012, it is not necessary if the financial capacity of the City does not support this action. Continuing with the existing incentive program is likely to result in continued modest investment over the long-term. Other strategies noted in this memo, in combination with the in-place incentive program, can also accelerate investment and revitalization in the downtown:

- The City should begin improving the downtown's presence on the Economic Development website as well as the other items noted in Section 5.6 of this memo. The City should also enhance the recruitment strategies for the downtown similar to other municipalities noted in Section 5.7 of this memo.
 - Identifying the uses desired in the downtown and creating a marketing and recruitment strategy specific to these uses is the first step in the process. The other items identified by NBLC (e.g. downtown section on the website, clear explanation of the incentive program, inventory of space and vacancies, etc.) are also required contributing items.

- To address commercial vacancies, the City could consider removing the vacancy rebate program as well as offering modest incentives to encourage these long-term vacancies from remaining derelict. The City should consider a pop-up shop program (in consultation with the BIA) to improve publicity in the downtown and encourage local entrepreneurs, which can also result in long-term tenants.
- The City should also consider shortening the area where the incentives apply to only the CBD area and eliminate certain commercial permissions in the Entrepreneurial Zone. Targeting the incentives to a smaller area will ensure that the investment is more concentrated, which can improve the perception of an area more quickly than when investment is more spread out, especially in a slower growth community like Woodstock. Reducing the commercial permissions in the Entrepreneurial Zone is also recommended.
- The City might also consider finding a more suitable location for the Methadone Clinic. This must be undertaken carefully and with sensitivity as noted in Section 5.3 of this memo. Incorporating minimum separation distances for other non-desirable uses can also effectively limit the number of these uses that can locate in the downtown looking forward.
- If possible, considerations can be given to incorporating angled street parking on Dundas Street. This can increase the number of spaces available to visitors and has proven effective in other small downtowns such as Collingwood and Tillsonburg.
- Increasing the number of events and programming in downtown Woodstock can also be effective at getting more pedestrians to visit the downtown. As it is unlikely that a significant amount of residential development will occur downtown, encouraging commercial investment downtown will be difficult and is unlikely to be generated from population growth alone. Rather, a redistribution of pedestrian and consumer traffic is required by getting more residents to view the downtown as a place to visit, shop, and dine.

Appendix III

High Level Accessibility Visioning (Accessibility Simplified, August 2019)

High Level Accessibility Visioning

– Urban Design Guidelines

As part of The City of Woodstock Downtown Redevelopment and Cultural plan, addressing accessibility for persons with disabilities, seniors, children and families must be a paramount consideration in the overall short- and long-term planning and development of the urban and landscape environment.

As part of establishing sustainable redevelopment conditions, it is important to consider the importance of not only meeting minimum requirements of codes and standards, but also utilizing the principles of Universal Design and opportunities for implementing best practices. There always exists the opportunity for exceeding minimum requirements in order to meet the range of human functioning and universal accessibility.

Firstly, it is important to consider and identify barriers which have the potential to limit or prevent functional access to the downtown urban infrastructure and key community sites. Surface grading, surface materials, walkways, ramps and stairs, site furnishing, wayfinding signage, lighting, and plant materials all contribute to achieving a fully accessible outdoor landscaped and urban environment which is safe and enjoyable for all users. As users may have mobility limitations, together with hearing, vision and/or other disabilities, design implementations must be carefully considered so that they maximize accessibility, safety, enjoyment and comfort of the whole community.

At the intersection of Landscape and Urban/Sustainable design are the exterior routes, including to and from various public and private transportation drop-off areas and parking facilities. Maintenance issues also should be considered to ensure that recommendations are achievable and sustainable, (i.e.: snow removal, tree/plant maintenance, etc.)

The City of Woodstock is seeking to draw more pedestrians to the area, and as such, pedestrian systems and wayfinding that meet and accommodate the needs of people with vision and mobility impairments are especially important. Addressing the needs of these identified disability groups also helps create a more accessible, safe and welcoming environment for other members of the community, such as families, children and young professionals

The final landscape and urban design of the City of Woodstock Downtown should enable persons with a wide range of disabilities to independently access, wayfind and navigate to places of interest, shopping, dining and other City amenities.

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1. EXTERIOR PEDESTRIAN ROUTE

a. Pedestrian Clearway and Clear Path of Travel

The clear path of travel should create a safe environment that facilitates ease of movement by persons using a range of mobility aids (including wheelchairs, walkers, crutches, etc.). The selected pedestrian routes should provide equitable routes for ambulatory persons as well as persons who use mobility aids.

All main street sidewalks, and secondary routes must be free of barriers, have surface that is firm and slip resistant, and be wide enough to facilitate persons using mobility aids to pass each other or for example pass a mother pushing stroller or a deliver person with a dolly.

Where there are changes in grade, there should be sufficiently gradual slopes and where necessary, choices of routes.



- Choice of Routes
- Gradual slopes to overcome change in grade



- wide routes, varying colour and texture, routes with aligned street furniture and city infrastructure

b. Exterior Ramps

Although the downtown area is relatively level, there may be occasions in the future, or to address access into some buildings where an exterior ramp will be required. Similar to the exterior route, the surface should be firm, slip resistant. The ramp should have a slope that is sufficiently gradual slope to accommodate persons with a range of disabilities, strength and endurance, and should be no steeper than 1:15.

Ramps should be sufficiently wide to accommodate basic mobility aids such as manual wheelchairs, walkers and standard power wheelchairs, (for example, have a minimum clear

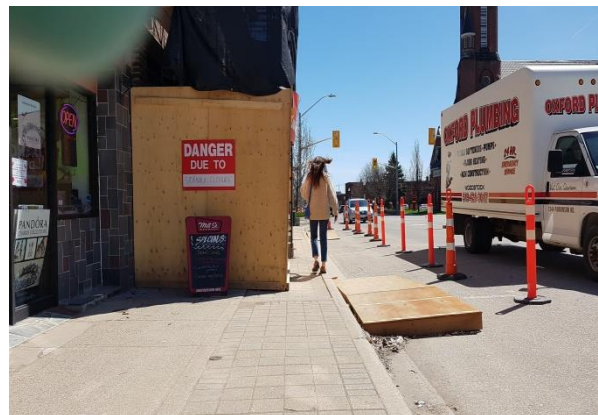
width between the handrails of 1,000 mm). However, a wider ramp (e.g. 1200 mm) can accommodate a greater range of mobility aids, including larger power wheelchairs and scooters. It is important to have level landings on longer ramps to provide a temporary resting place for persons with limited strength and endurance. Landings at changes in direction need to be sufficiently large to accommodate the additional space required during the turn (min. 1670 x 1670 mm).

Ramps also require handrails on both sides, and they should be at the same height, as some persons who use a wheelchair use the handrails to pull themselves up the ramp. The handrails must extend beyond the slope at the top and bottom of the ramp to enable people to obtain a firm grasp of the handrail before ascending or descending the ramp.

It is important to ensure there is a guard or barrier to prevent the wheels of a mobility aid from going over the edge – this is important not only at ramps but at other locations where there is a change in grade that could cause a person in a mobility aid to be injured if they were to accidentally go off course. This is an important consideration for even temporary and/or construction measures



- Gradual slope to overcome change in grade
- Handrail with extensions
- Curb edge at ramp edges



Not so Good = there is no barrier or edge for the ramp landing or ramp slope. It also means that people who use mobility aids cannot access the business that is still open as they cannot overcome the curb

c. Exterior Stairs

Exterior stairs can be hazardous, particularly in inclement and winter weather. For the safety of everyone, particularly persons with limited balance and agility associated with some mobility and disabilities and older persons, stairs should have tread and landing surfaces that are firm and slip resistant. To further ensure safety and predictability, there should be a consistent and

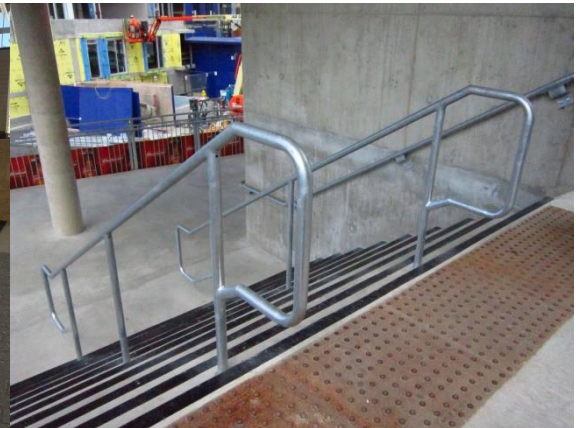
uniform tread run and step height. Stair risers must be closed – this is a safety feature for persons with vision disabilities, for persons who use crutches and/or leg braces and for children.

Having a colour contrasted tactile walking surface indicators (TWSI) on the landing at the top of stairs clearly denotes for everyone, particularly persons with vision disabilities, that there is change in grade. This is a requirement of the Accessibility for Ontarians with Disabilities Act – (AODA) Integrated Accessibility Standard (IAS) Section IV – Design of Public Spaces.

It is preferred to have a handrail on both sides of the stair as it enables persons who have more strength and balance on one side of their body to select the handrail that is most supportive for their needs. Similar to exterior ramps, stair handrails must extend beyond the slope at the top and bottom of the stairs to enable people to obtain a firm grasp of the handrail before ascending or descending the stairs.



- TWSI at the top and bottom
- Handrail with extensions and is continuous
- Colour contrasting nosing



Colour contrasting TWSI at the top landing (although should be one tread depth back), colour contrasting edge and handrails on both sides with handrail extension

2. SURFACE MATERIALS AND HARDSCAPING

Surface materials and hardscaping should create a firm, level surface that facilitates ease of movement by persons using a range of mobility aids (including wheelchairs, walkers, crutches, etc.) It is also important to consider surrounding materials, (pavers, concrete, asphalt, grass, gravel, etc.)

In addition, the materials should consider using colour, tonal and textural contrast consistently to assist in delineating the safe walking surface from the vehicular routes from main and

secondary pedestrian routes, these features aid in navigation for everyone, but particularly for persons with vision disabilities and cognitive disabilities.



- Pavers of a different colour and texture from the surrounding pavers.
- Infrastructure and street furniture aligned



- Pavers of a different colour provide for intuitive wayfinding

3. SIGNAGE AND WAYFINDING

A pedestrian system and wayfinding plan should be developed and embedded within the landscape design guidelines to ensure a means to assist the public in accessing and making their way through the entire downtown area in a safe, easy and intuitive manner.

a. Signage

Signage perspectives considered for all users and from all perspectives for:

- Directional signage for City and private exterior surface parking
- Access points for parking garages and parking lots
- Passenger drop-off areas for public and private transportation
- Directional and identification for all site and built facilities
- Clear maps at main approaches to the downtown shopping/ historic district



- Accessible street directory for shopping/
historic district



- Directional signage to parking

Signage should have both colour and luminance contrast to facilitate reading by persons with a range of disabilities, in all lighting conditions. The use of plain language along with the incorporation of tactile and Braille features ensure equal access to information. The signage should be approachable and located at decision making points.

It should also be possible to read street addresses, and street signs, particularly from a distance. Many transportation service providers such as para-transit services and taxi services will not accept ride bookings for locations without a clear and easily legible street address.



- Heritage style street signs, well contrasted
with white text on black background



- Heritage style street signs, well contrasted
with black text on white background

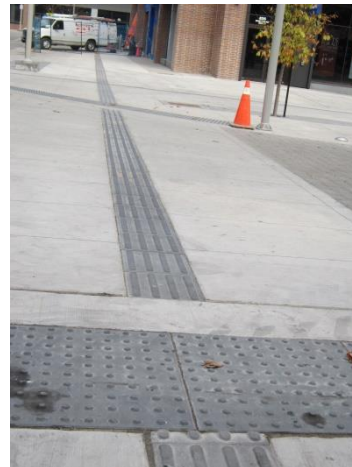
b. Wayfinding

Wayfinding considerations include tactile guiding pathways, the provision of tactile and colour contrasting and auditory cues.

Tactile wayfinding is of particular importance for the safe and independent navigation by persons with vision disabilities, particularly attention TWSI installations at curb ramp installations at cross walks, stairs (required by AODA, COADS), and hazardous drop-offs (i.e., water features and reflecting pools) (best practice installation).



- Directional TWSI leading to attention TWSI at the crosswalk.
- AODA requires the attention TWSI at the curb edge, the directional TWSI helps people with vision loss properly orient themselves to the crossing



- Attention TWSI (close up), with directional tactile indicator TWSI leading across the street

Wayfinding can also be created using different colour and/or texture pavers or mix of pavers and concrete. This creates a firm level surface, while creating an intuitive route for pedestrians to follow.



- Concrete sidewalk with different colour and different sized pavers on either side to create an intuitive pedestrian clearway



- Pedestrian route in open space delineated through the use of pavers in various colours and sizes.

4. PEDESTRIAN CROSSINGS AND SIGNALS

a. Curb Ramps

The slope of the curb ramp should be as gradual as possible, and with as level a transition as possible between the intersections of the street-gutter-curb ramp surfaces.

Attention tactile walking surface indicators (TWSI) at crosswalks are an important safety feature, particularly for persons with vision disabilities. People are able to detect the TWSI through the soles of the shoes or using a long white cane. It is important that curb ramps be equipped with attention tactile walking surface indicators (TWSI) installed at pedestrian crossings, and appropriately installed to clearly orient persons, particularly persons with vision disabilities, and with the corresponding curb ramp across the road to facilitate safely crossing the road.



- tactile warning surfaces appropriately located to direct persons across the road.



Curb ramp with tactile warning, and sufficient clear space behind the sloped ramp and flared edges.



Curb ramp with tactile warning, and guide rail for crossing the road.

b. Depressed Curbs

Depressed curbs are when the entire corner at an intersection is depressed. They require an attention TWSI for the entire distance of the depressed area to ensure that people with vision loss do not inadvertently walk out into traffic. This is particularly important where pavers are used for the sidewalk surface, as well as for the crosswalk surface.



- Attention TWSI continues for the full length of the depressed curb



Depressed curb with tactile warning, and sufficient clear space behind the sloped sidewalk. Crosswalk has colour contrast edge.

c. Pedestrian Signals

Pedestrian signals at intersections should provide both audible and visual cues to move people safely across the street. However, it is just as important to be able to physically access the signal and the crosswalk space.



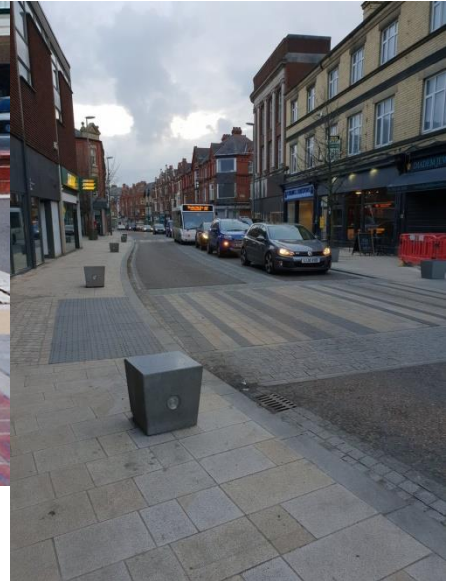
- contrary to appearances, this pedestrian signal is not accessible. While it is located adjacent to the pedestrian clearway, a person using a wheelchair with limited dexterity cannot get close enough to activate the button because the post is located within the flower bed

Due to the location of City infrastructure, benches and bicycles, it is not easy to locate or access the pedestrian crossing signal button.

- Accessible Pedestrian Signal includes tactile diagram of street crossing on the side, as well as audible and tactile feedback when the button has been activated	-Large APS enables easy activation by a range of users, including people who can only use a closed fist.

d. Raised Pedestrian Crosswalks

In areas of high pedestrian traffic, or where there is a long distance between traditional street intersection crossings, raised crosswalks can provide clear delineation to both pedestrians and drivers where the safe crossing area exists. The raised crosswalk also serves to slow vehicular traffic.



- Raised pedestrian crosswalks and islands
- Curbs and marked pedestrian crossings
- Use of tactile cueing, colour contrast, textures

- tactile warning TWSI
- Clearly defined crosswalks
- Raised crosswalk



- For mid-block crossings, pedestrian activated PXO lights creates a safer environment for everyone

e. Pedestrian Hazards Associated with Crossings and Vehicular Routes

In areas of high pedestrian traffic, where pedestrian routes intersect with secondary vehicular routes (e.g.: parking garages, loading zones, etc.) it is important to recognize the particular

hazards that exist for persons with vision disabilities who may not see vehicles, and for persons with mobility disabilities who may not be seen by drivers.



- Audio warning signal
- Visual warning signal



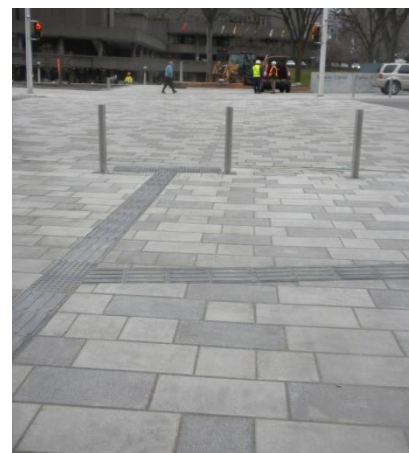
- Visual warning for people with hearing loss who cannot hear vehicles coming

f. Bollards

Bollards can be effective tool for separating the pedestrian route from the vehicular route. It is important however that they have sufficient colour and luminance contrast with the surrounding surfaces.



- Separation of vehicles and pedestrians
- colour contrasting bollards
- clear delineation of pedestrian route and edge of pedestrian route and vehicular route



- bollards separating the pedestrian plaza from the vehicular route.

5. STREET FURNITURE

It is important to select street furniture and accessories that meet the functional needs of the widest range of users, and to have the furniture appropriately located and aligned along, but clear of the pedestrian clearway.

Street furniture also includes amenities that provide a specific service and/or function to the public and complement outdoor spaces, rights-of-way, and accessible route.



- Clear pedestrian route
- Street Furniture, bus shelter and infrastructure elements aligned out of the pedestrian route

a. Benches

For many people, older persons, persons with disabilities, children, etc. It is important that benches have both arms and back support to facilitate sitting, resting and rising from the bench. AODA and COADS requires benches along the pedestrian route at regular intervals. Some benches without arms rests should also be provided for people who are larger and families that sit side by side.



This photo shows benches with arms and a backrest located to facilitate conversation.



Good = benches with arms and a backrest located along the pedestrian route

Unfortunately the A-frame sign reduces the clear width of the pedestrian route.

b. Waste/recycling Receptacles

Waste and recycling receptacles need not only be functional, but just as importantly, it needs to be clear to the user where to place their waste/recyclables – this means ensuring a clear use of language/pictograms, good colour contrast and colour luminance, ease of approach and reach and appropriate location.



c. Planters and Public Art

Plantings such as trees and shrubs should be selected and installed in such a manner that, as they grow, they will not protrude into the pedestrian clearway. In addition, it is important that tree branches do not create a protrusion head hazard (AODA = min. 2100 mm clearance), a safety issue for everyone, but particularly for persons who are blind or have a vision disability.



Good = Trees stands and pits with sufficient cover so as to not be a trip hazard for ambulatory persons or a tipping hazard for wheelchair users



Not so Good = Tree pits with insufficient and loose fill materials are a hazard for everyone, particularly for elderly persons, persons with vision disabilities and persons using mobility aids



- Plant materials
- Raised gardens
- Tree placement maintaining the clear pedestrian routes including head heights



Not so Good = head hazards over the pedestrian clearway

Whether you look up or you look down, public art installations need to be creative, inclusive yet safe without creating protrusions and head hazards. Whenever possible, they can incorporate tactile features for persons with vision disabilities.



- Public art installations and designs can create head hazards when located along pedestrian clearways



- This public art is cane detectable to persons with vision disabilities

d. Temporary Signage

Temporary signage, particularly A-frame signs are a particular hazard for persons with vision disabilities, and often have a negative impact on the flow of pedestrian traffic. They create bottlenecks and reduce the clear pedestrian route.



- A-Frame signage and other similar type temporary signage can impede regular pedestrian flows and make the route particularly challenging for persons with vision loss or who use a mobility aid.

e. Bicycle Racks

The location of bicycle racks within the pedestrian clearway can impact the efficient flow of pedestrians, especially when the racks are not aligned with other street infrastructure. Racks should be located adjacent to, but outside of the pedestrian clearway.



Good = bike rack out of the pedestrian clearway



Not so Good = bikes within the pedestrian clearway, and not aligned with other street furniture

f. Drinking Fountains/Water Stations

Drinking fountains must provide sufficient kneespace and be low enough to accommodate, not only persons using mobility aids, but also persons of short stature and children. Controls must also be within a reach for persons who are seated using a mobility aid, persons with limited hand or arm dexterity and children.



Good = Dual height drinking fountains, provides sufficient knee space to access the drinking fountain. They are well located adjacent to, but out of



Good = Dual height drinking fountains, provides sufficient knee space to access the drinking fountain. They are well located adjacent to, but out of the path of travel, and have a clear level area in front and underneath. Also has a filling station for dog

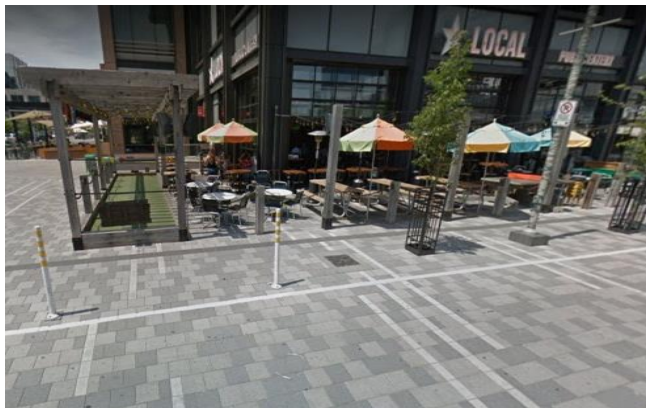
the path of travel, and have a clear level area in front and underneath. (City of Woodstock)

bowls.

Not to good = having the bike lock stations so close to accessible height fountain as bikes locked there will reduce the clear space for people using mobility devices.

g. Sidewalk Cafes and Patios

Perhaps one of the areas of greatest disconnect between urban/landscape design and planning/designs for the built environment, are the installation of sidewalk cafes and patios on public rights of way. In areas where retail and/or restaurants are anticipated, it is necessary to account for the possibility of exterior facilities and the impact on pedestrian clearways – including installations of tactile wayfinding .



Good = the tactile wayfinding is outside of the patio located in the pedestrian clearway. The patio does not interfere with the pedestrian clearway



Good = Patio is set outside of the pedestrian clearway to ensure that pedestrian route is uninterrupted.

6. Parking

It is necessary to provide sufficient accessible parking spaces for people with mobility disabilities, including persons who use vehicles equipped with ramps or lifts. Given the aging population and the increasing numbers of persons using mobility aids and adapted vehicles, there is a great demand for both accessible and van accessible parking spaces.

a. Parking Spaces – Lots and On-Street

AODA provides clear details on the minimum requirement for the number of both standard care as well as van accessible parking spaces, as it relates to both lot parking and on-street parking.

It is important for on-street parking to be clearly delineated, both the actual parking space, and the accessible route to the sidewalk or other place of safety.



- Accessible parking with shared rear access aisle shown to facilitate getting mobility devices in/out of the trunk.
- Clear pavement markings
- High Signage that can be seen even when a vehicle is parked in the space
- Access to the sidewalk from the access aisle
- Space between the curb and the car space to facilitate people getting in/out on the passenger side



- There is no safe accessible route to the sidewalk, a person parking here and using a wheelchair would have to wheel down the road in traffic to get to the curb ramp at the corner.
- The sign is too low, so if a vehicle was parked there, it would not be easy to see that this is intended to be an accessible parking space
- no access aisle behind the vehicle.



- Accessible parking with shared accessed aisle
- pavement markings
- Signage



- Inclusion of Van accessible parking

b. Parking Meters/Pay-and-Display Stations

It is important to be sure that all drivers can easily access and use pay and display stations. Whether it is machines for on-street parking or lot parking, it is important to ensure they are as close as possible to the accessible parking. While it is tempting to centrally locate such machines in the middle of a parking lot, for people who use mobility devices such as a wheelchair, the requirement to park then wheel to the pay station then back to their vehicle puts them in a situation of risk if they have to cross the vehicular route as a person seated is not easily seen from a moving vehicle. In addition, in the winter, even the smallest amount of snow or ice can make it dangerous.

It is important there be a clear and level route to the stations, but also that there is a clear and level space in front of the devices otherwise people will not be able to pay, even if they wanted to.



Accessible devices should have a large screen with well contrasted characters and audible and visual instructions and feedback. They should have a level space in front of at least 1500 x 1500 to accommodate a side and front approach.



Not so Good = the pay station is oriented in such a manner as to be in a narrow pedestrian clearway and not be accessible to persons using mobility aids. There is no level area in front of the machine, as it is up a small incline, partially blocked with bollards. The screen faces into the sun, so it is not possible to read from a seated position. (City of Woodstock)

7. Lighting and Illumination

Overall illumination and site specific lighting are necessary not only for safety, but for wayfinding. Lighting is used by everyone for wayfinding but it is especially important for persons with low vision to help them denote different areas and site features.



- Illumination for wayfinding: use by people who are visually impaired, to



- General Illumination for site identification and safety

denote different areas and features

8. Maintenance Issues

The landscape design should incorporate sufficient space and locations for snow removal and on-site repository. Maintaining the integrity of warning TWSIs in winter weather is a serious issue that must be anticipated.

The placement of garbage/recycle receptacles and maintaining them outside of the pedestrian clearway, and yet within reach of the pedestrian route, is equally important.



- Rain drainage on sidewalks, ramps, stairs



Not so Good = still an all too common site – the accessible parking either not cleaned or used as a snow repository



Good = Waste receptacles on a firm level surface and accessible from the pedestrian clearway



Not so Good = not along the accessible pedestrian route

Appendix IV

City of Woodstock Downtown Development Plan and Cultural Plan Accessibility
Considerations (Accessibility Simplified, August 2019)

City of Woodstock Downtown Development Plan and Cultural Plan

Accessibility Considerations

As part of the first series of workshop meetings, an informal accessibility review was conducted of the historical section of the main street of the downtown core (Dundas St/Oxford St). Recognizing that one of the project's overall recommendations will be the engagement of a Landscape Architect to develop a Downtown Master Plan that builds upon the many consultative reports commissioned over the past several years, and that this was not an exhaustive review, this report does not capture nor address all accessibility deficiencies and only presents some key, high level accessibility recommendations.

1. Walkability



The area itself is relatively level throughout the core area. Approach the western side of the core, there is a descending hill (at Oxford Regional 59) that would be steep for walking or for a person using a mobility aid, and this forms the natural end to an accessible and walkable core.

a. Planter Boxes

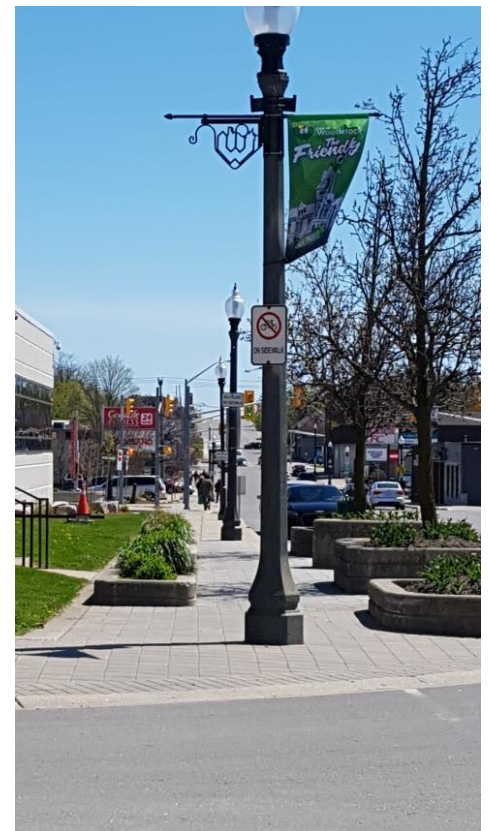
The issues of the planter boxes and the impact on accessibility were raised by a number of groups participating in the stakeholder workshops. For the most part, there is actually quite decent pedestrian clear width, and from a technical perspective, all but one section meets the clear width requirement indicated in the AODA Integrated Accessibility Standard Part IV – Design of Public Spaces. The greater issue perhaps is the perceived width reduction because of the massing and style of the raised planter beds.



There is one particular planter location, adjacent to the TD Canada trust that does have an impact on the clear width (approximately 1200 mm, where a minimum of 1500 mm is required) as there is limited manoeuvring space for a person using a mobility aid to pass another person using a mobility aid or a mother with a stroller, etc.

In addition to creating a narrow pedestrian route at this point, the activator button for the pedestrian crossing signal is located on the post that is located within the planter box, as a result, people who use mobility devices may not be able to get close enough to the post to activate the button. In addition, people with vision loss and using a long white cane may be unable to locate the post to use the button as they find the planter box rather than a post, which is a different installation than anywhere else along this main route.

Immediately in front of the police station, are additional planter boxes directly in line with what is the clear pedestrian route elsewhere along the block. This is a particular hazard for people who are blind or have low vision who cannot see the unexpected obstacles, and for people who use mobility aids as they have to navigate additional changes in direction.



Recommendations:

- i. *The planter adjacent to the TD Canada Trust bank should be removed or reduced to create a minimum clear width of 1500 mm (2000 mm is preferred) (AODA)*
- ii. *The planter boxes on both sides of the street should be redeveloped beginning behind the light stand with the pedestrian crossing activator button (APS), so that persons using mobility aids are able to approach close using a side approach.*

- iii. The additional planter boxes in front of the police station should be removed immediately as they are hazard to pedestrians. If this is a security measure, they would be better served by the install*

b. Surfaces - Sidewalk and Crosswalks

The sidewalks are concrete with a curbside zone comprised of small pavers, switching to all small pavers for the depressed curbs at the intersections. The use of small pavers is not preferred for a full range of users: they are not preferred by people who use mobility aids as they create a continuous bumpy surface which can serve to further create pain; they are not preferred by people with vision loss as it is not possible for them to see small undulations or raised corners which can pose trip hazards, the same reasons that seniors and older persons also do not like this surface.

The AODA requires that as infrastructure is developed or reconstructed, that Tactile Walking Surface Indicators (TWSI) – attention pattern (truncated domes) are required at curb ramps and depressed curbs. There are not currently any TWSI in the downtown core, which is an important safety feature for persons with vision loss. The downtown crosswalks are a mix of either: all small pavers (feature areas), concrete (majority), or asphalt (limited).

Recommendations:

- iv. While the desire to maintain a heritage look and feel, and to differentiate the downtown area from other typical areas within the city, the use of pavers should be carefully considered through either the use of larger pavers, or the use of pavers or smaller pavers only adjacent to the main pedestrian route constructed of concrete (or large pavers).*
- v. As the City re-lays or replaces the pavers at the depressed curbs or curb ramps, attention TWSI should be installed as per the AODA requirements. As an added benefit, where there is a depressed curb requiring a TWSI along the full curvature, directional TWSI can augment the intersection to assist people with vision loss align themselves with the direction of the opposite curb.*

c. Crosswalks

There is a mix of signalized and un-signalized crosswalks in the downtown core. Where there is an intersection of 2 main streets, the City has provided signalized crosswalks for safety and convenience. Of particular note and concern is the un-signalized yet implied (through the use of concrete similar to most other crosswalks), midblock pedestrian crosswalk nearby City Hall. The project team attempted to use the crosswalk with the belief that vehicles would stop, which they do not. There are similar implied crosswalks at Graham and Perry streets.



Recommendations:

- vi. All of the crosswalks should have paint applied to make them more visible for pedestrians and motorists alike
- vii. The implied crosswalk downtown should be converted to a proper signalized PXO, with pedestrian activated button, flashing lights and appropriate signage. An additional measure that is recommended at this PXO is to have the crosswalk raised, this will serve the dual purpose of creating a safe and level pedestrian crossing, and slow vehicles in the core.
- viii. TWSI are required as indicated above in relation to the curb ramps and depressed curbs constructed of pavers.

d. Signage

The street signs in the downtown core use a heritage/ historical style that is difficult to read, particularly for motorists and people with low vision. In addition, for visitors to the City or even residents who do not common downtown often, there is poor signage indication the direction to and location of the municipal parking lots.



Recommendations:

- ix. As a long term capital planning item, procure street signage that incorporates better contrast and a larger more legible font*
- x. Add directional and locational signage for municipal parking lots*
- xi. Encourage business owners to clearly identify their civic building address*

e. Street Furniture and Infrastructure

The downtown core is lacking a number of common items associated with street infrastructure, namely, garbage/recycling bins and benches. In the case of garbage/recycling facilities, they serve the greater good of keeping the community clean. In the case of benches, they help create a sense of community by giving people a place to stop, rest and socialize. For some people, a bench or place to stop, sit and rest is a necessity to being able to participate and use a public space. On more than one occasion during the informal assessment, people were found to be sitting on the planter box edges, so clearly there is a desire for seating.

It is important to recognize however, that inappropriately placed and located street infrastructure can create additional barriers to use, and to the natural flow of pedestrians.

Recommendations:

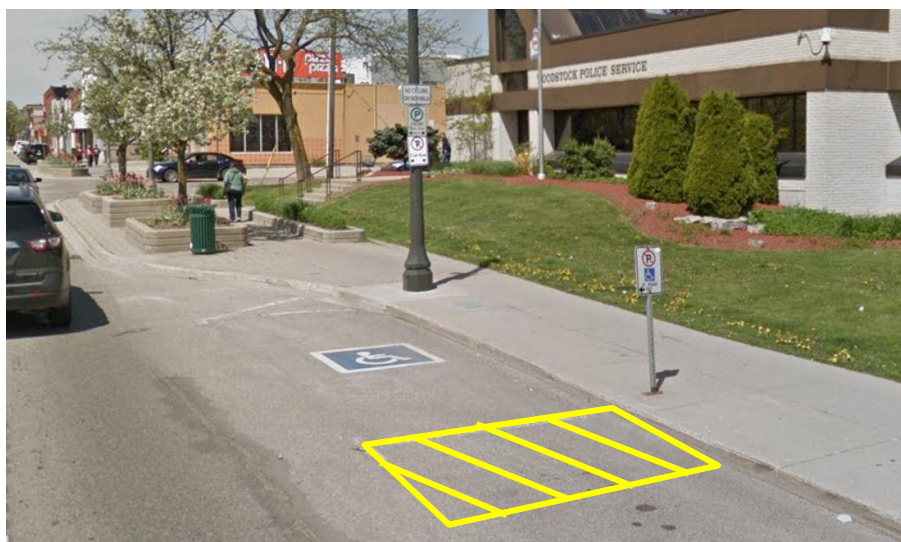
- xii. As the City undergoes a redevelopment of the downtown core, it is important not only to allocate resource to procure street furniture and infrastructure, but also to ensure that space is allocated for convenient placement, that is outside of the pedestrian clearway.*
- xiii. Benches should have back support, and arms (at least on either end)*
- xiv. Benches should be located in a range of locations: some in the shade, some in the sun; with some facing each other (such as by the fountain) to facilitate facing each other for conversation, and in all cases, with an appropriate place adjacent to the bench to accommodate persons using mobility devices outside of the path of travel.*

2. Parking

The City has accessible parking using both on-street and municipal lot designated spaces. The on-street spaces are a standard space with the international symbol of access painted on the ground, with a sign on a short post nearby the space. The CSA B651 Accessibility of the Built Environment Standard provides good guidance on an appropriate layout for on-street parking. The CSA and AODA both address requirements for the signage. The sign posts currently used for the on-street parking are too low, and consequently it is not easy to see the sign if another vehicle is parked nearby, or in the accessible spot.



In addition, it is important that people be able to quickly and easily access the sidewalk from the on-street parking, so as to get out of the vehicular route as quickly as possible. While this is relatively easy to do at the accessible space nearby the Scotiabank, the spots in front of: the police station; in front of the church and in front of Meridian, actually forces people using a mobility device to actually wheel into the vehicular route to go around the protruding curb.



Recommendations:

- xv. *Re-install the signage indicating the location of the accessible on-street parking spaces*
- xvi. *Create an access aisle behind the accessible parking space to enable people to safely get to the space behind the car to access the trunk.*
- xvii. *A curb cut with a well marked access aisle from the accessible parking space should be created for spaces in-front of: the police station; the church and Meridian, OR the spot removed and re-established on the adjacent side streets where it is easier to access the corner depressed curb.*

Appendix V

Parking Study (Paradigm Transportation Solutions Limited, March 2020)



Woodstock Downtown Development Plan Parking Study

Paradigm Transportation Solutions Limited

March 2020



Project Summary



Project Number

190024

Woodstock Downtown Development Plan Parking Study

March 2020

Client

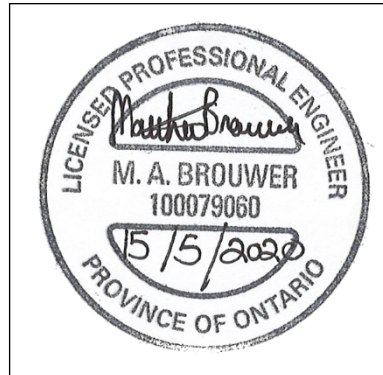
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Disclaimer

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Executive Summary

Content

The City of Woodstock retained Paradigm Transportation Solutions Limited (Paradigm) to conduct this Parking Study in Downtown Woodstock as part of the Downtown Development Plan. This report outlines the surveys conducted to determine the existing level of utilization of parking spaces located on-street, in City-owned lots and in private/commercial lots and duration of parking located in City-owned lots within the Downtown area.

Current Parking Supply

Currently, 2,687 parking spaces exist within downtown Woodstock:

- ▶ 564 spaces in City-owned lots;
- ▶ 547 spaces on-street; and
- ▶ 1,576 spaces within private lots.

Parking Utilization & Duration Surveys

The parking utilization and duration surveys were conducted for one weekday in August 2019 and again in October 2019 between the hours of 8:00 AM and 6:00 PM. The data were collected in 30-minute intervals.

August Parking Demand and Utilization

- ▶ Dundas Street was closed from Vansittart Avenue to Bay Street/Baele Street due to a City festival taking place causing parking utilization in other locations to increase;
- ▶ City-owned lots 4, 5 and 10 reached capacity throughout the survey period;
- ▶ Within City-owned lots, 53% of the observed vehicles were parked for one (1) hour or less;
- ▶ The maximum overall observed private lot parking utilization was 43%; and
- ▶ The maximum overall observed on-street parking utilization was 35%.



October Parking Demand and Utilization

- ▶ City-owned Lot 4 and Lot 10, reached capacity throughout the survey period;
- ▶ The maximum overall observed private lot parking utilization was 49%;
- ▶ The maximum overall observed on-street parking utilization was 49%;
- ▶ A portion of Dundas Street (Brock Street to Finkle Street) was closed during the survey period due to construction. On-street parking was not surveyed in two locations;
- ▶ On-street parking along Dundas Street and Wellington Street South were re-surveyed in November 2019 and the data was incorporated into the analysis;
- ▶ Private and City-owned lots within close proximity to the Dundas Street closure were also surveyed in November 2019; however, it was determined that the data collected in October 2019 showed a higher overall parking demand and therefore was confirmed to be representative; and
- ▶ Within City-owned lots, 68% of the observed vehicles were parked for one (1) hour or less.

City-Owned Lots

- ▶ The maximum observed utilization of the city-owned public parking lots was 84% in the August survey and 72% in the October survey;
- ▶ The lots with the lowest observed maximum utilization were Lots 6, 7, and 9;
- ▶ There is available capacity within a 5-minute walk of all lots within the study area:
 - Lot 6 is within a 5-minute walking distance of Lots 2, 4, 5, 7, 9, and 10.
 - Lot 7 is within a 5-minute walking distance of Lots 2, 6, and 9.
 - Lot 9 is within a 5-minute walking distance of Lots 2, 3, 5, 6, 7, 8, and 10.
- ▶ The availability of nearby parking demonstrates that overflow from lots at capacity could be serviced by nearby lots; and



- ▶ Should underperforming lots be deemed surplus, their existing parking could be serviced through nearby lots with minimal inconvenience to users.



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1 Introduction

The City of Woodstock retained Paradigm Transportation Solutions Limited (Paradigm) to conduct this Parking Study in Downtown Woodstock as part of the Downtown Development Plan. **Figure 1.1** details the study area boundary.

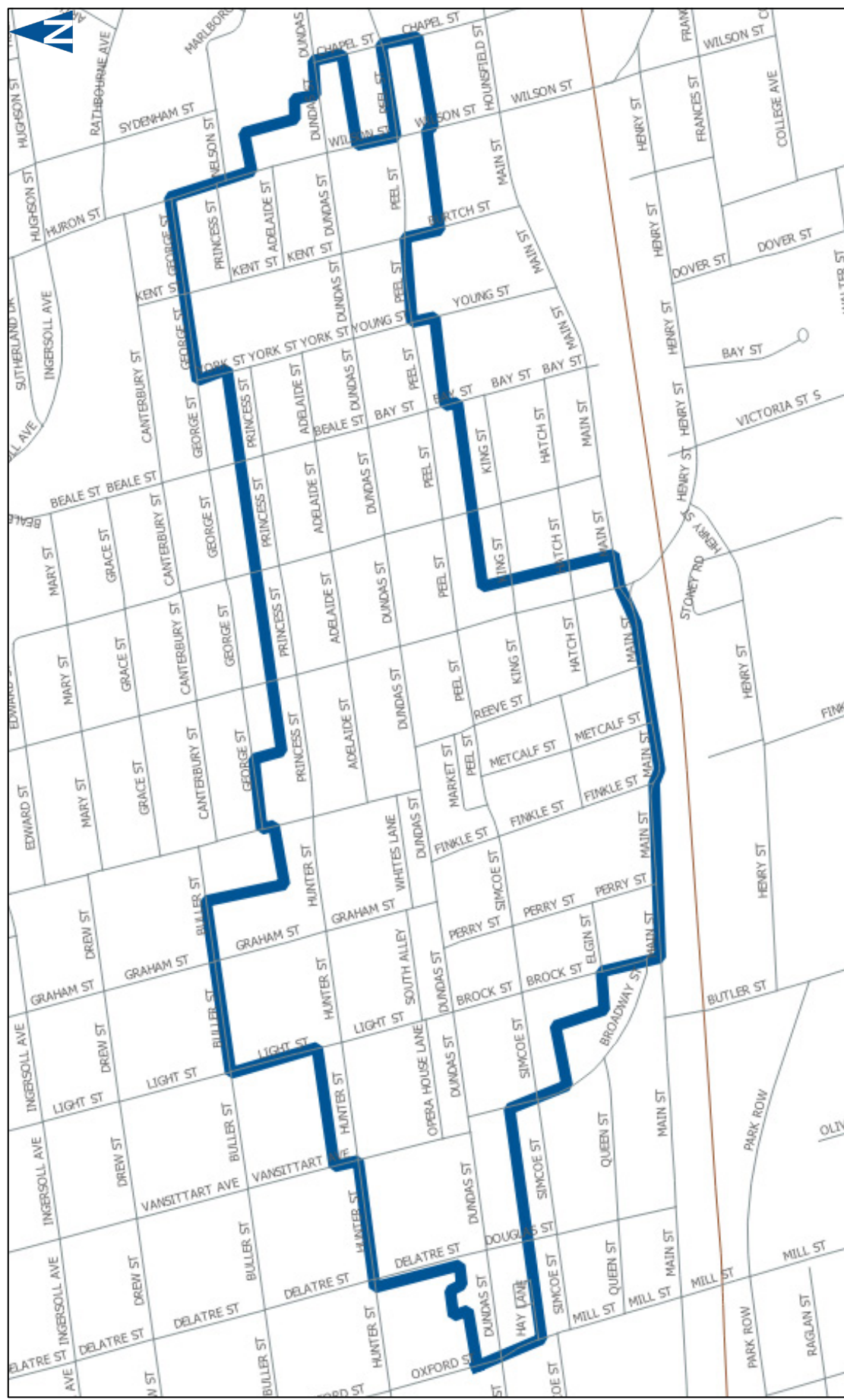
This report includes the analysis of weekday utilization and duration data collected in August and October 2019. Data were collected for all City-owned lots, on-street spaces and private off-street lots (commercial) within the boundary of the Downtown area. Note that private off-street residential parking was not included within the scope of this study.

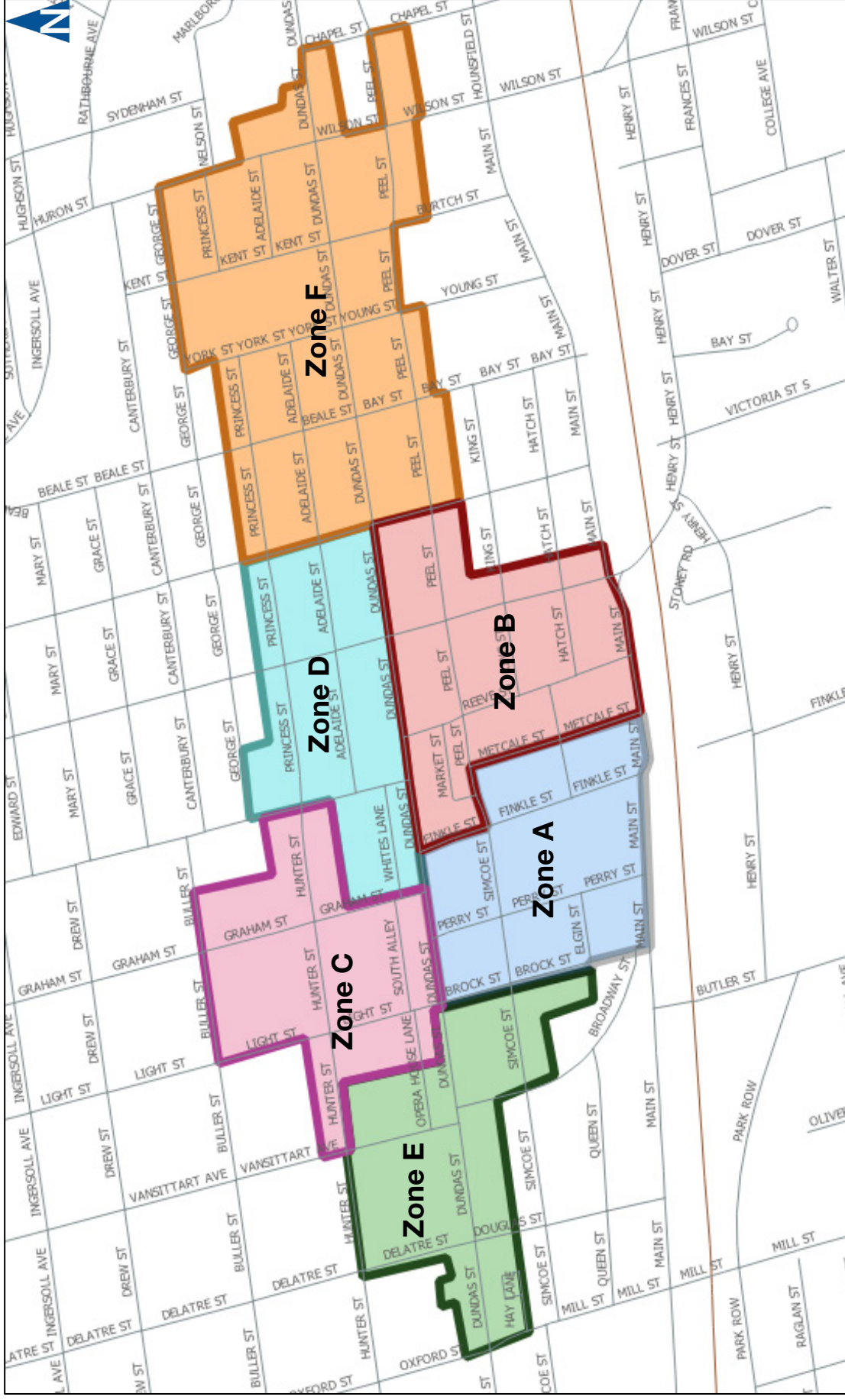
1.1 Study Area

The parking surveys were conducted in Downtown Woodstock. The study area is generally bound by Oxford Street on the west, Chapel Street on the east, Main Street on the south and Buller Street on the north. **Figure 1.1** details the study area boundary.

The August 2019 data collection was conducted in two larger zones one on the north side of Dundas Street and the second on the south side of Dundas Street. Based on this experience, it was determined that smaller zones would be best for data collection on foot. The October 2019 data collection was conducted in six smaller areas (zones A through F). **Figure 1.2** depicts the six zones.







2 Existing Parking Supply

Prior to conducting the parking utilization studies, the existing parking supply was collected by type of parking including City-owned lots (public), private/commercial lots and on-street parking.

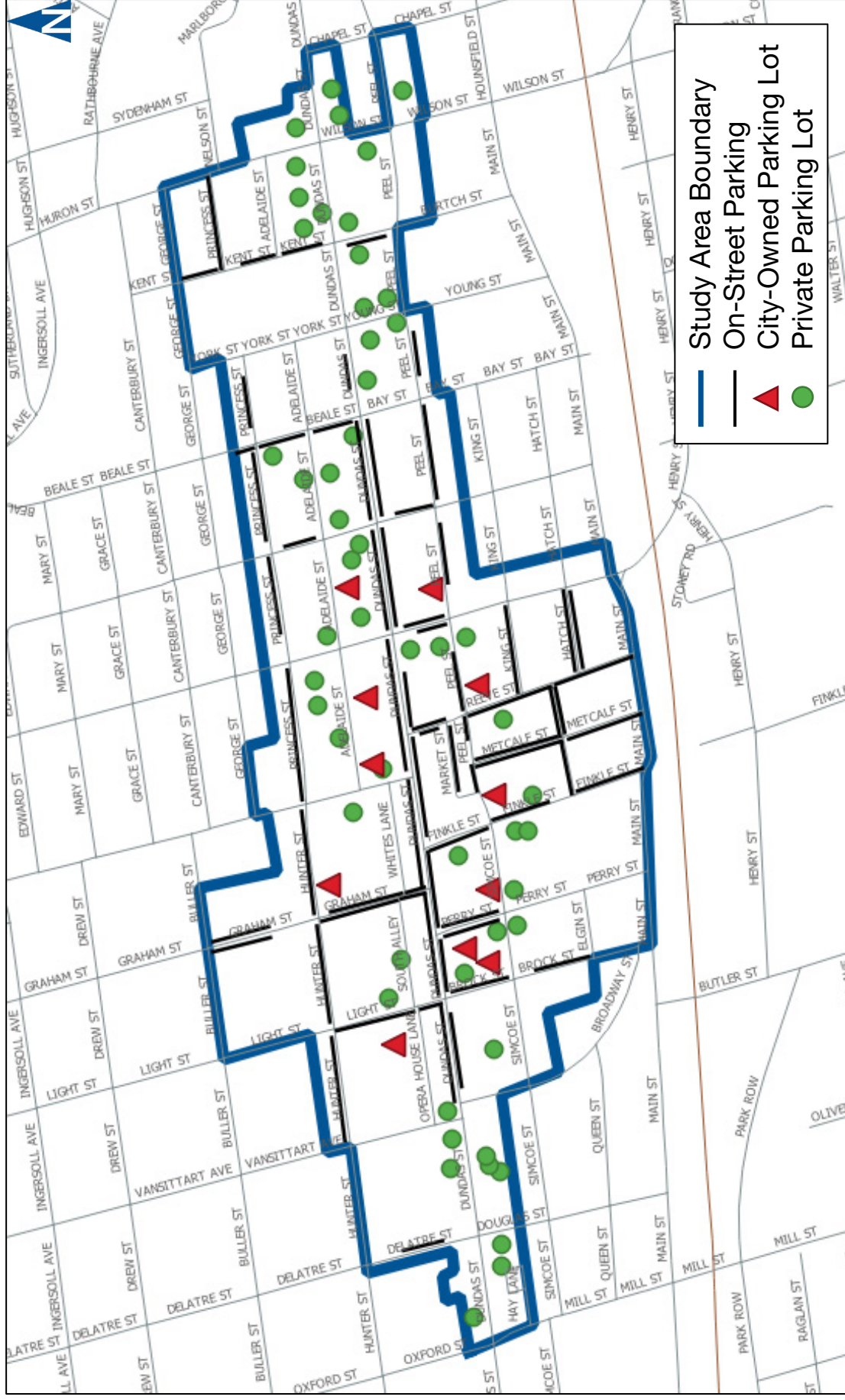
Currently, 2,687 parking spaces exist within downtown Woodstock:

- ▶ 564 spaces in City-owned lots;
- ▶ 547 on-street; and
- ▶ 2,687 within private lots.

All City-owned parking lots are centrally located within Downtown.

Figure 2.1 displays the location of each type of parking in Downtown.





Location of Existing Parking

Figure 2.1

3 August Parking Utilization Surveys

The August 2019 parking survey was conducted for the study area parking lots and on-street spaces for one weekday between the hours of 8:00am and 6:00pm. The survey was conducted on Friday, August 9, 2019. It is noted that on this survey date, Dundas Street was closed from Vansittart Avenue to Bay Street/Baele Street due to a City streetfest taking place.

The data was collected in 30-minute intervals throughout the course of the survey day.

Appendix A contains the raw survey data.

3.1 Parking Utilization Results

3.1.1 City-Owned Lots

A total of 10 public lots are located within the Downtown boundary. **Figure 3.1a**, **Figure 3.1b** and **Figure 3.1c** illustrate the number of vehicles parked in each public lot over the 10-hour survey period. **Table 3.1** summarizes the maximum demand observed during the survey period and at what time of day this occurred.

TABLE 3.1: MAXIMUM AUGUST DEMAND – PUBLIC LOTS

Lot	Demand	
	Maximum	Time of Day
Lot 1	34	11:00AM - 12:00PM
Lot 2	77	11:00AM & 1:30PM
Lot 3	57	11:00AM
Lot 4	54	3:00PM
Lot 5	26	11:00AM & 1:30PM - 2:30PM
Lot 6	55	2:00PM
Lot 7	24	3:00PM
Lot 8	93	1:30PM
Lot 9	26	1:30 PM
Lot 10	34	11:00AM & 3:00PM - 4:00PM
Total	466	11:00AM

Table 3.2 summarizes the maximum and average percent utilization throughout the survey period. Three of the City-owned lots reached capacity throughout the 10-hour survey period with one lot surpassing the capacity. Lot 4 surpassed the available number of spaces from 11:00AM to 12:00PM and from 2:00PM to 3:30PM. This indicates that there were more vehicles parked in the lot than the number of spaces



provided during these time periods. Lot 5 reached capacity at 11:00AM and from 1:30PM to 2:30PM and Lot 10 reached capacity at 11:00AM and from 3:00PM to 4:00PM.

TABLE 3.2: MAXIMUM AND AVERAGE AUGUST UTILIZATION – PUBLIC LOTS

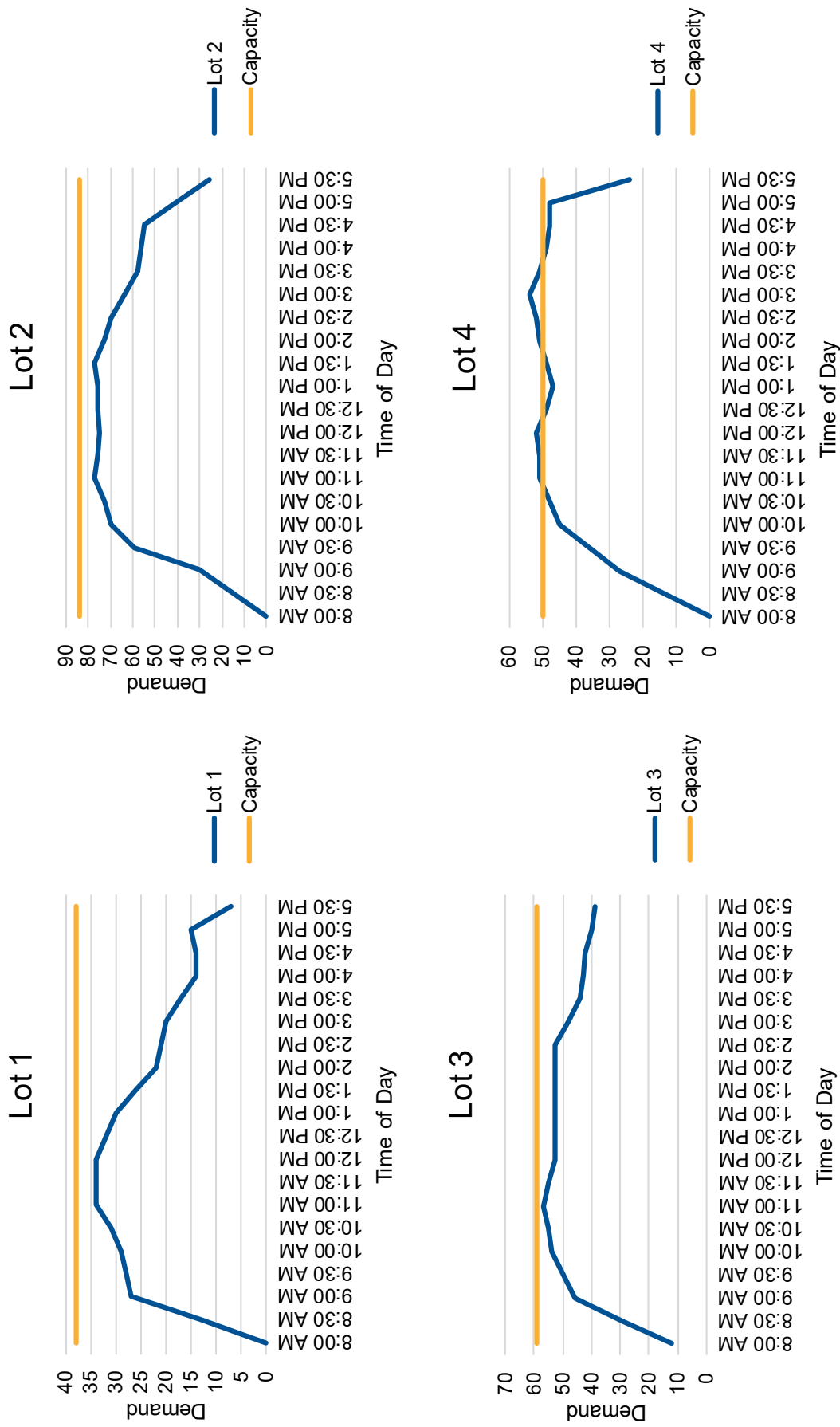
Zone	Utilization	
	Maximum	Average
Lot 1	89%	59%
Lot 2	92%	68%
Lot 3	97%	79%
Lot 4	108% *	85%
Lot 5	100%	80%
Lot 6	82%	56%
Lot 7	36%	24%
Lot 8	83%	66%
Lot 9	93%	63%
Lot 10	100%	82%
Overall	83%	64%

** Number of vehicles parked surpassed the spaces available*

Overall, the City-owned parking lots within Downtown had a maximum observed 83% utilization.

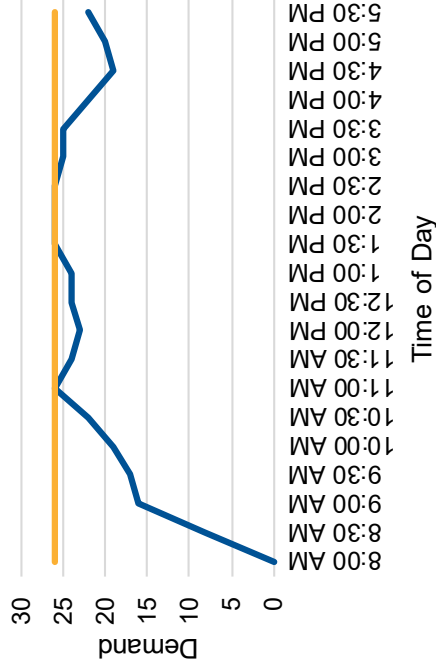
Dundas Street was closed on the day of the survey and therefore the on-street parking along Dundas Street was not surveyed. This could be the cause of the high utilization in City-owned lots.



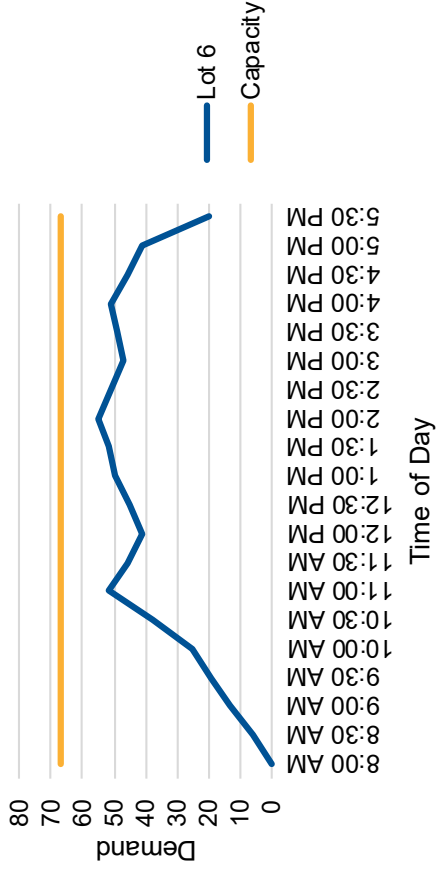


August City-Owned Lot Demand Lots 1 to 4

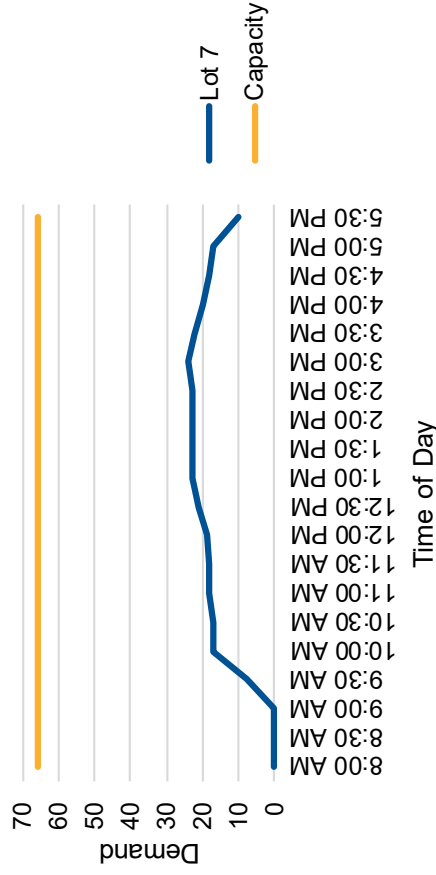
Lot 5

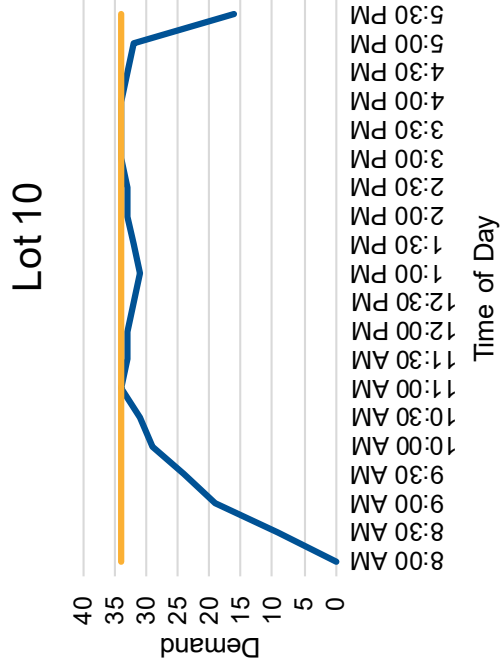
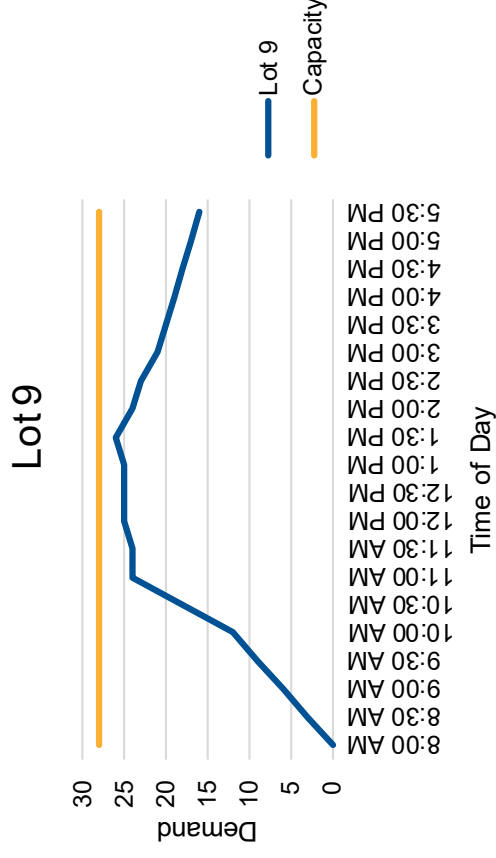
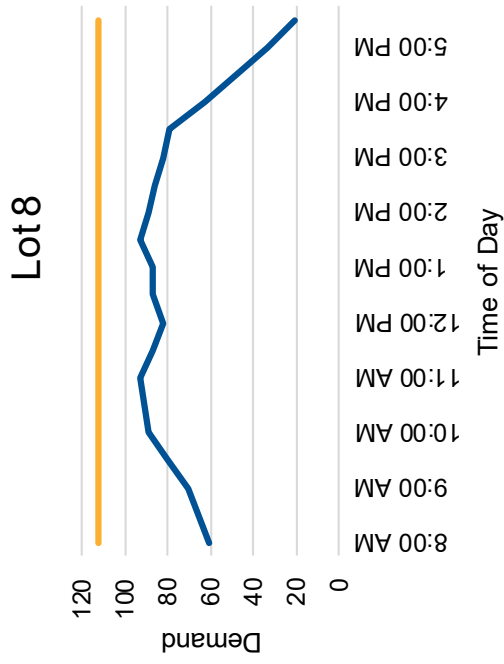


Lot 6



Lot 7





August City-Owned Lot Demand Lots 8 to 10

3.1.2 Private Lots

The maximum overall observed parking utilization (43%) within the private lots was recorded between 1:00 PM and 1:30 PM. The average parking utilization was 34%.

Figure 3.2 illustrates the private lot percent utilization over the 10-hour survey period.

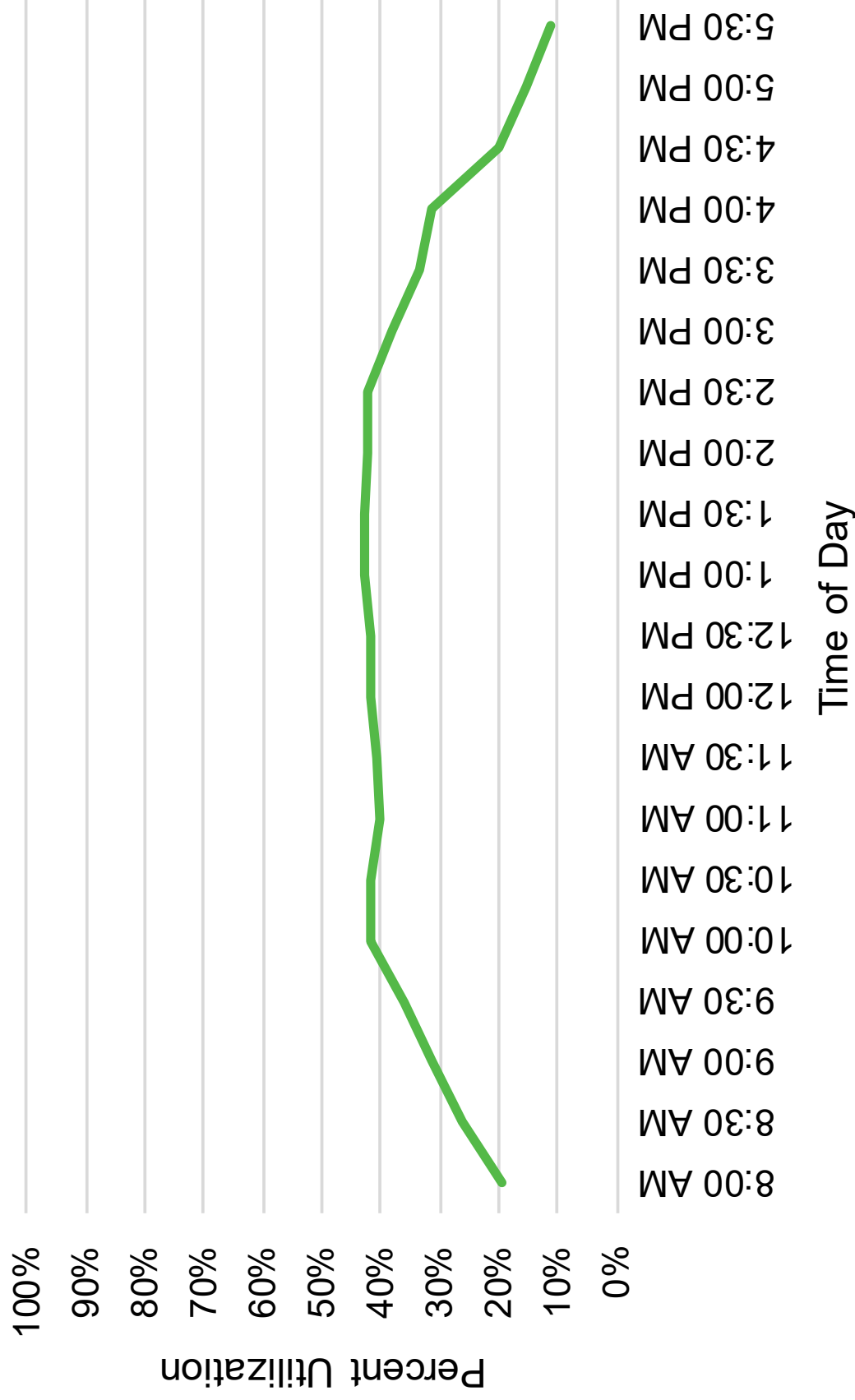
3.1.3 On-Street Parking

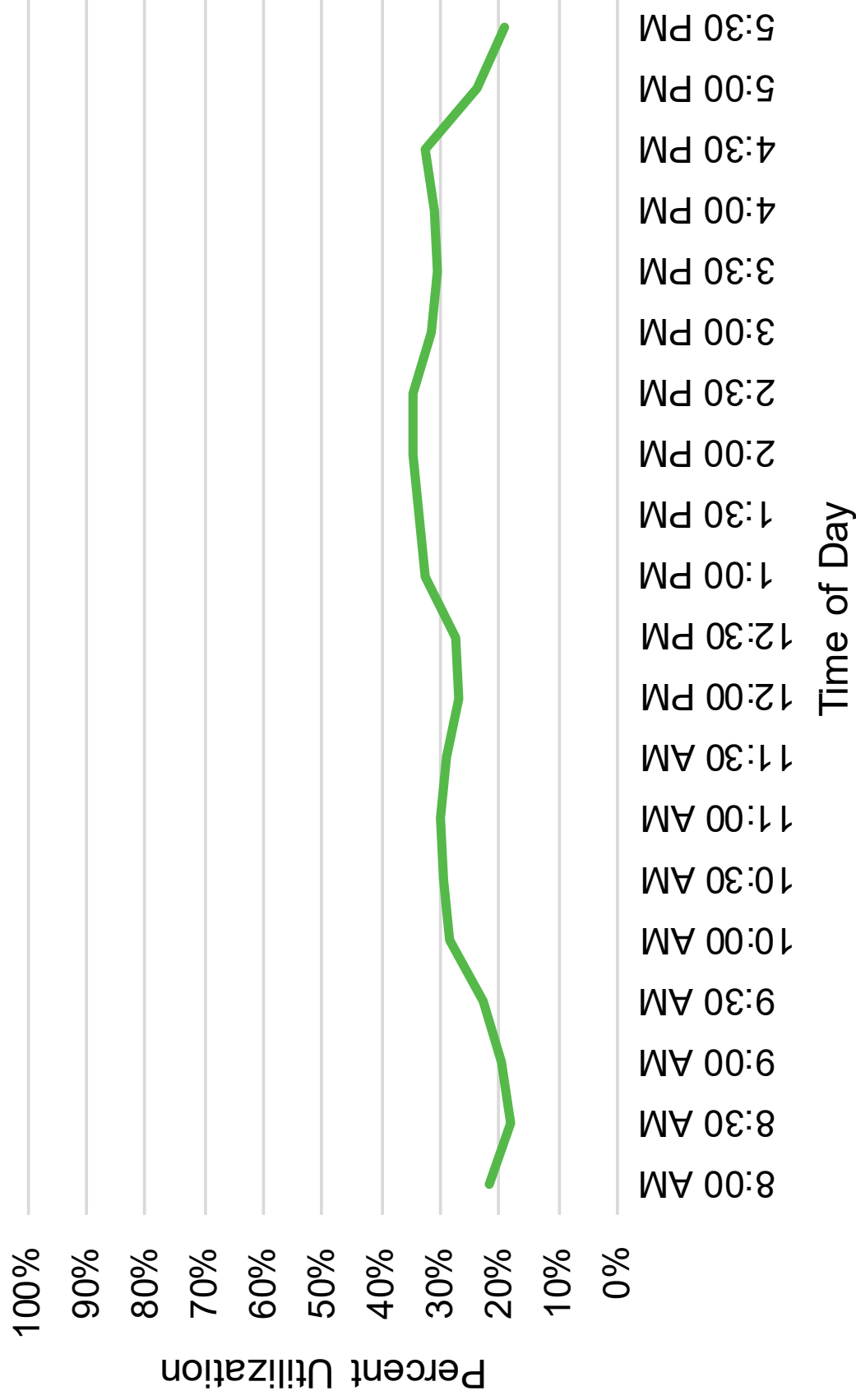
The maximum overall observed on-street parking utilization (35%) was recorded between 2:00 PM and 2:30PM. The average parking utilization was 28%.

Figure 3.3 illustrates the on-street parking percent utilization over the 10-hour survey period.

It is noted that Dundas Street was closed on the day of the survey and therefore the on-street parking along Dundas Street was not surveyed.







August On-Street Parking Utilization

3.2 Parking Duration Results

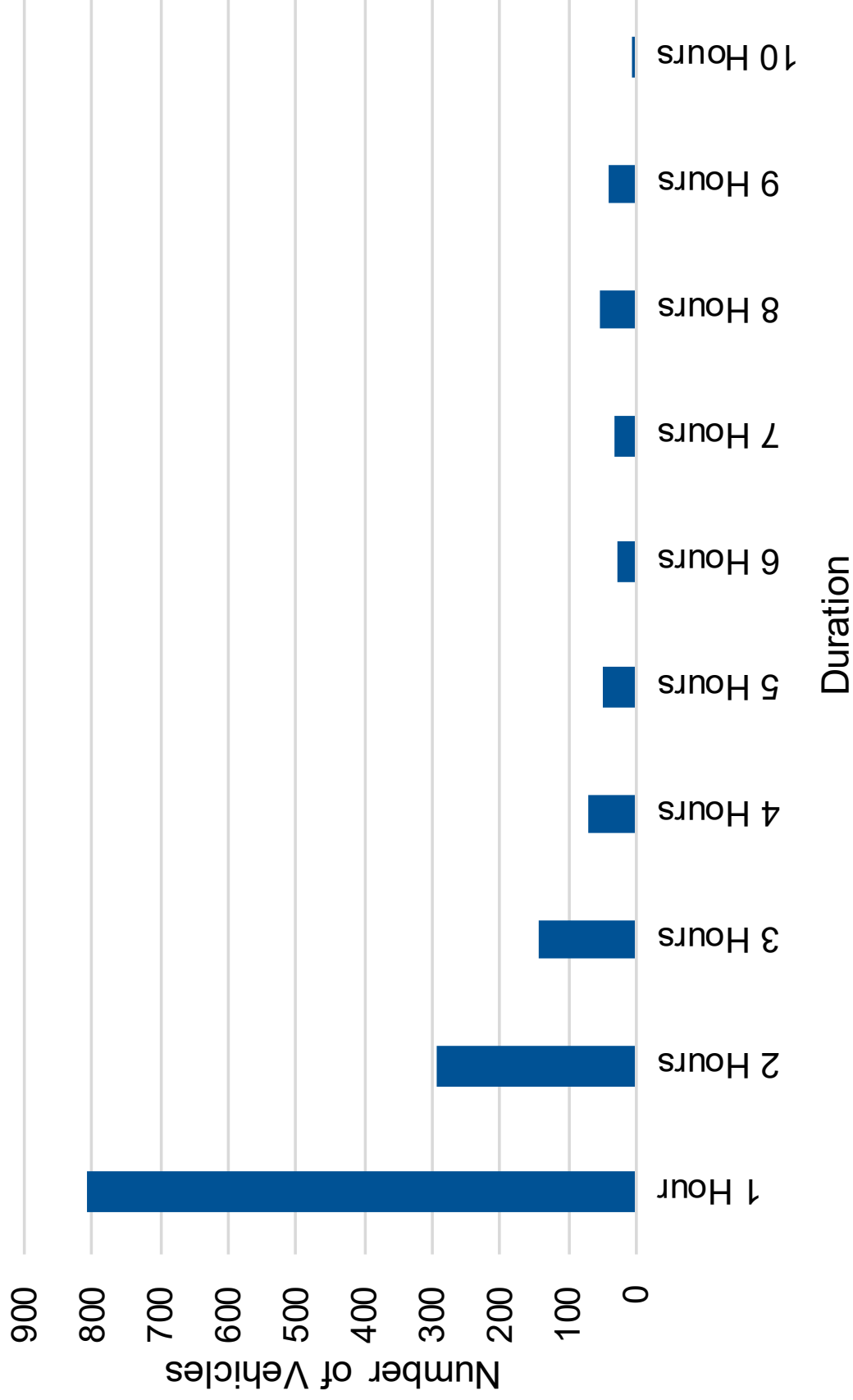
Duration (the length of time the same vehicle is parked in the same parking space) data (for the City-owned lots only) were collected every hour within Downtown.

Table 3.3 and **Figure 3.4** summarizes the parking duration statistics observed for the City-owned lots. The table illustrates that most vehicles (53%) park for one (1) hour or less which is considered short-term parking. Long-term parking is not occurring regularly.

TABLE 3.3: EXISTING AUGUST PARKING DURATION

Duration	# of Vehicles	% of Overall
1 Hour	808	53%
2 Hours	292	19%
3 Hours	143	9%
4 Hours	72	5%
5 Hours	48	3%
6 Hours	27	2%
7 Hours	32	2%
8 Hours	53	3%
9 Hours	42	3%
10 Hours	5	0%
Total	1522	100%





4 October Parking Utilization Surveys

The October 2019 parking survey was conducted for the study area parking lots and on-street spaces for one weekday between the hours of 8:00am and 6:00pm. The survey was conducted on Wednesday, October 2, 2019.

The data was collected in 30-minute intervals throughout the course of the survey day.

The survey data is provided in **Appendix B**.

4.1 Parking Utilization Results

4.1.1 City-Owned Lots

Ten public lots are in Downtown Woodstock. **Figure 4.1a**, **Figure 4.1b** and **Figure 4.1c** illustrate the number of vehicles parked in each public lot over the 10-hour survey period. **Table 4.1** summarizes the maximum demand observed during the survey period and at what time of day this occurred.

TABLE 4.1: MAXIMUM OCTOBER DEMAND – PUBLIC LOTS

Lot	Demand	
	Maximum	Time of Day
Lot 1	27	11:00AM - 11:30AM & 2:30PM
Lot 2	67	1:30PM - 2:00PM
Lot 3	40	10:30AM
Lot 4	50	12:30PM - 1:00PM
Lot 5	24	12:30PM
Lot 6	35	10:00AM & 2:00PM
Lot 7	59	3:00PM
Lot 8	109	9:30AM - 10:00AM
Lot 9	11	10:30AM
Lot 10	34	12:30PM
Total	408	10:30AM - 11:00AM

Table 4.2 summarizes the maximum and average percent utilization throughout the survey period. Two of the City-owned lots reached capacity throughout the 10-hour survey period. Lot 4 reached capacity from 12:30PM to 1:00PM and Lot 10 reached capacity at 12:30PM.



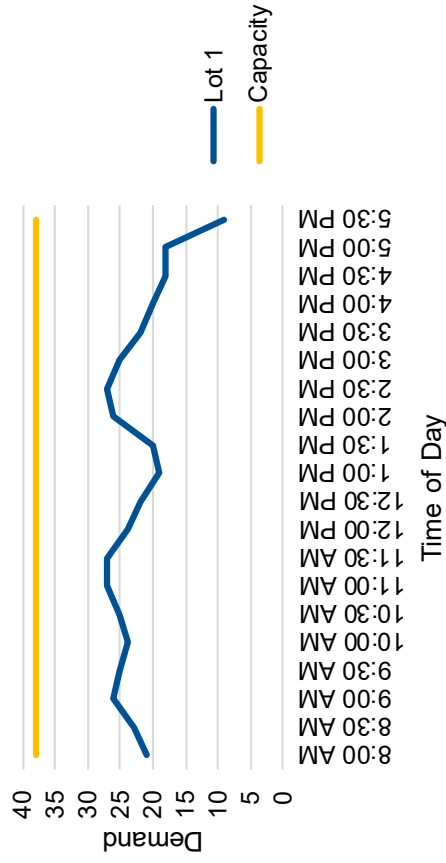
**TABLE 4.2: MAXIMUM AND AVERAGE OCTOBER UTILIZATION
– PUBLIC LOTS**

Zone	Utilization	
	Maximum	Average
Lot 1	71%	59%
Lot 2	80%	62%
Lot 3	68%	37%
Lot 4	100%	74%
Lot 5	92%	62%
Lot 6	52%	36%
Lot 7	89%	58%
Lot 8	97%	75%
Lot 9	39%	18%
Lot 10	100%	68%
Overall	72%	57%

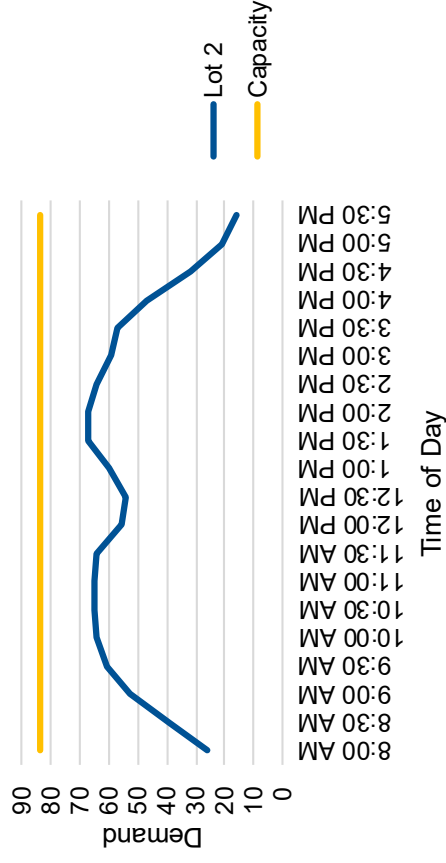
The City-owned parking lots in Downtown Woodstock were observed to have a 72% maximum utilization.



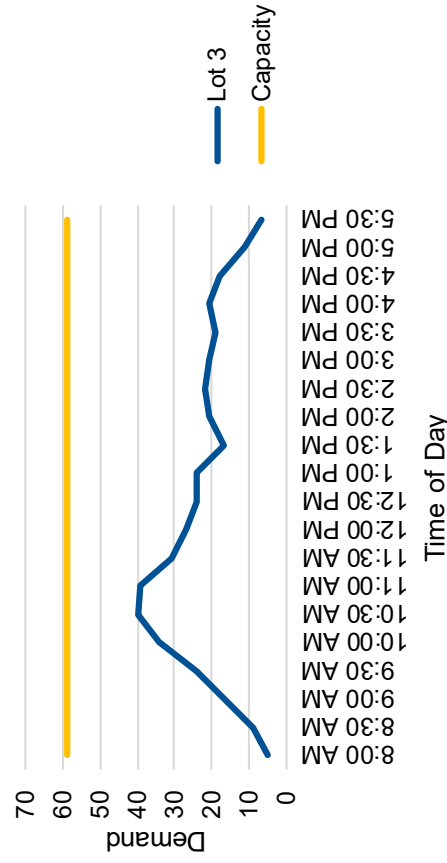
Lot 1



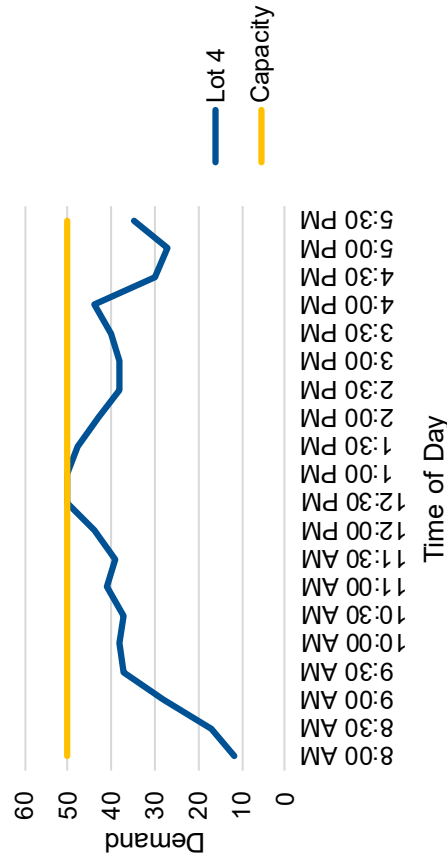
Lot 2



Lot 3



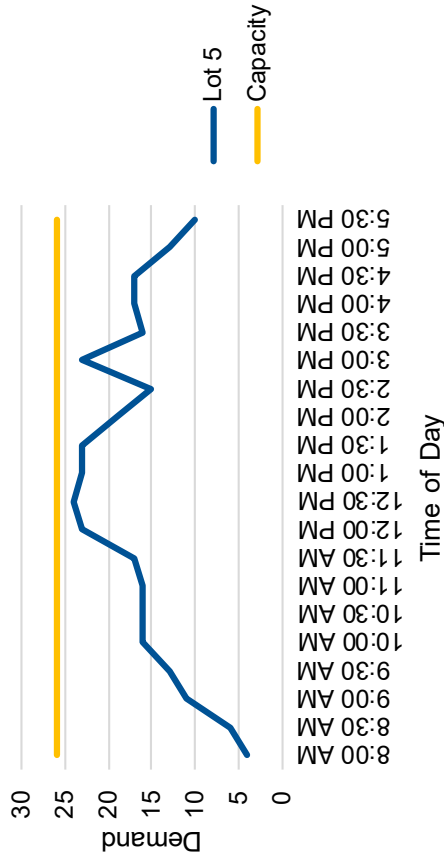
Lot 4



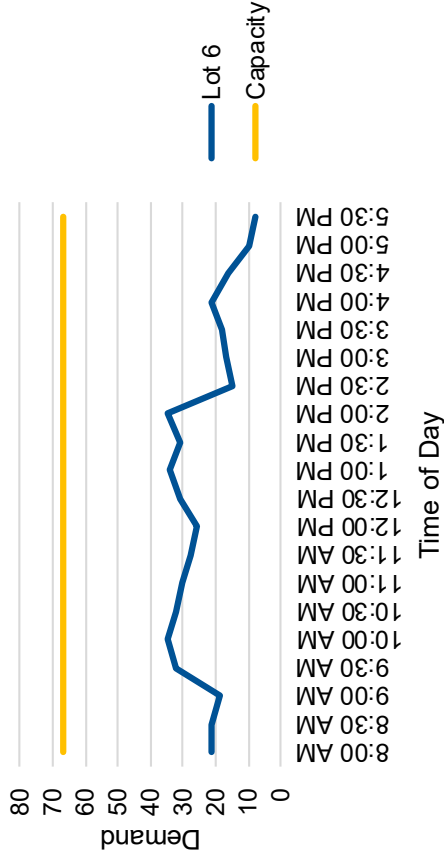
October City-Owned Lot Demand Lots 1 to 4

Figure 4.1a

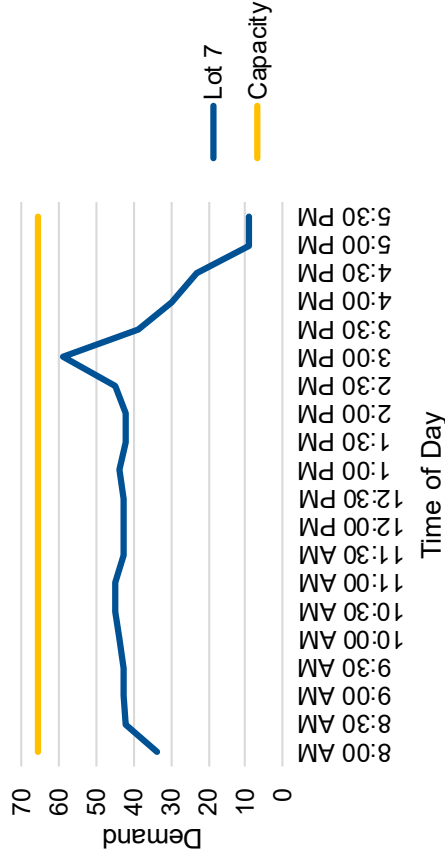
Lot 5



Lot 6

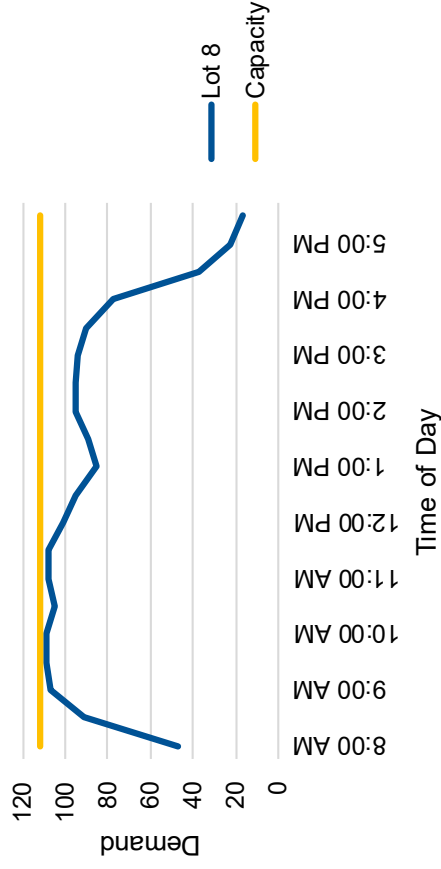


Lot 7

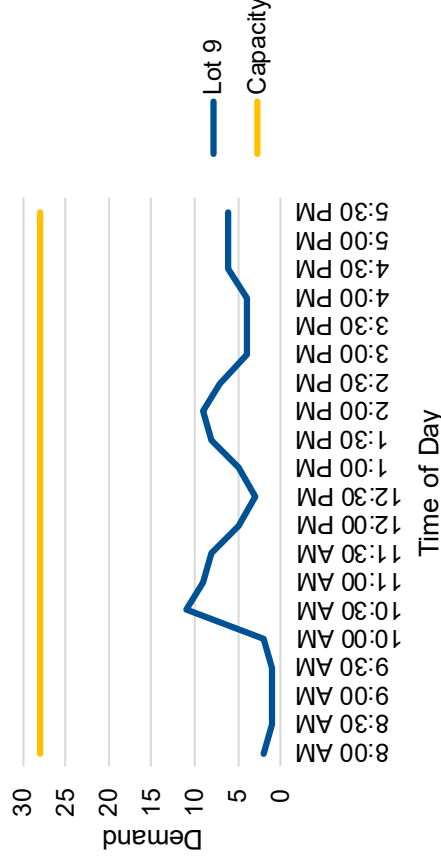


October City-Owned Lot Demand Lots 5 to 7

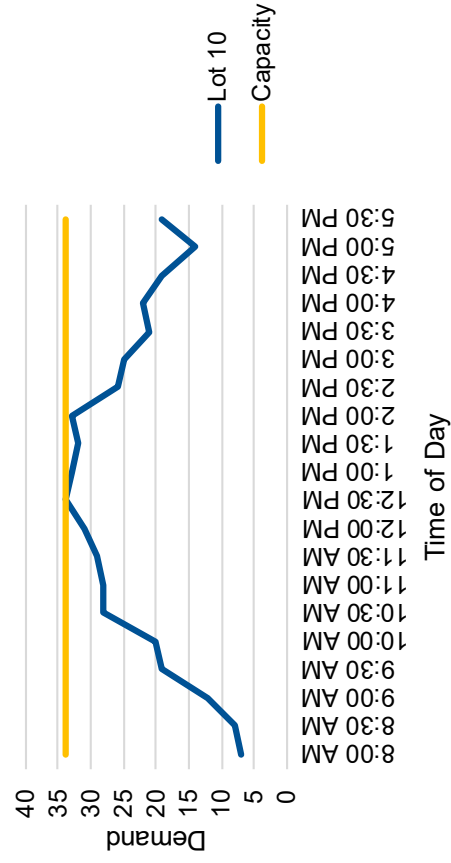
Lot 8



Lot 9



Lot 10



4.1.2 Private Lots

The maximum overall parking utilization (49%) in private lots within the Downtown boundary was recorded between 10:30 AM and 11:30AM. The average parking utilization was 40%.

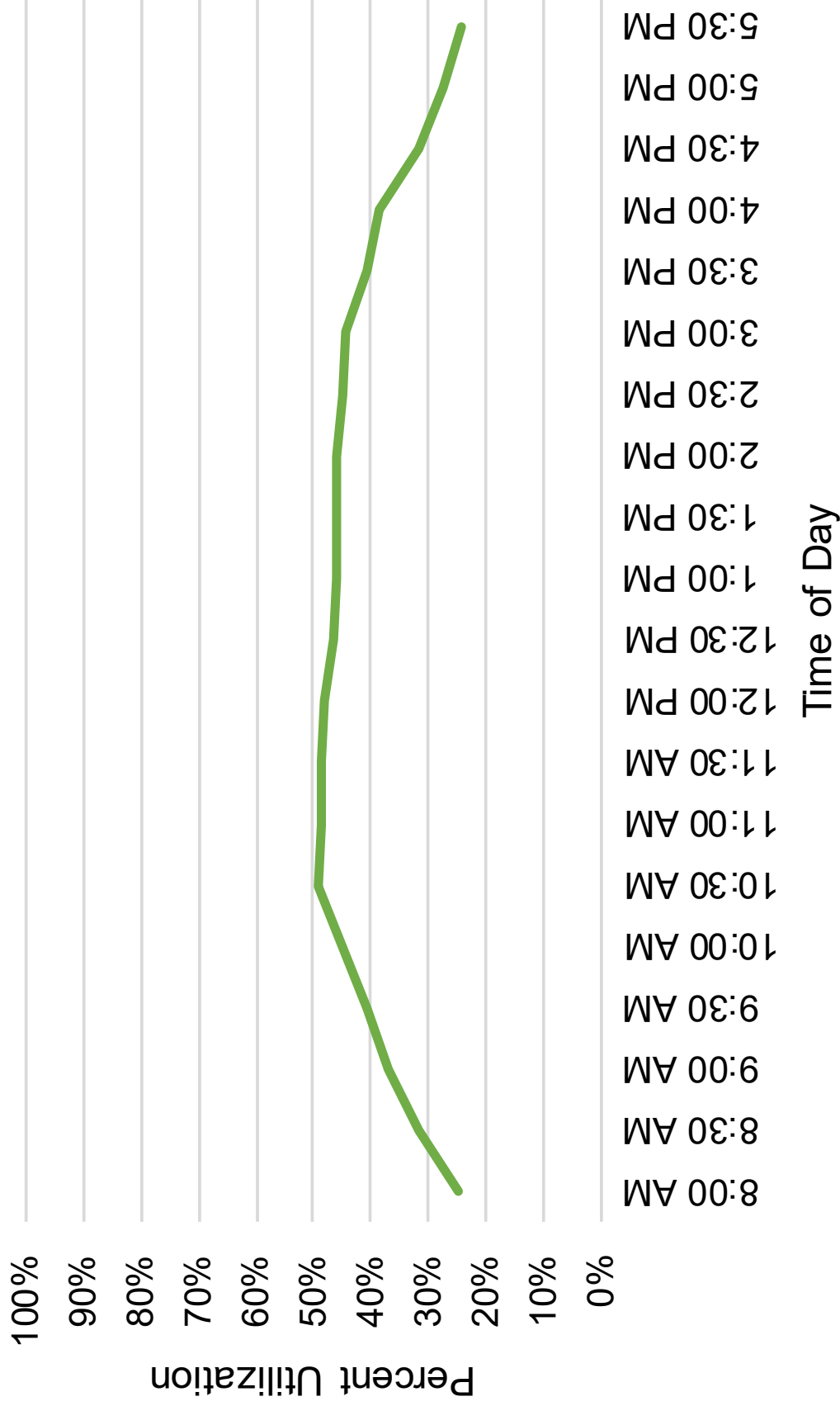
Figure 4.2 illustrates the percent utilization over the 10-hour survey period.

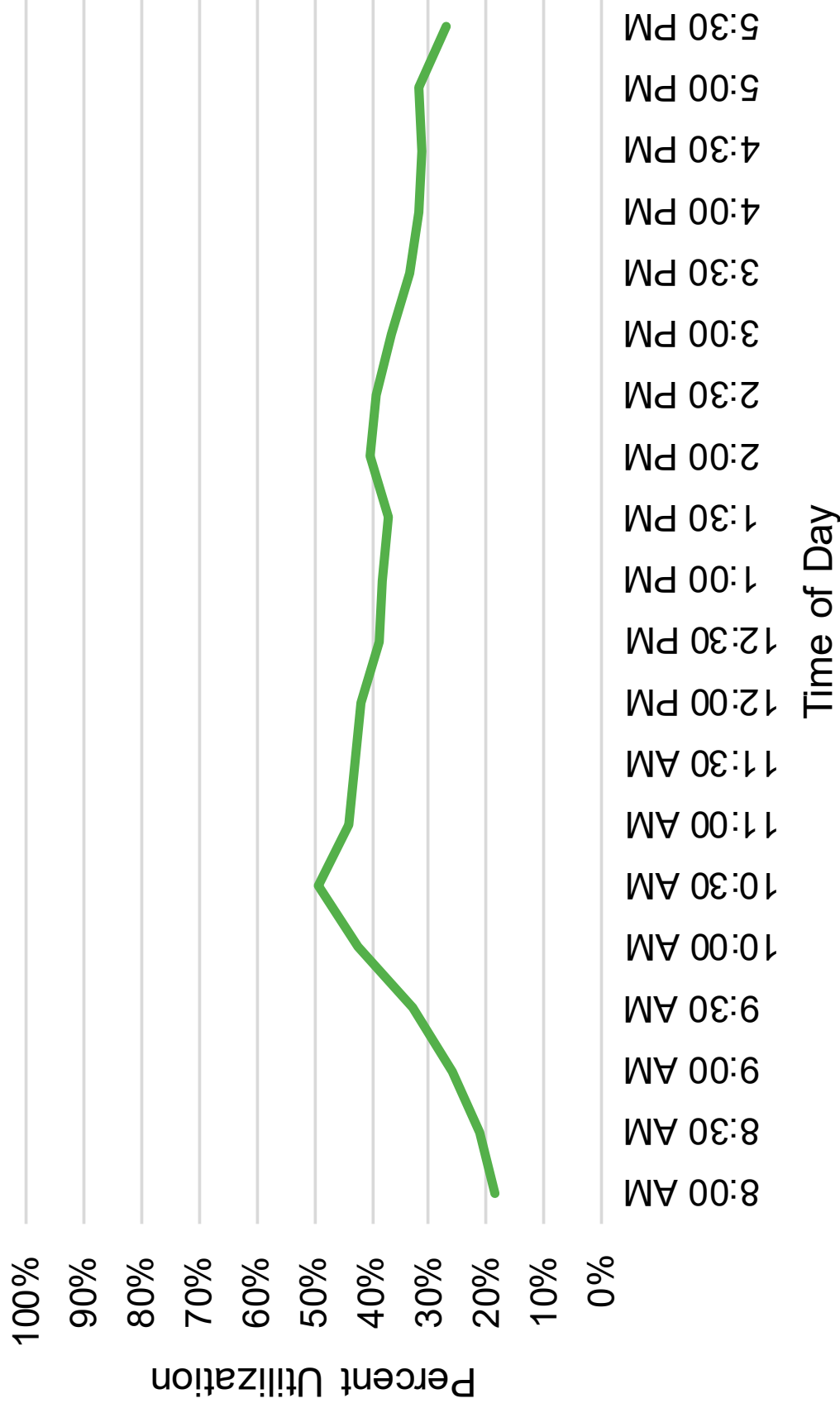
4.1.3 On-Street Parking

The maximum overall on-street parking utilization within the Downtown boundary (49%) was recorded at 10:30 AM. The average parking utilization was 35%.

Figure 4.3 illustrates the on-street parking percent utilization over the 10-hour survey period.







4.2 Parking Duration Results

Duration refers to the length of time the same vehicle is parked in the same parking space. Duration data were collected every half-hour in only the City-owned lots.

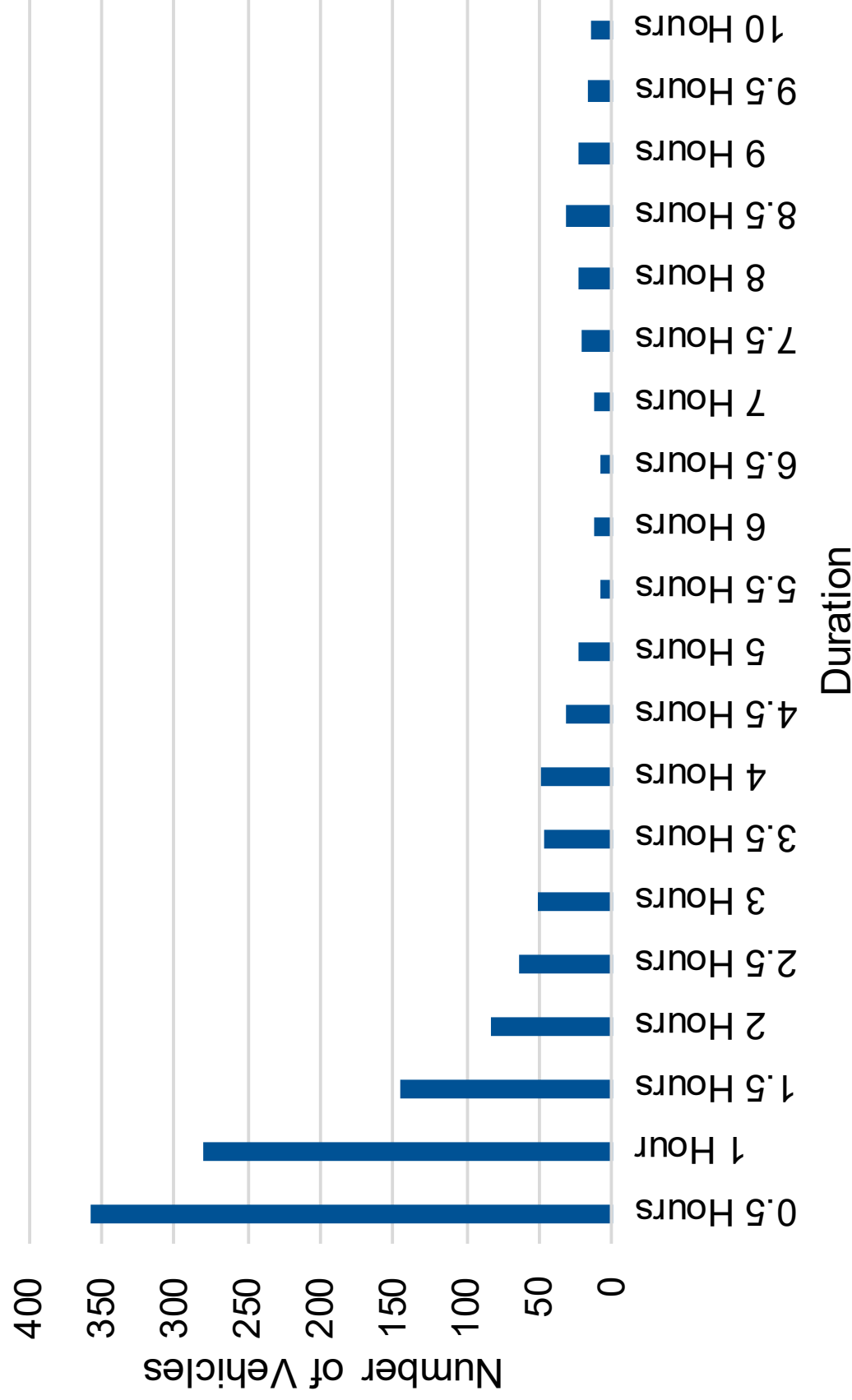
Table 4.3 and **Figure 4.4** summarize the parking duration statistics observed for the City-owned lots.

TABLE 4.3: EXISTING OCTOBER PARKING DURATION

Duration	# of Vehicles	% of Overall
0.5 Hours	357	38%
1 Hour	281	30%
1.5 Hours	145	15%
2 Hours	84	9%
2.5 Hours	63	7%
3 Hours	50	5%
3.5 Hours	46	5%
4 Hours	49	5%
4.5 Hours	31	3%
5 Hours	23	2%
5.5 Hours	8	1%
6 Hours	12	1%
6.5 Hours	9	1%
7 Hours	13	1%
7.5 Hours	21	2%
8 Hours	22	2%
8.5 Hours	31	3%
9 Hours	22	2%
9.5 Hours	16	2%
10 Hours	15	2%
Total	941	100%

The table illustrates that most vehicles (68%) park for one hour or less. Long-term parking is not occurring regularly.





4.3 Validation of October Data

On October 2, 2019, Dundas Street between Brock Street and Finkle Street was closed due to construction. In order to validate the data collected within the nearby lots and on-street parking along Dundas Street and Wellington Street South, supplemental data was collected on November 14, 2019. This confirmed that the data collected in October was approximately 2% to 11% greater than that collected in November. Therefore, the data collected in the City-owned lots and private lots in October was used, as it showed higher usage. The on-street data collected in November along Dundas Street and Wellington Street South was used instead of the data collected in October.

Appendix C contains the supplemental data collected in November 2019.



5 City-Owned Lots Analysis

In general, the city-owned lots saw higher usage during the August survey, which was done during a special event in downtown Woodstock. The October survey represented more typical weekday parking utilization. **Figure 5.1** shows a map of the city-owned lots in downtown Woodstock with the associated lot numbers.

Overall, the lot with the lowest observed utilization was Lot 7, which is located at the west end of the study area on Light Street. Lot 7 (capacity of 66 spaces) saw a maximum utilization of 24 vehicles during the August survey and a maximum utilization of 59 vehicles during the October survey, although this maximum was a brief spike in demand at 3:00 PM and the demand was consistently around 44-45 vehicles for most of the day.

The other lots which saw lower utilization, particularly during the October survey was Lot 9 with a maximum demand of 11 vehicles out of 28 spaces, and Lot 6 with a maximum demand of 35 out of 67 spaces during the October surveys.

The lots with the highest demand were Lot 8 and Lot 10, where observed maximum demand neared capacity.

5.1 Available Capacity

As noted in Chapters 3 and 4, the maximum observed utilization for all public lots was 84% in August and 72% in October. This represents an available capacity of 98 and 160 spaces, respectively. All 10 lots within the study area have a capacity of less than 98 spaces, except for Lot 8. Therefore, it is possible for current parking demands to be served in the case of one lot (except for Lot 8) being closed (either temporarily or permanently for redevelopment).

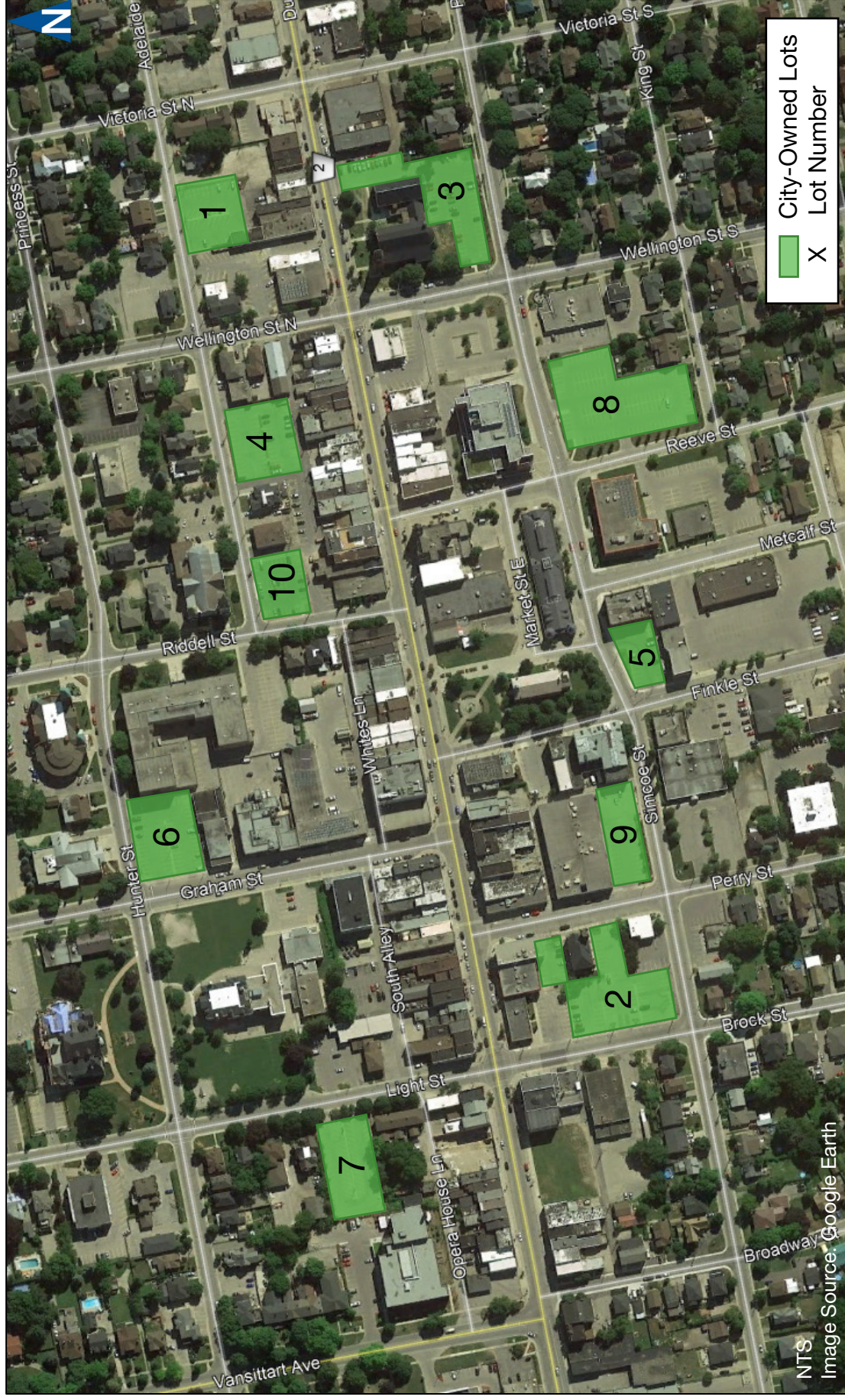
For the lots with the lowest observed usage, the following alternate lots are within a 5-minute walk (360 metres, assuming walking speed of 1.2 metres / second), and could collectively accommodate this parking should the lot be closed:

- ▶ Lot 6 is within a 5-minute walking distance of Lots 2, 4, 5, 7, 9, and 10.
- ▶ Lot 7 is within a 5-minute walking distance of Lots 2, 6, and 9.
- ▶ Lot 9 is within a 5-minute walking distance of Lots 2, 3, 5, 6, 7, 8, and 10.



In addition to capacity in other lots, there was available on-street parking capacity observed. The maximum usage in the study area was observed to be 35% in August and 49% in October.





Location of City-Owned Lots

6 Conclusions and Recommendations

6.1 Conclusions

Current Parking Supply

Currently, 2,687 parking spaces exist within the downtown Woodstock:

- ▶ 564 spaces in City-owned lots;
- ▶ 547 spaces on-street; and
- ▶ 1,576 spaces within private lots.

Parking Utilization & Duration Surveys

The parking utilization and duration surveys were conducted for one weekday in August 2019 and again in October 2019 between the hours of 8:00AM and 6:00PM. The data were collected in 30-minute intervals.

August Parking Demand and Utilization

- ▶ Dundas Street was closed from Vansittart Avenue to Bay Street/Baele Street due to a City streetfest taking place causing parking utilization in other locations to increase;
- ▶ City-owned lots 4, 5 and 10 reached capacity throughout the survey period;
- ▶ Within City-owned lots, 53% of the observed vehicles were parked for one (1) hour or less;
- ▶ The maximum overall observed private lot parking utilization was 43%; and
- ▶ The maximum overall observed on-street parking utilization was 35%.

October Parking Demand and Utilization

- ▶ City-owned Lot 4 and Lot 10, reached capacity throughout the survey period;
- ▶ The maximum overall observed private lot parking utilization was 49%;
- ▶ The maximum overall observed on-street parking utilization was 49%;
- ▶ A portion of Dundas Street (Brock Street to Finkle Street) was closed during the survey period due to construction. On-street parking was not surveyed in two locations;



- ▶ On-street parking along Dundas Street and Wellington Street South were re-surveyed in November 2019 and the data was incorporated into the analysis;
- ▶ Private and City-owned lots, within close proximity to the Dundas Street closure, were also surveyed in November 2019; however, it was determined that the data collected in October 2019 showed a higher overall parking demand and therefore confirmed to be representative; and
- ▶ Within City-owned lots, 68% of the observed vehicles were parked for one (1) hour or less.

City-Owned Lots

- ▶ The maximum observed utilization of the city-owned public parking lots was 84% in the August survey and 72% in the October survey;
- ▶ The lots with the lowest observed maximum utilization were Lots 6, 7, and 9;
- ▶ There is available capacity within a 5-minute walk of all lots within the study area:
 - Lot 6 is within a 5-minute walking distance of Lots 2, 4, 5, 7, 9, and 10.
 - Lot 7 is within a 5-minute walking distance of Lots 2, 6, and 9.
 - Lot 9 is within a 5-minute walking distance of Lots 2, 3, 5, 6, 7, 8, and 10.
- ▶ The availability of nearby parking demonstrates that overflow from lots at capacity could be serviced by nearby lots; and
- ▶ Should underperforming lots be deemed surplus, their existing parking could be serviced through nearby lots with minimal inconvenience to users.



Appendix A

August Parking Utilization and Duration Data





Parking Survey
190024 Woodstock Parking Study

Lot 1 - Adelaide Street East Lot
August 9, 2019

ROW 1	Time	1	2	3	4	5	6	7	8	X	X	X 2 ILLEGAL Private parking
	8:00 AM											
	9:00 AM					A	A	A	A			
	10:00 AM					A	A	A	A			
	11:00 AM			A	A	A	A	A	A		X	
	12:00 PM			A	A	A	A	A	A		X	
	1:00 PM					A	A	A	A		X	
	2:00 PM											
	3:00 PM											
	4:00 PM											
	5:00 PM											
	5:30 PM											

ROW 2A	Time	1	2	3	4	5	6	7	8	ROW 2B	1	2	3	4	5	6	7	8
	8:00 AM																	
	9:00 AM	A	A	A	A	A	A	A	A		A	A	A		A		A	A
	10:00 AM	B	A	B	B	A	B	B	A			B	A		B		A	A
	11:00 AM	B	A	C	B	A	B	C	A		B	B	A	A	B	A	B	A
	12:00 PM	B	A	D	B	A	C	D	B		C	C	A	A	B	A	C	A
	1:00 PM	C	A	D	B	A		D			C	D	A	A	C	B	C	A
	2:00 PM	D		E	C	A	D	E	C			D	A		D	C		B
	3:00 PM	D	B	F	C	A	E	F	D				A		D			C
	4:00 PM		B	G	D	A							A	B			D	
	5:00 PM		C	G	E	A	F	G				E	A			E		

ROW 3	Time	1	2	3	4	5	6	7	8	9	10	11	X	+ 2 CARS ON GRASS " " " " " + 1 +1 QUESTIONABLY LEGAL +2 QUESTIONABLY LEGAL
	8:00 AM													
	9:00 AM				A			A	A	A	A	A	A	
	10:00 AM	A	A	A	A	A	A	B	B	A	B	A	A	
	11:00 AM		B	A	A	B	A	C	C	A	C	B	A	
	12:00 PM		B	B	A	C	A	C	C	A	D	C	A	
	1:00 PM	B	C		A	D	A	C	D	A	D	C	A	
	2:00 PM	B	C	C	A	D	A	D	E			C	A	
	3:00 PM	C		D	A		A	D		B		D	A	
	4:00 PM				A	E		D			E	E	B	
	5:00 PM	D						D	F	C				



Parking Survey
190024 Woodstock Parking Study

Lot 2 - Brock Street Lot & Old Firehall Lot
August 9, 2019

ROW 1	Time	1	2	3	4	5	6	7	8	9
	8:00 AM									
	9:00 AM									
	9:30 AM		A	A	A	A	A	A	A	A
	10:00 AM	A	A	A	A	A	A	B	A	A
	11:00 AM	A	A	A	A	A	A	B	A	A
	12:00 PM	A	A	A	A	A	B	B	A	A
	1:30 PM	A	A	A	A	B	B	B	A	A
	2:30 PM	A	A	B	A			B	A	A
	3:30 PM	A	B	B	A		C	B	A	A
	4:30 PM		B	C	A	C	D	B	A	B
	5:30 PM			C	A		D	B	B	B

ROW 2A	Time	1	2	3	4	5	6		ROW 2B	1	2	3		
	8:00 AM													
	9:00 AM													
	9:30 AM	A		A	A	A	A			A	A	A		A
	10:00 AM	A	A	A	A	A	A			A	A	A		A
	11:00 AM	A	A	B	A	A	A			A	A	A		A
	12:00 PM	A	A		A	A	A			A	A	A		A
	1:30 PM	A	A	C	A	A	A			A	A	A		A
	2:30 PM	A	A	C	A	A	A			A	A	A		A
	3:30 PM		A	C	A	A	A			A	A			A
	4:30 PM		A	C	B	A	A			A	A	B		A
	5:30 PM		A	C	B	A						C		B

ROW 3A	Time	1	2	3	4	5	6		ROW 3B	1	2	3	4	5	6	7	8	9		
	8:00 AM																			
	9:00 AM																			
	9:30 AM	A			A	A	A						A		A		A	A	A	A
	10:00 AM	A	A	A	A	A	A						A		A		A	A	A	A
	11:00 AM	A	A	A	A	A	A					A	A	A	A	A	A	B	A	B
	12:00 PM	A	A	A	A		A					A	A	A		A	A	B	A	B
	1:30 PM	A	A	A	A	B	A					A	A	A	B	B	A	B	A	B
	2:30 PM	A	A	A	A	C	A					A	A	A		B	A	C	A	B
	3:30 PM	A	A	A	A	C	A					A	A	A	C		B	C	A	B
	4:30 PM	A	A	A	A	C	A					A	A	A	C			D		C
	5:30 PM	A	A	A	A	C						A	A	A	C					C

ROW 4	Time	1	2	3	4	5	6	7	8	9	10	11	12
	8:00 AM												
	9:00 AM												
	9:30 AM			A		A					A	A	
	10:00 AM	A	A	B		A		A			A	A	
	11:00 AM	B	B	B	A	A	A	A	A	A	B		
	12:00 PM	B	C	C		A		A	A	A	B	B	
	1:30 PM	C	C	D	B	A	B	B	A	B	B	C	
	2:30 PM	C	C		B	A	B	B	A	B	B	C	
	3:30 PM	C	C	E	B	A	B		A	C	B	C	
	4:30 PM		C		B						B		
	5:30 PM				B		C		B		B		



Parking Survey
190024 Woodstock Parking Study

Lot 2 - Brock Street Lot & Old Firehall Lot
August 9, 2019

ROW 5	Time	1	2	3	4	5	ROW 6	1	2	3	4	5	6	7	8	9
	8:00 AM															
	9:00 AM	A						A			A	A	A	A	A	A
	10:00 AM	A	A					A	A	A	A	A	A	A	A	
	11:00 AM		A					A	A	A	A	B	B	A	A	B
	12:00 PM	B	B					A	A	A	B	C	C	A	A	C
	1:30 PM	C	B	A		A		A	A	B	B	D	D	A	B	D
	2:30 PM	C	B					A	A	B	B	D	E	A	C	D
	3:30 PM	C	B	B				A	A	C	B	D	E	A		D
	4:30 PM	C	B					A	A		B				D	D
	5:30 PM		B	C	A			A	A		C	E	F		D	D

ROW 7	Time	1	2	3	4	5	6	7	8	9
	8:00 AM									
	9:00 AM		A	A	A		A	A	A	A
	10:00 AM		A	A	A		A	A	A	A
	11:00 AM		A	A	A	A	A	A	A	A
	12:00 PM		A	A	A	A	A	A	A	A
	1:30 PM		A	A	A	A	A	A	A	B
	2:30 PM			A	A	A	A	A	A	B
	3:30 PM		B	A		A	A	A	A	
	4:30 PM		B			A	A	A		
	5:30 PM		B			A	A	A		C

ROW 8	Time	1	2	3	4	5	6	7	8	9	ROW 9	1	2	3	4	5	6
	8:00 AM																
	9:00 AM	A	A	A	A	A	A	A	A	A		A	A	A	A	A	A
	10:00 AM	A	A	A	A	A	A	A	B	A		A	A	A	A	A	B
	11:00 AM	A	A	A	A	A	A	A	B	A		A	A	A	A	A	B
	12:00 PM	A	B	A	A	A	A	A	B	A		A	A	A	A	A	B
	1:30 PM	A	B	B	A	B	A	B	B	A		A	A	A	A	A	B
	2:30 PM	A	B	B	A	C	A	B	B	A		A	A	A	A	A	B
	3:30 PM	A		B	A	C	B	C	C			A	A	A	A	A	B
	4:30 PM		C		A	C	B		C					B		A	B
	5:30 PM		C		B	D		D	C					B	B	A	B



Parking Survey
190024 Woodstock Parking Study

Lot 4 - Cole Walkway Lot
August 9, 2019

ROW 1	Time	1	2	3	4	5	6	7	8	9	10	11	12	13
	8:00 AM													
	9:00 AM				A					A	A		A	A
	10:00 AM	A		A	B		A	A	A	A	B	A		B
	11:00 AM	A	A	A	C	A	A	B	B	B	B	B	B	C
	12:00 PM	B	B	B	D	B	A	B	C	C	B	B	C	D
	1:00 PM	C	B	B	D	B	A	B	D		C	B	C	E
	2:00 PM	D	C	C	E	B	A	B	E	D	C	B	C	E
	3:00 PM	D	D	D	F	B	A	B	F	E	D	C	D	E
	4:00 PM	E	E	D	G	B	A	B	G	F	D	C	D	F
	5:00 PM	F	E	D	H	B	A	B	H	G		C	E	G

ROW 2A	Time	1	2	3	4	5	6	7	8	9	10	11	12	13
	8:00 AM													
	9:00 AM	A		A		A		A	A				A	A
	10:00 AM	B	A	A	A	B	A	B	B	A	A	A	A	B
	11:00 AM	C	B	A	A	C	B	B	C	A	B	A	A	C
	12:00 PM	C		A	A	C	C	B	C	A	C	B	A	D
	1:00 PM	D	B	A	B	D	D	C	C	B	C	B	A	D
	2:00 PM	D	C	B	B	E	D	D	D	C	C	C	A	E
	3:00 PM	D	C	C	C	F	E	E	E	D	C	C	A	E
	4:00 PM	E	C	D	C	G	E	E	F	E	C	D	A	E
	5:00 PM	E	C	D	D	G	E	E	G	F	D	E	A	F

ROW 2B	Time	1	2	3	4	5	6	7	8	9	10	11	12	13
	8:00 AM													
	9:00 AM	A	A	A	A	A		A		A		A		A
	10:00 AM	A		A	A	B	A	A	A	B	A	A	A	A
	11:00 AM	B	B	A	B	B	A	A	B	C	A	A	A	A
	12:00 PM	B	C	B	C	B	A	A	B	D	B	A	B	A
	1:00 PM	C	C	C	C		A	A	B	D	C	A	B	A
	2:00 PM	D	C	D	D	C	A	A	C	D	D	B	B	A
	3:00 PM	E	C	E	E	D	A	A	C	D	E	B	C	A
	4:00 PM	F	C	F		E	A	A	D	D	F	C	C	A
	5:00 PM	F	D	F	F	F	B	B		D	G	C	C	A

ROW 3	Time	1	2	3	4	5	6	7	8	9	10	11	
	8:00 AM												
	9:00 AM	A		A	A		A	A		A			
	10:00 AM	B	A	A	A	A	A	A	A	A		A	
	11:00 AM	C	B	B	A	B	A	A	A	A	A	A	
	12:00 PM	D	C	C	A	B	A	A	A	B	B	A	
	1:00 PM	E	C	C			B		A	B	B	B	
	2:00 PM		C	D	B	C	B	B	A	C	C	C	
	3:00 PM	F	D	D	B	C	C	C	A	D	D	C	
	4:00 PM	G	E	E	C		D	D	B	E	E		
	5:00 PM	H	F	F	D	D	E	E	C	F	F	D	

+1 ILLEGALLY PARKED

+2 ILLEGALLY PARKED

+3 ILLEGALLY PARKED

+2 ILLEGALLY PARKED

+4 ILLEGALLY PARKED

+2 ILLEGALLY PARKED



Parking Survey
190024 Woodstock Parking Study

Lot 5 - Finkle Street Lot
August 9, 2019

ROW 1	Time	1	2	3	4	5	6	7	8	1 ILLEGALLY PARKED		
	8:00 AM											
	9:00 AM	A		A	A		A					
	10:00 AM	A			B	A		A				
	11:00 AM	A	A	B	C	A	B	B	A			
	12:00 PM	A	B	C	D	B	C	C	B			
	1:30 PM	A	C	D	E	B	D	D	C			
	2:30 PM	A	C	D	E	C	D	D	C			
	3:30 PM	A	C	D	E	D	D	D	C			
	4:30 PM	A	D	D	E	E	D					
	5:30 PM	B	D	E	F	E	D	E				

ROW 2	Time	1	2	3	4	5	6	7	8	9	10	11	1 ILLEGALLY PARKED		
	8:00 AM														
	9:00 AM				A			A	A	A	A	A			
	10:00 AM		A	A	A	A		B	A	B	A				
	11:00 AM	A	A	A	A	B	A	C	A	B	A	B			
	12:00 PM	A		A	A	B			A	C	B	C			
	1:30 PM	B	B	A	B	B	B	D	A	C	C	C			
	2:30 PM	C		A	C	C	C	E	A	C	D	D			
	3:30 PM		C	B	D		C	E	A	C	D	E			
	4:30 PM		D	B	D		D		A	D	E	F			
	5:30 PM			B	E	D	D	F	B	D	F	G			

ROW 3	Time	1	2	3	4	5	6	7				
	8:00 AM											
	9:00 AM	A	A	A	A	A	A					
	10:00 AM	A	A	A	A	B	A	A				
	11:00 AM	A	A	A	A	C	A	A				
	12:00 PM	A	A	A	A	D	A	B				
	1:30 PM	A	A	A	A	E	A	C				
	2:30 PM	A	A	A	A	F	A	D				
	3:30 PM	A	A	A	A	F	A	E				
	4:30 PM	B		A	A	G	A					
	5:30 PM	C	B	A	B	G	A					



Parking Survey
190024 Woodstock Parking Study

Lot 6 - Graham Street Lot
August 9, 2019

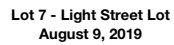
ROW 1	Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	8:00 AM					A		A								
	9:00 AM					A										
	10:00 AM	A	A		A	B				A			A		A	A
	11:00 AM	A	A		A	C		B	A	A		A	A			A
	12:00 PM	A	A		A		A		B	B		B	B	A		A
	1:00 PM	B	A	A	A	D	A		C			C	C			
	2:00 PM	B	A		A	D	A	C	D	C	A	C	C		B	B
	3:00 PM	B	A	B	B	E	A		D	D	A		C	B		B
	4:00 PM	C		C		F	B	D	D	E	A	D	D	C	C	B
	5:00 PM	D				F	C		E	E	B		E			C

ROW 2A	Time	1	2	3	4	5	6	7	8	9	10	11	12	13
	8:00 AM													
	9:00 AM					A		A			A			A
	10:00 AM			A				A			A		A	
	11:00 AM	A	A	A		B	A	A	A		B	A	A	B
	12:00 PM	B		B	A		B	A		A	C		B	
	1:00 PM	B	B	B	B		B	A	B	B	C		C	
	2:00 PM	C	C	B	C	C	C	A	B	B	C	B	D	
	3:00 PM	C	C	C	C		D	A	B	B		C	D	
	4:00 PM	C	C	C	D	D	D	A	C	C	D	C	E	
	5:00 PM		C		D	D		A	C	C	E		F	

ROW 2B	Time	1	2	3	4	5	6	7	8	9	10	11	12	13
	8:00 AM													
	9:00 AM		A			A		A		A				
	10:00 AM	A	B	A		A		A		A				
	11:00 AM	B	B	B	A			A	A	A	A	A		A
	12:00 PM	B	B	B					A		A			A
	1:00 PM	B	B	B	B		A		B	B	B	B	A	
	2:00 PM	B	B	B	C	B	B	B		C	B	B	A	B
	3:30 PM	B	B	C			C	C	C	D	C		B	B
	4:30 PM	C	B	C	D	C			D	D	C		C	C
	5:00 PM		C	D	E		D	D	E	E	D		D	D

ROW 3	Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	8:00 AM																
	9:00 AM	A			A	A											
	10:00 AM	A		A		A	A										
	11:00 AM	B	A	B	B	A	A	A	A		A	A		A	A	A	
	12:00 PM	B	B	B		B	A		B		B	A	A	B	A	B	
	1:00 PM	B	C	B	C	B	B		B		C	A	A	C	A	B	
	2:00 PM							B		A	D	B	B	D	B	C	A
	2:30 PM		D	C	D	C	C	B		A	D		B	D		C	
	3:00 PM		D	D	E	C	C	B		A	D		B	D	C	C	
	4:00 PM			E			C	C		A	E	C	B	D	D	C	B
	5:00 PM			E		D	D	D	C	B	F			D	D	C	C

ROW 4	Time	1	2	3	4	5	6	7	8	9	10
	8:00 AM										
	9:00 AM										
	10:00 AM		A					A		A	
	11:00 AM		A	A		A	A	A	A	B	A
	12:00 PM	A	A			B		A		C	
	1:00 PM	A	B	B		B		B	B	C	
	2:00 PM	A	B		A	B	B	C	B	C	B
	3:00 PM	B	C				B			D	
	4:00 PM		C	C					C	D	
	5:00 PM			D	B				C	D	

[illegible]



Parking Survey
190024 Woodstock Parking Study

Lot 8 - Market Centre Lot
August 9, 2019

ROW 1	Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
	8:00 AM		A	A	A	A	A	A	A	A	A	A	A	A	A	A							
	9:00 AM		A	A	A	A	A	A	A	A	A	A	A	A	A	A						A	
	10:00 AM		A	A	A	A	A	A	A	B	A	A	A	A	A	A						A	A
	11:00 AM			A	A	A	A	A	B	A	C	A	B	A	A	A	A					A	A
	12:00 PM		B	A	A	A	A	B	A	C	A	C	A	A	A	A	A					A	A
	1:30 PM		C	A	A	A	A	B	B	C	A	C	B	A	B	A	A					A	B
	2:30 PM		C	A	A	A	A	B	B	C	A	D	B	A	B	A						A	A
	3:30 PM		C	A	A	A	A	B	B	C	A	D	C	A	B	A						A	A
	4:30 PM			A	A		A	B	B		A	D		A		A							A
	5:30 PM		D					B	B	D												A	A

ROW 2A	Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16						
	8:00 AM	A	A	A	A	A	A		A		A		A				A						
	9:00 AM	A	A	A	A	A	A		A	A	A		A				A						
	10:00 AM	A	A	A	A	A	A	A	A	B	A	A	A	A			A						
	11:00 AM	B	A	A	A	A	A	A	A	C	A	A	A	B	A		A						
	12:00 PM	B	A	A	A	B	A	A	A	C	A	A	A										
	1:30 PM	C	A	A	A	B	A	B	A	C	A		A		B		B						
	2:30 PM	D	A	A	A	A	A	C	A	C	A	B	A		B		B						
	3:30 PM		A	A	A	C	A	C	A	C	A	B	A				B						
	4:30 PM			A	A		A	C	A	C	A	B	A				B						
	5:30 PM	E		B		D	A																

ROW 2B	Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16						
	8:00 AM	A	A	A	A	A	A	A						A			A						
	9:00 AM	A	A	A	A	A	A	A						A			A						
	10:00 AM	A	A	A	A	A	A	A	A	A	A			A	A		A						
	11:00 AM	A	A	A	A	A	A	A	B		B	A		A	A	A	A						
	12:00 PM	A	A	A	A	A	A	A	B		B	A	A	A	A	A	A						
	1:30 PM	A	A	A	A	A	A	A	B	B	B	A	A	B	B	A	A						
	2:30 PM	A	A	A	A	A	A	A	B	C	B			B	B	A	A						
	3:30 PM	A	A	A	A	A	A	A	B		C			B	B	A	B						
	4:30 PM								B					B	B								
	5:30 PM								B	D				B	B								

ROW 3A	Time	1	2	3	4	5	6	7	ROW 3B	1	2	3	4	5	6	7	
	8:00 AM	A	A	A	A	A	A	A		A			A	A			A
	9:00 AM	A	A	B	A	A	A	A		A			A	A	A		A
	10:00 AM	A	A	B	A	A	A	A		A	A	A	A	A	A		A
	11:00 AM	A	A	B	A	A	A	A		A	A	A	A	A	A	A	A
	12:00 PM				A	A	A	A		A	A	A	A	A	A	A	A
	1:30 PM	B	B	C	B	A	A	A		A	B		B	B	A	B	A
	2:30 PM	C	B	C	B	A	A	A		A	B	B	B	C	A	B	A
	3:30 PM	D	B	C	B	A	A	A		A	B	B	B		A	B	A
	4:30 PM			C		A	A					B			A	B	A
	5:30 PM																

ROW 4	Time	1	2	3	4	5	6	7	8	9	10	11										
	8:00 AM	A	A	A	A	A				A	A	A										
	9:00 AM		B	A	A	A			A	A	A	B										
	10:00 AM		B	A	A	A			A	A	A	B										
	11:00 AM		B	A	A	A			A	A	A	B										
	12:00 PM		B	A	A	A			A	A	A											
	1:30 PM		B	A	B	A		A	A	A	B	C										
	2:30 PM		B	A	B	A			A	A												
	3:30 PM		B	A					A	A	C	D										
	4:30 PM		B						A	A	C	D										
	5:30 PM											E										

ROW 5	Time	1	2	3	4	5	6	7	8	9	10	11	12	13								
	8:00 AM	A										A	A	A								
	9:00 AM	A	A	A	A		A					A	A	A								
	10:00 AM	A	A	A	A		A					A	A	A								
	11:00 AM	A	A	A	A		A			A		A	A	A								
	12:00 PM		A	B	A		A		A	B			A									
	1:30 PM	B	B		A		A			B		B	B									
	2:30 PM	B	C	C	A		A				A											
	3:30 PM		C	C	A		A	A			A											
	4:30 PM	C			A		A	A			A											
	5:30 PM	C					A	A			A											

ROW 6	Time	1	2	3	4	5	6	7	8	9												
	8:00 AM					A			A	A												
	9:00 AM		A			A			A	A												
	10:00 AM	A	A			A			A	A												
	11:00 AM			A		A			A	A												
	12:00 PM		B	A		A	A	A	B													
	1:30 PM	B	B	A					A	B	B											
	2:30 PM	B			A				A	B	B											
	3:30 PM	B			A				A	B												
	4:30 PM				A				A	B												
	5:30 PM				A				A													

ROW 7	Time	1	2	3	4	5	6	7	8	9	10	11
	8:00 AM	A	A									A
	9:00 AM	A	A	A								B
	10:00 AM	A	A	A	A		A		A	A	A	C
	11:00 AM	A	A	A	B	A	A	A	A	B	A	C
	12:00 PM	A		A	C	A	A		A	B	A	D
	1:30 PM	A	B		D	B	A	B	A	B	A	D
	2:30 PM	A	B	B	E	B		B	A	B	A	D
	3:30 PM	A	B		E	B		B	A	B	A	
	4:30 PM				E			B	A	B		
5:30 PM									A	R		



Parking Survey
190024 Woodstock Parking Study

Lot 9 - Perry Street Lot
August 9, 2019

ROW 1	Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14
	8:00 AM														
	9:00 AM			A						A					A
	10:00 AM		A	A		A		A			A				A
	11:00 AM	A	B	A	A	B	A	B	A	B	B		A	A	A
	12:00 PM		B	A	A	B	B	B	A	C	C		B	A	A
	1:30 PM	B	C	A	B	C	C	C		C	D	A	C	A	B
	2:30 PM	B	C	A	B	C	C	D	B	C	D	B			B
	3:30 PM	C	D	A	C				B			B	D	B	C
	4:30 PM	C	D	A	D	D		E			E	C	E	C	
	5:30 PM		E	A	D		D		C		E	C			

ROW 2	Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14
	8:00 AM														
	9:00 AM				A				A					A	
	10:00 AM		A				A		B		A	A		A	
	11:00 AM	A	B	A		A	B		C	A	A	A	A	A	
	12:00 PM	B	C	B	B	A	B	A	C	B		A	A	B	A
	1:30 PM	C	D		C	B	C	B	D	C	B	B	B	C	B
	2:30 PM	C	D	C	D	B		B	E	C		C	B	C	
	3:30 PM		E		E	B	D	C	F	C	C	D	B	D	
	4:30 PM		E	D	F	C	D		F			D		E	
	5:30 PM		E	D	F	D	E		G		D		C	F	



Parking Survey
190024 Woodstock Parking Study

Lot 10 - Riddell Street Lot
August 9, 2019

ROW 1	Time	1	2	3	4	5	6	7	
	8:00 AM								
	9:00 AM		A		A		A	A	
	10:00 AM	A	A	A	A	A	B		
	11:00 AM	B	A	A	A	A	B	B	
	12:00 PM	B	A	A	A	B	C		
	1:00 PM		A	A	A	B	C		
	2:00 PM	C	A	A	A	B	D	C	
	3:00 PM	C	A	A	A	B	E	D	
	4:00 PM	C	A	A	A	C	E	D	
	5:00 PM	D		A	A	D	E	D	

+1 MOTORCYCLE ON HALF SPACE SW CORNER
+ 1 MOTORCYCLE

ROW 2A	Time	1	2	3	4	5	6		ROW 2B	1	2	3	4	5	6	
	8:00 AM															
	9:00 AM						A			A	A	A			A	
	10:00 AM	A		A	A		B			B	A	A		A	B	
	11:00 AM	A	A	B	A	A	C			B	A	A	A	A	C	
	12:00 PM	B	B	C	B	A	D			C	A	A	A	B	D	
	1:00 PM	C		C	B	B	E			D	A	A	A	B	E	
	2:00 PM	D		C	B	C	F			D	A	A	B	C	E	
	3:00 PM	E	C	D	C	D	F			D	A	A	C	D	E	
	4:00 PM	F	C	E	C	D	G			D	A	B	C	E	E	
	5:00 PM	F	D	F	C	E				D	A	B	D	F	F	

ROW 3	Time	1	2	3	4	5	6	7	
	8:00 AM								
	9:00 AM	A			A		A	A	
	10:00 AM	B	A	A	A	A	A	A	
	11:00 AM	B	A	B	A	A	A	A	
	12:00 PM	B	A	C	A	A	A	B	
	1:00 PM	B	A	C	A	A	A	C	
	2:00 PM	B	A	D	A	A	A	C	
	3:00 PM	B	A	E	A	A	A	D	
	4:00 PM	B	A	E	B	A	A	E	
	5:00 PM	B	A	E	C	A	A	E	

ROW 4	Time	1	2	3	4	5	6	7	8	
	8:00 AM									
	9:00 AM		A	A	A	A	A	A		
	10:00 AM	A	B	A	B	A	A		A	
	11:00 AM	B	C	B	C	B	B	B	B	
	12:00 PM	B	D	B	D	C	B	C	C	
	1:00 PM	B	E	B	E	C	B	C	D	
	2:00 PM	B	E	B	E	C	B	D	D	
	3:00 PM	C	E	B	F	C	B	E	D	
	4:00 PM	C	E	B	G	C	B	E	E	
	5:00 PM	C	F	B	H	C	C	F	F	

Zone	Type	Capacity	Description	8:00 AM	8:30 AM	9:00 AM	9:30 AM	10:00 AM	10:30 AM	11:00 AM	11:30 AM	12:00 PM	12:30 PM	1:00 PM	1:30 PM	2:00 PM	2:30 PM	3:00 PM	3:30 PM	4:00 PM	4:30 PM	5:00 PM	5:30 PM
North	On-Street	11	East DeLaire btwn Dundas & Hunter						11			10		10		10		11		9			
North	On-Street	12	North Hunter btwn Light & Vansliffart							0		0		0		0		0		0			
North	On-Street	6	North Hunter btwn Light & Graham							0		0		0		0		0		0			
North	On-Street	2	West Light btwn Dundas & Opera House Lane						2			2		2		2		0		1			
North	On-Street	8	West Light btwn Opera House Lane & Hunter						6			7		7		7		7		6			
North	On-Street	0	West Graham btwn Buller & Hunter						0			0		0		0		0		0			
North	On-Street	0	West Graham btwn Buller & Hunter						0			0		0		0		0		0			
North	On-Street	0	North Hunter btwn Buller & Hunter						1			0		2		6		1		0			
North	On-Street	0	North Hunter btwn Graham & Riddell						1			0		2		6		1		0			
North	On-Street	0	North Princess btwn Riddell & Wellington						13			11		12		11		8		7			
North	On-Street	7	West Graham btwn Hunter & Whites Lane						11			8		9		10		10		11			
North	On-Street	6	East Graham btwn South Alley & Dundas						3			3		3		3		4		2			
North	On-Street	2	East Graham btwn Whites Lane & Dundas						2			1		1		1		1		1			
North	On-Street	3	North princess btwn Wellington & Victoria						1			1		4		3		2		3			
North	On-Street	0	North princess btwn beale & york									0		0		0		0		2			
North	On-Street	1	East victoria btwn Princess & adelaide									0		0		0		1		1			
North	On-Street	0	West beale btwn princess & adelaide									0		0		2		2		2			
North	On-Street	0	West beale btwn dundas & adelaide									0		0		0		0		0			
North	On-Street	1	East Kent btwn George & Princess									1		1		1		2		2			
North	On-Street	5	North princess btwn Huron & Kent																	0		0	
North	On-Street	7	East Kent btwn princess & Adelaide																	0		1	
North	On-Street	10	East Kent btwn Adelaide & Dundas																	0		0	
North	Public	36	Lot 1	0	13	27	28	29	31	34	34	32	30	26	22	21	20	17	14	14	15	7	
North	Public	50	Lot 4	0	13	27	36	45	48	51	51	52	49	47	49	51	52	54	51	49	48	48	24
North	Public	67	Lot 6	0	6	13	19	25	38	52	46	41	45	50	52	55	51	47	49	51	46	41	20
North	Public	66	Lot 7	0	0	0	8	17	17	18	18	19	21	23	23	23	23	24	22	20	18	17	10
North	Public	34	Lot 10	0	9	19	24	29	31	34	33	33	32	31	32	33	33	34	34	34	33	32	16
E	Private		14 2 - 302 Dundas Street						2		4			2		3		6		5			
E	Private		173 - Natural Health Care Clinic (312 dundas)						0					0		0		0		0			
E	Private		7 4 - Lazio Fine Wines (328 dundas)											5		2		5		2			
E	Private		195 - Millard Glass (338 dundas)											5		2		5		2			
E	Private		68 - Stoneworks (338 dundas)											2		2		4		0			
A	Private		12 14 - Sutton Group (28 Perry Street)											2		4		1		0			
A	Private		13 15 - Fritzels Drive In (32 Perry Street)											3		5		2		1			
A	Private		45 16 - Nesbitt Coulter (35 Perry Street)											6		3		3		12			
A	Private		26 19 - Grace Church (50 Finkle)						9		31	19		11		23		21		11			
A	Private		15 18 - Nesbitt coultier (35 perry street)						7		6			11		13		12		10			
F	Private		69 20 - Fanshawe Employment (39 Finkle)						40		45			43		39		27		13			
B	Private		57 26 - Dance in style (30 reeve)					44			44			46		43		39		8			
B	Private		12 29 - Oxford county mental health (522 Peel Street)					8			9			9		8		7		5			
B	Private		48 28 - Oxford County (21 Reeve)					24			20			24		26		22		16			
B	Private		17 27 - BMO (534 Dundas)					6			11			5		14		10		5			
F	Private		16 39 - UPS plaza (622 Dundas)					5			5			10		10		11		11			
F	Private		8 42 - sixthirtyrune (639 peel)					12			5			3		3		3		0			
F	Private		19 44 - Royal Legion (642 dundas)					2			2			4		6		6		5			
F	Private		24 43 - 643 Peel Street					7			2			12		12		9		5			
F	Private		57 46 - Cedarwood Plaza (656 dundas)					10								24		24		17			
F	Private		24 47 - KFC (670 Dundas)													7		4		4			
F	Private		70 53 - College Ave Church (22 Wilson)															3		2			
F	Private		89 56 - Childrens Aid Society (712 peel street)															7					
F	Private		48 55 - Rexal (706 Dundas)															3					
F	Private		18 54 - Optometry (716 Dundas)															9		10			
F	Private		83 Lot 2															5		2			
South	Public	0		15	30	59	70	73	77	76	75	76	76	77	73	70	64	98	56	55	40	26	
South	Public	12		29	46	50	54	55	57	55	53	53	53	53	53	48	44	44	43	42	40	39	
South	Public	0		8	16	17	19	22	26	24	23	24	24	26	26	26	23	25	22	19	20	22	
South	Public	61		66	71	80	89	91	93	87	82	87	87	93	89	86	82	79	63	48	34	21	
South	Public	28	Lot 9	0	3	6	9	12	18	24	25	25	25	26	24	23	21	20	19	18	17	16	

Appendix B

October Parking Utilization and Duration Data



Surveyor: T Vanderwoerd

Lot 2 Brock St Lot & Old Firehall Lot

	Time	1	2	3	4	5	6	7	8	9
Row 1	8:00 AM				328	144				
	8:30 AM				371	144	459		328	564
	9:00 AM		9JF	715	371	144	459	800	328	564
	9:30 AM		9JF	715	371	144	459	800	328	564
	10:00 AM	837	9JF	715	371	144	459	800	328	564
	10:30 AM	837	9JF	715	371	144	459	800	328	564
	11:00 AM	837	9JF	715	371	144	459	800	328	564
	11:30 AM	837	9JF	715	371	144	459	800	328	564
	12:00 PM	837	9JF	715	371	144	459	800		564
	12:30 PM	837	9JF		371	144	459	800		564
	1:00 PM	837			371	144	459			564
	1:30 PM	837			371	144	459	218	328	564
	2:00 PM	837		324	371	144	459	218	328	564
	2:30 PM	837		324	371	144	459		328	564
	3:00 PM	837		324	371	144	459		328	564
	3:30 PM	837	EL3	324	371	144	459		328	
	4:00 PM	837		324	371	144	459			
	4:30 PM	837				144	459			
	5:00 PM	837								
	5:30 PM	837								

	Time	1	2	3	4	5	6
Row 2A	8:00 AM				604		
	8:30 AM				604		
	9:00 AM		720		604	841	
	9:30 AM		720	681	604	841	613
	10:00 AM		720	681	604	841	613
	10:30 AM		720	681	604	841	613
	11:00 AM		720	681	604	841	
	11:30 AM		720	681	604	841	
	12:00 PM		720	681	604	841	
	12:30 PM		720	681	604	841	
	1:00 PM		720	681			
	1:30 PM		720	681	719	O48	604
	2:00 PM		720	681	719	O48	604
	2:30 PM		720	681	719	O48	604
	3:00 PM		720	681	719	O48	604
	3:30 PM		720		719	O48	604
	4:00 PM		720		719	O48	
	4:30 PM				719	O48	
	5:00 PM				719	O48	
	5:30 PM				719	O48	
Row 2B		1	2	3			
				332			
			305	332			
	543	305	332				
	543	305	332				
	543	305	332				
	543	305	332				
	543	305	332				
	543	305	332				
	543						
	543	330	370				
	543	330					
	543	330	332				
	543	330	332				
	543	330	332				
	543	330	332				
	543	330	332				
		330	332				

	Time	1	2	3	4	5	6
Row 3A	8:00 AM						
	8:30 AM						
	9:00 AM						541
	9:30 AM			950	804		541
	10:00 AM			950	804	971	819
	10:30 AM			950	804	971	541
	11:00 AM			950	804	971	541
	11:30 AM	692		950	804	971	541
	12:00 PM	692	912	950	804	971	541
	12:30 PM	692	912		804	971	541
	1:00 PM	692	912		804	971	541
	1:30 PM	692	912		804	971	541
	2:00 PM	692	912	188	804	971	541
	2:30 PM	692	912	188	804	971	541
	3:00 PM	692	912	188		971	541
	3:30 PM	692	912	188		971	541
	4:00 PM	692	912			971	541
	4:30 PM	692				971	541
	5:00 PM	692					541
	5:30 PM						

	1	2	3	4	5	6	7	8	9
Row 3B		843			739				
		843			739				
		843	405		503				
		843	405		503	520			583
		843	405		503	520			583
		843	405		503	520			583
		843	405		503	520			583
		843				520			
		843				520			
		843				520			
		843	269		503	520			583
		843	269		503	520			583
		843	269		503	520			583
		843	269		503	520			
		843	269		503	520			
		843	269		503	520			
		843	269		503	520			
		843	269		503	520			
			269		503				

	Time	1	2	3	4	5	6	7	8	9	10	11	12
Row 4	8:00 AM							957			944		NVO
	8:30 AM					HAM		957			944		NVO
	9:00 AM				142	HAM		957			944		NVO
	9:30 AM				142	HAM		957			944		NVO
	10:00 AM				142	HAM		957			944	213	NVO
	10:30 AM				142	HAM		957			944	739	NVO
	11:00 AM		288		930	HAM		957		285	944	739	NVO
	11:30 AM		288			HAM		957		285	944	739	NVO
	12:00 PM		288			HAM		957			944	739	NVO
	12:30 PM		288			HAM		957			944	739	NVO
	1:00 PM		288			HAM		957			944	739	NVO
	1:30 PM		288			HAM		957		O27	944	739	NVO
	2:00 PM		288					957		O27	944	739	NVO
	2:30 PM		288					957		O27	944		NVO
	3:00 PM		288		800	542		957		O27	944	6FT	NVO
	3:30 PM		288		800	542		957		O27	944	6FT	NVO
	4:00 PM		288		800					O27	944	6FT	NVO
	4:30 PM		288		800					O27	944	6FT	NVO
	5:00 PM		288							O27	944	6FT	NVO
	5:30 PM		288							O27	944		NVO

	Time	1	2	3	4	5	6					1	2	3	4	5	6	7	8	9
Row 5	8:00 AM				894									677	409	262	922	920		461
	8:30 AM				894	863	401							677	409	262	922	920		461
	9:00 AM				894	863	401							979	409	262	922	920		713
	9:30 AM				894	863	401							979	409	262	922	920	784	713
	10:00 AM				894	863	401							979	409	262	922	920	784	790
	10:30 AM	764			894	863	401							979	409	262	922	920	784	790
	11:00 AM				894	863	401							139	409	262	922	920	784	790
	11:30 AM				894	863	401								409	262	315	920	784	
	12:00 PM	613	330		894	863	401							982	409	262		248	784	
	12:30 PM	613	330		894	863	401							982				248		288
	1:00 PM	613	330		894	863	401							982				248		288
	1:30 PM	613	330		894	863	401							982	409	453	922	248	784	288
	2:00 PM	613	330		894	863	401								409	453	922	248	784	288
	2:30 PM	613	330		894	863	401								409	453	922	248	784	288
	3:00 PM	613	330		894	863	401								288		453	922	248	784
	3:30 PM	613	330		894	863	401								288		453		248	784
	4:00 PM	613	330			863									288		453		248	784
	4:30 PM					863									288			248	784	
	5:00 PM														556					
	5:30 PM			492											556					
Row 6																				

	Time	1	2	3	4	5	6	7	8	9
Row 7	8:00 AM		847		901		550		332	O60
	8:30 AM		847	477	901	173	550		332	O60
	9:00 AM		847	477	901	173	550		332	O60
	9:30 AM		847	477	901	173	550		332	O60
	10:00 AM		847	477	901	173	550		332	O60
	10:30 AM		847	477	901	173	550		332	O60
	11:00 AM		847	477	901	173	550	664	332	O60
	11:30 AM		847	477	901	173	550	664	332	O60
	12:00 PM		847	477	901	173	550	664	332	O60
	12:30 PM		847	477	901	173	550	664	332	O60
	1:00 PM		847	477	901	173	550	664	332	O60
	1:30 PM		847	477	901	173	550	664	332	O60
	2:00 PM		847	477	901	173	550	664	332	O60
	2:30 PM		847	477	901	173	550	664	332	O60
	3:00 PM		847	477		173	550	664		O60
	3:30 PM		847	477		173	550	664		O60
	4:00 PM		847	477		173	550	664		O60
	4:30 PM		847			173	550			
	5:00 PM		847			173				
	5:30 PM		847			173				

	Time	1	2	3	4	5	6	7	8	9			1	2	3	4	5	6
Row 8	8:00 AM			188			769	O82		292			746					
	8:30 AM			188			769	O82		292			746	324	427	452	920	
	9:00 AM	314	376	188		538	769	O82	002	861			746	324	427	452	920	492
	9:30 AM	314	376	188	710	538	769	O82	002	861			746	324	427	452	920	492
	10:00 AM	314	376	188	710	538	769	O82	002	861			746	324	427	452	920	492
	10:30 AM	314	376	188	710	538	769	O82	002	861			746	324	427	452	920	492
	11:00 AM	314	376	188	710	538	769	O82	002	861			746	324	427	452	920	492
	11:30 AM	314	376	188	710	538	769	O82	002	861			746	324	427	452	920	492
	12:00 PM	314	376	188		538	769	O82					746	324	427	452	920	
	12:30 PM	314	376	188		538	769	O82					746	324	427	452	920	
	1:00 PM	314	376	188		538	769	O82					746	324	427	452	920	
	1:30 PM	314	376	188	710	538	769	O82	715	861			746	794	427	452	920	305
	2:00 PM	314	376	478	710	538	769	O82	715	861			746	794	427	452	920	305
	2:30 PM	314	376	478	710	538		O82	715	861			746	794	427	452	920	305
	3:00 PM		376		710	538		O82	715				746	794	427	452	920	305
	3:30 PM		376		710	538		O82	715				746		427	452	920	305
	4:00 PM		376		710	538		O82	715				746		427	452		305
	4:30 PM		376			538							746		427			305
	5:00 PM		376			538							746				142	
	5:30 PM					538							746				142	
Row 9																		

Lot 5 Finkle St Lot

	Time	1	2	3	4	5	6	7	8	
Row 1	8:00 AM							649		
	8:30 AM							649		
	9:00 AM		851				933	649		
	9:30 AM	738	851		441		933	649		
	10:00 AM	191	851	Nk4	441		933	649		
	10:30 AM	984	851		584		933	649		
	11:00 AM	251	851	222	584		933	649		
	11:30 AM	251	851	222	584		933	649		
	12:00 PM	532	851	237	584		933	649		
	12:30 PM	532	851	253	584	258	933	649		
	1:00 PM	532	851			258	933	649		
	1:30 PM	532	851	760	268	258	933	649		
	2:00 PM	532	851	760		258		649	723	
	2:30 PM		851	760			Y5T	649		
	3:00 PM	104	851	649	409		405	649		
	3:30 PM			649	409		933	649		
	4:00 PM				409		933	649		
	4:30 PM		11			862	933	649		
	5:00 PM	582	11	602		828	933	336		
	5:30 PM	582	451	602		828	933	336		

	Time	1	2	3	4	5	6	7	8	9	10	11	
Row 2	8:00 AM			979								530	
	8:30 AM												
	9:00 AM			552								584	
	9:30 AM		993	552								584	
	10:00 AM		993	552						951		584	
	10:30 AM		4T0	552	315	555				969		747	
	11:00 AM		4T0	552						999		548	
	11:30 AM		599	552	300					999		438	
	12:00 PM		599	552	300	99	431	PUT	609	999	530	438	
	12:30 PM		599	552	300	99	431	PUT	609	286	530	438	
	1:00 PM								609			438	
	1:30 PM	582	995	561	592	867	341		609	454		438	
	2:00 PM	582	767	561			341		609	454		438	
	2:30 PM	582		561			341		609	951	3F4		
	3:00 PM	582	993	979	7DR	951	341		609	788	3F4	656	
	3:30 PM	582					341		609	788	992	656	
	4:00 PM	582					585	951	609	788	992	656	
	4:30 PM	O84			341		585		609	788	O46	656	
	5:00 PM			830					609	788		IET	
	5:30 PM			830					609			IET	

	Time	1	2	3	4	5	6	7
Row 3	8:00 AM	812						
	8:30 AM	812	190	668	939	128		
	9:00 AM	812	190	668	939	128		538
	9:30 AM	812	190	668	939			538
	10:00 AM	812	190	668	939	983		538
	10:30 AM	812	190	668	939			538
	11:00 AM	812	190	668	939	128		538
	11:30 AM	812	190	668	939	128		538
	12:00 PM	812	190	668	939	128	610	538
	12:30 PM	812	190	668	939	286	610	538
	1:00 PM	812	190	668	939		610	538
	1:30 PM	812	190	668	939	A36	610	538
	2:00 PM	812	190	668	939		610	538
	2:30 PM	812	190	668	939			538
	3:00 PM	812	190	668	939	311	334	538
	3:30 PM	812	190	668	939		334	538
4:00 PM	812	190	668	939	932	334	538	
4:30 PM		190	668	939	798	334	538	
5:00 PM					798	334	538	
5:30 PM							538	

Lot 9 Perry St

	Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Row 1	8:00 AM		531	381											
	8:30 AM		531												
	9:00 AM		531												
	9:30 AM		531												
	10:00 AM		531												
	10:30 AM		531	711	784	288								578	
	11:00 AM		531	711	784	XEF								578	
	11:30 AM		531	711	784	XEF								578	
	12:00 PM		531	711	O44									578	
	12:30 PM		5FT											578	
	1:00 PM													578	
	1:30 PM		531	O05										578	
	2:00 PM		531	O05										578	
	2:30 PM		531											578	
	3:00 PM		531											578	
	3:30 PM		531			556								578	
	4:00 PM		531											578	O27
	4:30 PM		531										838	578	
5:00 PM		531				O85						838	578		
5:30 PM		531				O85						838			

[illegible]

Lot 3 Church of Epiphany Lot

Surveyor: Jacob

	Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Row 1	8:00 AM																		
	8:30 AM																		
	9:00 AM																		
	9:30 AM		A		A									A					
	10:00 AM	A	A	A	A	A	A		A					A					
	10:30 AM	A	B	A	B	A	A		A		A			A					A
	11:00 AM	A	B	A	B	A	A		A					A					A
	11:30 AM	A	B											A			A		A
	12:00 PM																		A
	12:30 PM	B							B										A
	1:00 PM	B							B										A
	1:30 PM																		A
	2:00 PM	C																	A
	2:30 PM	C																	A
	3:00 PM			B			B												A
	3:30 PM	D	C	B			B												A
	4:00 PM	D	C	B			B												A
	4:30 PM			B			B								A		B		A
	5:00 PM	E		B			B								A		B		A
	5:30 PM	E					B								A		B		A

	Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Row 2	8:00 AM																		
	8:30 AM	A																	
	9:00 AM	B	A	A											A		A		
	9:30 AM	B		A	A		A					A					A		
	10:00 AM		B	B			A					A		A		A	A		
	10:30 AM	C	B	B	B	A			A			A		A	B	A	A	A	
	11:00 AM	C		B	B	B	B		A			A	A		B	A	A	A	
	11:30 AM	D		C	B	B	B					A	A		B	A	A	A	
	12:00 PM	D													B	A	A		
	12:30 PM	D		D	C		C								B	A	A		
	1:00 PM	D	C		C		D								B	A	A		
	1:30 PM	D	C	E	C										B				
	2:00 PM	D	C	F	C								B		B			B	
	2:30 PM	D	D	F	C	C			B		A		B		B				
	3:00 PM	D	D	G	C				B				B		B		B		
	3:30 PM	E		G	C								B	B	B				
	4:00 PM	E	E	G	C						B		B		B				
	4:30 PM	E	E	H	C								B		B				
	5:00 PM		E	H									B						
	5:30 PM			H															

	Time	1	2	3	4
Row 3	8:00 AM	A			
	8:30 AM	A			
	9:00 AM	A	A		A
	9:30 AM	A	A		A
	10:00 AM	A	B		A
	10:30 AM	A	B		A
	11:00 AM	A	C		A
	11:30 AM	A		A	A
	12:00 PM	A			
	12:30 PM	A	D		B
	1:00 PM	A	D		B
	1:30 PM	A	E		B
	2:00 PM	A	E		
	2:30 PM	A			C
	3:00 PM	A	F		C
	3:30 PM	A	F	B	
	4:00 PM	A	F	B	
	4:30 PM	A	F		D
	5:00 PM				D
	5:30 PM				

	1	2	3	4	5	6	7	8
Row 4	A							
	A						A	A
	A	A				A	A	A
	B	B	A	A			B	B
	C	B	A	A			B	B
	C	B	A	A			B	B
	C	B					B	B
	C						B	B
	C						B	B
	C							
	C		B				B	
	C						B	
				B				
				B				
	D							

	Time	1	2	3	4	5	6	7	8	9	10	11
Row 5	8:00 AM	A	A	A	A							
	8:30 AM	A	A	A	A	A						
	9:00 AM	A	A	A	A	A						
	9:30 AM	A	A	A	A	A	A					
	10:00 AM	A	A	A	A	A	A	A	A			A
	10:30 AM	A	A	A	A	A	A	A	A			A
	11:00 AM	A	A	A	A	A	A	A	B			A
	11:30 AM	A	A	A	A	A	A	A	C			
	12:00 PM	A	A	A	A	A	A	A	C			
	12:30 PM	A	A	A	A	A	A	A	C			
	1:00 PM	A	A	A	A	A	A	A	C	B		
	1:30 PM	A	A	A	A	A	A	A				
	2:00 PM	A	A	A	A	A	A	A				
	2:30 PM	A	A	A	A	A	A	A				
	3:00 PM	A		A	A	A	A	B		C		
	3:30 PM			A	A	A	A					
	4:00 PM			A	A	A	A	C				
	4:30 PM				A	A	A			D		
	5:00 PM				A							
	5:30 PM											

Lot 8 Market Centre

	Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Row 1	8:00 AM	A	A	A	A	A																	
	8:30 AM	A	A	A	A	A	A	A	A	A	A	A	A	A	A					A		A	
	9:00 AM	A	A	A	A	A	A	A	A	A	A	A	A	A	A		A	A	A	A	A	A	A
	9:30 AM	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
	10:00 AM	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
	10:30 AM	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
	11:00 AM	A	A	A	A	A	A	A	A	A	A	A	A	B	A	B	A	A		A	A	A	A
	11:30 AM	A	A	A	A	A	A	A	A	A	A	A	A	B	A	B	A	A		A	A	A	A
	12:00 PM	A	A	A	A	A	A	A	A	A	A	A	A			B	A	A		A	A		A
	12:30 PM	A	A	A	A	A	A	A	A	A	A	A	A	C		B	A	A		A	A		A
	1:00 PM	A	A	A	A	A	A	A	A	A	A	A		C		B	A	A		A		B	A
	1:30 PM	A	A	A	A	A	A	A	A	A	A	B		C	B	B	A	A		A	B	B	A
	2:00 PM	A	A	A	A	A	A	A	A	B	B	B		C	B		A	A		A	B	B	A
	2:30 PM		A	A	A	A	A	A	A	B	B	B	B	C	B		A	A		A	B	B	A
	3:00 PM		A	A	A	A	A	A	A	B	B	B	B	C	B		A	A		A	B	B	A
	3:30 PM		A	A	A	A	A	A		B	B	B	B	C	B		A	A		A	B	B	A
	4:00 PM		A	A	A	A	A	A		B		B	B	C	B		A			A	B	B	A
	4:30 PM		B	A	A		A					B	B	C			A			A	B		
	5:00 PM		B	A	B	B	A										A						
	5:30 PM			A	B		A					C				C	A						

	Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Row 2A	8:00 AM								A			A	A	A	A	A	A
	8:30 AM	A			A	A	A	A	A	A	A	A	A	A	A	A	A
	9:00 AM	A	A	A	A	A	A	A	A	A	B	A	A	A	A	A	A
	9:30 AM	A	A	A	A	A	A	A	A	A	B	A	A	A	A	A	A
	10:00 AM	A	A	A	A	A	A	A	A	A	B	A	A	A	A	A	A
	10:30 AM	A	A	A	A	A	A	A	A	A	B	A	A	A	A	A	A
	11:00 AM	A	A	A	A	A	A	A	A	A	B	A	A	A	A	A	A
	11:30 AM	A	A	A	A	A	A	A	A	A	B	A	A	A	A	A	A
	12:00 PM		A	A	A	A		A	A	A	B		A	A		A	A
	12:30 PM		A	A	A	A		A	A	A	B	B	A	A		A	A
	1:00 PM	A		A	A			A	A			B	A	A	B	A	A
	1:30 PM	A		A	A			A	A		C	B	A	A	B	A	A
	2:00 PM	A		A	A	B	B	A	A	B	C	B	A	A	B	A	A
	2:30 PM	A		A	A	B	B	A	A	B	C	B	A	A	B	A	A
	3:00 PM	A		A	A	B	B	A	A	B	C	B	A	A	B	A	A
	3:30 PM	A			A	B	B	A	A	B	C	B	A	A	B	A	A
	4:00 PM	A			A	B	B	A		B	C	B	A		B	A	A
	4:30 PM	A			A		B	A					A		B		
	5:00 PM											C	A				B
	5:30 PM											C			B		B

	Time	1	2	3	4	5	6	7	8	9	10	11	12	13
Row 5	8:00 AM	A	A	A										
	8:30 AM	A	A	B	A					A	A	A		A
	9:00 AM	A	A	C	A	A	A			A	A	A	A	A
	9:30 AM	A	A	C	A	A	A	A	A	A	A	A	A	A
	10:00 AM	A	A	C	A	A	A	A	A	A	A	A	A	A
	10:30 AM	A	A	C	A	A	A	A	A	A	A	A	A	A
	11:00 AM	A	A	C	A	A	A	B	A	A	A	A	A	A
	11:30 AM	A	A	D	A	A	A	B	A	A	A	A	A	A
	12:00 PM		A		A			A	B	A	A	A	A	
	12:30 PM	B	A		A			A	B	A	A	A	A	
	1:00 PM	B			A				B		A	A	A	
	1:30 PM	B	B		B	B		B				A	A	B
	2:00 PM	B	B	E	B	B		B				A		B
	2:30 PM	B	B	E	B	B		B		B		A		B
	3:00 PM	B	B	E	B	B		B		B		A		B
	3:30 PM	B	B	E	B			B	C	B		A		B
	4:00 PM	B	B	E	B			B		B		A		B
	4:30 PM				B			B						
	5:00 PM													
	5:30 PM													

	Time	1	2	3	4	5	6	7	8	9
Row 6	8:00 AM	A	A	A	A	A		A		
	8:30 AM	A	A	A	A	A	A	A		
	9:00 AM	B	A	A	A	A	A	A	A	A
	9:30 AM	B	A	A	A	A	A	A	A	A
	10:00 AM	B	A	B	A	A	A	A	A	A
	10:30 AM	B	A	B	A	A	A	A	A	A
	11:00 AM	B	A	B	A	A	A	A	A	A
	11:30 AM	B	A	B	A	A	A	A	A	A
	12:00 PM	B	A	B		A	A		A	
	12:30 PM	B	A	B	B	A	A	B	A	
	1:00 PM		A		B	A	A	B	A	
	1:30 PM		A		B	A	A	B	A	
	2:00 PM		A		B	A	A	B	A	
	2:30 PM		A		B	A	A	B	A	
	3:00 PM		A		B	A	A	B	A	
	3:30 PM		A		B	A	A	B	A	
	4:00 PM		A		B	A	A	B	A	
	4:30 PM		A		B		A	B	A	
	5:00 PM		A				A			
	5:30 PM									

	Time	1	2	3	4	5	6	7	8	9	10	11
Row 7	8:00 AM	A	A			A			A		A	A
	8:30 AM	A	A	A	A	A		A	A	A	A	A
	9:00 AM	A	A	A	A	A	A	A	A	A	A	A
	9:30 AM	A	A	A	A	A	A	A	A	A	A	A
	10:00 AM	A	A	A	A	A	A	A	A	A	A	A
	10:30 AM	A	A	A	A	A	A	A	A	A	A	A
	11:00 AM	A	A	A	B	A	A	A	A	A	A	A
	11:30 AM	A	A	A	B	A	A	A	A	A	A	A
	12:00 PM	A	A		B	A	A	A	A			
	12:30 PM	A	A	B	B	A	A	A	A	B	B	B
	1:00 PM	A	A	B	B	A	A	A	A	B	B	B
	1:30 PM	A	A	B		A	A	A	A	B	B	B
	2:00 PM	A	A	B	C	A		A	A	B	B	B
	2:30 PM	A	A	B	C	A		A	A	B	B	B
	3:00 PM	A	A	B	C	A		A	A	B	B	B
	3:30 PM	A	A	B	C	A		A	A	B	B	B
	4:00 PM	A	A	B	C	A		A	A	B	B	B
	4:30 PM							A	A		B	B
	5:00 PM							A	A		B	
	5:30 PM							A	A			

Lot 6 Graham Street Lot

Surveyor: Mohammad Zarei

	Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Row 1	8:00 AM	A		A										A	A	
	8:30 AM	A		A										A	A	
	9:00 AM													A	A	
	9:30 AM	B		B	A		A		A	A	A	A	A	B	B	A
	10:00 AM	B		B	A		A		A	A	A	A	A	B	B	A
	10:30 AM			B		A		A		B	B	A	A		C	A
	11:00 AM			B		A		A		B	B	A	A		C	A
	11:30 AM	C				A		A			B	A	A	C	D	A
	12:00 PM	C		C		B		A			B	A	A			A
	12:30 PM	D				C		B	B			A	A	D		B
	1:00 PM	D	A	D					B		C		A	E	E	B
	1:30 PM	E		E					B		C		A	E	F	B
	2:00 PM			F		D		C	B		C		A	E	F	B
	2:30 PM	F		G		E	B	C		C	D		A			
	3:00 PM	F		G		E	B	C		C	D		A			
	3:30 PM			H		F		C					B		G	C
	4:00 PM			H		F		C		D			B		G	C
4:30 PM			H				C		E		B	B		G	C	
5:00 PM			I		G		C					B	F	G	C	
5:30 PM			I				C				C	B	F	G		

	Time	1	2	3	4	5	6	7	8	9	10	11	12	13
Row 2A	8:00 AM	A												
	8:30 AM	A												
	9:00 AM	A												
	9:30 AM													A
	10:00 AM		A									A		B
	10:30 AM		A	A		A		A		A	A			
	11:00 AM		A	A		A		A		A				
	11:30 AM					B		A		A				C
	12:00 PM					C		A						C
	12:30 PM		B	B				A				B	A	C
	1:00 PM		B									B	A	C
	1:30 PM		B							B			A	C
	2:00 PM			C				B		B		C		C
	2:30 PM							B						
	3:00 PM							B						
	3:30 PM			D		D		B			B		B	D
	4:00 PM			D		D		B			B		B	D
	4:30 PM					D							B	
5:00 PM														
5:30 PM							C							

[illegible]

	Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Row 2A	8:00 AM		A	A		A			A		A		A		A
	8:30 AM		A	A		A			A		A		A		A
	9:00 AM		A	A		A		A	A		A		A		A
	9:30 AM		A	A		A		A	A		A		A		A
	10:00 AM		A	A		A	A	A	A		A		A		A
	10:30 AM	A	A	A		A		A	A		A		A		A
	11:00 AM	A	A	A		A		A	A		A		A		A
	11:30 AM		A	A		A		A	A		A		A		A
	12:00 PM		A	A		A			A		A		A		A
	12:30 PM		A	A		A			A		A		A		A
	1:00 PM		A	A		A	B		A		A		A		A
	1:30 PM		A			A	B		A		A		A		A
	2:00 PM		A	B		A	B	B	A		A		A		A
	2:30 PM		B	B		A	B	B	A		A		A		A
	3:00 PM		B	B	A	A	B	B	A	A	A	A	A		A
	3:30 PM			B	A	A	B	B	A	A	A	A	A		A
	4:00 PM			B	A	A	B	B	A	A	A	A	A		A
	4:30 PM			B	A		B	B							
	5:00 PM			B		A		B							
	5:30 PM			B		A		B							

	Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Row 2B	8:00 AM	A	A	A	A	A	A	A		A		A	A	A			A
	8:30 AM	A	A	A	A	A	A	A	A	A	A	A	A	A			B
	9:00 AM	A	A	A	A	A	A	A	A	A	A	A	A	A			B
	9:30 AM	A	A	A	A	A	A	A	A	A	A	A	A	A			B
	10:00 AM	A	A	A	A	A	A	A	A	A	A	A	A	A			B
	10:30 AM	A	A	A	A	A	A	A	A	A	A	A	A	A			B
	11:00 AM	A	A	A	A	A	A	A	A	A	A	A	A	A			B
	11:30 AM	A	A	A	A	A	A	A	A	A	A	A	A	A			B
	12:00 PM	A	A	A	A	A	A	A	A	A	A	A	A	A		A	B
	12:30 PM	A	A	A	A	A	A	A	A	A	A	A	A	A		A	B
	1:00 PM	A	A	A	A	A	A	A	A	A		B	A	A	A	A	B
	1:30 PM	A		A	A	A	A	A	A	A		B	A	A	A	A	B
	2:00 PM	A	B	A	A	A	A	A	A	A			A	A	A	A	B
	2:30 PM	A	B	A	A	A	A	A	A	A	B		A	A	A	A	B
	3:00 PM	A	B	A	A	A	A	A	A	A	B	C	A	A	A	B	B
	3:30 PM		B	A		A			A	A	B	C	A	A			B
	4:00 PM		B			A			A				A	A			B
	4:30 PM		B			A			A				A				B
	5:00 PM																B
	5:30 PM																B

	Time	1	2	3	A	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Row 3	8:00 AM	A	A		A		A				A					A		A	A	
	8:30 AM	A	A	A	A	A	A				A	A		A		A		A	A	
	9:00 AM	A	A	A	A	A	A				A	A		A		A		A	A	
	9:30 AM	A	A	A	A	A	A				A	A		A		A		A	A	
	10:00 AM	A	A	A	A	A	A				A	A		A		A		A	A	
	10:30 AM	A	A	A	A	A	A		A		A	A		A		A		A	A	
	11:00 AM	A	A	A	A	A	A		A		A	A		A		A		A	A	
	11:30 AM	A	A	A	A	A	A		A		A	A		A		A		A	A	
	12:00 PM	A	A	A	A	A	A		A		A	A		A		A		A	A	
	12:30 PM	A	A	A	A	A	A		A		A	A		A		A		A	A	
	1:00 PM	A	A	A	A	A	A		A		A	A		A		A		A	A	
	1:30 PM	A	A	A	A	A	A		A		A	A		A		A		A	A	
	2:00 PM	A	A	A	A	A	A		A		A	A		A		A		A	A	
	2:30 PM	A	A	A	A	A	A		A		A	A		A		A		A	A	
	3:00 PM	B	A	A		A	A	A	B	A	A	A	A	A	A	A	A	A	A	A
	3:30 PM	B		A		A			B	A		A	A	A	A	A				
	4:00 PM			A		A			B	B		A		A		A				
	4:30 PM			A		A			B	B		A		A		A				
	5:00 PM			A		A			B					A						
	5:30 PM			A		A			B					A						

Lot 1 Adelaide Street E

Surveyor: Alan X

	Time	1	2	3	4	5	6	7	8	9	10
Row 1	8:00 AM	A			A						
	8:30 AM	A	A	A	A						
	9:00 AM	A	A	A	A						
	9:30 AM	A	A	A	A						
	10:00 AM		A	A	A						
	10:30 AM	B	A	A	A						
	11:00 AM		A	A	A						
	11:30 AM	C	A	A	A						
	12:00 PM	C	A	A	A						
	12:30 PM	C	A	A	A						
	1:00 PM		A	A	A						
	1:30 PM		A	A	A						
	2:00 PM		A	A	A					A	
	2:30 PM		A	A	A					A	
	3:00 PM		A	A	A					A	
	3:30 PM		A	A	A						
	4:00 PM		A	A	A						
	4:30 PM		A	A	A						
	5:00 PM		A	A	A						
	5:30 PM		A	A	A						

14

	Time	1	2	3	4	5	6	7	8		1	2	3	4	5	6	7	8
Row 2A	8:00 AM		A	A	A	A	A		A		A	A	A	A	A	A	A	
	8:30 AM	A	A	A	A	A	A		A		A	A	A	A	A	A	A	
	9:00 AM	A	A	A	A	A	A		A		A	A	A	A	A	A	A	
	9:30 AM	A	A	A	A	A	A		A		A	A	A	A	A	A	A	B
	10:00 AM	A	A	A	A	A	A		A		A	A	A	A	A	A	A	C
	10:30 AM	A	A	A	A	A	A		A		A	A	A	A			A	
	11:00 AM	A	A	A	A	A	A		A		A	A	A	A			A	D
	11:30 AM	A	A	A	A	A	A		A		A	A	A	A			A	D
	12:00 PM	A	A	A	A						A	A	A	A			A	
	12:30 PM	A	A	A	A				B		A	A	A	A			A	E
	1:00 PM	A	A	A	A						A	A	A	A			A	
	1:30 PM	A	A	A	A	B					A	A	A	A	B		A	
	2:00 PM	A	A	A	A	C	B	C	A		A	A		A	B		A	
	2:30 PM	A	A	A	A		B	C	A		A	A		A	B		A	F
	3:00 PM	A	A	A	A	D		C	A		A	A	B	A	B		A	G
	3:30 PM	A	A	A	A	D			A		A	A	B	A	B		A	G
	4:00 PM	A	A	A	A	D			A		A	A		A	B		A	G
	4:30 PM	A	A	A	A	E			A		A	A		A			A	G
	5:00 PM	A		A	A	F			A		A	A		A	B		A	
	5:30 PM				A												A	
Row 2B	8:00 AM		A	A	A	A	A		A		A	A	A	A	A	A	A	
	8:30 AM	A	A	A	A	A	A		A		A	A	A	A	A	A	A	
	9:00 AM	A	A	A	A	A	A		A		A	A	A	A	A	A	A	
	9:30 AM	A	A	A	A	A	A		A		A	A	A	A	A	A	A	
	10:00 AM	A	A	A	A	A	A		A		A	A	A	A	A	A	A	
	10:30 AM	A	A	A	A	A	A		A		A	A	A	A	A	A	A	
	11:00 AM	A	A	A	A	A	A		A		A	A	A	A	A	A	A	
	11:30 AM	A	A	A	A	A	A		A		A	A	A	A	A	A	A	
	12:00 PM	A	A	A	A						A	A	A	A			A	
	12:30 PM	A	A	A	A				B		A	A	A	A			A	
	1:00 PM	A	A	A	A						A	A	A	A			A	
	1:30 PM	A	A	A	A	B					A	A	A	A	B		A	
	2:00 PM	A	A		A						A	A	B	A	B		A	
	2:30 PM	A	A		A						A	A		A	B		A	F
	3:00 PM	A	A	B	A						A	A	B	A	B		A	G
	3:30 PM	A	A	B	A						A	A	B	A	B		A	G
	4:00 PM	A	A		A						A	A		A	B		A	G
	4:30 PM	A	A		A						A	A		A			A	G
	5:00 PM	A		A	A	F			A		A	A		A	B		A	
	5:30 PM				A												A	

	Time	1	2	3	4	5	6	7	8	9	10	11	12
Row 3	8:00 AM	A		A		A					A	A	A
	8:30 AM			A		A					A	A	A
	9:00 AM	B		A		B			A	A	A	A	A
	9:30 AM			A					A	A	A	A	A
	10:00 AM			A				A	B	B	A	A	A
	10:30 AM	C	A	A		C			B	B	A	A	A
	11:00 AM		A	A	A	D	A	B	C	C	A	A	B
	11:30 AM		A	A	A	D	A		C	C	A	A	B
	12:00 PM		A	A					C		A	A	
	12:30 PM		A	A					C		A	A	C
	1:00 PM		A	A							A	A	D
	1:30 PM		A	A							A	A	D
	2:00 PM	D	A	A	B	E		C			A	A	E
	2:30 PM	D	A	A	B	E		C	D	D	A	A	
	3:00 PM	D	A	A		E		C			A	A	
	3:30 PM			A		E				E	A	A	F
	4:00 PM			A		E					A	A	F
	4:30 PM			A		E					A	A	
	5:00 PM			A		E				F		A	G
	5:30 PM	E		A						F		A	

Lot 4 Cole Walkway

	Time	1	2	3	4	5	6	7	8	9	10	11	12	13
Row 1	8:00 AM													A
	8:30 AM											A		A
	9:00 AM				A			A		A	A	A		A
	9:30 AM		A		A	A		A		B		B		A
	10:00 AM	A	A		A			A		B		B	A	B
	10:30 AM	B			B			B		C	B	C		C
	11:00 AM	B	B		B		A		A	C	B	C	B	D
	11:30 AM			A	B			C	B	C		D	C	
	12:00 PM												C	
	12:30 PM	C	C	B	C	B	B	D	C	D	C	E	C	E
	1:00 PM	D	D	C	C	B	B	D	C	E	C	F	D	F
	1:30 PM	E	D	C	C	B	B	D	C	E	C	G	E	G
	2:00 PM	F	D	C	C	B	C	E	C	E	C	G	E	G
	2:30 PM		D		C		D		C	E	C	G	E	G
	3:00 PM	G	D		C		E	F		E				G
	3:30 PM	H	D	D	C		E	F		E	D		F	
	4:00 PM	I		D	C		E	G	D		D	H	F	H
	4:30 PM	I	E	E	D						D	I	F	
	5:00 PM				D							I		
	5:30 PM	J			E		F			F		I		

	Time	1	2	3	4	5	6	7	8	9	10	11	12	13
Row 2A	8:00 AM				A		A							
	8:30 AM				A		A			A			A	
	9:00 AM	A	A		A		A	A		A			A	A
	9:30 AM	A	A	A	A		A	A	A		A	A	A	
	10:00 AM	A	A	A	A		A	A	A	B	A	A	B	B
	10:30 AM	A	A	B	A	A	B	B	A	B				C
	11:00 AM	A	A	C	B	A	C	B		B		B		C
	11:30 AM	A		C	B		C	C		B	B	B	C	
	12:00 PM			C	B		C							
	12:30 PM	B	B	C	B	B	C	D	B	C	C	C	D	D
	1:00 PM	B	B	C	C	C	D	D	B	C	D	C	D	E
	1:30 PM	B	B	C	C		D	D	B	D	D	C	D	F
	2:00 PM	B	C	D	C	D	E	D	B	D	E	C	E	F
	2:30 PM	C	D	D	C		F	E	C	D	F	C	F	G
	3:00 PM	C	E	D	C		F	E		D	G	C	G	G
	3:30 PM	C	E	E	D	E	F	E	D		G		H	G
	4:00 PM	C	E	F	D	E	F	E	E	H			H	
	4:30 PM	C	E	G	D		G	F	E	E	H		H	
	5:00 PM	C	E	G	D	F		F	E	E	H			H
	5:30 PM	D	E	G	E			F	E					H

	Time	1	2	3	4	5	6	7	8	9	10	11	12	13
Row 2B	8:00 AM													A
	8:30 AM												A	A
	9:00 AM	A		A		A							A	A
	9:30 AM	A	A	A	A	A	A	A		A			A	A
	10:00 AM	A	A		A		A	A	B		A		A	A
	10:30 AM	A	B	B	B	B	B	A	C	A	A	A	A	B
	11:00 AM	A	B	B	B	B	B	A	C	A	A	A	A	B
	11:30 AM	A	C	C	C	C	B	A	D	A	B	A	A	C
	12:00 PM	A	C	C				A						C
	12:30 PM	A	C	C	D	D	C	A	E	B	C	B	B	C
	1:00 PM	B	C	D	D	D	D	A	F	C	D	C	C	C
	1:30 PM	C	C	E	D	D	D	B		C	D	C	D	C
	2:00 PM	C	C		D			C			D	C	D	C
	2:30 PM		C	F	D	E	E	C	G		D	C	D	C
	3:00 PM	D	D	F	D	E	E	C	G	D		C		C
	3:30 PM	D	D	G	E	F	E	C		D	E		E	C
	4:00 PM	D	E	G	E	F	E	D	H	D	E	D	E	C
	4:30 PM	E	E	G			F		H				E	
	5:00 PM	E	E	G	F	G	G				F		E	
	5:30 PM	E	E	G	F	G	G	E	I	E	F		E	D

	Time	1	2	3	4	5	6	7	8	9	10	11
Row 3	8:00 AM	A	A	A		A	A		A		A	A
	8:30 AM	A	A	A		A	A	A	A		A	A
	9:00 AM		A	A	A	A	A	A	A		A	A
	9:30 AM		A	A	A	B	A	A	A		B	A
	10:00 AM		A	A	A	B	A	A	A		B	A
	10:30 AM		A	A	B	C	A	A	A		B	
	11:00 AM	B	A	A	C		A	A	A		B	
	11:30 AM	B	A	A	D	D	B	A	A	A	C	
	12:00 PM		A	A	D	D				A	C	
	12:30 PM	C	A	A	D	D	C	B	B	A	C	B
	1:00 PM	C	A	A	E	E	C	B	B	B	D	B
	1:30 PM	C	A	A	E	E	D	B	B	C	D	B
	2:00 PM	C	A		F	E	D	B		C	D	B
	2:30 PM	D	B		F			B		D		B
	3:00 PM	D	B	B	G	F		B		D	E	B
	3:30 PM	D	B	C		G		B	C	D	E	B
	4:00 PM	D	C	C	I	G	E	B	C	D		B
	4:30 PM		C	C	J		F		C	D		B
	5:00 PM	E	C	C	K				C	D		B
	5:30 PM	E	C	C	K	H	G	C	C	D	F	B

Lot 10 Riddell St

	Time	1	2	3	4	5	6	7
Row 1	8:00 AM				A			
	8:30 AM						A	
	9:00 AM							A
	9:30 AM			A	B	A	B	
	10:00 AM		A	A	B	A	C	
	10:30 AM		B	A	B	B	D	
	11:00 AM		B	B	B	B	D	
	11:30 AM		B	C	B	B	D	
	12:00 PM							
	12:30 PM	A	C	D	C	C	E	B
	1:00 PM	A	C	D	D	C	E	B
	1:30 PM	A	D	D	D	D	F	B
	2:00 PM	A	D	D	D	D	F	B
	2:30 PM		E	D	D	D	G	C
	3:00 PM		E	D	D	D	G	C
	3:30 PM		F	D	E		G	
	4:00 PM		F	E				
	4:30 PM		F	E				
	5:00 PM			E		E	H	
	5:30 PM			E		E	H	D

	Time	1	2	3	4	5	6		1	2	3	4	5	6
Row 2A	8:00 AM									A	A		A	
	8:30 AM									A			A	
	9:00 AM									B	B		A	
	9:30 AM				A		A		A	B	B		A	
	10:00 AM								A	B	B		A	
	10:30 AM		A	A	B		A		B		C		A	A
	11:00 AM		A	A	B		A		B		C		A	A
	11:30 AM		B	B	B	A	B		B	C	C			B
	12:00 PM		B		B	A			B					
	12:30 PM	A	B	C	B	A	C		B	D	D	A	B	C
	1:00 PM	A	B	C	B	A	C		C		D	A	B	C
	1:30 PM	B	C	C	C	B	C		D	E	E	B	C	C
	2:00 PM	B	C	C	C	B	C		D	E	E	B		C
	2:30 PM	C	C	C	D					E	F	B	D	C
	3:00 PM	C	C		D				E		F	B	D	C
	3:30 PM	C	C			C					F	B		C
	4:00 PM		C	D		C			F	F	F	C		C
	4:30 PM		C	D						F	F	C		C
	5:00 PM	D									F	C		
	5:30 PM	D				D					F	C		D
Row 2B	8:00 AM													
	8:30 AM													
	9:00 AM													
	9:30 AM				A		A							
	10:00 AM													
	10:30 AM		A	A	B		A							
	11:00 AM		A	A	B		A							
	11:30 AM		B	B	B	A	B							
	12:00 PM		B		B	A								
	12:30 PM	A	B	C	B	A	C							
	1:00 PM	A	B	C	B	A	C							
	1:30 PM	B	C	C	C	B	C							
	2:00 PM	B	C	C	C	B	C							
	2:30 PM	C	C	C	D									
	3:00 PM	C	C		D									
	3:30 PM	C	C			C								
	4:00 PM		C	D		C								
	4:30 PM		C	D										
	5:00 PM	D												
	5:30 PM	D				D								

	Time	1	2	3	4	5	6	7
Row 3	8:00 AM	A						
	8:30 AM							
	9:00 AM	B	A					
	9:30 AM	B	A					
	10:00 AM	B	A					
	10:30 AM	B	A	A	A	A	A	A
	11:00 AM	B	A	A	A	A	A	A
	11:30 AM	C	A	A	A	B	B	B
	12:00 PM	C	A				B	B
	12:30 PM	C	A	B	B	C	B	B
	1:00 PM	C	A	B	B	C	B	B
	1:30 PM	D	B	C		C	C	
	2:00 PM	D	B	C	C	D	C	C
	2:30 PM	E	B	C		E		
	3:00 PM		B	C				D
	3:30 PM		B	C			D	
	4:00 PM		B	C		F	D	E
	4:30 PM	F	B	C			E	E
	5:00 PM	G					E	E
	5:30 PM	G					E	

	Time	1	2	3	4	5	6	7	8
Row 4	8:00 AM							A	A
	8:30 AM				A	A	A	A	A
	9:00 AM			A	A	A	A	A	A
	9:30 AM	A		A	A	A	A	A	A
	10:00 AM	A	A	A	A	A	A	A	A
	10:30 AM	A	B	A	A	A	A	A	A
	11:00 AM	A	B	A	A	A	A	A	A
	11:30 AM	A	B	A	A	A	A	A	A
	12:00 PM		B	A	A			A	A
	12:30 PM	B	B	A	A	B	B	A	A
	1:00 PM	B	B	A	A	B	B	B	A
	1:30 PM	B	B	A	A	B	B	C	A
	2:00 PM	B	B	A	A	B	B	C	A
	2:30 PM	C	C	A	A	C		D	A
	3:00 PM	C	C	A	A	C	C	D	A
	3:30 PM	C	C	A	A	D	D	E	A
	4:00 PM	C	C	A	A	D	E		A
	4:30 PM		C	A		D	E	F	A
	5:00 PM	D		A			F	G	A
	5:30 PM	D	D	A	B	E	F	G	A

Zone	Type	Capacity	Description	8:00 AM	8:30 AM	9:00 AM	9:30 AM	10:00 AM	10:30 AM	11:00 AM	11:30 AM	12:00 PM	12:30 PM	1:00 PM	1:30 PM	2:00 PM	2:30 PM	3:00 PM	3:30 PM	4:00 PM	4:30 PM	5:00 PM	5:30 PM
A	On-Street	2	7 E Brock bwn Dundas & Simcoe	2	2	3	3	4	4	4	2	3	4	5	5	5	1	6	5	4	4	4	4
A	On-Street	2	6 E Perry bwn Dundas & Simcoe	2	4	4	5	6	4	3	4	4	4	4	5	5	4	4	5	5	4	5	4
A	On-Street	2	8 W Perry bwn Dundas & Simcoe	2	3	4	5	7	6	7	6	5	4	6	8	8	6	6	6	5	3	5	5
A	On-Street	2	10 W Finkle bwn Dundas & Peel	2	0	1	5	8	6	7	4	8	8	6	4	7	6	5	8	6	5	6	4
A	Private	2	22 Credit Union 400 Dundas	2	7	11	10	10	13	13	13	16	14	13	12	12	12	10	11	11	12	4	4
A	Private	2	12 Sutton Group 28 Perry St	2	2	6	5	6	4	5	4	2	1	1	2	2	2	3	1	1	0	1	1
A	Private	2	13 Fritzie's Driver in 32 Perry St **	2	2	3	2	5	4	3	5	7	7	5	4	2	2	3	2	1	1	1	4
A	Private	15	45 Nesbitt Coulter 35 Perry St	23	26	29	29	29	27	32	32	27	27	29	32	33	32	31	30	27	24	20	15
A	Private	2	18 Long & McQuade/RBC 16 Finkle	9	12	13	13	14	15	11	12	10	9	8	8	12	13	12	9	9	6	5	5
A	Private	6	26 Grace Church 50 Finkle	6	8	8	10	9	10	11	11	11	11	10	10	12	12	10	9	9	11	11	8
A	Private	5	15 Nesbit Coulter 35 Perry St	6	9	9	11	11	11	11	12	9	10	10	11	12	12	11	11	8	4	3	3
A	Public	26	84 Lot 2	39	53	61	64	65	65	64	56	54	60	67	67	64	59	57	47	32	21	16	16
A	Public	4	26 Lot 5	6	11	13	16	16	16	17	23	24	23	23	23	19	15	23	16	17	17	13	10
A	Public	2	28 Lot 9	1	1	1	11	9	8	5	3	5	3	5	8	9	7	4	4	6	6	6	6
B	On-Street	0	13 W Reeve bwn Peel & McQueen	0	2	11	14	13	9	10	7	4	4	5	4	4	10	9	6	4	7	8	8
B	On-Street	2	10 N King bwn Reeve & Wellington	6	8	10	10	16	10	9	7	5	5	3	3	10	4	5	3	1	3	2	2
B	On-Street	0	4 N Peel bwn Reeve & Wellington	2	0	0	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0	0	0
B	On-Street	0	4 W Wellington bwn Dundas & Peel	0	2	4	4	3	5	3	1	0	3	3	3	3	2	1	0	1	0	0	0
B	On-Street	0	7 E Wellington bwn Dundas & Peel	0	0	1	4	4	6	6	5	4	4	5	4	4	4	3	3	0	0	0	0
B	On-Street	1	3 S Peel bwn Wellington & Victoria	2	3	3	2	3	2	2	2	2	2	2	2	3	3	2	2	2	3	4	1
B	On-Street	0	2 W Reeve bwn Market & Dundas	1	1	1	1	1	2	1	1	1	1	1	1	1	2	1	1	1	1	2	2
B	On-Street	2	4 E Reeve bwn Market & Dundas	4	5	3	4	6	7	5	4	3	4	5	4	4	3	5	2	4	1	4	4
B	Private	26	57 Dance in Style 30 Reeve	60	62	64	64	64	62	64	54	46	49	48	53	53	56	53	46	33	29	38	38
B	Private	7	10 Oxford County Mental Health 522 Peel	10	12	12	13	13	12	12	12	12	12	12	9	10	11	11	11	7	4	4	4
B	Private	18	48 Oxford County 21 Reeve	28	33	33	32	32	25	33	27	21	25	29	34	34	36	35	32	12	4	2	2
B	Private	2	17 BMO 534 Dundas	5	6	6	10	8	14	14	11	9	14	11	8	14	16	15	13	10	6	3	3
B	Public	5	59 Lot 3	9	17	24	34	40	39	31	27	24	24	24	17	21	22	21	19	21	18	11	7
B	Public	47	112 Lot 8	91	107	109	109	105	108	108	101	95	85	89	95	95	94	90	77	37	22	22	17
C	On-Street	8	6 N Hunter bwn Light & Vansittart	8	8	11	12	12	12	12	11	11	6	9	10	10	11	11	11	11	10	9	9
C	On-Street	0	6 N Hunter bwn Light & Graham	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0
C	On-Street	1	2 W Light bwn Dundas & Opera House Ln	1	1	2	1	2	2	2	2	2	2	2	2	0	2	2	2	2	1	1	1
C	On-Street	4	7 W Light bwn Opera House Lane & Hunt	3	6	4	6	6	6	7	5	6	6	6	3	3	6	8	7	8	4	3	3
C	Private	2	20 Pumphouse 24 Light	3	2	3	2	6	6	4	3	2	2	3	3	3	4	4	4	5	9	8	8
C	Private	4	27 Crabby Joe's 4265 South Alley	4	4	4	5	6	9	10	14	16	16	7	11	11	9	11	11	14	14	12	12
C	On-Street	1	12 N Hunter bwn Graham & Riddell	0	0	0	3	3	4	1	1	1	1	0	1	0	2	0	1	4	4	1	1
C	On-Street	7	12 W Graham bwn Hymtner & Whites Lane	7	7	7	9	9	9	9	11	9	10	8	8	8	8	5	2	2	4	2	2
C	On-Street	5	11 E Graham bwn Hunter & South Alley	5	5	10	10	11	11	10	11	11	10	12	12	11	12	8	10	8	4	4	4
C	On-Street	4	4 W Graham bwn South Alley & Dundas	4	3	2	4	3	3	4	3	2	4	4	4	4	4	4	4	4	3	3	3
C	On-Street	2	2 E Graham bwn Whites Lane & Dundas	2	2	2	2	2	2	2	2	2	3	2	2	3	2	2	1	2	2	2	2
C	Public	21	67 Lot 6	21	19	32	35	32	30	28	26	31	34	31	35	15	17	18	21	16	10	8	8
C	Public	34	42 Lot 7	42	43	43	44	45	45	43	43	43	43	44	42	45	59	39	30	23	9	9	9
D	Private	40	41 Woodstock Collegiate 35 Riddell	36	42	45	45	43	43	42	41	41	42	41	42	32	29	19	6	4	3	7	7
D	Private	2	6 Scotiabank 485 Dundas	2	2	4	14	4	4	3	4	6	5	6	3	4	4	2	5	5	4	3	3
D	Private	14	26 Church 34 Riddell St	15	13	15	18	14	14	13	14	16	13	12	12	14	13	14	18	18	19	17	17
D	Private	5	31 Beginnings 28 Wellington St	11	13	15	18	18	17	15	14	13	13	17	15	17	16	15	16	15	12	5	5
D	Private	1	31 TD 559 Dundas	4	12	15	16	21	25	16	18	20	19	27	25	27	24	22	22	18	14	10	10
D	Private	2	10 570 Adelaide	6	6	6	6	6	6	5	4	3	3	4	6	5	5	4	4	4	3	3	3
D	Public	21	38 Lot 1	23	26	25	24	25	27	27	24	22	19	20	26	27	25	22	20	18	18	9	9
D	Public	12	17 35 Wellington Street	17	28	37	38	37	41	39	44	50	50	48	43	38	38	40	44	30	27	35	35
D	Public	34	Lot 10	7	8	12	19	20	28	29	31	34	33	32	33	26	25	21	22	19	14	19	19
E	Private	3	82 United Church 385 Dundas	3	3	3	4	4	4	5	6	8	13	16	15	15	15	2	1	2	1	1	1
E	Private	3	14 302 Dundas	2	2	2	2	2	4	4	5	6	4	3	3	2	2	2	3	4	5	6	6
E	Private	0	17 Natural Health Care Clinic 312 Dundas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E	Private	1	7 Lario Fine Wines 328 Dundas	3	3	5	6	6	7	6	5	5	5	2	3	5	7	7	6	5	6	5	6
E	Private	6	19 Millard Glass 338 Dundas	6	8	10	8	7	3	11	8	5	5	4	5	4	7	5	8	10	4	7	7
E	Private	9	57 Shopper Drugmart 333 Dundas	18	14	19	18	26	27	26	30	35	26	29	29	28	31	26	27	20	20	27	20
E	Private	0	6 Subway 3 Vansittart	0	0	0	3	2	2	7	5	4	4	2	1	1	2	4	2	0	0	3	3
E	Private	3	6 Stoneworks 338 Dundas	3	3	4	3	4	4	4	4	4	4	4	4	5	4	4	0	0	0	1	1
E	Private	0	11 H & R Block 357 Dundas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E	Private	5	30 Empty Lot 18 Brock St	5	5	6	6	6	7	6	6	6	7	7	6	4	4	3	5	5	6	8	8
E	On-Street	5	11 E Delatre bwn Dundas & Hunter	5	5	5	5	5	5	5	4	3	4	4	4	4	4	5	5	5	5	5	5
E	On-Street	0	15 N Dundas bwn Vansittart & Light	0	0	0	0	1	2	4	5	6	4	5	7	7	7	4	7	3	4	3	3
E	On-Street	14	5 Dundas bwn Broadway & Light	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E	On-Street	7	12 E Brock bwn Simcoe & Elgin	5	5	5	5	6	5	5	5	5	5	6	6	8	6	6	7	5	5	5	5
F	Private	11	21 Bossy Naggly 514 Princess	10	9	8	10	14	18	18	18	15	12	13	14	15	16	17	18	15	10	6	6
F	Private	10	11 35 Wellington Street	11	12	13	14	21	19	18	13	15	17	16	16	16	14	12	11	11	10	9	7
F	Private	6	48 Dr Bonnet 600 Princess	6	11	17	21	26	35	33	31	17	18	20	21	22	23	21	22	23	18	12	12
F	Private	5	30 Church 603 Adelaide	5	7	9	12	16	14	14	12	11	11	11	11	10	8	8	8	5	4	4	4
F	Private	20	Penny Lane Spa 598 Adelaide	20	20	15	10	16	17	19	19	17	16	17	16	18	14	14	14	4	14	14	14

Zone	Type	Capacity	Description	8:00 AM	8:30 AM	9:00 AM	9:30 AM	10:00 AM	10:30 AM	11:00 AM	11:30 AM	12:00 PM	12:30 PM	1:00 PM	1:30 PM	2:00 PM	2:30 PM	3:00 PM	3:30 PM	4:00 PM	4:30 PM	5:00 PM	5:30 PM
F	Private	23	10 Victoria	0	0	0	0	0	0	2	1	1	2	3	4	5	5	5	5	5	5	4	2
F	Private	10	Cowan 575 Dundas	2	2	3	4	6	6	7	6	7	4	4	5	4	5	5	5	6	5	4	2
F	Private	12	Priza Priza 609 Dundas	0	0	0	0	1	6	5	5	4	4	4	4	4	3	4	4	4	6	7	8
F	Private	16	UPS Plaza 622 Dundas	8	7	6	7	9	9	10	12	11	12	14	13	13	13	9	8	7	7	6	6
F	Private	33	Dairy Queen 538 Dundas	2	2	3	5	8	7	6	6	7	6	6	6	7	4	3	3	4	2	1	3
F	Private	19	Royal Legion 642 Dundas	0	0	2	5	3	3	3	4	4	4	4	5	5	5	8	7	6	5	4	6
F	Private	23	MP5 Driver Education 669 Dundas	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	3	3	3	0
F	Private	8	SKG 677 Dundas	0	0	0	0	1	6	4	2	2	2	2	2	2	2	2	2	2	2	2	2
F	Private	69	Jesse's Deli 681 Dundas	1	6	12	12	13	19	26	34	32	24	13	15	11	8	4	4	3	3	1	1
F	Private	32	Seven Eleven Plaza 3 Huron	5	5	6	7	8	12	11	11	14	14	15	16	17	21	20	19	19	18	21	19
F	Private	62	Tim Hortons Plaza 20 Huron	10	10	11	11	11	22	23	24	21	20	20	20	20	26	21	21	22	21	17	20
F	Private	18	Optometry 716 Dundas	6	6	7	8	9	6	7	8	6	7	8	7	7	7	9	8	8	9	8	8
F	Private	48	Reval 706 Dundas	3	4	6	5	5	12	10	9	11	9	7	7	8	10	9	10	11	10	11	10
F	Private	89	Childrens Aid Society 712 Peel	66	66	67	68	69	75	71	67	72	74	76	73	70	68	66	62	59	41	27	17
F	Private	70	College Ave Church 22 Wilson	3	5	8	10	12	12	10	9	10	10	10	9	8	7	4	4	5	3	3	3
F	Private	24	KFC 670 Dundas	0	0	0	0	1	6	6	7	9	8	7	4	2	2	4	4	5	7	6	6
F	Private	57	Cedarwood Plaza 656 Dundas	5	13	21	29	38	36	32	28	22	26	30	28	26	22	24	23	22	14	13	7
F	Private	643	Peel St	6	6	7	8	9	11	11	12	13	12	11	11	12	11	12	10	9	8	7	3
F	Private	8	Sixth Avenue 629 Peel	0	0	0	1	2	2	1	1	5	4	3	2	2	2	1	1	2	2	2	4
F	Private	69	Fasthawe Employment 39 Finkle	37	39	41	47	53	48	43	38	48	50	53	48	44	40	34	27	20	22	15	7
F	On Street	17	E Graham btwn Bulter & Hunter	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F	On Street	15	W Graham btwn Bulter & Hunter	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F	On Street	13	N Princess btwn Riddell & Wellington	0	0	0	0	0	0	1	3	0	0	0	0	0	0	0	0	0	0	1	1
F	On Street	12	N Princess btwn Wellington & Victoria	2	2	2	2	2	1	2	2	2	2	2	1	0	2	2	2	2	2	4	2
F	On Street	3	E Victoria btwn Princess & Adelaide	0	0	0	0	0	1	1	1	1	1	1	2	1	0	2	2	2	2	1	1
F	On Street	5	N Princess btwn Victoria & Beale	2	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F	On Street	4	N Princess btwn Beale & York	2	1	1	1	1	1	1	2	1	1	1	1	0	0	0	0	0	0	1	0
F	On Street	0	W Beale N of Princess	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F	On Street	0	W Beale btwn Princess & Adelaide	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F	On Street	2	W Beale btwn Dundas & Adelaide	1	1	1	1	1	1	1	1	3	2	2	2	2	2	2	0	0	0	0	0
F	On Street	1	E Kent btwn George & Princess	0	0	0	0	0	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
F	On Street	7	E Kent btwn Princess & Adelaide	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F	On Street	10	E Kent btwn Adelaide & Dundas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F	On Street	5	N Princess btwn Huron & Kent	0	0	1	1	2	1	1	2	2	2	2	2	1	1	1	1	1	1	1	1
F	On Street	8	W Burch btwn Dundas & Peel	0	0	0	0	5	5	5	6	5	3	3	3	3	2	2	2	2	2	2	2
F	On Street	9	S Peel btwn Bay & Victoria	2	2	3	4	4	4	4	5	3	2	3	3	3	2	2	1	0	2	2	2
F	On Street	7	S Peel btwn Bay & Young	0	0	1	2	2	2	2	2	2	4	3	3	3	1	1	1	2	1	1	1
F	On Street	4	E Victoria btwn Dundas & Peel	0	0	0	0	0	6	5	4	3	3	3	3	3	4	4	2	1	4	2	2
F	On Street	4	N Hatch btwn Reeve & Wellington	0	0	1	1	1	1	1	1	1	4	4	4	3	3	3	3	3	3	3	3
F	On Street	4	S Hatch btwn Reeve & Wellington	2	2	2	2	1	1	1	2	3	2	1	1	1	2	2	2	1	1	2	2
F	On Street	3	N McQueen btwn Finkle & Metcalf	3	3	3	3	2	2	2	2	2	1	1	1	2	2	2	2	2	2	2	2
F	On Street	6	N McQueen btwn Metcalf & Reeve	0	0	1	2	4	4	3	3	3	1	1	4	7	1	1	1	1	1	1	1
F	On Street	4	S McQueen btwn Metcalf & Reeve	2	1	1	0	0	0	0	0	3	3	3	4	4	4	4	3	3	3	3	1
F	On Street	5	W Reeve btwn McQueen & Main	4	4	4	5	6	9	6	3	3	3	3	3	2	2	1	1	1	0	0	0
F	On Street	3	W Metcalf btwn Main & McQueen	3	3	3	3	2	1	4	3	2	1	1	1	1	1	1	1	0	0	1	1
F	On Street	2	W Metcalf btwn McQueen & Peel	3	4	4	7	11	9	5	2	5	5	6	5	5	4	2	1	1	1	1	1
F	On Street	0	12 E Metcalf btwn McQueen & Peel	2	4	6	8	9	8	7	13	9	5	5	5	6	8	6	5	5	6	8	4
F	On Street	6	6 E Finkle btwn Peel & McQueen	6	6	6	6	6	6	7	9	6	4	2	3	5	5	5	4	4	2	5	2
F	On Street	0	6 E Finkle btwn McQueen & Main	0	0	0	0	0	2	2	2	3	3	2	2	2	2	2	1	1	1	1	1
F	On Street	4	N Peel btwn Market & Metcalf	0	0	0	1	2	3	2	1	1	1	1	2	3	3	1	1	1	1	1	0
F	On Street	2	N Peel W of Reeve	0	0	0	0	0	2	2	3	3	2	2	1	0	0	0	0	0	0	1	1
F	On Street	6	6 Market btwn Peel & Reeve	6	6	7	9	12	12	12	12	13	12	12	12	12	12	8	7	6	1	4	2
F	On Street	15	N Dundas btwn Graham & Brock	0	0	0	0	0	0	4	8	9	10	11	10	10	10	9	8	9	6	3	0
F	On Street	5	S Dundas btwn Perry & Brock																				
F	On Street	11	S Dundas btwn Finkle & Perry																				
F	On Street	12	N Dundas btwn Graham & Riddell	1	0	0	1	2	10	10	10	13	12	11	10	10	9	8	8	8	3	0	0
F	On Street	10	S Dundas btwn Reeve & Finkle	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F	On Street	17	N Dundas btwn Riddell & Wellington	1	2	4	5	7	10	11	13	12	8	4	2	0	0	2	2	2	2	1	1
F	On Street	8	S Dundas btwn Reeve & Wellington	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F	On Street	7	N Dundas btwn Victoria & Wellington	1	1	2	3	1	2	4	2	4	2	3	4	3	2	4	3	3	3	4	4
F	On Street	9	S Dundas btwn Wellington & Victoria	0	0	1	2	4	3	3	3	5	5	6	4	2	2	1	1	1	2	3	4
F	On Street	8	S Dundas btwn Victoria & Bay	1	1	1	1	1	1	1	1	0	1	2	2	2	3	3	2	2	2	1	1
F	On Street	9	N Dundas btwn Beale & Victoria	0	0	1	2	4	7	4	2	5	4	3	2	2	2	2	2	3	3	2	1
F	On Street	3	N Dundas btwn Beale & York	0	0	0	0	1	0	0	0	0	0	0	0	0	2	2	2	1	0	0	1

Appendix C

November Supplemental Parking Utilization Data



Zone	Type	Capacity	Lot ID	Description	8:00 AM	8:30 AM	9:00 AM	9:30 AM	10:00 AM	10:30 AM	11:00 AM	11:30 AM	12:00 PM	12:30 PM	1:00 PM	1:30 PM	2:00 PM	2:30 PM	3:00 PM	3:30 PM	4:00 PM	4:30 PM	5:00 PM	5:30 PM
A	Private	22	11	Credit Union 400 Dundas	0				10							9				9				
A	Private	12	14	Sutton Group 28 Perry St	1				3							1				1				
A	Private	13	15	Fritzies Drive In 32 Perry St	0				0							3				3				
A	Private	45	16	Nesbitt Coulter 35 Perry St	5				31							29				31				
A	Private	18	17	Long & McQuade/RBC 16 Finkle	0				4							7				11				
A	Private	15	18	Nesbitt Coulter 35 Perry St	5				7							12				7				
A	Private	26	19	Grace Church 50 Finkle	3				11							12				10				
A	Public	84	M2	Brock Street Lot & Old Firehall Lot	25				53							57				47				
A	Public	28	M9	Perry Street Lot	0				10							12				7				
B	Private	57	26	Dance in Style 30 Reeve		15			61				56				48				21			
B	Private	17	27	BMO 534 Dundas		1			9				5				12				8			
B	Private	48	28	Oxford County 21 Reeve		10			39				35				33				13			
B	Private	12	29	Oxford County Mental Health 522 Peel		10			12				12				10				7			
B	Public	59	M3	Church of Epiphany Lot		1			34				23				12				7			
B	Public	26	M5	Finkle Street Lot		6			14				22				22				14			
B	Public	112	M8	Market Centre Lot		37			92				93				79				48			
C	Private	20	12	Pumphouse 24 Light St			6			5					5				7				6	
C	Private	27	13	Crabby Joes 425 South Alley			6			7					9				12				17	
C	Public	67	M6	Graham Street Lot			22			47					28				18				11	
C	Public	66	M7	Light Street Lot			34			41					44				40				17	
D	Private	41	21	Woodstock Collegiate 35 Riddell				40			47					42				9				2
D	Private	6	22	Scotiabank 485 Dundas				0			3					5				2				3
D	Private	26	23	Church 34 Riddell St				16			19					19				16				15
D	Private	31	30	TD 539 Dundas				15			19					24				19				12
D	Private	21	31	Beginnings 28 Wellington St				15			17					16				15				5
D	Private	10	32	570 Adelaide				6			6					6				5				1
D	Public	38	M1	Adelaide Street East Lot				18			27					26				18				5
D	Public	50	M4	Cole Walkway Lot				21			41					51				29				34
D	Public	34	M10	Riddell Street Lot				14			24					32				22				24

E	On-Street	15		N Dundas btwn Vansittart & Light	1	3	4	4	10	8	5	6		7	8	6	6	6	4	4	7	10	5	5
E	On-Street	14		S Dundas btwn Broadway & Light	0	1	2	4	4	6	8	7		8	8	6	4	5	5	8	9	4	10	9
F	On Street	15		N Dundas btwn Graham & Brock	4	4	4	9	10	11	11	13		11	8	9	10	9	12	7	6	5	10	10
F	On Street	5		S Dundas btwn Perry & Brock	0	0	0	1	3	3	3	2		3	3	4	4	4	3	3	1	0	1	1
F	On Street	11		S Dundas btwn Finkle & Perry	3	3	9	10	11	8	10	9		8	7	7	9	9	8	7	10	9	4	4
F	On Street	12		N Dundas btwn Graham & Riddell	4	5	10	11	11	12	9	9		11	11	9	9	9	12	10	11	8	9	9
F	On Street	10		S Dundas btwn Reeve & Finkle	0	1	2	4	5	9	4	5		5	6	6	4	2	2	6	7	7	7	7
F	On Street	17		N Dundas btwn Riddell & Wellington	2	4	7	10	14	16	10	8		15	14	15	16	11	7	10	12	10	11	15
F	On Street	8		S Dundas btwn Reeve & Wellington	1	2	3	3	2	7	5	7		6	7	5	5	7	4	5	5	4	8	8
F	On Street	7		N Dundas btwn Victoria & Wellington	2	2	1	0	1	2	3	3		4	2	2	2	2	4	3	4	1	3	5
F	On Street	9		S Dundas btwn Wellington & Victoria	0	2	1	0	3	5	2	1		1	4	4	4	2	3	1	1	3	0	0
F	On Street	9		N Dundas btwn Beale & Victoria	0	1	2	1	2	6	4	4		4	2	3	3	5	4	6	5	5	6	4
F	On Street	8		S Dundas btwn Victoria & Bay	0	0	0	1	1	1	1	0		1	3	2	2	1	2	2	0	3	3	1
F	On Street	3		N Dundas btwn Beale & York	0	0	0	1	2	2	1	2		1	1	2	2	1	1	2	1	0	0	1
B	On-Street	4		W Wellington btwn Dundas & Peel	1	1	0	0	0	1	1	2		1	2	1	1	2	1	1	3	3	1	0
B	On-Street	7		E Wellington btwn Dundas & Peel	0	0	0	0	0	0	0	0		0	0	2	2	3	2	0	0	0	0	0

Appendix VI

Public Parking Lot Strategies (NBLC, March 2020)



Memorandum

To: Matt Reid, Fotenn Planning + Design

From: N. Barry Lyon Consultants Limited

Phone: 416.364.4414

Date: March 2020

**RE: Woodstock Downtown Development Plan:
Public Parking Lot Strategies**

NBLC was retained as part of a larger consulting team led by Fotenn Planning + Design to develop a Downtown Development Plan for the City of Woodstock. NBLC is responsible for assessing the City's business retention and attraction initiatives for the downtown and the effectiveness of these programs. We are also responsible for assessing municipal land in the downtown and how this land might be utilized to achieve objectives of the Downtown Plan. These public lands currently consist of surface parking lots which is the focus of this report.

Paradigm Transportation Solutions Limited undertook a parking utilization study of these parking lots. Their March 2020 report found that the maximum utilization of the City-owned lots were approximately 84% in the August survey (during Streetfest – a busy city festival in which Dundas Street is closed) and 72% in the October survey (which represents a typical day). Paradigm concludes that parking is being utilized at a relatively high rate in the downtown, across both city and private lots as well as street parking. However, it is noted that some lots are underperforming and that this parking could be serviced through vacancy at nearby lots (i.e. within a 5-minute walking distance) with minimal inconvenience to users.

As noted in NBLC's previous economic commentary memo on business attraction and retention in the downtown (June 2019), adequate parking for prospective customers is just as important as offering financial incentives to developers and tenants. In a market such as Woodstock, customers and visitors to the downtown must feel that there is convenient access to parking or they are not likely to travel downtown for day-to-day shopping and visitation outside of major public events. As vacancies in the downtown decrease and the area improves, there will be greater demand for parking. Even if underutilized, careful consideration (including a more in-depth parking analysis) should be given to disposing of any parking in the downtown.

If any parking lot, or other publicly owned property is declared surplus, several strategies could be investigated. The City could develop the property with a new public facility or use (e.g. cultural use, community/youth centre, park, etc.) or also consider a surplus City lot as an option for relocating the methadone clinic that would reduce the presence of this facility from the main street but maintain

the central access to amenities. The City could also consider using these properties to expand the presence of Fanshawe College or other post-secondary institutions downtown.

Alternatively, the City could use these lands to facilitate residential development in the downtown. Increased residential density and population in the downtown was frequently mentioned by all stakeholders as a necessity for improving the economic health of the area. Possible strategies include:

- Selling land to a developer through a competitive process in exchange for a new residential project. It would be assumed that the developer should account for any available incentive through the City's Community Improvement Plan.
- Given the modest market for higher density development in the downtown, land could be sold for "below market value" through the CIP to encourage greater participation from the development industry, if necessary.
- Land value could be discounted in exchange for public benefits such as affordable housing, community space in the ground floor, ground floor retail, urban design, replacement of paid parking, and others. Alternatively, market housing could be pursued with no special request.
- To enhance value, the City might consider designing the building and securing all required approvals prior to going out to the market. Undertaking an expression of interest might also be a valuable task to gauge market interest.
- There are also possibilities of entering into a joint venture partnership with a developer or pursuing a long-term lease rather than a fee simple sale to retain public ownership over the long-term, however the market acceptance of these strategies must be assessed.
- Ultimately, each property must be evaluated at the time of disposition by a qualified market professional to determine achievable pricing, absorption, market demand, and overall project viability. Every property will be unique and specific disposition strategy/outcome for each property should be developed.

Overall, offering vacant public land (in addition to available incentives) might accelerate the development of residential buildings in the downtown, which can have significant positive impacts on the economic health and resiliency of local businesses. However, this must be weighed against the challenge of losing available parking for other residents and visitors of the downtown, which might have serious negative outcomes. For example, a new downtown apartment building might bring 100 new residents to the downtown, however the loss of parking might detract the City's nearly 41,000 residents from visiting the area. In the current market, it also appears dubious that a new project could accommodate a significant amount of underground parking (capital cost relative to project revenue), meaning it is unlikely that the project could replace the public parking being lost. In stronger markets (i.e. in the GTHA), redeveloped public parking lots often replace the parking below grade, which is offset by strong achievable pricing and discounted land value.