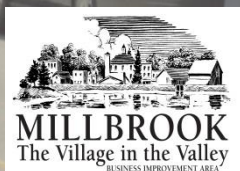


Township of Cavan Monaghan Downtown Millbrook Revitalization Strategy

Prepared and Compiled By
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July, 2013



Acknowledgements

The Downtown Millbrook Revitalization Strategy was produced in association with the Downtown Millbrook Revitalization Management Committee and Township of Cavan Monaghan staff. Committee members included local champions Rachel Crawford, Brayden Lloyd, Jenn Smith, Matt Smith, Chair Rob Ross, Karen Jopling Greater Peterborough Area Economic Development Corporation, Judy Coward Ontario Ministry of Agriculture and Food and Ministry of Rural Affairs, Lynda Todd Millbrook Ward Township Councillor, Bonnie McQuarrie Chair Millbrook Business Improvement Area, Peter Ramsey Municipal Heritage Committee, Karen Ellis Director of Planning, Brenda Whitehead Director of Economic and Community Development, Nancy Young Planning Clerk and Paul Nopper Downtown Revitalization Coordinator.

The revitalization strategy was based on the Ontario Ministry of Agriculture and Food and Ministry of Rural Affairs` (OMAF/MRA) Downtown Revitalization Manual.

Financial support for this project was provided by Peterborough Community Futures Development Corporation (CFDC), Millbrook Business Improvement Area (MBIA) and the Township of Cavan Monaghan.

Design Consultant Services were provided by Basterfield & Associates Inc.

Developing the Work Plan

Special thanks to the Downtown Millbrook Revitalization Management Committee for taking time from their busy schedules to volunteer with this project. The Management Committee consisted of local champions, community organizations, government agencies, business owners and Township of Cavan Monaghan staff. They provided ideas, thoughts and opinions on the future of Millbrook.

The Downtown Millbrook Revitalization Management Committee worked with the Downtown Revitalization Coordinator to complete the strategic plan and action plan for the project. The Management Committee provided contrasting views and multiple unique perspectives on Downtown Millbrook. Through a variety of meetings, workshops and public consultations, the Management Committee was able to develop a strategy and action plan that will address key concerns and guide the future of the Downtown Millbrook Revitalization Strategy.

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Vision Statement

Downtown Millbrook is a vibrant community in the rolling hills of Cavan Monaghan that celebrates and protects our unique heritage while promoting economic, cultural and community opportunities.

Mission Statement

The Downtown Millbrook Revitalization Strategy supports existing and new business opportunities, promotes culture, heritage and the environment and fosters an attractive and active downtown, while strengthening partnerships for the community.

Market Position Statement

Downtown Millbrook is the one heritage shopping area that provides residents and visitors with a unique experience because of its picturesque streetscape, walkable environment and friendly service.

Unique Selling Point

Escape to Millbrook

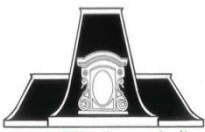


Summary of Recommendations

The following list was developed from the Downtown Millbrook Revitalization Management Committee's strategic goals as priorities to be completed. Goals with brackets are in conjunction with the Township of Cavan Monaghan Corporate Strategic Plan.

1. Ensure the Downtown Millbrook Management Committee acts as a Committee of Council to implement the Downtown Millbrook Revitalization Strategy.
2. Engage all stakeholders in the implementation of the Downtown Millbrook Revitalization Strategy. These stakeholders include, but are not limited to, the Township of Cavan Monaghan, the Millbrook Business Improvement Area, the Millbrook Times, the Millbrook Lions Club, the Millbrook Royal Canadian Legion, the Millbrook and Cavan Historical Society, the Municipal Heritage Committee and other Committees of Council.
3. Adopt the recommendations of Basterfield & Associates Inc. on the Streetscape and Design Guidelines of Downtown Millbrook.
4. Create an implementation plan for the Streetscape and Design Guidelines that will be incorporated into future projects that affect the physical environment of Downtown Millbrook.
5. Development and/or review of comprehensive By-laws and/or standards required for the purposes of ensuring the Downtown Millbrook Revitalization Strategy creates a cohesive downtown environment. These By-laws may include but are not limited to signs, property standards, trees, waste management and site plan control.
6. Partner with senior levels of government, community organizations and the private sector to plan and finance expenses and improvements. (Goal 2, Action 1)
7. Initiate a business retention and expansion program focused on Downtown Millbrook's potential business opportunities and primary industry sectors. (Goal 3, Action 10)
8. Review and update the Millbrook Marketing Plan.
9. Develop media communication tools and relationships with local media to assist marketing and promoting Downtown Millbrook. These tools reflect community information and engagement, economic development opportunities and business resources. (Goal 4, Actions 1 and 3)

Note: Goals and actions in brackets refer to the Township of Cavan Monaghan Corporate Strategic Plan. The Plan can be referenced on the Township of Cavan Monaghan website at www.cavanmonaghan.net



1.0 Introduction

The Downtown Millbrook Revitalization Strategy was created as a long-term plan with short, medium and long-term goals. The strategy was designed to provide guidance to the Township of Cavan Monaghan and its partners in the revitalization of Millbrook. Goals from the strategic plan may be subject to change over time depending on current Township projects, regulations, strategic direction, financing and viability.

1.1 Strategic Direction

The Downtown Millbrook Revitalization Strategy was established on the basis of the Township of Cavan Monaghan Corporate Strategic Plan Goal 3, Action 5 and the Township of Cavan Monaghan Official Plan Sections 2, 3, 4, 7 and 8.



1.2 Background – History of Millbrook

Through the rolling hills of the Township of Cavan Monaghan lies the small community of Millbrook, with an approximate population of 1600. Millbrook began in 1816 with the construction of the first saw mill by John Deyell¹. John migrated from Ireland and landed in a stream filled area with plenty of forest, which made this an ideal area for construction of a saw mill. The original mill once stood at the current site of Needler’s Mill which can be found today at 1 Needler’s Lane. Prior to the 1880’s, Millbrook blossomed as an agriculture rich community to an astounding 1700 inhabitants. The decade following 1880 saw nearly half the population of Millbrook move to Manitoba and Western Canada with the extension of the Canadian Pacific Railway and new settlement opportunities². It has taken almost a century for Millbrook to recover the population lost.



Photos Courtesy of Larry Lamb.

1,2. Brown, Quentin. 1990. This Green and Pleasant Land: Chronicles of Cavan Township. Millbrook and Cavan Historical Society. Ontario, Canada.



Downtown Millbrook...revitalization

Downtown Millbrook Revitalization Strategy



Millbrook is unique, culturally diverse and is rich in heritage. It boasts an amazing 45 historically designated buildings. Millbrook has the most historically designated buildings, per capita, than any other town in Ontario and recently in Canada. Downtown Millbrook has some of the most prominent historic buildings in the area. In 1875, a tragic fire known as The Great Fire, destroyed most of Millbrook's buildings along Tupper and King Street³. This fire forced the community to rebuild with a variety of different architectural styles. Some of the more prominent buildings in the area were built in the late 1880's to the early 1900's. In 1881, construction of the Old Fire Hall, located on Hay Street, began in a rare Tuscan style with a tower⁴. It was designed to allow for the drying of fire hoses on the building. In 1889, the Old Millbrook School, located on Dufferin Street, was constructed on the top of a hill overlooking the community. It was constructed in the 19th century school style. This location is presumed to be an old native campsite⁵. One of the most notable historical buildings in Millbrook is Needler's Mill. Located on Needler's Lane, it officially made its debut in 1909 as it replaced two previous mills. The mill was moved from Cedar Valley and was restored, by citizens from the area, in 1982⁶. It currently resides as one of the most important heritage buildings in Millbrook.

In 1974, the Township of Cavan and the Village of Millbrook became part of the Greater Peterborough County. In 1998, North Monaghan Township, Cavan Township and the Village of Millbrook amalgamated to become the Township of Cavan-Millbrook-North Monaghan. In 2007, the Township changed its name again to the Township of Cavan Monaghan. Millbrook provides many services to those living in the area.



Photos Courtesy of Larry Lamb.

3,4,5,6: Brown, Quentin. 1990. *This Green and Pleasant Land: Chronicles of Cavan Township. Millbrook and Cavan Historical Society.* Ontario, Canada.



1.3 Location: Where is Millbrook?

Millbrook is located 15 minutes south west of Peterborough and only 60 minutes east of Toronto. The community is centrally located 4 km off of Highway 115 in the Township of Cavan Monaghan. Millbrook has a permanent population of approximately 1600 residents. It has a variety of goods and services to offer to the community and the population of Cavan Monaghan. The area of revitalization includes Manor Drive, Tupper Street, King Street East and West, Needler's Lane and Distillery Street.

**Figure 1: South Millbrook Aerial Photo
1951**



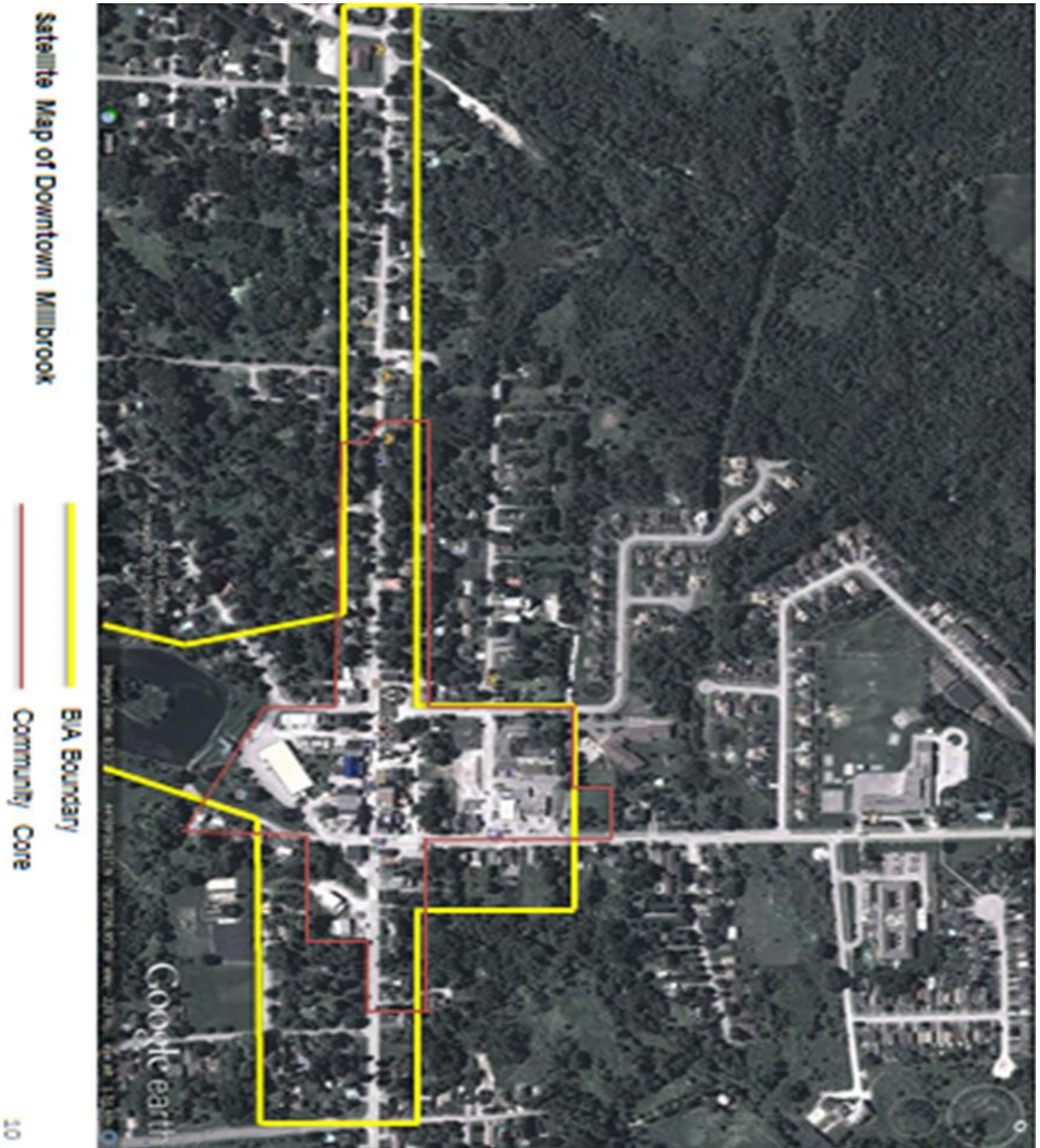
**Figure 2: North Millbrook Aerial Photo
1951**



Photos Courtesy of Larry Lamb.



Figure 3: Satellite Map of Downtown Millbrook with BIA and Community Core Boundaries

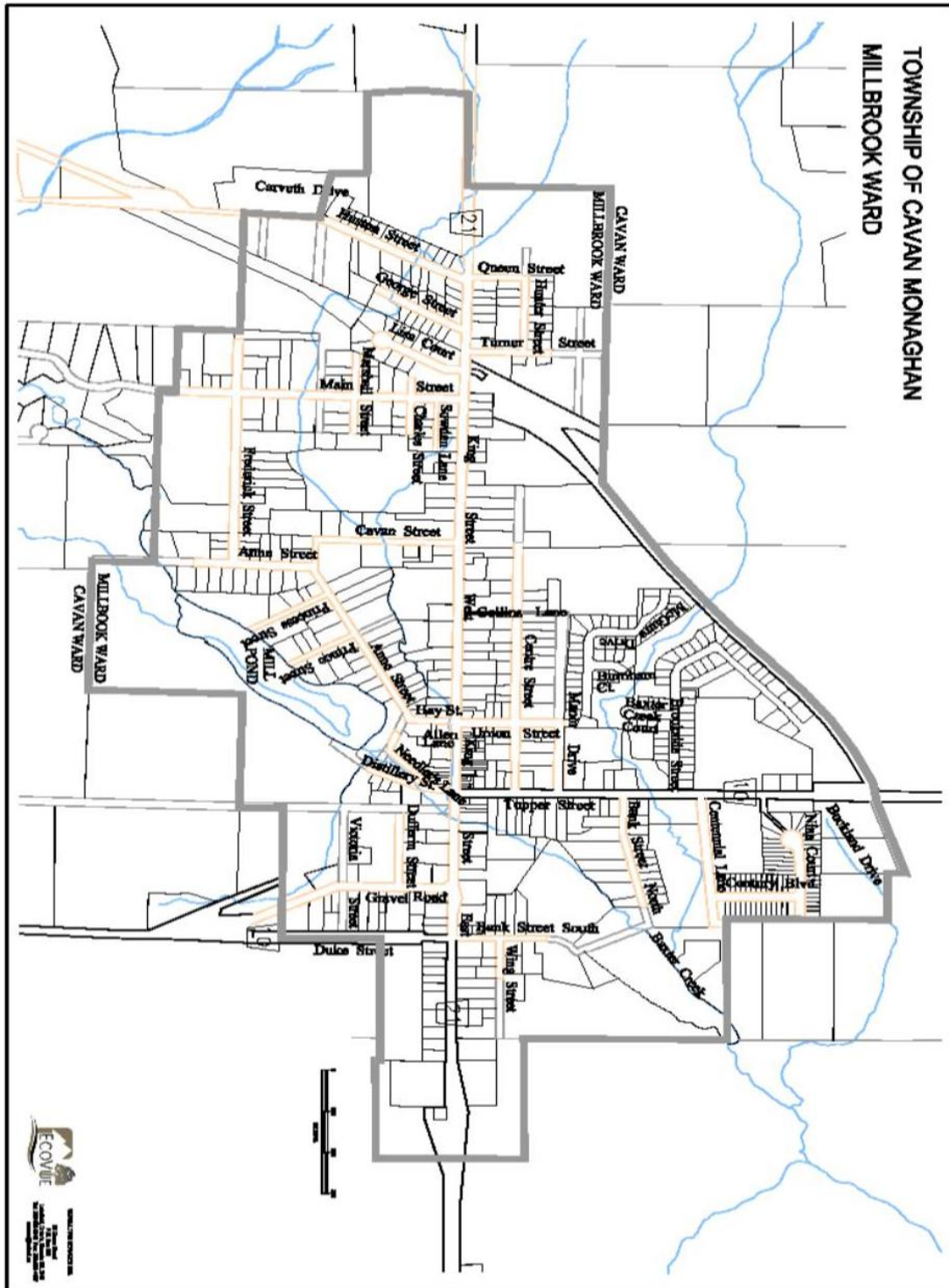


Source: Google Earth 2013.



Downtown Millbrook Revitalization Strategy

Figure 4: Millbrook Ward

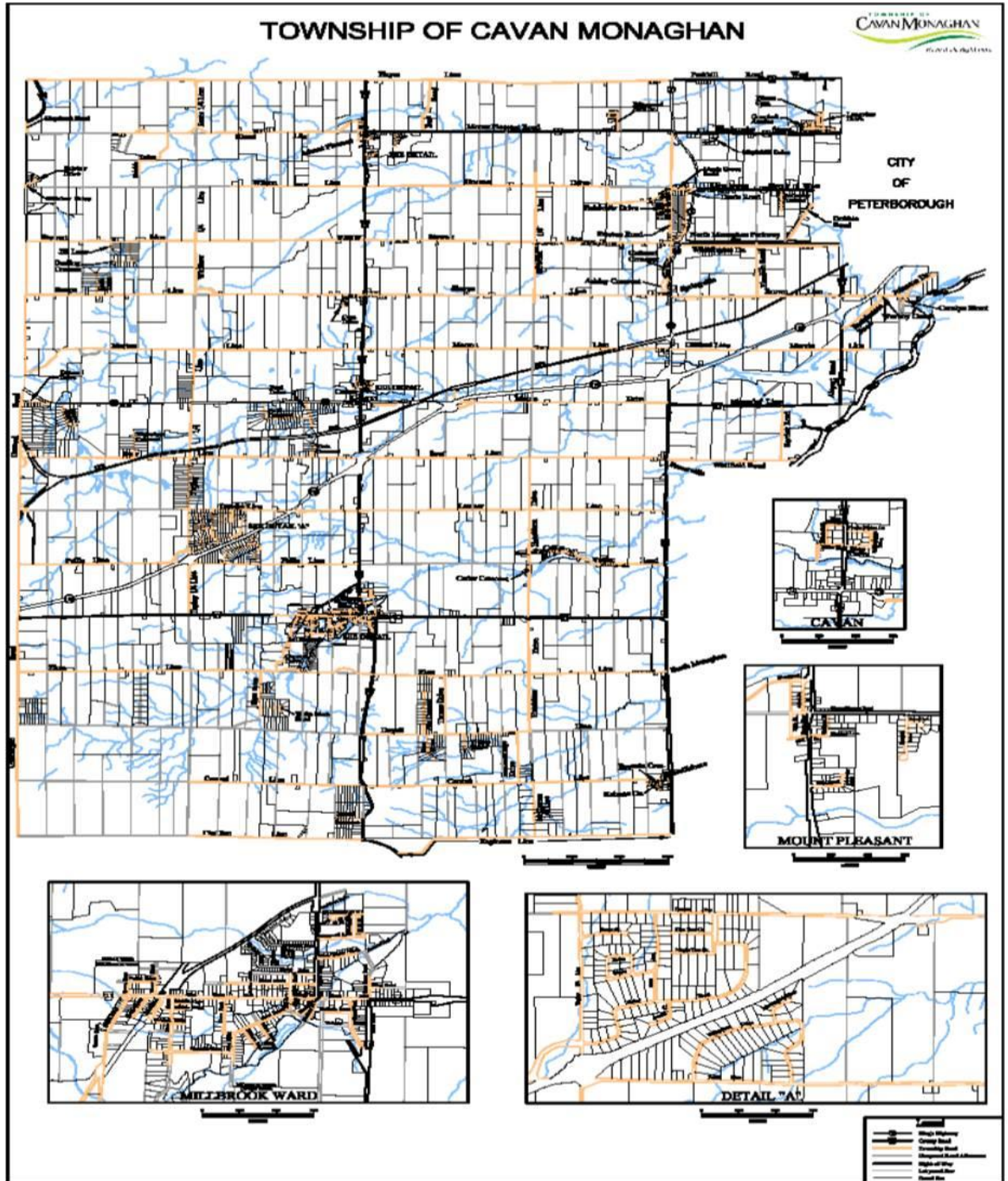


Source: Township of Cavan Monaghan Planning Department.



Downtown Millbrook Revitalization Strategy

Figure 5: Township of Cavan Monaghan



Source: Township of Cavan Monaghan Planning Department.

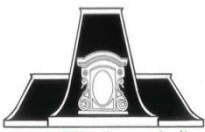
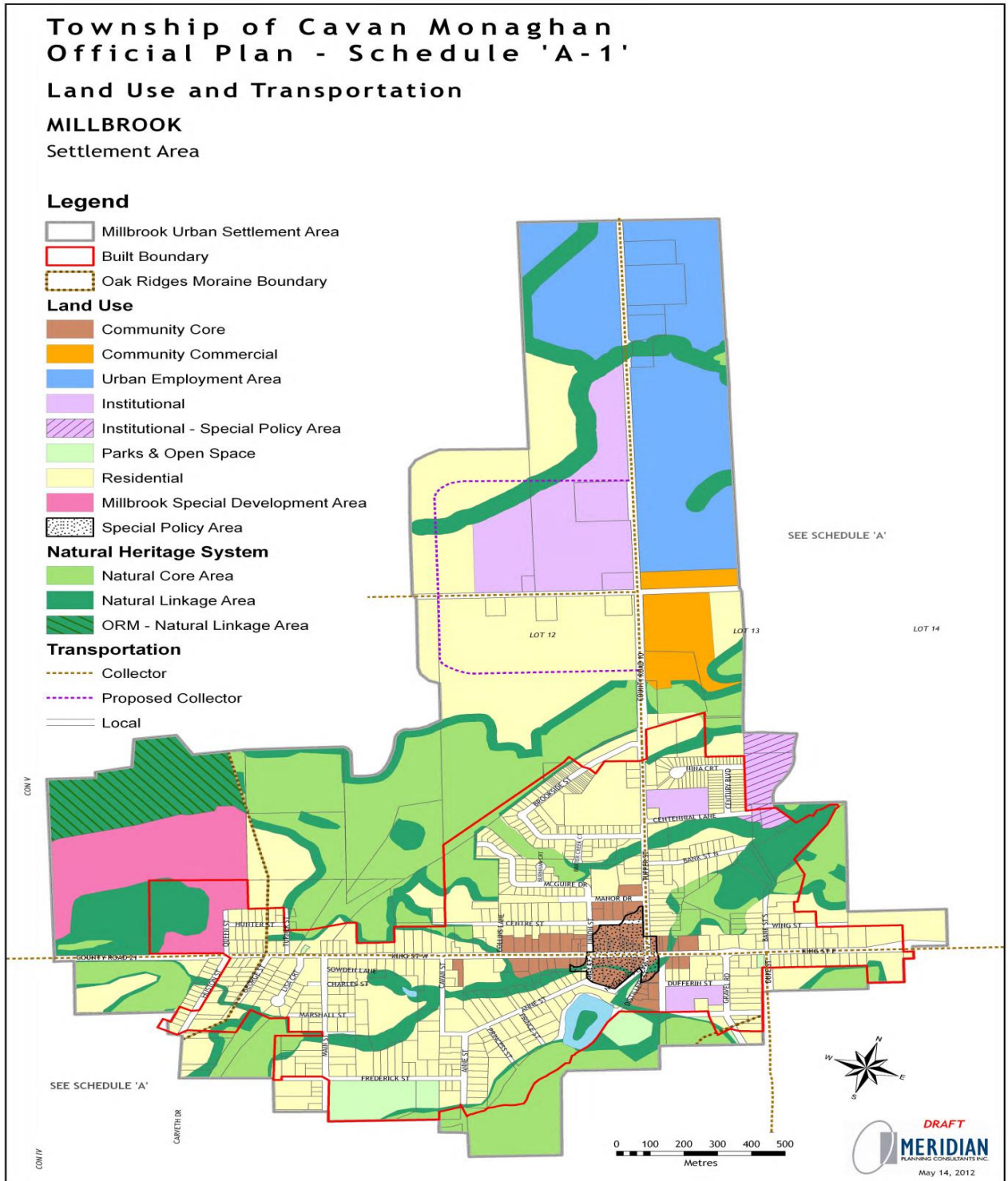


Figure 6: Outline of Land Use and Transportation in Millbrook, Ontario



Source: Township of Cavan Monaghan Planning Department.



1.4 Background – Downtown Revitalization

Downtowns play a significant role in supporting a community. They are a representation of the heritage and heart of a community. The downtown is a reflection of a community's prosperity, image and pride. For a downtown to be successful and thrive, it needs to create a positive image of the community, establish itself as a destination for tourism, provide opportunities for a wide range of employment, strong tax base, acts as an incubator for business growth, create community meeting places, enhance the surrounding areas and provide a feeling of community pride. An active and attractive downtown will leave residents and tourists with a positive feeling about the municipality.

Downtown Revitalization is based on a United States concept known as The Main Street Revitalization Initiative⁷. This program was developed in the late 1970's, by the National Trust for Historic Preservation, to help preserve the historic built environment by engaging in the preservation of historically significant areas and buildings⁸. Many downtown cores, in North America, are experiencing a trend of declining traffic and economic growth. Thus, towns started to turn to the revitalization program to help turn their downtowns into a thriving area for business while providing a safe and pleasant place to attend.



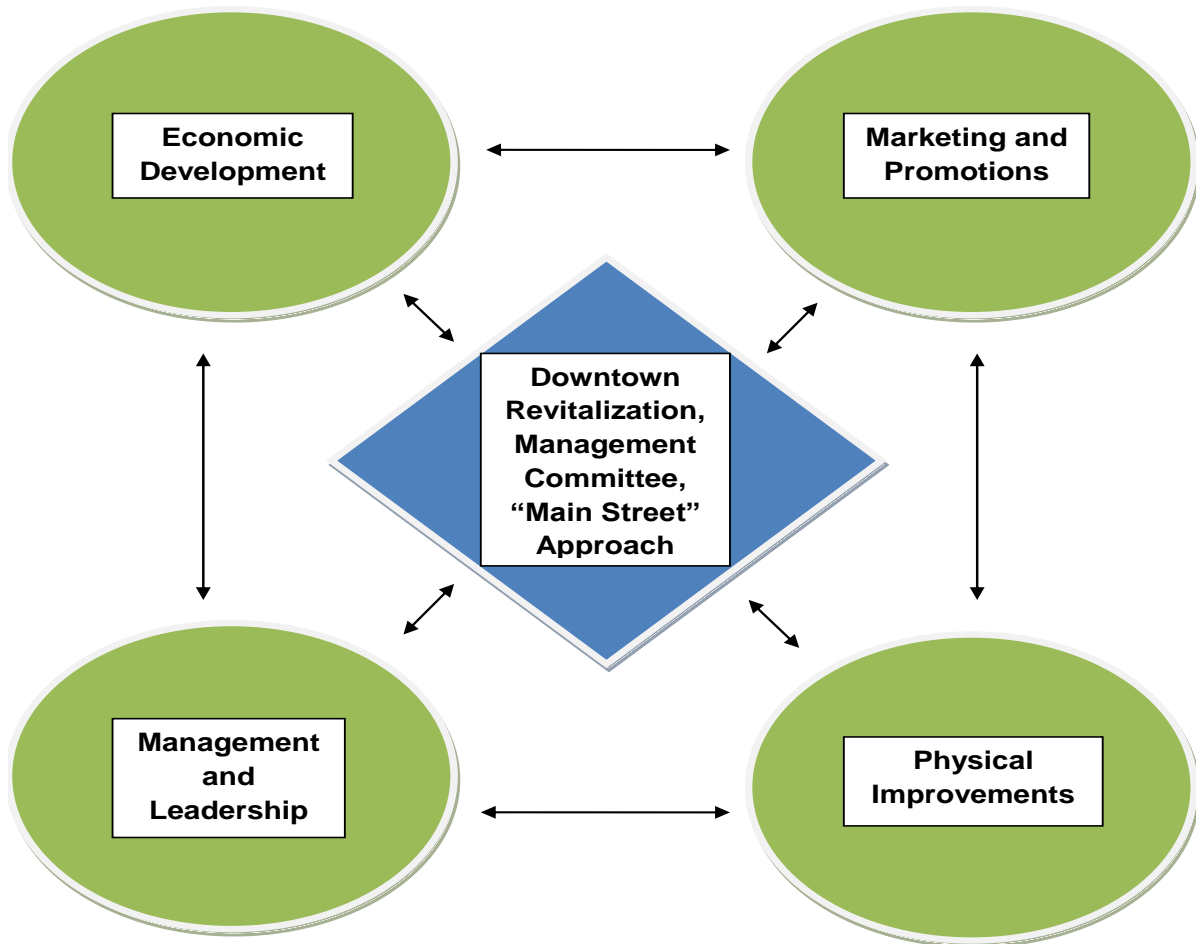
Photos Courtesy of the Township of Cavan Monaghan.

7,8: The National Trust for Historic Preservation. 2013. A Brief history of the National Trust. The Natural Trust for Historic Preservation. <http://www.preservationnation.org/who-we-are/history.html>



The Ontario Ministry of Agriculture and Food and Ministry of Rural Affairs (OMAF/MRA) took the model of the Main Street initiative and moulded it into a feasible product for communities in Ontario. The program is based on a four points approach used in the Main Street Revitalization Initiative. The four points of Downtown Revitalization are Economic Development, Management and Leadership, Marketing and Promotions, and Physical Improvements.

Figure 7: Integrated Elements of the Main Street Approach





Economic Development – aims to use development strategies to attract new investments and businesses to the community while retaining/expanding existing local businesses;

Marketing and Promotions – develops, markets and promotes what Millbrook has to offer to residents and tourists. Its purpose is to draw people to the downtown core, enhance the image of the downtown to make it a destination, while hosting a variety of events and activities;

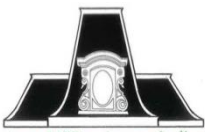
Management and Leadership – forming partnerships with businesses, individuals, organizations and the Township that engages and manages the community revitalization program; and

Physical Improvements – enhancing the physical environmental attractiveness of streetscapes, existing buildings, public space and function of Downtown Millbrook.



Photos Courtesy of the Township of Cavan Monaghan.

The four points are critical elements undertaken to implement a successful downtown revitalization. This is a widely used and successful format, with many communities across the United States, Ontario, Quebec and Alberta participating in this method of revitalizing downtown cores. Millbrook has worked with the OMAF/MRA to adapt the principles and methods of the “Main Street” approach to meet the needs of Downtown Millbrook and the community of Cavan Monaghan.



1.5 The Planning Process

The Downtown Millbrook Revitalization Project kicked off in July of 2012 with the hiring of a Downtown Revitalization Coordinator. A Management Committee was then created consisting of stakeholders from the Township of Cavan Monaghan and the Greater Peterborough Area. Surveys, market threshold analysis, focus groups, business inventories and community design workshops were all methods used to gain community feedback on revitalization. These methods were used to gain a better understanding of the positives and negatives of Downtown Millbrook, from a community perspective. This information helped identify the current needs for improvement while creating future opportunities for improvement.



Photos Courtesy of the Township of Cavan Monaghan.

A number of documents were reviewed for the purpose of the Downtown Millbrook Revitalization Project. The following documents were used in the findings and recommendations for the project:

- The Township of Cavan Monaghan Draft Official Plan (2012)
- The Township of Cavan Monaghan Corporate Strategic Plan (2012)
- A Plan for Heritage Conservation in the Township of Cavan Monaghan (2011)
- Canada Census Data (2011)
- Peterborough Sustainability Plan (2011)
- The Township of Cavan Monaghan Culture Mapping Project (2011)
- The Township of Cavan Monaghan Parks and Recreation Master Plan (2011)
- The Township of Cavan Monaghan Trail Master Plan (2010)
- The Township of Cavan Monaghan Property Standards By-laws (2008)
- The Township of Cavan Monaghan Accessibility Plan Draft (2007)
- Millbrook Ward Marketing Plan (2007)
- Significant Architecture of Millbrook (2007)
- The Township of Cavan Monaghan Growth Analysis Study (2006)
- Ontario Ministry of Agriculture and Food and Ministry of Rural Affairs Downtown Revitalization Project (2005)
- Oak Ridge Moraine Conservation Plan (2002)
- The Township of Cavan Monaghan Filming Package (2001)
- A Green and Pleasant Land (1990)



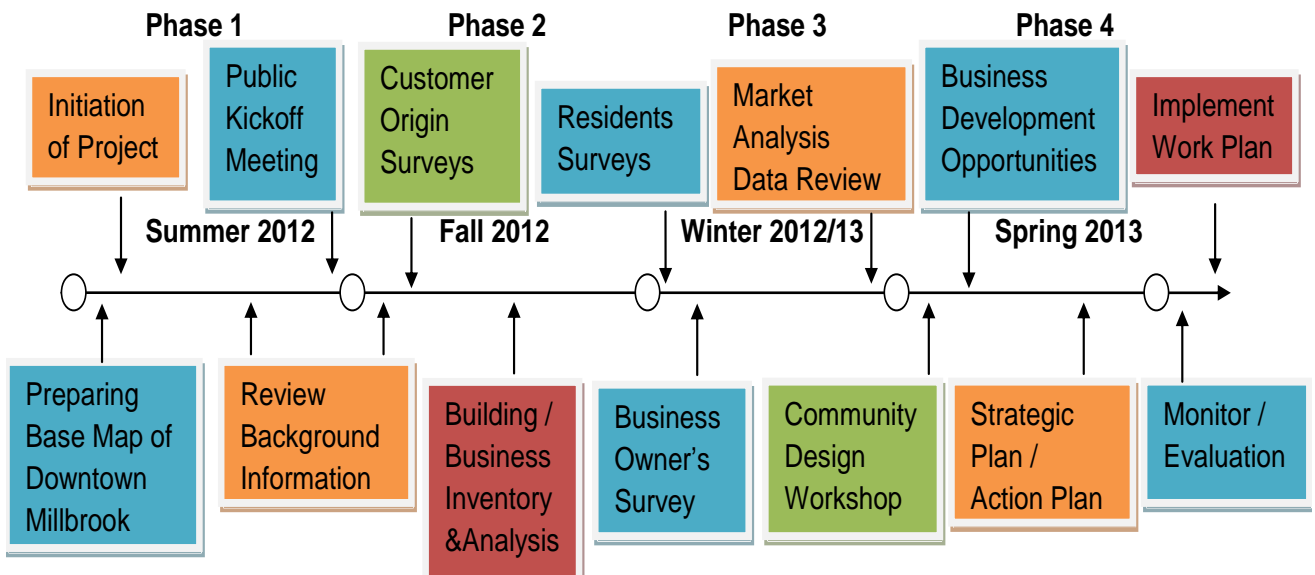
Phase 1 of the Downtown Millbrook Revitalization Strategy, organized and identified the scope of the project. This phase evaluated background information, plans and the existing Downtown Millbrook.

Phase 2 of the project consisted of market analysis, collecting and assessing survey information and providing the community with workshop opportunities to assess the future vision of Downtown Millbrook.

Phase 3 of the project involved reviewing all data gathered from the methodologies used. This information highlighted the needs and wants of the community regarding the downtown.

Phase 4 of the project provided community design workshops to help guide the Physical Improvements point of revitalization. The information gathered helped generate a strategic plan and action plan to revitalize Downtown Millbrook. Upon completion of the strategic plan, a monitoring, implementing and evaluating plan will be used to gauge the progress on the revitalization.

Figure 6: Visual Representation of the Revitalization Project in Phases





Downtown Millbrook...revitalization

Downtown Millbrook Revitalization Strategy



1.6 Downtown Millbrook Revitalization Management Committee

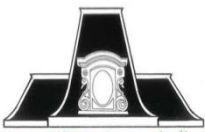
A Management Committee of representatives from the Township of Cavan Monaghan, Greater Peterborough Area Economic Development Corporation (GPAEDC), the Municipal Heritage Committee, the Millbrook Business Improvement Area (MBIA), the Ontario Ministry of Agriculture and Food and Ministry of Rural Affairs (OMAF/MRA), Millbrook business owners and local champions were responsible for overseeing the Downtown Millbrook Revitalization Project. Community members were encouraged to participate within the Management Committee to ensure that residents had a voice in the planning process. The Management Committee was established in September 2012.



Photos Courtesy of the Township of Cavan Monaghan.

The Management Committee worked together to:

- Identify the current issues affecting the downtown core and how they impact the local economy and community;
- Coordinate the revitalization project and guide the project coordinator in carrying out the work;
- Maintain commitment, cooperation and confidence among the community organizations that have a stake in the revitalization process;
- Follow an incremental approach to planning and make informed choices on the direction, goals and overall vision of the downtown revitalization; and
- Pinpoint common community objectives that can achieve long lasting workable results.



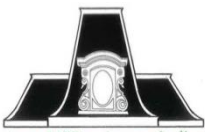
For this project to become a success, there must be a sustainable partnership and collaboration between local groups, community members and businesses. The Downtown Millbrook Revitalization Strategy is about driving economic development for the community, marketing and promoting all aspects of the community, promoting leadership within the community and providing a physical design transformation to make the downtown a destination for the community.



Photos Courtesy of the Township of Cavan Monaghan.

1.7 Why Should We Revitalize Downtown Millbrook?

The downtown core of a community is traditionally the main area for economic development and community pride. A healthy downtown core, generally represents a healthy community. Revitalization of a downtown can play an important role within a community. Upgrading buildings and the physical environment of a downtown, creating new business while expanding existing businesses, increasing tourism and making use of existing buildings and services, can provide the community with new living and working opportunities. A downtown will thrive and bustle when there is a dynamic interchange between public space, civic/social uses and commercial activity. Maintaining a healthy and vibrant downtown is an investment in the future of the community.



Downtown Millbrook... revitalization

Downtown Millbrook Revitalization Strategy



Benefits for revitalization include:

- Greater opportunity for growth and expansion;
- Improved facades, buildings and the physical environment to make them more attractive;
- Development of the economic base, of the downtown, to support new businesses and expand existing business;
- Improved quality of life, community pride and capacity to undertake similar projects is boosted;
- Increased occupancy rates and improved marketability of properties;
- Expanded tax base;
- Keep community dollars within the community; and
- Heritage preservation for future generations.



Photos Courtesy of the Township of Cavan Monaghan & Larry Lamb.

1.8 Essential Ingredients for Success

A solid foundational framework is critical to the success of the revitalization. There are nine concepts that must be developed to provide the best possible revitalization.

Strong Local Leadership

It is imperative that the leaders of this project, such as the Management Committee, local governments, local businesses and the community come together to stay focused on the end goals and believe in a shared vision for the community. Having a wide leadership base allows for obstacles and barriers to be overcome using the knowledge and tools at hand.

Shared Vision

A common project vision must be in place for revitalization to have any chance of success. The leaders, public, and levels of government must be on the same page and understand the vision of the finished project. The shared vision will help alleviate doubts, obstacles and controversy.

Public Involvement

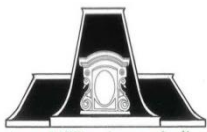
The public must be part of the planning process from day one to the final day of the project. Revitalization of a downtown is for the community, about the community and to improve upon the existing community. The public plays an important part by generating new ideas, providing feedback, creating awareness and being open to change.

Community Base

With a community based project, it builds on the existing unique characteristics and values of the downtown. It can help to identify the needs and desires of residents and identify the community's unique identity by focusing on history, economy and man-made features.

Partnerships

Revitalization projects rely on the strengths of partnerships throughout the community. Public-Private Partnerships are an essential aspect to the success of a project. They can occur between local businesses, governing bodies, community groups and private companies. These partnerships can help the project financially, through federal and provincial grants, gifts and foundation programs. The capital costs of the project can be reduced by using volunteers, new technologies, compensation arrangements and maintenance.



Financial Responsibility

The community needs to understand that the strategy's success is based on the financial stability and remaining responsible to the budget. It is critical to use the resources available within the community to keep the financial situation under control. Potential resources that could be utilized from the community are partnerships to help provide financial stability, donations of supplies and equipment, volunteers as workers and researching other funding opportunities such as grants.

Dynamic Process

The strategies that are put into place must be able to respond to challenges and be flexible enough to overcome unique and unexpected barriers that may arise. Not having a dynamic process in place, may lead to compromising the strength of the project's vision. The process needs to be clear and manageable for the participants to understand the steps needed to complete a project of this magnitude.



Photos Courtesy of the Township of Cavan Monaghan.

Policy Base

A project's success must reflect the communities existing policies while complementing the policies at all levels of government. Efforts that support initiatives from other agencies, organizations and other levels of government are more likely to obtain funding for the revitalization project. There must be a common strategy followed in order to help reduce costs, easily overcome barriers and increase the benefits of the project.

Continuous Monitoring

Changing the physical dynamic of the downtown will not alone make revitalization in the community a success. A monitoring system must be put in place for the long-term, to ensure that economic development, leadership, promotion and the physical environment are maintained and the momentum of success is continued.

2.0 The Analysis

The information compiled in this report provides background and research data to support the development of the Downtown Millbrook Revitalization Strategy. The Downtown Millbrook Revitalization Management Committee, in association with the Township of Cavan Monaghan and the OMAF/MRA, conducted, over a one year term, a series of surveys for businesses and residents, economic analysis activities, visioning exercises and community design input workshops. Reports were developed from these activities and were provided to the Downtown Millbrook Revitalization Management Committee to develop realistic recommendations and action plans for the revitalization of Downtown Millbrook.



Photos Courtesy of the Township of Cavan Monaghan.

Data collection consisted of both primary source data (surveys, visioning sessions, contact with the community) and secondary source data (Census Canada data, past revitalization projects, books, journal articles). Extensive planning and design went into the development of the Business Owner's Survey, Resident Survey, Customer Origin Survey, Community Visioning Exercises and Community Design Input Workshops. The reports were successfully developed with thanks to the business owners for taking the time to participate, the residents for providing their thoughts and opinions and the committees and volunteers for taking the time to provide comments. The project was made possible with funding from the Township of Cavan Monaghan, Peterborough Community Futures Development Corporation and the Millbrook Business Improvement Area. Technical support and expertise was provided by the OMAF/MRA.



The reports and the analysis represent the factors that influence the functionality and dynamics of Downtown Millbrook. Some of the factors address the economic stability of the local business climate, demographics and shopping habits of residents in the Trade Area, people’s viewpoints on the physical aspects of the downtown, issues currently faced by businesses in the downtown and the comments from residents within the Township of Cavan Monaghan.

Figure 8: Visual Breakdown of the Strategic Plan and Action Plan Process Followed by the Downtown Millbrook Revitalization Management Committee.

Organization

Downtown Millbrook Revitalization Management Committee Formation



Survey Data Collection/Visioning/Community Design



Vision/Mission/Strategic Plan Development



Action Plan and Implementation



**Economic
Development**

**Marketing and
Promotions**

**Leadership and
Management**

**Physical
Improvement**

The purpose of the data gathering and report development is to generate goals for a strategic plan and actions associated with the strategy. These goals are meant to address the four points of downtown revitalization; Economic Development, Marketing and Promotions, Management and Leadership and Physical Improvements. In the spring of 2013, the Downtown Millbrook Revitalization Management Committee hosted Strategic Planning Sessions to produce a series of goals essential to providing a strong and successful revitalization strategy.

2.1 Available Background Reports

The following are brief outlines of the reports created summarizing the results that were produced:



Photos Courtesy of the Township of Cavan Monaghan.

Business Owner's Survey

The survey was developed to collect information on the attitudes and opinions of business operators in the downtown. It measured the current business needs, marketing and sales information and the perception of the downtown. It provided businesses with an opportunity to have their voice heard in the hope of strengthening relationships between stakeholders. It identified current issues faced by business owners, new retail and service opportunities for the existing business climate, how the downtown could benefit from physical improvements and gauge the willingness of business owners to participate in joint marketing and promotions.





Customer Origin Survey

This survey was developed to provide information about the size and composition of the local market, where downtown shoppers live and characteristics of downtown consumers. A Trade Area map was developed from street addresses and postal codes to provide demographic information about the respondents. The information obtained from the report will assist in marketing and promotion efforts by determining the target markets. The report will also aid with economic development efforts by providing information on potential business opportunities while supporting the growth and retention of current businesses.

Resident Survey

This survey collected information on the attitudes and opinions of community residents in the Township of Cavan Monaghan. The information provided data on shopping patterns, retail and service needs and residents' perceptions on the current status of Downtown Millbrook. The data will assist economic development by identifying potential new retail and service businesses while aiding in the marketing and promotions of the downtown. Physical design improvements are adapted based on comments from the report.



Photos Courtesy of the Township of Cavan Monaghan.

Market Threshold Analysis / Business Mix Analysis

This analysis provided theoretical estimates of businesses that a community should be capable of supporting based on the Trade Area population and business numbers. More information on the estimates of business was produced through demographic data, housing, salaries, education, employment rate and projected future populations. The report provides information on the downtown's current function, the commercial structure and potential business opportunities.

These reports are provided as Appendices to this document. For further information regarding these reports, contact the Economic and Community Development Department of the Township of Cavan Monaghan.



2.2 The Community Design

The Township of Cavan Monaghan hired Basterfield & Associates Inc. to provide Streetscape and Design Guidelines for the Downtown Millbrook Revitalization Strategy as part of the Physical Improvements point to Downtown Revitalization. Basterfield & Associates Inc. have previously worked with OMAF/MRA on revitalization programs in other small rural communities. Background information from the Resident Survey, Customer Origin Survey, Business Owner's Survey and a Visioning Exercise from November 14, 2012 were provided to the consultants. Streetscape and Design Guidelines for Downtown Millbrook can be found at the end of this document under Appendix E.



Photos Courtesy of the Township of Cavan Monaghan.

Basterfield & Associates Inc. met with a small group of representatives from the Municipal Heritage Committee, Township of Cavan Monaghan Council, Downtown Millbrook Revitalization Management Committee and the Millbrook and Cavan Historical Society on April 29, 2013. The meeting provided a platform for brainstorming about potential directions for the streetscape work and what the current perception of Millbrook was. The consultants conducted a site walk through Downtown Millbrook. This walk involved photographing potential development areas, key points and linkages, areas for opportunity and areas of concern.



Downtown Millbrook Revitalization Strategy

On May 6, 2013 the Township of Cavan Monaghan, in association with Basterfield & Associates Inc., hosted the first Community Design Input Session for the Streetscape and Design Guidelines. Members of the community, business owners, building owners and ratepayers were invited to participate in this brainstorming session. The consultants led the discussion by creating zones of focus in Millbrook. In small groups, the community had the opportunity to provide feedback on what concepts they would like to see developed and how to improve the physical environment. At the end of the session, all information was gathered for analysis.



On May 15, 2013, Basterfield & Associates Inc. provided an update on the developments from the first Community Design Input Session to the Downtown Millbrook Revitalization Management Committee. Information provided included, summaries of the main points from the previous community meeting, concept plan drawings of potential green space, linkages within the downtown and physical design elements like street furniture, lighting and information signs. The Management Committee provided critical feedback on the Streetscape Designs.



Photos Courtesy of the Township of Cavan Monaghan.



On May 28, 2013, the Township of Cavan Monaghan, in association with Basterfield & Associates Inc., conducted the second Community Design Input Session for Streetscape and Design Guidelines. The community was invited to continue to provide feedback and input into the concept plans that had been developed. The community members were led through a small group session allowing for critical thought and comment on the current concept plans. Near the end of the session, comments were discussed in a large group forum. All information was recorded and gathered at the end of the session for further analysis.



On June 5, 2013, the Township of Cavan Monaghan, in association with Basterfield & Associates Inc., hosted an Open House for the community to see the newly developed Streetscape and Design Guidelines plan for Downtown Millbrook. Community members were encouraged to continue making suggestions and provide feedback on the plan that was developed. Plans were posted around the Township of Cavan Monaghan gymnasium and the community was free to observe each plan in detail.



Photos Courtesy of the Township of Cavan Monaghan.

On June 17, 2013, Basterfield & Associates Inc. presented the Streetscape and Design Guidelines to the Township of Cavan Monaghan Council. The presentation provided the Physical Improvements section of the Downtown Millbrook Revitalization Strategy. The Streetscape and Design Guidelines were added to the Downtown Millbrook Revitalization Strategy following the delegation to Township Council.



3.0 Developing the Revitalization Strategy and Action Plans

The Downtown Millbrook Revitalization Management Committee hosted two Strategic Planning Sessions to develop goals, action plans and recommendations that coincide with the priorities identified for Downtown Millbrook. The first Strategic Planning Session was used to construct a vision statement, mission statement, market position statement and a unique selling point. These statements provide grounding for the construction of the goals and action plans.



Photos Courtesy of the Township of Cavan Monaghan.

The second Strategic Planning Session involved brainstorming goals for the strategy and prioritizing the goals generated. Each member of the committee was given the opportunity to vote on the goals they believed to be of highest priority. Once the priorities were established, consensus was reached by the Management Committee. The committee then brainstormed possible actions to the prioritized goals.

Not all goals and actions that were generated in the Strategic Planning Sessions can be accomplished in one year. The Downtown Millbrook Revitalization Strategy was developed with flexibility in mind. Putting an action plan in place, while providing prioritization of the goals, allows for a timeline of potential development. The strategy is meant to be completed over a 10 – 20 year period.



The Strategy provides the Township of Cavan Monaghan and stakeholders associated with the Downtown Millbrook Revitalization Project a starting point for revitalizing Downtown Millbrook. There is plenty of work to be done to accomplish all goals identified. The strategy provides solid structure, based on community input, to guide the successful continuation of the project.

3.1 Recommendation and Actions Summary

The following recommendations were developed by the Downtown Millbrook Revitalization Management Committee during the Strategic Planning session on June 11, 2013. The recommendations that appear in **bold** have been selected as priorities for this strategy. Some goals developed by the Management Committee reflect and emphasize the goals of the Township of Cavan Monaghan Corporate Strategic Plan and the Peterborough Sustainability Plan.

Timelines for the goals of the Downtown Millbrook Revitalization Strategy are identified as short, medium and long-term. Short-term represents 0 to 5 years, medium-term 6 to 10 years and long-term 11+ years.



Photos Courtesy of the Township of Cavan Monaghan.

Priorities

The following list was developed from the Downtown Millbrook Revitalization Management Committee's strategic goals as priorities to be completed. Goals with brackets are in conjunction with the Township of Cavan Monaghan Corporate Strategic Plan.

1. Ensure the Downtown Millbrook Management Committee acts as a Committee of Council to implement the Downtown Millbrook Revitalization Strategy.
2. Engage all stakeholders in the implementation of the Downtown Millbrook Revitalization Strategy. These stakeholders include, but are not limited to, the Township of Cavan Monaghan, the Millbrook Business Improvement Area, the Millbrook Times, the Millbrook Lions Club, the Millbrook Royal Canadian Legion, the Millbrook and Cavan Historical Society, the Municipal Heritage Committee and other Committees of Council.
3. Adopt the recommendations of Basterfield & Associates Inc. on the Streetscape and Design Guidelines of Downtown Millbrook.
4. Create an implementation plan for the Streetscape and Design Guidelines that will be incorporated into future projects that affect the physical environment of Downtown Millbrook.
5. Development and/or review of comprehensive By-laws and/or standards required for the purposes of ensuring the Downtown Millbrook Revitalization Strategy creates a cohesive downtown environment. These By-laws may include but are not limited to signs, property standards, trees, waste management and site plan control.
6. Partner with senior levels of government, community organizations and the private sector to plan and finance expenses and improvements. (Goal 2, Action 1)
7. Initiate a business retention and expansion program focused on Downtown Millbrook's potential business opportunities and primary industry sectors. (Goal 3, Action 10)
8. Review and update the Millbrook Marketing Plan.
9. Develop media communication tools and relationships with local media to assist marketing and promoting Downtown Millbrook. These tools reflect community information and engagement, economic development opportunities and business resources. (Goal 4, Actions 1 and 3)

Note: Goals and actions in brackets refer to the Township of Cavan Monaghan Corporate Strategic Plan. The Plan can be referenced on the Township of Cavan Monaghan website at www.cavanmonaghan.net



Economic Development

1. Determine businesses that will be an asset to Downtown Millbrook and that represent the Market Position Statement and Unique Selling Point.

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area, Millbrook Chamber of Commerce, Greater Peterborough Area Economic Development Corporation, Peterborough Community Futures Development Corporation and Economic Development Advisory Committee.

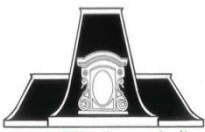
Actions: Use the short list of potential business opportunities as a starting point for determining specific businesses to target. Fill vacancies in the downtown with asset businesses.

Timeline: Short-Term, Ongoing

Evaluation: Determine two businesses that are considered assets to the downtown and attempt to attract them to Downtown Millbrook.



Photos Courtesy of the Township of Cavan Monaghan.



2. Work with local partners, organizations and the Municipality to promote entrepreneurial opportunities in Downtown Millbrook, including gaps identified in the mix of businesses and services and external markets for local enterprises. (Goal 3, Action 3)

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area, Millbrook Chamber of Commerce, Greater Peterborough Area Economic Development Corporation, Peterborough Community Futures Development Corporation and Economic Development Advisory Committee.

Actions: Fill vacancies in downtown buildings. Reach out to potential businesses that would fit the Market Position Statement and Unique Selling Point. Identify professional resources that are available to provide assistance to the local business climate of Downtown Millbrook. Clarify on the roles of stakeholders associated in the business retention and expansion program

Timeline: Short-Term, Ongoing

Evaluation: Provide professional resources that can assist businesses in the downtown. Have roles of stakeholders clarified in association to business retention and expansion.



Photo Courtesy of the Township of Cavan Monaghan.



Downtown Millbrook...revitalization

Downtown Millbrook Revitalization Strategy



3. Initiate a business retention and expansion program focused on Downtown Millbrook's potential business opportunities and primary industry sectors. (Goal 3, Action 10)

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area, Millbrook Chamber of Commerce, Greater Peterborough Area Economic Development Corporation, Peterborough Community Futures Development Corporation and Economic Development Advisory Committee.

Actions: Training opportunities for businesses in Downtown Millbrook related to customer service, business management, succession, business and marketing planning. Development of small business support system initiatives. Education of businesses regarding the Township Official Plan, By-laws, banking information and relevant documentation. Focus the expansion program on potential business opportunities. Clarify the roles of stakeholders associated in the business retention and expansion program.

Timeline: Short-Term, Ongoing

Evaluation: Completion of the business retention and expansion program with a minimum of four training sessions completed.



Photo Courtesy of the Township of Cavan Monaghan.



Downtown Millbrook...revitalization

Downtown Millbrook Revitalization Strategy



4. Encourage upgrading, improvements and additions to the tourism industry of Downtown Millbrook.

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area, Millbrook Chamber of Commerce, Greater Peterborough Area Economic Development Corporation, Peterborough Community Futures Development Corporation and Economic Development Advisory Committee

Actions: Leverage the natural environment and green space in Downtown Millbrook. Promote the tourism assets within the downtown such as heritage buildings, specialty businesses, natural recreation and the theatre experience. Link current tourism initiatives to local, county and provincial tourism businesses such as Regional Tourism Organization 8 and Peterborough and the Kawarthas Tourism.

Timeline: Medium-Term, Ongoing

Evaluation: Events, festivals and tourism attractions are updated and linked to tourism initiative.



Photos Courtesy of the Township of Cavan Monaghan.



5. Ensure that heritage preservation is protected and enhanced as a priority development in partnerships, economics, planning documents, community revitalization and other municipal considerations.

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area, Millbrook Chamber of Commerce, Greater Peterborough Area Economic Development Corporation, Millbrook and Cavan Historical Society, Kawartha Heritage Conservancy, Peterborough Community Futures Development Corporation, Municipal Heritage Committee and Economic Development Advisory Committee.

Actions: Develop Downtown Millbrook into a Heritage Conservation District. Review and update the Film Industry package to focus on the heritage of Downtown Millbrook. Ensure that local heritage protection and preservation is established in municipal documents. Develop and strengthen partnerships between stakeholders associated with heritage and heritage conservation. Document heritage assets in Downtown Millbrook and update the Cultural Mapping Document.

Timeline: Long-Term, Ongoing

Evaluation: Have a list of historical assets prioritized, developed and updated in the Cultural Mapping Plan. Updated version of the Film Industry package. Have the designation of a Heritage District of Downtown Millbrook.



Photos Courtesy of the Township of Cavan Monaghan.



Downtown Millbrook...revitalization

Downtown Millbrook Revitalization Strategy



6. Create and retain prosperity by providing investment and employment opportunities within a sustainable local economy. (Peterborough Sustainability Plan)

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area, Millbrook Chamber of Commerce, Greater Peterborough Area Economic Development Corporation, Transition Town Millbrook, Peterborough Community Futures Development Corporation and Economic Development Advisory Committee.

Actions: Inform, promote and encourage residents and visitors to purchase local products at businesses in Downtown Millbrook and the local farmer's market. Collaborate with local stakeholders to encourage the use of provincial programming and legislation. Identify resources that inform residents and Trade Area how to shop local.

Timeline: Long-Term, Ongoing

Evaluation: Distribution of information through media, social media, mail outs, trade shows and newsletters.



Photos Courtesy of the Township of Cavan Monaghan.



7. Partner with senior levels of government, community organizations and the private sector to plan and finance expenses and improvements. (Goal 2, Action 1)

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area, Millbrook Chamber of Commerce, Greater Peterborough Area Economic Development Corporation, County of Peterborough, Peterborough Community Futures Development Corporation and Economic Development Advisory Committee.

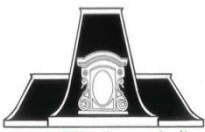
Actions: Develop timelines for improvements to economic development practices. Create budgetary lines in the municipal capital budget for the purposes of developing and sustaining economic development initiatives. Partner with business organizations to investigate possible economic and business funding and opportunities. Investigate loan and tax incentive programs to stimulate local business growth and expansion.

Timelines: Short-Term, Ongoing

Evaluation: That during the budget process, the municipality takes into recommendation funding for economic development initiatives. Develop a united shared cost system, through partnerships, for economic development programs in Downtown Millbrook.



Photo Courtesy of the Township of Cavan Monaghan.



Marketing and Promotions

1. In partnership with local stakeholders, identify cooperative opportunities to develop new potential marketing and promotion activities to draw residents and out-of-town visitors to Downtown Millbrook. (Goal 3, Action 8)

Responsibility: Township of Cavan Monaghan, Greater Peterborough Area Economic Development Corporation, Downtown Millbrook Revitalization Management Committee, Millbrook Chamber of Commerce, Municipal Heritage Committee, Millbrook and Cavan Historic Society and Millbrook Business Improvement Area.

Actions: Identify stakeholders responsible for marketing and promotions in Downtown Millbrook, Peterborough County and the Province of Ontario. Bring together stakeholders under a united cooperative marketing and promotions initiative for Downtown Millbrook. Identify resources available for the purposes of marketing and promotions.

Timelines: Medium-Term, Ongoing

Evaluation: Identify stakeholders, host marketing meetings and have tangible recourses prepared for use in marketing and promotions.



Photo Courtesy of the Township of Cavan Monaghan.



2. Review and update of the Millbrook Marketing Plan.

Responsibility: Township of Cavan Monaghan, Greater Peterborough Area Economic Development Corporation, Millbrook Chamber of Commerce, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area and Millbrook Business Improvement Area Marketing Committee.

Actions: Create a positive slant to Downtown Millbrook highlighting business, tourism, leadership and quality of life. Bring to life the Market Position Statement and the Unique Selling Point as part of the updated marketing plan. Unite all stakeholders in the downtown under the new marketing plan. Educate stakeholders on the benefits of cooperative marketing and working towards the common goals to support Downtown Millbrook.

Timeline: Short-Term

Evaluation: Have Township Council approve the updated Millbrook Marketing Plan. Start implementing the updated Millbrook Marketing Plan.



Photo Courtesy of the Township of Cavan Monaghan.



3. Develop a marketing campaign schedule/program of Downtown Millbrook assets.

Responsibility: Township of Cavan Monaghan, Greater Peterborough Area Economic Development Corporation, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area, Millbrook Chamber of Commerce and Millbrook Business Improvement Area Marketing Committee.

Actions: Using the Millbrook Marketing Plan, implement strategies identified while incorporating Market Position Statement and Unique Selling Point. Emphasize shopping local to residents and Trade Area through media outlets such as newsletters, emails, newspaper, social media, mail outs, television and radio. Develop a schedule for the release of weekly, monthly and quarterly advertising campaigns. Promote the assets of Downtown Millbrook such as the Millbrook Valley Trails, 4th Line Theatre, unique shopping experience and community events and festivals. Encourage all community groups and stakeholders to buy into the schedule and promotion of Downtown Millbrook by educating them on the importance of a constant and up to date promotion program.

Timeline: Medium-Term, Ongoing

Evaluation: Complete a schedule for the implementation of mediums for information publication to the public, businesses and organizations. Start implementation of the marketing and promotions campaign schedule.



Photos Courtesy of the Township of Cavan Monaghan.



4. Develop media communications tools and relationship with local media to assist marketing and promoting Downtown Millbrook. These tools reflect community information and engagement, economic development opportunities and business resources. (Goal 4, Action 1) (Goal 4, Action 3)

Responsibility: Township of Cavan Monaghan, Greater Peterborough Area Economic Development Corporation, Millbrook Chamber of Commerce, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area, Millbrook Times and Millbrook Business Improvement Area Marketing Committee.

Actions: Develop partnerships with local media outlets and county media outlets to promote the positive image of Downtown Millbrook. Create quick wins for the public to remain engaged in the revitalization project through the media outlets. Some quick wins may include photo contests, highlighting a business of the month, provide information on bettering business in the downtown, volunteer of the month and providing updates on current downtown revitalization projects. Ensure that a positive image is being portrayed of Downtown Millbrook through all avenues of media.

Timeline: Short-Term, Ongoing

Evaluation: Work with the local media to promote the revitalization, business of the month and contests for the public to participate in. Ensure that social media initiatives are included.



Photo Courtesy of the Township of Cavan Monaghan.



5. To support a sustainable promotion and marketing initiative that will compliment the vision, goals and strategy of the Downtown Millbrook Revitalization Strategy.

Responsibility: Township of Cavan Monaghan, Greater Peterborough Area Economic Development Corporation, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area, Millbrook Chamber of Commerce and Millbrook Business Improvement Area Marketing Committee.

Actions: Maintain positive relationships with stakeholders and media when promoting Downtown Millbrook. Educate the stakeholders of changes or updates to media campaigns. Provide a single point of contact for responses, questions and comments on the promotions of the downtown.

Timeline: Long-Term, Ongoing

Evaluation: Have a meeting with stakeholders every six months to review the past media campaigns and prepare for the next six months of campaigns. Once a year provide a survey to the residents and Trade Area to see how effective the campaign has been.



Photo Courtesy of the Township of Cavan Monaghan.



6. Partner with senior levels of government, community organizations and the private sector to plan and finance expenses related to marketing and promotions. (Goal 2, Action 1)

Responsibility: Township of Cavan Monaghan, Greater Peterborough Area Economic Development Corporation, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area, Millbrook Chamber of Commerce and Millbrook Business Improvement Area Marketing Committee.

Actions: Stakeholders in the Millbrook Marketing Plan are to share the cost responsibility for the promotion and marketing of Downtown Millbrook. Look for sponsorships from local organizations and businesses to help reduce the cost of marketing and promotions. Sell advertising space on newsletters, handouts and brochures for help support the cost of promotions. Identify any free sources of advertising space. Research grant opportunities for promotions and marketing.

Timeline: Short-Term, Ongoing

Evaluation: That during the budget process, the municipality takes into recommendation marketing and promotions funding initiatives. Develop a united shared cost system for promoting Downtown Millbrook.



Photos Courtesy of the Township of Cavan Monaghan.



Leadership and Management

1. Development and or review of comprehensive By-laws and/or standards required for the purposes of ensuring the Downtown Millbrook Revitalization Strategy creates a cohesive downtown environment. These By-laws may include but are not limited to signs, property standards, trees, waste management and site plan control.

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Municipal Heritage Committee, Millbrook and Cavan Historical Society, Greater Peterborough Area Economic Development Corporation, Millbrook Chamber of Commerce and the Millbrook Business Improvement Area.

Actions: Review of all current By-law documents to ensure all information is up to date. Develop new By-laws that do not exist that are necessary for ensuring a cohesive downtown environment. Educate the stakeholders in the downtown about changes to the By-laws, implementation of new By-laws and the processes of ensuring By-laws are enforced.

Timeline: Short-Term, Ongoing

Evaluation: Council approval of updated and new By-laws generated for creating a cohesive downtown environment.



Photo Courtesy of the Township of Cavan Monaghan.



2. Provide information from a single point of contact for investors and entrepreneurs regarding property availability, zoning provisions, By-law guidelines, required planning process and approvals.(Goal 3, Action 5)

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area and Greater Peterborough Area Economic Development Corporation and Millbrook Chamber of Commerce.

Actions: Designate a single location where potential investors and entrepreneurs can find information about business requirements and governing policies for Downtown Millbrook. Educate local businesses about where to find information on governing policies and business requirements. Create partnerships with stakeholders to promote and distribute information on policies and business requirements.

Timeline: Medium-Term, Ongoing

Evaluation: The municipality, in cooperation with partners, provide professional resources at a single designated point of contact for investors and entrepreneurs. Promotion of this information through media outlets.



Photo Courtesy of the Township of Cavan Monaghan.



3. Engage all stakeholders in the implementation of the Downtown Millbrook Revitalization Strategy. These include, but are not limited to, Township of Cavan Monaghan, Millbrook Business Improvement Area, Millbrook Times, Millbrook Lions Club, Millbrook Royal Canadian Legion, Millbrook and Cavan Historical Society, Municipal Heritage Committee and other Committees of Council.

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee and Millbrook Business Improvement Area.

Actions: Host meetings every four months to provide updates on current revitalization projects and future projects. Have an opportunity for stakeholders to provide thoughts on new goals and approaches to current goals being implemented. Conduct speaking tours to all stakeholders to educate them about the Strategy and encourage current and future partnership opportunities.

Timeline: Short-Term, Ongoing

Evaluation: Have stakeholders provide feedback on projects progress. Conduct speaking tours to all stakeholders to educate them about the Strategy and encourage partnership opportunities.



Photo Courtesy of the Township of Cavan Monaghan.



4. Ensure the Downtown Millbrook Management Committee acts as a Committee of Council to implement the Downtown Millbrook Revitalization Strategy.

Responsibility: Township of Cavan Monaghan and the Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area and Millbrook Chamber of Commerce.

Actions: Have the Downtown Millbrook Revitalization Management Committee accepted as a Committee of Council. Empower the Committee, while working with Township staff, to proceed with the Downtown Millbrook Revitalization Strategy. Identify champions to be involved in the Management Committee. Create implementation plan to work through goals of the strategy. Identify where support will be needed for implementation of the strategy. Ensure that there is continued input from the community during each step of the process. Confirm the Millbrook Business Improvement Area's continued support for the revitalization of Downtown Millbrook. Identify the roles of the Management Committee members. Educate the stakeholders and public on the progress of the revitalization. Foster and develop new partnerships to strengthen the revitalization process and strategy.

Timeline: Short-Term, Ongoing

Evaluation: The Downtown Millbrook Revitalization Management Committee is enlisted as a Committee of Council, following the standard procedures of the municipality to be retained as a Committee of Council, and empowering the committee to move forward with the revitalization strategy.



Photo Courtesy of the Township of Cavan Monaghan.



5. Support a sustainable leadership and management initiative that will reinforce and implement the Downtown Millbrook Revitalization Strategy.

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area, Millbrook Chamber of Commerce and Greater Peterborough Area Economic Development Corporation.

Actions: Maintain a positive relationship between all stakeholders associated with the Downtown Millbrook Revitalization Management Committee. Provide an opportunity for review and comments on the partnerships developed and the management of the project. Educate the stakeholders on how to increase and strengthen the leadership and management for the revitalization strategy.

Timeline: Long-Term, Ongoing

Evaluation: The Township of Cavan Monaghan and the Management Committee are engaging in sustainable leadership and management practices. Provide the public with the opportunity to be a part of the committee and avoiding volunteer fatigue.



Photo Courtesy of the Township of Cavan Monaghan.



6. Partner with senior levels of government, community organizations and the private sector to plan and finance expenses related to leadership and management. (Goal 2, Action 1)

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area, Millbrook Chamber of Commerce and Greater Peterborough Area Economic Development Corporation.

Actions: Partner with local business organizations, the municipality and other community organizations to develop a funding plan for ensuring leadership and management is maintained. Identify funding opportunities that would better the leadership and management of the revitalization strategy. Explore funding opportunities through grants, donations and other forms of funding opportunities to help with the continuation of the revitalization strategy. Develop a fund for furthering the education of the leaders to ensure that the performance and management of the revitalization remains at a high level.

Timeline: Short-Term, Ongoing

Evaluation: The municipality, during the budgetary process, considers a funding support system for opportunities to educate and enhance the leadership and management of the Downtown Millbrook Revitalization Strategy. Develop a united shared cost system, through partnerships, for leadership and management Downtown Millbrook.



Photo Courtesy of the Township of Cavan Monaghan.



Physical Improvements

1. Adopt the recommendations of Basterfield & Associates Inc. on the Streetscape and Design Guidelines of Downtown Millbrook.

Responsibility: Township of Cavan Monaghan and the Downtown Millbrook Revitalization Management Committee.

Actions: Have the Township of Cavan Monaghan Council approve and adopt the recommendations of the Streetscape and Design Guidelines for Downtown Millbrook.

Timeline: Short-Term

Evaluation: Council adopts the recommendations and is recorded in the minutes of the Council Meeting.



Photo Courtesy of the Township of Cavan Monaghan.



Downtown Millbrook...revitalization

Downtown Millbrook Revitalization Strategy



2. Create an implementation plan for the Streetscape and Design Guidelines that will be incorporated into future projects that affect the physical environment of Downtown Millbrook.

Responsibility: Township of Cavan Monaghan and the Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area, Millbrook Chamber of Commerce and Greater Peterborough Area Economic Development Corporation.

Actions: Develop a full implementation plan, based on the action items presented in the Streetscape and Design Guidelines by Basterfield & Associates Inc. that coincides with other municipal plans for Downtown Millbrook. Identify partners that will be involved in the implementation process. Develop a budget that will identify costs of physical improvements provided in the Streetscape and Design Guidelines. Continue with the approval process with Township Council for the implementation of the Streetscape and Design Guidelines. Establish quick wins for the downtown, including but not limited to, three gateways into the historic downtown, numerous boulevard improvement areas to be prioritized with Township staff, parking lot at King and Union Street, Back lane driveway screening at rear of Daisy Mart and improved access lane from Distillery Street to Library.

Timeline: Short-Term

Evaluation: Have a preliminary implementation plan established for the Streetscape and Design Guidelines of Downtown Millbrook. Start to implement plan.



Photos Courtesy of the Township of Cavan Monaghan.



3. Investigate the use of incentives (e.g. façade improvements) for property owners and tenants within Downtown Millbrook, that encourage them to invest in their storefronts, creating an appealing, vibrant downtown atmosphere that will be attractive to citizens and tourists alike. (Goal 3, Action 5).

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Business Improvement Area, Millbrook Chamber of Commerce, Greater Peterborough Area Economic Development Corporation, Peterborough Community Futures Development Corporation, Municipal Heritage Committee and Millbrook and Cavan Historical Society.

Actions: Investigate different incentive programs for property owners and business owners to improve their buildings and storefronts. Some incentives may include, but are not limited to, façade improvement grants, loans and tax breaks, municipal tax incentives, loans and partnerships, heritage refurbishing grants, energy savings grants and building code grants. Develop incentive programs within the municipality for renovation purposes. Educate property owners and business owners on the available resources for improving their current buildings and storefronts.

Timeline: Long-Term, Ongoing

Evaluation: Have a list of incentive programs that could be used in future improvements to the downtown core. Identify loans and grants that can be currently used to update downtown properties. Provide education seminars on ways to fund repairs and what guidelines to follow.



Photo Courtesy of the Township of Cavan Monaghan.



4. Develop a maintenance program to maintain a clean streets initiative in Downtown Millbrook.

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Chamber of Commerce and Millbrook Business Improvement Area.

Actions: Develop a Downtown Millbrook maintenance program for the purposes of street cleaning, weed control and general tidiness of the downtown core. Create partnerships with local stakeholders and promote the benefits of having a clean downtown. Promote and initiate annual clean up the street days with local stakeholders such as schools, community organizations and local businesses. The municipality, in association with partners, hire a part time student in the summer to maintain the cleanliness of the downtown streets. Institute new sitting areas within the downtown core such as picnic tables and benches. Review and update of the waste management plan for downtown garbage and waste pick up. Explore partnerships with Sir Sanford Fleming College for landscape and tree maintenance.

Timeline: Medium-Term, Ongoing

Evaluation: Host a community clean up day. Hire a part time student to specifically clean and maintain the downtown core.



Photo Courtesy of the Township of Cavan Monaghan.



5. Development of a comprehensive Sign By-law.

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Chamber of Commerce, Greater Peterborough Area Economic Development Corporation and Millbrook Business Improvement Area.

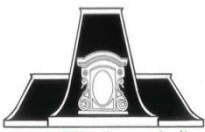
Actions: Development and implementation of a Sign By-law that takes into account the Market Position Statement and Unique Selling Point. Education of the new Sign By-law to local businesses and stakeholders.

Timeline: Short-Term

Evaluation: Completion and adoption of a Sign By-law by Township Council.



Photo Courtesy of the Township of Cavan Monaghan.



Downtown Millbrook...revitalization

Downtown Millbrook Revitalization Strategy



6. Support the building of a sustainable, healthy and diverse natural environment and downtown through preservation, planning policies, municipal decision making and community input that are developed and made in a transparent, open and accessible manner. (Peterborough Sustainability Plan)

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Chamber of Commerce, Greater Peterborough Area Economic Development Corporation and Millbrook Business Improvement Area.

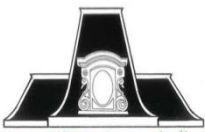
Actions: Develop and implement a sustainable timeline to support the Streetscape and Design Guidelines. Partner with local organizations to collaborate with implementation initiatives. Identify key sustainable quick wins to continue momentum with the revitalization strategy. Ensure that actions to preserve the natural environment and the downtown are in line with the Market Position Statement of the strategy.

Timeline: Medium-Term, Ongoing

Evaluation: That a minimum of 5 sustainable physical environment quick wins are achieved.



Photo Courtesy of the Township of Cavan Monaghan.



7. Partner with senior levels of government, community organizations and the private sector to plan and finance expenses related to physical improvements. (Goal 2, Action 1).

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Chamber of Commerce, Greater Peterborough Area Economic Development Corporation, Municipal Heritage Committee, Millbrook and Cavan Historic Society and Millbrook Business Improvement Area.

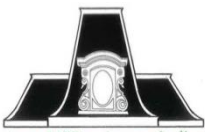
Actions: Develop partnerships with local organizations, the municipality and businesses to create funding avenues for the Streetscape and Design Guidelines. Investigate possible funding initiatives such as sponsorships, grants, donations, loans, tax breaks and capital funding. Based on timelines and priorities identified, select practical portions of the Streetscape and Design Guidelines to complete over time.

Timeline: Short-Term, Ongoing

Evaluation: The municipality recommends funding to be allocated towards physical improvements of Downtown Millbrook in the municipal budget starting in 2014. Develop a united shared cost system, through partnerships, for physical improvements in Downtown Millbrook.



Photo Courtesy of the Township of Cavan Monaghan.



8. Meet with County of Peterborough and coordinate the scope of streetscape work to be included in County Road 21 improvements. Prepare budget cost estimate and begin detailed design for inclusion in road tender.

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Chamber of Commerce, Greater Peterborough Area Economic Development Corporation and Millbrook Business Improvement Area.

Actions: Continue open negotiations with the County of Peterborough engineers and staff to coordinate the implementation of the Streetscape and Design Guidelines. Have representatives from responsible parties attend public meetings and consultations to promote the Streetscape Design.

Timeline: Short-Term, Ongoing

Evaluation: Implementation of the Streetscape and Design Guidelines into the County of Peterborough redevelopment of County Road 21.



Photo Courtesy of the Township of Cavan Monaghan.



9. Take planning action to establish special zoning for the Tinney property and negotiate and easement through the property between King and Centre Streets.

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Chamber of Commerce, Greater Peterborough Area Economic Development Corporation and Millbrook Business Improvement Area.

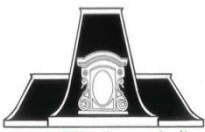
Actions: Develop or include in By-laws established practices for the Tinney property. Negotiate with developers of the Tinney property an easement through the property to ensure connection to Centre Street. Ensure there is a focus on heritage concepts in the development of the property.

Timeline: Short-Term, Ongoing

Evaluation: Additions to current By-laws or the creation of new By-laws with emphasis on creating a pedestrian easement through the downtown. Have ongoing consultation with developers regarding Tinney property.



Photo Courtesy of the Township of Cavan Monaghan.



10. Based on staff and council discussions, arrange a meeting with local stakeholders to discuss possible modifications to public and private properties prior to County Road 21 design and construction.

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Chamber of Commerce, Greater Peterborough Area Economic Development Corporation and Millbrook Business Improvement Area.

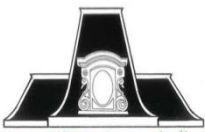
Actions: Have open negotiations with key stakeholders in Downtown Millbrook to discuss possible modifications to the downtown landscape prior to the County Road 21 redevelopment. Highly recommend the Streetscape and Design Guidelines recommendations. Emphasize the potential sitting area and benefits to green space in the downtown.

Timeline: Short-Term, Ongoing

Evaluation: Successful negotiation with property owners to modify the landscape prior to the redevelopment of County Road 21.



Photo Courtesy of the Township of Cavan Monaghan.



11. Establish a staff and citizens Vest Pocket Park Committee to review and prioritize space suitable to improvement. Create a cost-sharing or incentive program to land owners to help fund design and installation of each Vest Pocket Park.

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Millbrook Garden Club, Municipal Heritage Committee, Millbrook and Cavan Historical Society and Millbrook Business Improvement Area.

Actions: Create a committee or sub-committee of the Management Committee to evaluate, design and implement Vest Pocket Parks in the downtown. Develop a cost-sharing program to reduce the cost for all stakeholders participating.

Timeline: Medium-Term, Ongoing

Evaluation: Development of committee, introduction of cost sharing program and implementation of Vest Pocket Parks in the downtown.



Photo Courtesy of the Township of Cavan Monaghan.



12. Meet with the Conservation authority to review conceptual plan for Needler's Mill and arena area for review and comment and information purposes prior to dam improvement plans.

Responsibility: Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee, Mill/Dam Committee and Millbrook Business Improvement Area.

Actions: Have open negotiations on the redevelopment of the arena and Needler's Mill area with the Conservation authority. Identify key issues that need to be addressed in developing the area based on the Streetscape and Design Guidelines.

Timeline: Long-Term

Evaluation: Continued discussion with Conservation authority and stakeholders on the future development of the Needler's Mill and arena area based on the Streetscape and Design Guidelines.



Photo Courtesy of the Larry Lamb.

4.0 Implementation and Evaluation

For the successful continuation of the Downtown Millbrook Revitalization Strategy, there must be an implementation and evaluation strategy in place. Monitoring the progress of the strategy is an integral part to the revitalization. A formal tracking system and reporting process should be part of the process. Key reasons to have a monitoring system include:

- Demonstrates accountability to the organizations and individuals funding the downtown revitalization. It provides a recording of the investment made by organizations and individuals;
- Demonstrates accountability to the volunteers who contribute the time and resources to the downtown revitalization. Volunteers are more likely to stay engaged in the project if there are tangible results being monitored;
- As the project moves forward, it will be easier to attain future funding opportunities and volunteers if there is a record of progress and documented successes;
- Provides rationale to adjust current goals or strategies if targets are not being achieved; and
- It shows appropriate times when to celebrate successes and accomplishments made for the downtown revitalization. Will help to sustain the enthusiasm from stakeholders, volunteers, staff and community members for the revitalization project.

The monitoring of the revitalization project should occur on a yearly using a report card format. The following are five categories in which the revitalization should be appropriately gauged:

1. Perception of Downtown;
2. Economic Development;
3. Leadership and Management;
4. Marketing and Promotions; and
5. Physical Improvements.

Business owners, residents of the Township of Cavan Monaghan and visitors perceptions should be monitored, measured and evaluated. Using the measurements will allow the Township of Cavan Monaghan to successfully track the downtown revitalization progress.

Downtown Millbrook Revitalization Business Owner's Survey



Executive Summary Appendix A



Downtown Millbrook... *revitalization*



Have it all. Right here.

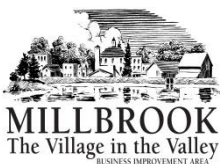


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Background

This report has been produced for the Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee and the Millbrook Business Improvement Area.

The Business Owner's Survey was produced from the survey model, developed by the Ontario Ministry of Agriculture and Food and Ministry of Rural Affairs, know as the Business Retention and Expansion Survey. The survey was managed by Executive Pulse and the objective of the survey was to:

- Identify issues faced by downtown businesses and developing strategies to address to these issues;
- Identify new retail and service opportunities that compliment the current downtown businesses;
- Identify areas of the downtown that would benefit from physical improvements;
- Provide businesses with the opportunity to have their voice heard in the downtown revitalization process; and
- Gauge the willingness of current businesses in the downtown to participate in various marketing and promotion activities.

The BR+E Surveys were completed by the Downtown Revitalization Coordinator between December, 2012 and February, 2013. Each survey conducted remained confidential with the names of the business owners and businesses not provided in this report or in any other report forms. The approximate amount of time each survey took was between 1 – 3 hours. There were 32 businesses that participated in Downtown Millbrook with 2 Manufacturing, Tourism, 2 Restaurants and 27 Retail/Services.

A special thanks to all the Downtown Millbrook businesses that took the time out of their busy schedules to participate in the survey with the Downtown Revitalization Coordinator. The data collected was invaluable to the completion of the project.



The Business Owner’s Survey was developed to provide the Township of Cavan Monaghan and the Downtown Millbrook Revitalization Management Committee with specific information regarding the current economic environment status of Downtown Millbrook. The information obtained provided insight into issues being faced by business owners, how businesses are functioning in the economic market and concerns about the local community, This report will assist the Township and Management Committee develop strategies to address the comments also provided by local business owners and strengthen the local economy. This report will identify opportunities for possible expansion of existing businesses and potential for new business growth in the community.

Highlights form the Downtown Millbrook Business Owner’s Survey

Business Climate:

66% of businesses in reported that this community is generally a good place in which to do business.

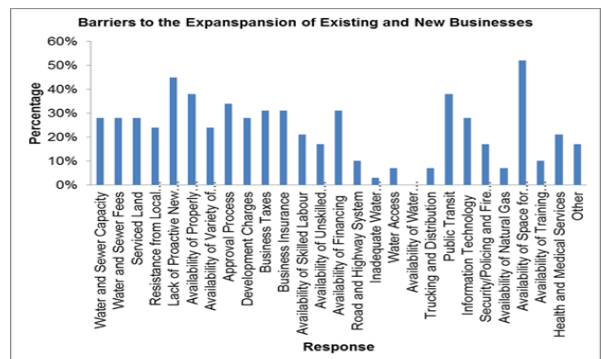
44% of the businesses reported that the Province of Ontario is a good place to do business.

Businesses not aware of use:

- Business or Economic Community Development agencies;
- Local Training Boards; and
- Education groups i.e. Trent University, Fleming College.

Grassroots organizations (BIA, Chamber of Commerce) are seen as connections to local businesses and are useful resources in the community.

Top three barriers to business: availability of space for rent or lease, lack of proactive new business recruitment, availability of properly zoned and designated land.



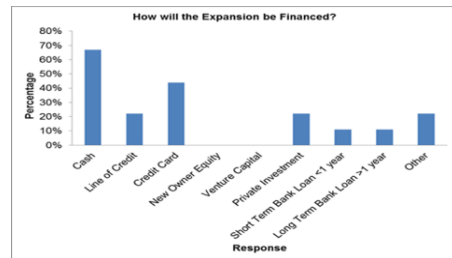
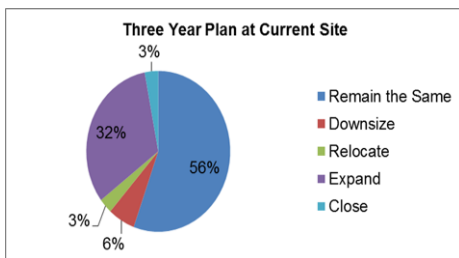


Future Plans:

15% of businesses in Downtown Millbrook have concerning issues in regards to the future plans of their businesses.

Commercial banking is “absent” in funding solutions for businesses. Top three financing options cash, credit card and line of credit.

There is a want/desire to “grow” business in the downtown.



Company Information:

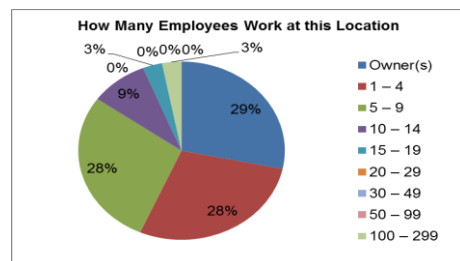
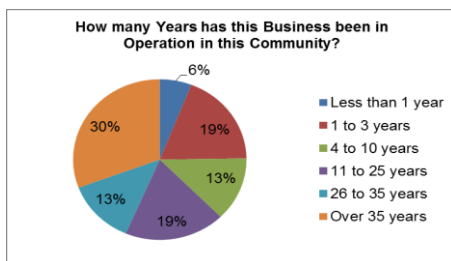
Retail in the downtown is the key business sector.

150 full time jobs as a “surprise” in the downtown. Where are they in the downtown?

Planning (marketing, succession) is not a priority for businesses (long term planning especially) but most businesses have a form of business plan.

There are stable long term and new businesses in the downtown.

With majority of businesses being sole proprietors and corporations, decisions are being made locally and not by headquarters outside the community.





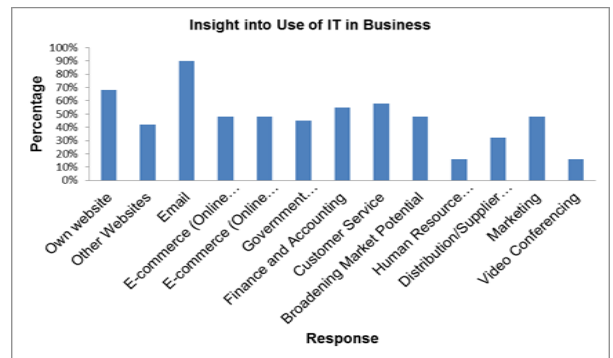
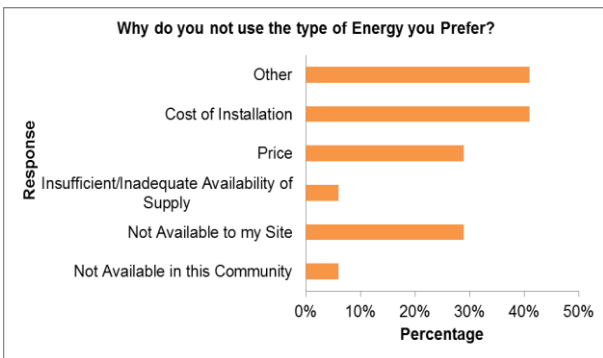
Business Development:

Site conditions of buildings, general appearance of the site and site size cause dissatisfaction with business owners.

Top energy sources in the downtown are hydro and natural gas. There is an interest in the use of alternative energy sources.

Information Technology (IT) is very important to businesses but is perceived/real barrier to accessing services.

Top three factors for businesses to stay competitive in next three years; improved customer service, availability of telecommunications and market development locally.



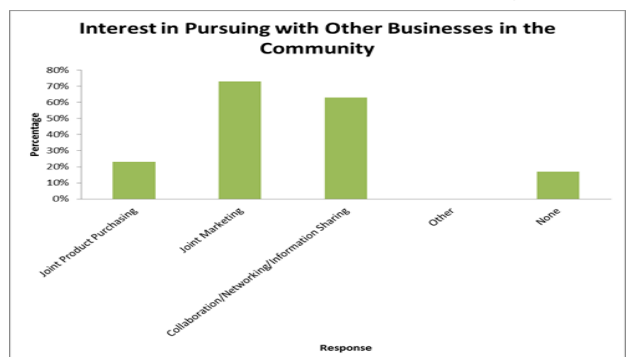
Business Development – Markets:

The community wants to work together, joint collaborations.

Shop local is strong with 83% of sales generated in the local area.

“Local Buzz” connections considered i.e. word of mouth, informal customer contact.

Dependency on suppliers to draw out market research – new information following.





Business Development – Financial:

Financial planning not a priority, lack of forecasting and comparing actual to forecasted sales.

Workforce Development and Human Capital:

Lack of marketing in the downtown. Indicated need for more skills and support around marketing.

A lot of good things happening in the downtown but it is not being promoted or not being put out to the community.

Highest projected employer needs for skilled workers in the areas of sales, industry specialists and market development specialists.

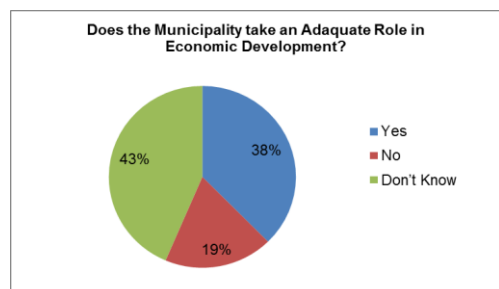
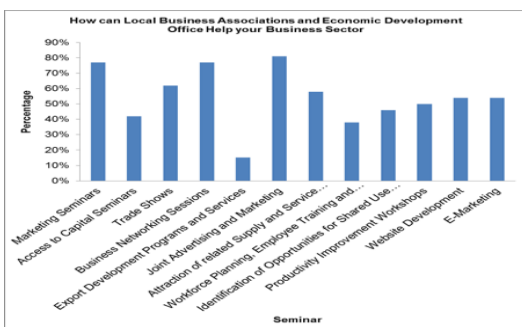
Local Community:

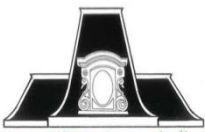
Local pride, such as quality of life and support from local residents, need to be shared and promoted to the world.

Not a lot of clarity around who is responsible and what roles are for economic development.

Businesses calling for marketing in the downtown and asking for assistance with marketing.

Transportation is a factor concerning businesses.





Manufacturing:

Product specific or niche in the downtown.

Small amount of businesses in manufacturing in the downtown.

Tourism:

Seasonal.

Solid base and knowledge of tourism and industry.

Need to develop and support complimentary services as they add value to the community.

Retail/Service Business:

Lack of coordinated approach or clear understanding of strategies for promoting and marketing downtown.

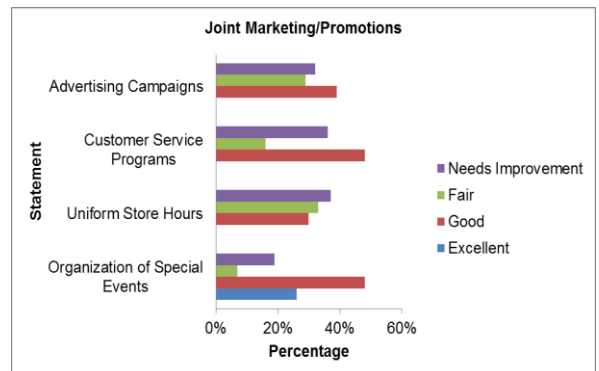
Parking enforcement, amount of spaces and signage all issues.

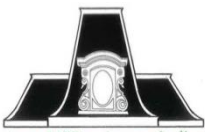
Physical environment needs to be reviewed, such as weeds, links/sidewalks, storefronts and signage.

Management of businesses needs consistency, such as promotions, hours of operation and vandalism plans.

Marketing and market understanding continues to resonate with business owners.

Facades are aging and building conditions are of concern.





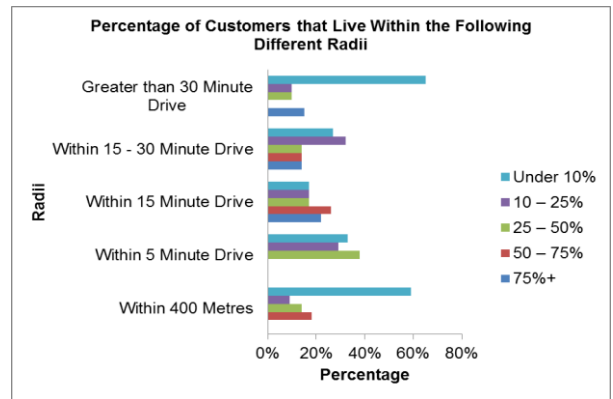
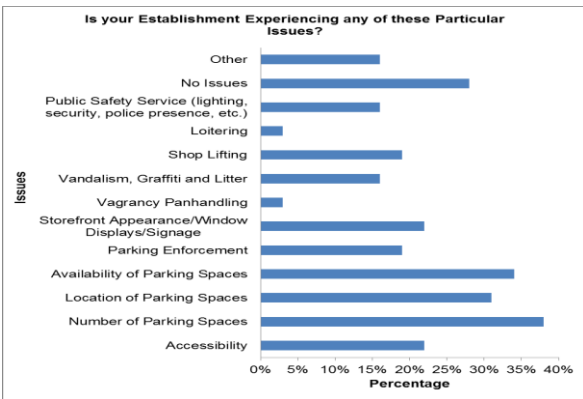
Downtown Revitalization:

“Understanding” of demographics conflicts with target markets.

Top three suggestions for improving the business environment: repair eyesore buildings, more restaurants and entertainment and more niche specialty shops.

Top three factors businesses could benefit from: physical improvements in public areas, retail and special events coordination and marketing on the web.

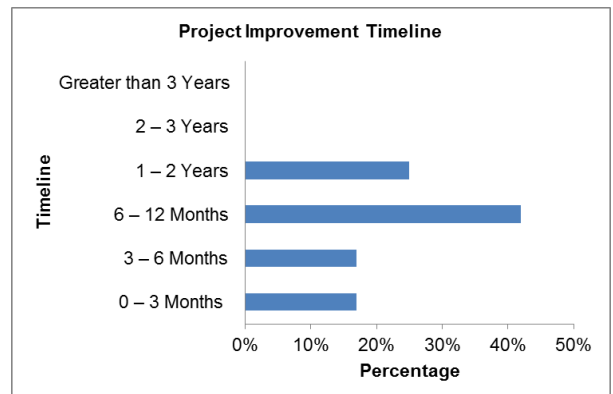
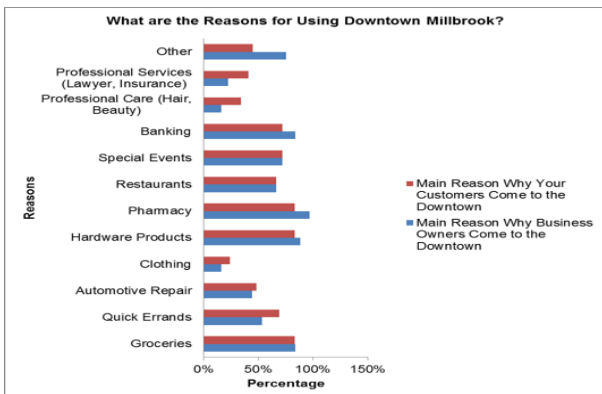
Top three community assets that would most like to see developed: sports and recreation facilities, public washrooms in the downtown and public parking.



Community Questions:

Business owners and their customers have perceived same shopping patterns.

Dependent on daily living customers to the downtown.



Conclusion

The Business Owner's Survey Report is lengthy and provides more detailed information on the status of local economy of Downtown Millbrook. The executive summary provides a snapshot of the information in the report. The report shares confidential information that was provided to the Downtown Revitalization Coordinator and the Township of Cavan Monaghan while organizations were never singularly identified in the report. All of the personal information provided by the business owners of Downtown Millbrook are strictly confidential and cannot be accessed by the general public or organizations outside the Township of Cavan Monaghan.

For more detailed information regarding the Business Owner's Survey Report and results, please contact the Economic and Community Development or the Planning Department at the Township of Cavan Monaghan Office at 988 Country Road 10, Millbrook, Ontario. LOA 1G0 or at 705-932-2929.

Downtown Millbrook Revitalization Customer Origin Survey



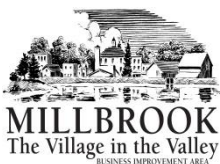
Executive Summary Appendix B



Downtown Millbrook... *revitalization*



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MILLBROOK
The Village in the Valley
BUSINESS IMPROVEMENT AREA



Ontario
Ministry of Agriculture,
Food and Rural Affairs



Peterborough
Community Futures
Development Corporation

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How strongly do you agree or disagree with the following statements?	7
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Background

This report has been produced for the Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee and the Millbrook Business Improvement Area.

The Customer Origin Survey was produced from the survey model, developed by the Ontario Ministry of Agriculture and Food and Ministry of Rural Affairs, with additional question modifications specific to Downtown Millbrook. The objective of the survey was to:

- Identify shopping patterns of residents and visitors;
- Assist with future marketing and promotions of Downtown Millbrook and businesses;
- Aid in economic development efforts by identifying current new potential business opportunities; and
- Provide demographic information about resident's purchasing habits, location and identifies target markets.

The Customer Origin Surveys were completed by the residents and tourists within Downtown Millbrook between August, 2012 and February, 2013. The distribution of surveys was modified from the OMAF/MRA guidelines as the survey was to be conducted on eight consecutive days on both peak and non-peak shopping days. It was determined, in order to get between 400 – 500 responses, the best solution was to obtain the surveys during special events being conducted in Downtown Millbrook. The survey was designed to take less than 5 minutes to fill out, with 9 questions being presented. 358 completed surveys were returned.

A special thanks to all the Downtown Millbrook Revitalization Management Committee, Township of Cavan Monaghan Staff and Township of Cavan Monaghan Council that provided their time to help conduct the surveys.

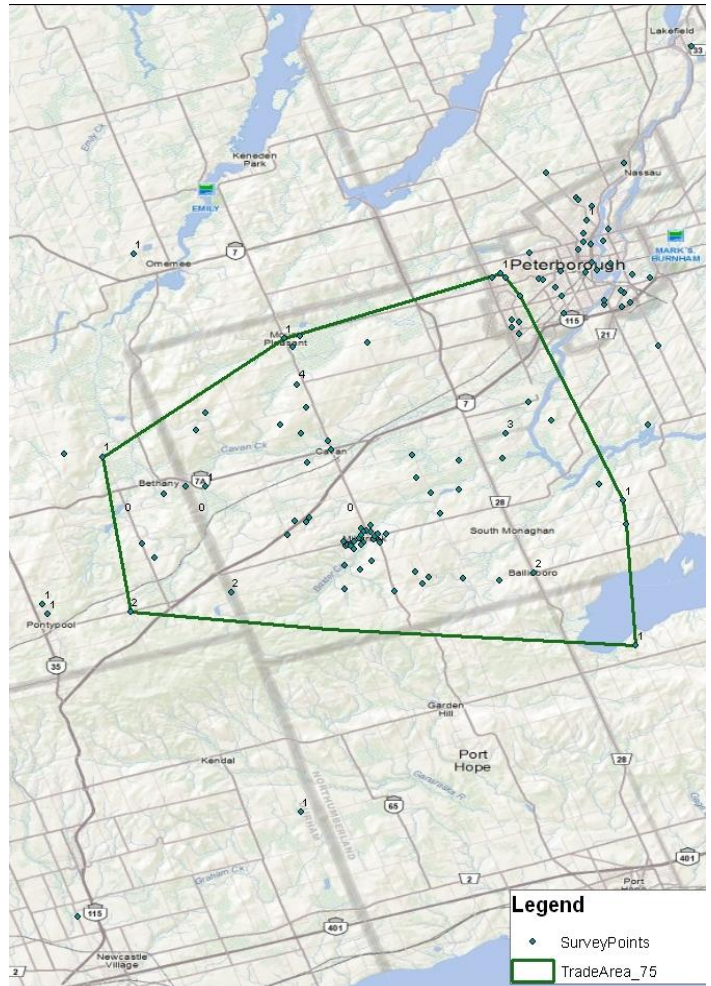


Trade Area Analysis

The trade area is the geographical area in which the majority of current and potential customers for Downtown Millbrook retail and service businesses reside. It is the area in which existing businesses are located.

A customer origin survey was conducted at locations throughout the downtown, where customers were asked to provide their postal code and their place of residence. A total of 358 responses were analyzed using Geographical Information Systems (GIS).

The trade area was established using the place of residence of the closest 75% (less than 75% as the southern end of trade area was modified) of customers. This does not mean that people from outside that boundary never frequent the downtown area but simply that the majority of customers are likely drawn from this area. The boundary of the trade area is presented in the map.





What is your postal code?

Top five postal codes: L0A 1G0 at 48.32%, L0A 1C0 at 11.17%, K0L 1V0 at 6.70%, L0B 1K0 at 2.51%, K0L 1B0 at 2.23%.

What is your street?

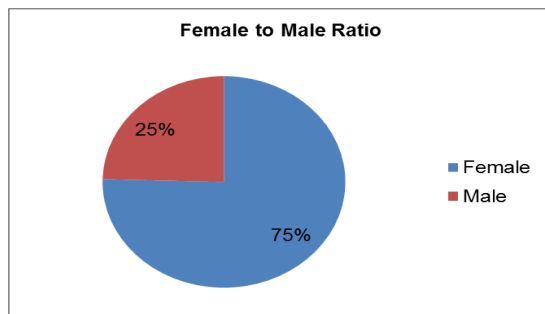
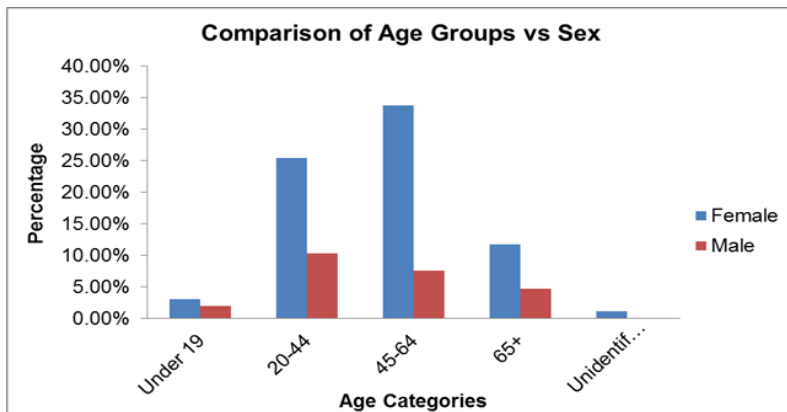
Top five streets: Brookside Street at 3.84%, County Road 10 at 3.84%, Anne Street at 3.55%, King Street East at 3.55%, McGuire Drive at 3.25%.

What is your age?

Top age groups responded: 45 – 64 at 41%, 20 – 44 at 36%.

What is your gender?

Female 75%, Male 25%.





Why are you shopping in downtown today?

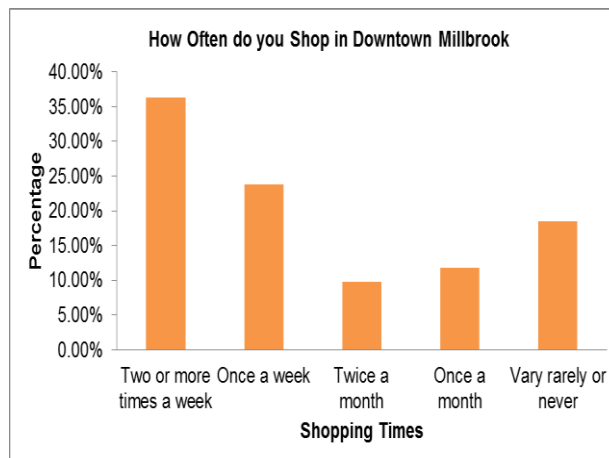
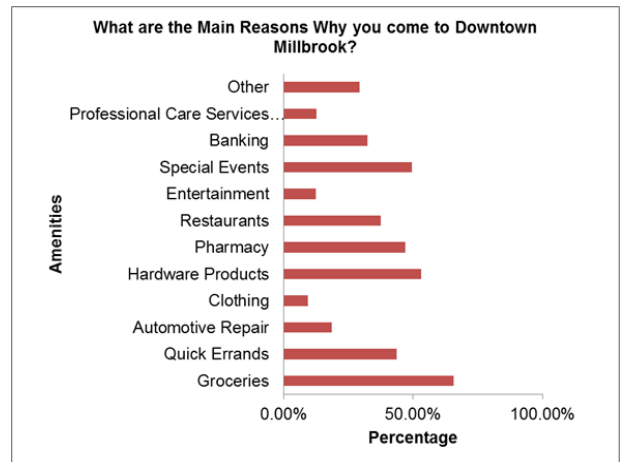
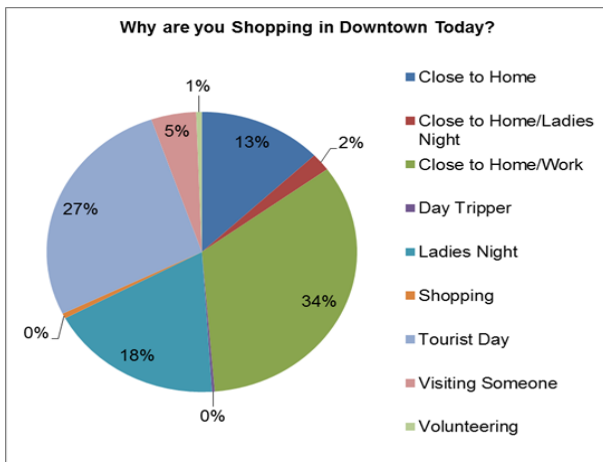
Top three reasons to shop in the downtown: 34% close to home/work, 27% tourist day, 18% Ladies Night.

How often do you shop in Downtown Millbrook?

36% of people shop two or more times a week, 23% once a week, 18% vary rarely or never.

What are the main reasons why you come to Downtown Millbrook?

Top three reasons to come downtown: 65% groceries, 53% hardware products, 49% special events.





How strongly do you agree or disagree with the following statements?

Rating	Top Statement	Lowest Statement
Strongly Agree	I like the look and feel of my downtown 68%	I prefer to shop outside of my communities downtown 10%
Somewhat Agree	Prices of products/services in my downtown are reasonable 50%	I like the look and feel of my downtown 11%
Somewhat Disagree	I prefer to shop outside of my communities downtown 36%	I feel safe in my downtown, even at night 6%
Strongly Disagree	I prefer to shop outside of my communities downtown 30%	Businesses in my downtown sell the products/services I want 3%

What three new businesses or services would you like to see open in the downtown?

- Top Apparel: clothing store 55%, 108 resp.
- Top Gift and Craft: dollar store 43%, 73 resp.
- Top Other Type of Stores: movie theatre 40%, 15 resp.
- Top Services: bank 36%, 25 resp.
- Top Restaurant: general quality family restaurant 35%, 167 resp.
- Top Outdoor Use: lumber store and farm coop 33%, 6 resp.
- Top Sporting and Health Store: recreation centre 28%, 56 resp.
- Top Food: bakery 23%, 26 resp.

What do you believe should be the highest priority to revitalizing the downtown?

- building repairs 13.10%
- more stores 10.92%
- keeping the history 9.61%
- new restaurant 5.29%
- keeping downtown clean 4.80%
- fill store fronts 4.80%
- restore the mill/dam 2.62%
- green space in the downtown 2.62%
- like the way it is 2.18%
- advertising 1.75%

Conclusion

The Customer Origin Survey Report provides more detailed information on the status of resident and visitor shopping habits, demographics and business opportunities for Downtown Millbrook. The executive summary provides a snapshot of the information in the report. No names were provided on the survey, thus identification of persons providing information was kept confidential.

For more detailed information regarding the Business Owner's Survey Report and results, please contact the Economic and Community Development or the Planning Department at the Township of Cavan Monaghan Office at 988 Country Road 10, Millbrook, Ontario. L0A 1G0 or at 705-932-2929.

Downtown Millbrook Revitalization Resident Survey



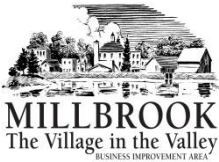
Executive Summary Appendix C



Downtown Millbrook... *revitalization*



Have it all. Right here.



Ministry of Agriculture,
Food and Rural Affairs



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What is your age?	4
What is your gender?	4
How many people live in your household?	4
What community do you work in?	5
How do you find information about what's going on in Downtown Millbrook?	5
What community events have you and/or members of your household attended in the past year?	5
How often do you visit Downtown Millbrook for the following?	5
How often do you shop at the following locations?	6
If you shopped in a location other than in Downtown Millbrook, what are the main reasons why?	6
If extended shopping hours were available in Downtown Millbrook, when would you most likely shop?	6
What new types of businesses or services would you like to have in Downtown Millbrook?	6
How strongly do you agree/disagree with the following statements?	7
Please indicate which community you most often travel to for each of the following activities.	8
Approximately, what is your household's annual income?	8
Do you have any other comments or suggestions regarding Downtown Millbrook?	9
Conclusion	10

Background

This report has been produced for the Township of Cavan Monaghan, Downtown Millbrook Revitalization Management Committee and the Millbrook Business Improvement Area.

The Resident Survey was produced in association with the Township of Cavan Monaghan Staff, Downtown Millbrook Revitalization Management Committee and the Ontario Ministry of Agriculture and Food and Ministry of Rural Affairs. The objective of the survey was to:

- Collect information on the attitudes and opinions of community residents about Downtown Millbrook;
- Aid in marketing and promotions of the downtown by measures shopping patterns, reasons why people come downtown and reasons why people shop elsewhere;
- Assist with economic development efforts for the downtown by identifying new retail and service businesses that residents would like to see; and
- Help guide the physical design improvements by identifying areas of the downtown that residents would like to see improved.

The Resident Surveys were completed by the residents of the Township of Cavan Monaghan between February 4, 2013 and February 28, 2013. The distribution of surveys was provided in two mediums. Residents could fill the survey out online at the Township of Cavan Monaghan website or fill a paper copy out and return it to one of nine drop box locations. Locations were provided throughout the Township at local businesses, recreational areas and public libraries. There were 17 questions developed for the survey. A total of 533 surveys were collected and analyzed.



What community is located closest to your home?

64% of responses came from Millbrook.

What is your postal code?

64% of responses came from postal code L0A 1G0.

What is your age?

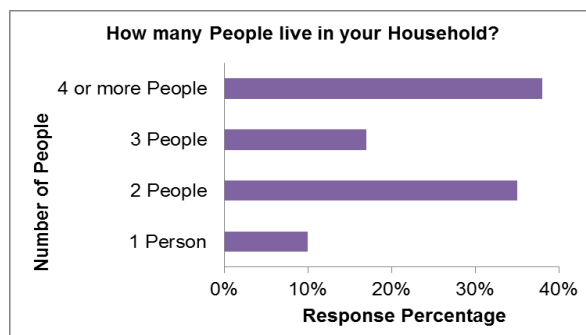
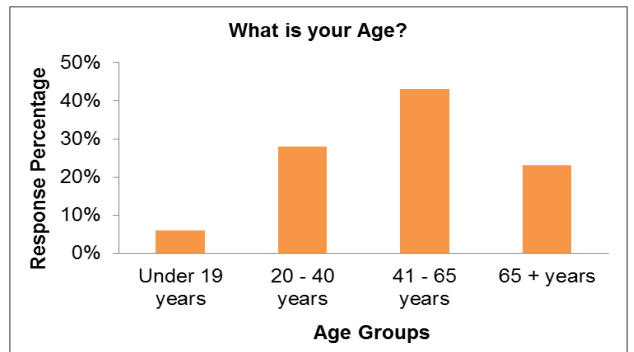
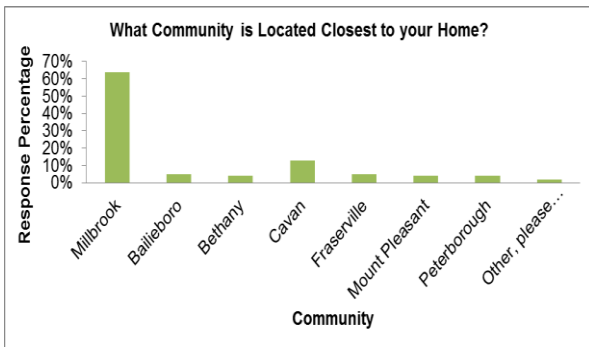
43% of surveys were filled in by people ages 41 – 65 and 28% from ages 20 – 40.

What is your gender

60% of survey responses came from females.

How many people live in your household?

38% of people indicated their household has 4 or more individuals, 35% have only 2 individuals residing.





What community do you work in?

Top three communities people work in: 23% Retired, 20% Peterborough and 16% Millbrook.

How do you find information about what's going on in Downtown Millbrook?

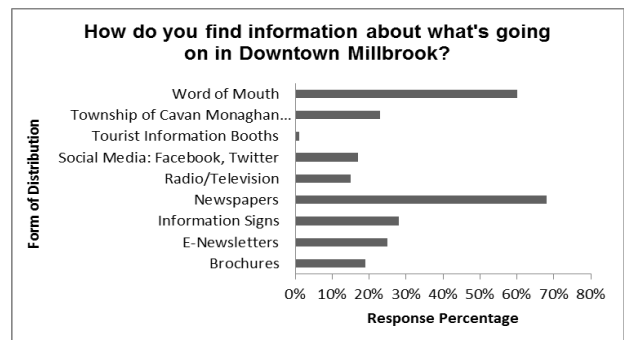
Top three ways of finding information: 68% newspaper, 60% word of mouth and 28% information signs.

What community events have you and/or your members of your household attended in the past year?

Top three community events attended: 61% Millbrook Fair/Parade, 59% Christmas in the Village and 49% Santa Claus Parade.

How often do you visit Downtown Millbrook for the following?

Times	Top Rated	Lowest Rated
Two or more times a week	Groceries 42%	Clothing 0.61%
Once a week	Groceries 25%	Clothing 0%
Twice a month	Post Office 16%	Clothing 2%
Once a Month	Gifts 25%	Clothing 4%
Very rarely	Clothing 93%	Groceries 12%





How often do you shop at the following locations?

Times	Top Rated	Lowest Rated
Two or more times a week	Millbrook 48%	Bailieboro 0.39%
Once a week	Peterborough 30%	Other 0.58%
Twice a month	Peterborough 12%	Omemees 0.39%
Once a Month	Port Hope 10%	Omemees 2%
Very rarely	Omemees 95%	Peterborough 7%

If you shopped in a location other than in Downtown Millbrook, what are the main reasons why?

Top three reasons why people shop in locations other than in Downtown Millbrook: 72% the goods and services are not available, 71% better selection and 49% better price.

If extended shopping hours were available in Downtown Millbrook, when would you most likely shop?

Top three extended hours when to shop: 49% Saturday after 12:00 p.m., 39% Sunday after 12:00 p.m. and 35% Friday after 6:00 p.m.

What new types of businesses or services would you like to have in Downtown Millbrook?

Top three new types of businesses: 47% restaurant, 40% discount store and 38% clothing store.



How strongly do you agree/disagree with the following statements?

Rating	Top Statement	Lowest Statement
Strongly Agree	I feel safe in Downtown Millbrook, even at night	Businesses in Downtown Millbrook sell the products and services I want
Agree	Prices of products/services in Downtown Millbrook are reasonable	I feel safe in Downtown Millbrook, even at night
Disagree	Businesses in Downtown Millbrook sell the products and services I want	I feel safe in Downtown Millbrook, even at night
Strongly Disagree	Parking in Downtown Millbrook is convenient and easy to use	I try to shop locally whenever possible



Downtown Millbrook...revitalization

Downtown Millbrook Revitalization Strategy



Please indicate which community you most often travel to for each of the following activities.

Activities	Top Rated	Lowest Rated
Automotive Repair	Millbrook 37%	Omeme 0.39%
Banking	Peterborough 50%	Omeme/Bethany/Fraserville 0%
Clothing	Peterborough 80%	Fraserville 0%
Entertainment	Peterborough 69%	Bethany 0.19%
Groceries	Peterborough 58%	Bethany/Fraserville 0%
Hardware Products	Millbrook 51%	Fraserville 0%
Medical	Millbrook 37%	Bethany/Fraserville 0%
Personal Care (hair)	Peterborough 60%	Bailieboro/Fraserville 0%
Pharmacy	Millbrook 51%	Fraserville 0%
Professional Care	Peterborough 53%	Bailieboro/Omeme 0%
Quick Errands	Millbrook 67%	Fraserville 0%
Restaurant	Peterborough 63%	Lindsay/Omeme 0%
Other	Other 53%	Bailieboro/Bethany/Fraserville 0.19%

Top Millbrook Attractions



Top Peterborough Attractions

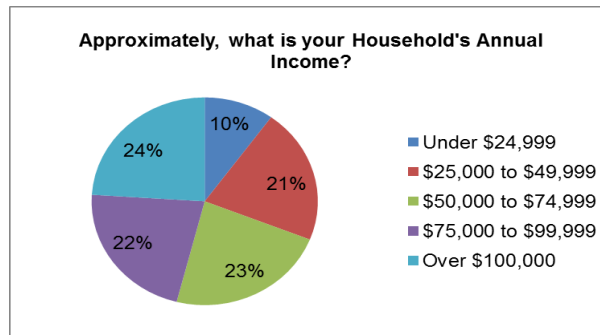


Comparable Attractions



Approximately, what is your household's annual income?

24% of make more than \$100,000, 23% make \$50,000 - \$74,999. 22% between \$75,000 - \$99, 999. The lowest rated annual household income was under \$24,999 with only 10% of total responses.



Do you have any other comments or suggestions regarding Downtown Millbrook?

Only use Millbrook for quick errands, library, bank, not enough selection to do regular shopping.

No vision of what residents want Millbrook to be, it is dirty, shabby despite all efforts of the people who decorate for events. Millbrook has potential to be like Merrickville, Perth and Elora, great architecture and local farmers add to charm.

Need for more artesian shops, niche specialty shops for gifts, brew pub (not for local rummies), hair salon, need to have the basics before revitalization can occur.

Millbrook is slowly dying and it is unfortunate, no slot money.

Need a larger selection of independently owned stores, not Subways. Need better eating out options such as pub/restaurant.

Have the flowers in the downtown switched to minimal maintenance products.

Not enough advertisement of special events, need giant banners, lawn signs, other forms of signs to get the word out.

Mill/pond is rarely used for events, it would be great to see the land used for something including restoring the mill and making it into a viable business, also downtown would look more inviting to tourists if there were more activities on the main street, such as sidewalk sales, like Home Hardware has.

Conclusion

The Resident Survey Report provides more detailed information on the status of resident habits, demographics and business opportunities for Downtown Millbrook. The executive summary provides a snapshot of the information in the report. No names were provided on the survey, thus identification of persons providing information was kept confidential.

For more detailed information regarding the Business Owner's Survey Report and results, please contact the Economic and Community Development or the Planning Department at the Township of Cavan Monaghan Office at 988 Country Road 10, Millbrook, Ontario. L0A 1G0 or at 705-932-2929.

Downtown Millbrook Revitalization Market Threshold Analysis



Executive Summary Appendix D



Downtown Millbrook... *revitalization*



Have it all. Right here.

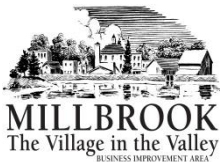


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Background

Market Analysis provides communities with information about local market conditions and opportunities so they can develop effective strategies for community revitalization. Determining the size and demographic characteristics of a community's trade area is a critical component of the analysis. The trade area analysis provides information about local consumer demand and demographic characteristics of a community's trade area. The business mix analysis provides information about business located in your trade area.

Trade Area boundaries used in the report were derived from locally collected survey data and, as such, the Ministry makes no warranty as to the reliability and accuracy of the information. The demographic data provided here is based on 2012 MapInfo and 2006 Statistics Canada Census data and may not reflect more current trends in the area.

The population projections and expenditure estimates reflect a third party methodology (MapInfo Canada). They incorporate explicit economic assumptions about spending behaviour. This methodology is described in Appendix 1. None of the projections or estimates represent Ontario Government policy targets, or desired population outcomes.

Readers are cautioned that the secondary data compiled here only provides one perspective on the community's economy. It is provided with the understanding that the local project team is reviewing this information in the context of other important inputs including knowledge about the local community from other sources including: business inventories, municipal studies, results of community surveys and discussions with other community members.

1.0 Introduction – Analyzing Your Trade Area

Market Analysis provides communities with information about local market conditions and opportunities so they can develop effective strategies for community revitalization. Determining the size and demographic characteristics of a community's trade area is a critical component of the analysis. This trade area analysis provides information about local consumer demand and demographic characteristics to:

1. Learn the characteristics and buying habits of consumers in the trade area;
2. Determine the most appropriate consumer groups to target; and
3. Enable assessment of the types of businesses, merchandise sold, and services offered.

1.1 The Importance of Determining Your Trade Area

A trade area is the geographic area in which the majority of customers for the business district reside. Once the size of the trade area is determined, estimate the number of potential customers that may patronize your businesses. Knowing the trade area also sets the geographic parameters for obtaining demographic and lifestyle information. This information provides insights into the people who live in the trade area and enables you to assess consumer demand for local products and services. A trade area's size and shape are influenced by many different factors including: the size or attractiveness of the supply point; the number, location and relative attractiveness of competing stores; accessibility to the store, in terms of ease of travel to the store against physical and man-made barriers that impede access; and, the relative geographical distribution of persons with a profile which is known to be predisposed to patronize this type of market. Furthermore, both the size and shape of trade areas are greatly influenced by the distance customers are willing to travel.

1.2 Different Types of Trade Areas

This trade area analysis is based on the community as a whole and provides a generalized trade area for businesses in the community. However, it is important to note that different types of retail and service businesses have different trade areas depending on the type and quality of products sold, particular customer preferences and business activity. While every store has its own unique trade area, they can be classified into two different types:

Convenience-shopping trade areas are characterized by the ease of access to the goods and services. People will base their decision to buy convenience items (gasoline, groceries, etc.) on shorter travel distance or travel time.



Comparison-shopping trade areas are based on price, selection, quality and style. Consumers are more likely to make purchase decisions after comparing product options (furniture, appliances, etc.) and are willing to travel longer distances for their purchases, making the trade area larger.

Another factor that affects the size of the trade area is the type of customers that frequent the business district, including local residents, community employees and visitors/tourists:

- Local residents usually represent the majority of spending potential for community businesses.
- Community employees may live within the trade area of community businesses, but may also commute from outside of the area. These employees are potential customers for local businesses.
- Tourists also represent potential consumers of community products and services.

This trade area analysis provides detailed information on the local resident market; however, it provides limited information about community employees and tourist markets. Other data collection methods such as surveys and focus groups should be used to gather detailed information on these markets if required.

1.3 Trade Area Demographics – General Guidelines

Trade area definition is not solely a mapping exercise – at some point the trade area needs to be populated with data (e.g., demographic data about the resident population). It will no doubt be of significant interest to see the geographic extent of your community's trade area - in terms of size and shape – but it is the demographic information derived from the trade area that will provide the most details about the local consumer base.

When reading through this document the information should provide insight into both the size of the market (or scale) and the varying types of consumers (or demographic character). Demographics alone will not tell which store to open or the ideal merchandise mix to offer – such business decisions are highly complex and multifaceted – and require information from many different sources. Demographic analysis does, however, provide key insights into business potential based on the size and character of the local consumer base. A technical term for bringing together information from multiple sources is 'triangulation' – the analysis presented in this report should be seen as one part of the triangulation process that the community is undertaking in assessing the local market. The demographic analysis should be viewed in parallel with your business and resident surveys, along with other components of the toolkit.

1.3.1. Demographic Scale and Character

The key contribution of this report is in providing the community with insights on the scale and character of the local consumer base. It is important to make the key distinction between what can be termed relative and absolute demographics.

- **Relative demographics** are measures of central tendency or percentages for a given trade area. They include variables such as; median age, persons per household, average number of children per family, average household income, average house value, percentage of persons with university education, percentage of households that immigrated between 2001 and 2006. These relative variables are, as the name indicates, ‘relatively’ insensitive to the precise definition of the trade area. For example, average household income for a trade area whether defined by a drive-time from the downtown or a custom-defined area based on customer survey may be similar in relative terms. This is due to the fact that: (i) the trade areas will probably share a large proportion of the same neighbourhoods (i.e. they will overlap); and, (ii) there is an underlying tendency for demographic variables for areas close to one another to be more similar compared to those areas further away. When retail analysts speak of the socioeconomic and demographics “character” of a trade area they are typically referring to relative demographics. Relative variables are often used for site selection and broader marketing initiatives.
- **Absolute demographics** are totals (counts) that include variables such as, total number of households, total number of persons aged 18 or less, total income, total number of persons with university education. Absolute demographics can be extremely sensitive to the trade area definition. For example, if two trade areas share 80 percent of the same neighbourhoods, the 20 percent difference can result in significant differences in the raw counts, e.g., four or five densely populated neighbourhoods within a trade area can dramatically increase the total population or total household income variables, while leaving average household income relatively unaffected. Absolute variables are important when looking at the total size of the market, for example, you may identify that 22% of the target customer demographic that is defined (e.g. females aged 35-54 years of age) reside in the trade area. However, if this is only 125 people – then total market opportunity will likely be low. Most demographic analysis proceeds with relative variables and then adds one of two absolute (typically households or population).



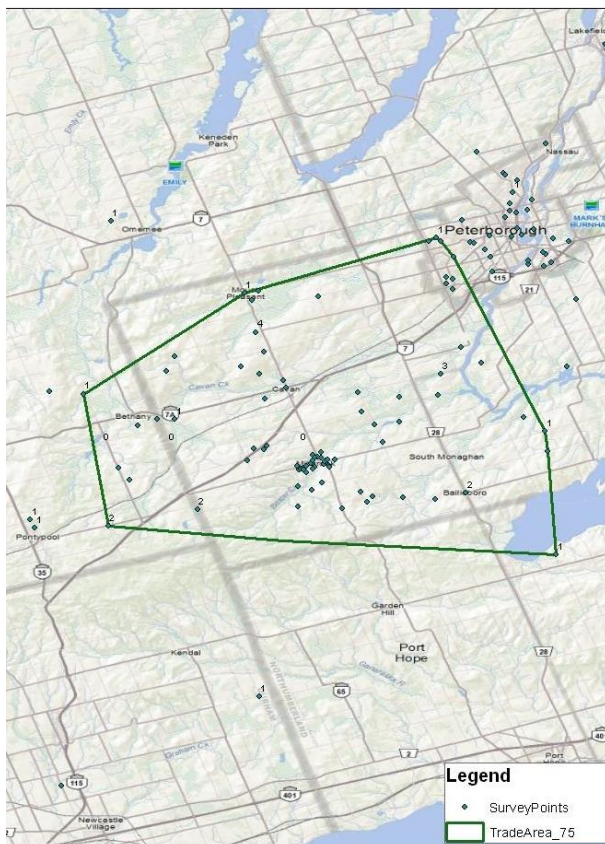
2.0 Defining the Downtown Trade Area

The trade area is the geographic area in which the majority of current and potential customers for downtown retail and service businesses reside. It is also the area in which existing businesses are located.

A customer origin survey was conducted at locations throughout the downtown, where customers were asked to provide their postal code and their place of residence. A total of 358 responses were analyzed using Geographic Information Systems (GIS)2.

2.1 Size and Shape of Downtown the Trade Area

Figure 1. Trade Area



The trade area is the geographical area in which the majority of current and potential customers for Downtown Millbrook retail and service businesses reside. It is the area in which existing businesses are located.

The trade area was established using the closest 75% places of residence for customers who frequent Downtown Millbrook. (actually less than 75% as the southern end of trade area was modified). This does not mean that people from outside that boundary never frequent the downtown area but simply that the majority of the customers are likely drawn from this area. The boundary of the trade area is presented in the following map.



3.0 Demographic Characteristics of the Trade Area

This section provides key demographic data for the trade area. The data and the trends revealed are important as they reflect the potential sales of retail goods and services within the trade area. Population characteristics can also be important indicators of demand/need for public services such as libraries, daycare centres and recreation facilities, which can often play a key role in attracting people to the community. Comparing this trade area with similar featured municipalities, in this case a ‘Custom Area’ (includes: Town of Port Hope, Township of Hamilton, Township of Otonabee-South Monaghan, Township of Smith-Ennismore-Lakefield and City of Kawartha Lakes); along with the province of Ontario allows demographic “baselines” to be established. These baselines help determine whether the trade area has low, medium, or high levels in a particular demographic category.

3.1 General Population Characteristics

3.1.1 Population

Knowing the population size of the trade area is important for estimating consumer demand. Population is defined as all persons living within the trade area boundary.

Table 1. Current Population

Population	Trade Area (75%)
2006 Census	21,219
2012 Population estimate	22,473
Land Area, km²	435.30
Persons per km²	47.10
Dwellings per km²	17.60

Source: Statistics Canada Adjust Census, 2006 and MapInfo Canada, 2012

3.1.2 Population Projections

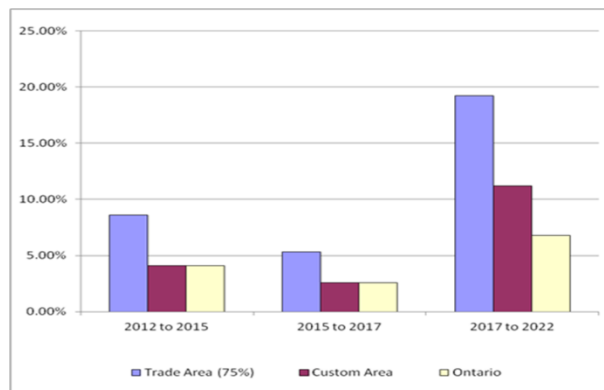
Anticipated household or population growth may indicate future opportunities for business expansion and/or recruitment.

Table 2. Population Projections

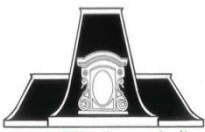
2012 Estimates and Projections	Trade Area (75%)	Custom Area	Ontario
Total Population			
2006 Census	21,219	130,341	12,665,392
2012 estimated	22,473	133,933	13,576,228
2015 projected	24,401	139,489	14,138,202
2017 projected	25,688	143,182	14,512,151
2022 projected	30,616	159,250	15,496,824
Change in Population (persons)			
2006 to 2012	1,254	3,592	910,836
2012 to 2015	1,928	5,556	561,974
2015 to 2017	1,287	3,693	373,949
2017 to 2022	4,928	16,068	984,673
Change in Population (percent)			
2006 to 2012	5.90%	2.80%	7.20%
2012 to 2015	8.60%	4.10%	4.10%
2015 to 2017	5.30%	2.60%	2.60%
2017 to 2022	19.20%	11.20%	6.80%
Rate of Change in Population (percent per year)			
2006 to 2012	1.00%	0.50%	1.20%
2012 to 2015	2.90%	1.40%	1.40%
2015 to 2017	2.60%	1.30%	1.30%
2017 to 2022	3.80%	2.20%	1.40%

*These population projections have been generated by MapInfo Canada, 2012

Graph 1. Estimated and Projected Rate of Population Change 2012 to 2022



Source: MapInfo Canada, 2012



3.1.3 Daytime Population

“Daytime population” is an estimate that includes both people who work in the area and residents living at home during the day, such as stay-at-home parents and retirees.

Knowing daytime population is important to identifying different retail opportunities. For instance, having a high daytime population creates a greater potential demand for restaurants, bars, financial institutions, dry cleaners, florists, coffee shops, business supply stores, retailers, and specialty stores catering to daytime shoppers.

Table 3. Daytime Population

Daytime Population	Trade Area (75%)			Custom Area			Ontario		
	Total	%	Index	Total	%	Index	Total	%	Index
Total Daytime Population	22,325			115,022			12,898,908		
Daytime Employees	12,669	57%	107	51,673	45%	85	6,819,222	53%	100
Daytime Population at home	9,656	43%	92	63,349	55%	117	6,079,686	47%	100
Age 0 to 14 years	3,503	16%	91	18,476	16%	93	2,216,650	17%	100
Age 15 to 64 years	3,020	14%	82	20,907	18%	110	2,138,006	17%	100
Age 65 plus years	3,133	14%	105	23,966	21%	156	1,725,030	13%	100

*This Daytime Population estimate has been generated by MapInfo Canada, 2012

3.1.4 Households

Along with population and daytime population, the number of households is another method for quantifying the current market size and growth, both of which are vital in determining consumer demand. Households consist of one or more persons who live in the same housing unit, regardless of their relationship to each other (including all occupied housing units). Anticipated growth in the number of households may indicate an increase in future demand for goods and services which translates into opportunities for business expansion and/or recruitment.

Table 4. Households

2011 Estimates and Projections	Trade Area (75%)	Custom Area	Ontario
Total Households			
2006 Census	7,444	50,469	4,728,845
2012 estimated	8,256	54,582	5,195,092
2015 projected	8,995	57,671	5,471,697
2017 projected	9,532	59,794	5,653,835
2022 projected	11,451	67,306	6,115,289
Change in Households			
2006 to 2012	812	4,113	466,247
2012 to 2015	739	3,089	276,605
2015 to 2017	537	2,123	182,138
2017 to 2022	1,919	7,512	461,454
Change in Households (percent)			
2006 to 2012	10.90%	8.10%	9.90%
2012 to 2015	9.00%	5.70%	5.30%
2015 to 2017	6.00%	3.70%	3.30%
2017 to 2022	16.80%	11.20%	7.50%

Household estimates and projections have been generated by MapInfo Canada, 2012
Source: Statistics Canada Adjusted Census, 2006, and MapInfo Canada, 2012.



3.1.5 Age

Age is an important demographic factor because the type and level of personal expenditures changes as individuals' age. Therefore, the number and proportion of people in the trade area from different age groups will determine the viability and potential for certain business types and store merchandise (see Table 5).

Table 5. Consumer Products or Services Purchased Disproportionately by Particular Age Groups

Age Group	Product or Service
Under 25	Transportation, apparel, entertainment, personal care, food away from home, education
25 to 34	Home ownership, household appliances, do-it-yourself products, housing costs, entertainment, apparel, transportation
35 to 49	Apparel, housing costs, home ownership, entertainment, transportation
50 to 64	Travel, recreational products and services, personal insurance, household furnishing
65 to 79	Health, travel, home services, housing repairs, food at home, public transportation
80 and over	Health, home services, housing repairs, food at home

Source: U.S. Bureau of Labor Statistics, Consumer Expenditures in 1995, 1997; based on Consumer Expenditure Survey data

Table 6. Age Distribution

Age Distribution	Trade Area (75%)			Custom Area			Ontario		
2012 Estimated Population	22,473	%	Index	133,933	%	Index	13,576,228	%	Index
0 to 4 years	995	4%	83	5,530	4%	77	725,049	5%	100
5 to 9 years	1,198	5%	98	6,069	5%	84	734,994	5%	100
10 to 14 years	1,310	6%	105	6,877	5%	92	756,607	6%	100
15 to 19 years	1,589	7%	112	7,971	6%	94	858,434	6%	100
20 to 24 years	1,456	6%	92	8,047	6%	85	960,582	7%	100
25 to 29 years	1,376	6%	85	6,832	5%	71	976,211	7%	100
30 to 34 years	1,067	5%	71	5,846	4%	65	914,001	7%	100
35 to 39 years	1,287	6%	86	6,132	5%	69	905,248	7%	100
40 to 44 years	1,462	7%	92	7,521	6%	79	963,509	7%	100
45 to 49 years	1,963	9%	110	10,558	8%	99	1,081,848	8%	100
50 to 54 years	2,024	9%	116	13,013	10%	126	1,051,004	8%	100
55 to 59 years	1,802	8%	119	11,931	9%	132	913,447	7%	100
60 to 64 years	1,378	6%	108	10,334	8%	136	771,144	6%	100
65 to 69 years	1,074	5%	105	8,455	6%	139	615,442	5%	100
70 to 74 years	723	3%	97	6,226	5%	141	448,609	3%	100
75 to 79 years	650	3%	111	5,004	4%	143	354,905	3%	100
80 to 84 years	537	2%	118	3,975	3%	147	274,988	2%	100
85 years and over	582	3%	130	3,612	3%	136	270,206	2%	100
Median Age	43.3		109	47.9		120	39.8		100
Dominant Age Group	50 to 54			50 to 54			45 to 49		

Source: Statistics Canada Adjusted Census, 2006, and MapInfo Canada, 2012.

3.1.6 Income Distribution

Household income is a good indicator of the spending power of residents, as well as their preferences for particular goods and services. To decide where to locate a store, retailers may consider the median or average household income in a trade area or seek a minimum number of households within a certain income range. Another common practice is to analyze the distribution of household incomes. Discount stores avoid extreme high or low income areas. Traditional department stores focus on markets with incomes over \$35,000, while some specialty fashion stores target incomes above \$75,000. A few store categories, including auto parts, are typically found in areas with lower household incomes^[1]. It should be noted however, that using income as the sole measure of a market's tastes and preferences may be misleading. Other factors that may be considered include family structure, education, occupation, and ethnicity.

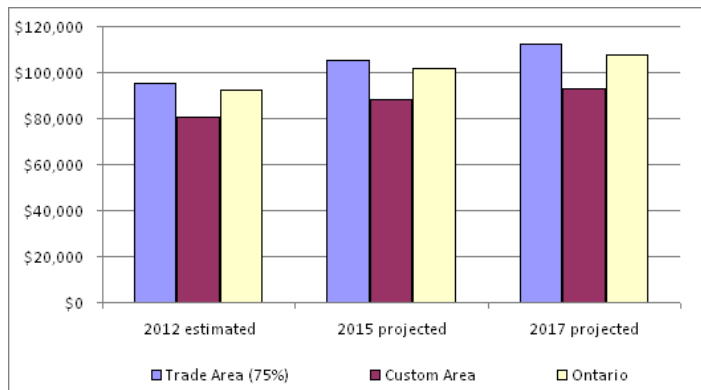
[1] Community and Business District Market Analysis, Center for Community Economic Development, University of Wisconsin.

Table 7. Income

Income	Trade Area (75%)			Custom Area			Ontario		
		%	Index		%	Index		%	Index
2005 Average after-tax Income	\$30,731		99	\$28,594		92	\$31,011		100
2005 Median after-tax household income	\$61,006		117	\$49,757		95	\$52,183		100
2005 Average after-tax household income	\$66,760		105	\$57,872		91	\$63,441		100
Average household income									
2012 estimated	\$95,410		103	\$80,587		87	\$92,225		100
2015 projected	\$105,568		104	\$88,025		87	\$101,489		100
2017 projected	\$112,379		104	\$93,024		86	\$107,700		100
2012 Estimated Households by Income	8,256			54,582			5,195,092		
Less than \$20,000	621	8%	66	5,643	10%	91	590,996	11%	100
\$20,000 - 39,999	1,147	14%	84	9,990	18%	110	863,048	17%	100
\$40,000 - 59,999	1,407	17%	100	10,800	20%	116	887,672	17%	100
\$60,000 - 79,999	1,230	15%	98	9,181	17%	110	791,380	15%	100
\$80,000 - 99,999	1,233	15%	119	6,763	12%	98	654,650	13%	100
\$100,000 - 119,999	675	8%	121	3,252	6%	88	352,252	7%	100
\$120,000 - 139,999	611	7%	134	2,897	5%	96	287,705	6%	100
\$140,000 - 159,999	455	6%	132	2,099	4%	92	216,842	4%	100
\$160,000 - 179,999	321	4%	122	1,460	3%	84	165,704	3%	100
\$180,000 - 199,999	284	3%	115	1,132	2%	69	155,751	3%	100
\$200,000 and over	272	3%	75	1,365	3%	57	229,092	4%	100

Source: Statistics Canada Adjusted Census, 2006, and MapInfo Canada, 2012.

Graph 5. Estimated and Projected Household Income



Source: Statistics Canada Adjusted Census, 2006, and MapInfo Canada, 2012.



3.1.7 Family Structure and Marital Status

Households can be composed of people living alone, families with or without children, single parent households, or a number of unrelated people living together. Family structure is important in identifying different retail opportunities. For instance, households with children generally will spend more money on children’s clothes and food while married households without children typically spend more on appliances and home furnishings. Empty-nesting boomers are also more likely to have higher disposable incomes.

Table 8. Family Structure

Family Structure and Marital Status	Trade Area (75%)			Custom Area			Ontario		
		%	Index		%	Index		%	Index
Census families in private households by family structure	6,145			38,310			3,422,320		
Married couples	4,795	78%	106	29,270	76%	103	2,530,560	74%	100
With no children at home	2,150	35%	119	15,390	40%	136	1,008,550	29%	100
With children at home	2,615	43%	96	13,880	36%	81	1,522,010	44%	100
Common-law couples	590	10%	94	4,740	12%	121	351,045	10%	100
With no children at home	355	6%	94	2,830	7%	121	209,300	6%	100
With children at home	230	4%	90	1,910	5%	120	141,745	4%	100
Lone-parent families	770	13%	79	4,295	11%	71	540,715	16%	100
Male parent	105	2%	59	940	2%	84	99,610	3%	100
Lone Female parent	620	10%	78	3,360	9%	68	441,105	13%	100
Total children at home by age	6,645			36,755			3,977,005		
Under 6 years of age	980	15%	73	6,335	17%	86	800,665	20%	100
6 - 14 years	2,510	38%	108	13,730	37%	107	1,390,905	35%	100
15 - 17 years	905	14%	110	5,390	15%	118	493,595	12%	100
18 - 24 years	1,600	24%	116	8,035	22%	105	828,155	21%	100
25 years and over	595	9%	77	3,255	9%	76	463,690	12%	100
Size of families	6,145			38,310			3,422,320		
2 persons	3,000	49%	108	20,770	54%	120	1,544,385	45%	100
3 persons	1,135	18%	82	6,965	18%	81	768,690	22%	100
4 persons	1,370	22%	99	7,160	19%	83	769,210	22%	100
5 or more persons	605	10%	99	3,405	9%	89	340,035	10%	100

Source: Statistics Canada Adjusted Census, 2006.



3.1.8 Housing Tenure and Dwelling Characteristics

“Housing tenure” refers to the number of owner occupied and renter occupied housing units. “Dwelling characteristics” refers to the age and type of housing units. These statistics are valuable in analyzing the potential for a variety of different products and services. For instance, a higher level of home ownership typically translates into higher expenditures for home furnishings and home equipment. Furthermore, dwelling characteristics such as the age of the dwelling, type of dwelling unit, etc. may point to different levels of demand for home improvement, furniture, appliances, hardware, paint/wallpaper, floor covering, garden centers and other home products and services.



Table 9. Housing Tenure and Dwelling Characteristics

Housing Tenure and Dwelling Characteristics	Trade Area (75%)			Custom Area			Ontario		
		%	Index		%	Index		%	Index
2006 Housing Ownership	7,210			49,090			4,554,250		
Owned	6,320	88%	123	41,655	85%	119	3,235,495	71%	100
Rented	875	12%	42	7,430	15%	53	1,312,295	29%	100
Occupied private dwellings by period of construction	7,210			49,090			4,554,250		
Before 1946	945	13%	88	10,410	21%	142	677,875	15%	100
1946 - 1960	590	8%	54	5,795	12%	78	690,155	15%	100
1961 - 1970	700	10%	69	6,285	13%	91	640,660	14%	100
1971 - 1980	1,225	17%	100	9,220	19%	110	776,745	17%	100
1981 - 1985	705	10%	132	3,135	6%	86	338,575	7%	100
1986 - 1990	1,325	18%	204	5,430	11%	123	410,155	9%	100
1991 - 1995	635	9%	138	3,150	6%	100	291,480	6%	100
1996 - 2000	440	6%	89	2,345	5%	70	312,215	7%	100
2001 - 2006	625	9%	95	3,335	7%	74	417,170	9%	100
Dominant period of construction	1986 - 1990	18%		Before 1946	21%		1971 - 1980	17%	
Occupied private dwellings by maintenance required	7,210			49,090			4,554,250		
Regular maintenance only	4,855	67%	99	31,515	64%	95	3,092,900	68%	100
Minor repairs	1,975	27%	107	14,085	29%	112	1,162,105	26%	100
Major repairs	370	5%	78	3,480	7%	108	300,015	7%	100
2006 Type of Housing Units	7,210			49,090			4,554,250		
Single-detached house	6,275	87%	155	41,890	85%	152	2,551,760	56%	100
Semi-detached house	165	2%	40	915	2%	33	260,175	6%	100
Row house	130	2%	23	800	2%	21	358,500	8%	100
Apartment, duplex	185	3%	74	875	2%	51	158,755	3%	100
Apartment less than 5 storeys	405	6%	52	3,055	6%	58	490,355	11%	100
Highrise Apartment	35	0%	3	975	2%	13	710,790	16%	100
Other single-attached house	10	0%	54	220	0%	174	11,725	0%	100
Movable dwelling	10	0%	52	345	1%	262	12,200	0%	100
Average value of dwelling	\$263,452			\$254,638			\$297,479		100
Rented Dwellings	875		100	7,430		100	1,312,295		100
Households spending 30 to 99% of household income on gross rent	285	33%	88	3,185	43%	115	487,775	37%	100
Owned Dwellings	6,320		100	41,655		100	3,235,495		100
Households spending 30% to 99% more of household income on major payments	910	14%	81	6,720	16%	91	574,620	18%	100

3.1.9 Educational Attainment

Although retailers are generally interested in income levels to determine potential consumer demand, educational attainment is also a useful indicator for understanding a market's potential. In particular, the citing of bookstores is often based on the number of highly educated individuals in the trade area. Similarly, computer and software stores are often located in areas with high levels of education.

Table 10. Educational Attainment

Educational Attainment	Trade Area (75%)			Custom Area			Ontario		
		%	Index		%	Index		%	Index
2006 Total Population by Educational Attainment	16,495			104,185			9,819,420		
No certificate, diploma or degree	3,600	22%	98	26,280	25%	113	2,183,630	22%	100
Certificate, diploma or degree	12,865	78%	100	77,885	75%	96	7,635,790	78%	100
High school certificate	4,550	28%	103	29,935	29%	107	2,628,570	27%	100
Apprenticeship or trades certificate or diploma	1,470	9%	111	11,465	11%	138	785,110	8%	100
College, CEGEP or other non-university certificate/diploma	3,960	24%	131	22,685	22%	118	1,804,775	18%	100
University certificate, diploma or degree	2,725	17%	67	13,800	13%	54	2,417,325	25%	100
University certificate or diploma below bachelor level	330	2%	48	2,860	3%	67	405,275	4%	100
University certificate or degree	2,410	15%	71	10,925	10%	51	2,012,055	20%	100
Bachelor's degree	1,315	8%	63	6,885	7%	52	1,243,725	13%	100
University certificate or diploma above bachelor level	440	3%	107	1,945	2%	75	245,145	2%	100
Degree in medicine, dentistry, veterinary medicine or optometry	95	1%	98	300	0%	49	57,685	1%	100
Master's degree	445	3%	68	1,455	1%	35	391,695	4%	100
Earned doctorate	10	0%	8	305	0%	39	73,785	1%	100

Source: Statistics Canada Adjusted Census, 2006.

3.1.10 Employment

Employment rates are another strong indicator of the spending power of residents. If the market has large proportion of individuals who are unemployed then it may be more suitable for second hand or thrift type stores to penetrate that market. High-end apparel type retailers may not find a strong enough demand to sustain their business.

Table 11. Employment

Employment	Trade Area (75%)			Custom Area			Ontario		
		%	Index		%	Index		%	Index
Population 15 years and over by Labour Force Activity	16,530			104,175			9,819,420		
In the labour force	11,555	70%	104	65,485	63%	94	6,587,580	67%	100
Employed	10,795	65%	104	61,655	59%	94	6,164,245	63%	100
Unemployed	760	5%	107	3,830	4%	85	423,330	4%	100
Not in the labour force	4,940	30%	91	38,685	37%	113	3,231,840	33%	100
Participation rate	69.90%		104	62.90%		94	67.10%		100
Unemployment rate	6.60%		102	5.80%		91	6.40%		100
<i>Employment-population ratio</i>	65.31%		104	59.18%		94	62.78%		100

Source: Statistics Canada Adjusted Census, 2006.

3.1.11 Occupations

Many retailers use the concentration of white or blue-collar workers as another gauge of a market's set of preferences. Specialty apparel stores thrive on middle to upper income areas and above average white-collar employment. Office supply stores and large music and video stores are especially sensitive to the occupational profile. These retailers target growth areas with a majority of white-collar workers. Please refer to Appendix 3 for a breakdown of occupations and their classifications.

Table 12. Occupations

Occupations	Trade Area (75%)			Custom Area			Ontario		
		%	Index		%	Index		%	Index
All occupations	11,385			64,650			6,473,730		
White Collar	3,600	31%	91	18,350	28%	82	2,261,500	34%	100
Grey Collar	3,920	34%	90	23,750	36%	96	2,487,030	38%	100
Blue Collar	2,985	26%	111	20,750	32%	136	1,539,950	23%	100
Occupation - Not applicable	160	1%	80	840	1%	74	113,845	2%	100

Source: Statistics Canada Adjusted Census, 2006.

3.1.12 Ethnic Origin

The ethnic origin of potential customers in a trade area affects the relative demand for different types of goods and services. Therefore, knowing the ethnicity of an area is important when choosing the merchandise to be carried. Correct assortments, fashion orientation, food, advertising media, and product selection can all be influenced by ethnicity.

Table 13. Top Five Ethnic Origins

Ethnic Origin	Trade Area (75%)	Custom Area	Ontario
Top 5 Ethnic Origins	English	English	English
	Canadian	Canadian	Canadian
	Irish	Irish	Scottish
	Scottish	Scottish	Irish
	French	French	French

Source: Statistics Canada Adjusted Census, 2006.

3.1.13 Recent Immigrants by Place of Birth

Cultural diversity is a feature of many communities across Canada and immigration is an important component of both population and economic growth.

Table 14. Recent Immigrants by Place of Birth

	Trade Area (75%)		Custom Area		Ontario	
Total Immigrants by Selected Places of Birth (2001-2006)	115		400		580,740	
Top 5 Immigrant Places of Birth (2001-2006)	India	30%	All other places of birth	23%	India	15%
	Poland	20%	United Kingdom	21%	All other places of birth	15%
	China	10%	Korea, South	19%	China	13%
	United States of America	10%	United States of America	14%	Pakistan	8%
	United Kingdom	10%	India	6%	Philippines	6%

Source: Statistics Canada Adjusted Census, 2006.

4.0 Household Expenditure Estimates

This section presents estimates of the expenditures of trade area residents by particular products and services. Household spending on goods and services are key indicators in estimating market potential. The Household Expenditure Potential data provides estimates of average annual expenditures for a wide range of goods and services for Canadian households. The data includes both average dollars per household and total dollars spent within the community trade area.

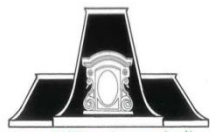
This dataset can be used:

- estimate total expenditure for a good or service in the trade area.
- compare local supply against market demand.
- as a reference in conjunction with a business's own sales data to derive first approximation estimates of market share. This aids in developing effective strategies for business development.

Readers are cautioned that the methodology of creating these estimates reflects economic and demographic assumptions and limitations (see Appendix A) as well as possible errors resulting from local survey sampling. The household expenditure estimates include a colour-coded index which standardizes the comparison between the values found in the trade area, and those of the benchmark regions. Indexing allows for a comparison between regions of different size by comparing proportions relative to the population of each region instead of absolute values. The index system is color-coded using the following criteria: index above 110 = green (high), index between 110 and 90 = black (normal), index below 90 = red (low). It is recommended that anyone interpreting these estimates should familiarize themselves with these factors before drawing any conclusions based on the information provided

4.1 Canadian Expenditure Potential Categories (2011)

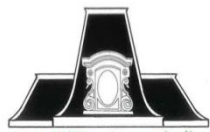
- Food
- Shelter
- Household Operation
- Household Furnishings
- Household Equipment
- Clothing
- Transportation
- Health Care
- Personal Care
- Recreation
- Reading Materials and Education
- Alcohol and Tobacco



4.1.1 Expenditure Potential Summary

	2011 CamEx - Expenditures Summary				Trade Area (75%)				Custom Area				Ontario			
	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index
Total expenditure	\$729,972,795	\$88,417			\$4,195,200,938	\$76,861			\$443,662,184,824	\$85,400						
Total current consumption	\$517,169,977	\$62,642	71%	101	\$3,044,481,441	\$55,778	73%	104	\$310,524,198,098	\$59,773	70%	100				
Food	\$66,396,147	\$8,042	9%	94	\$396,761,656	\$7,269	9%	97	\$43,080,637,340	\$8,293	10%	100				
Shelter	\$139,672,260	\$16,918	19%	96	\$785,447,862	\$14,390	19%	93	\$88,840,884,832	\$17,101	20%	100				
Household operation	\$35,033,448	\$4,243	5%	104	\$214,211,004	\$3,925	5%	111	\$20,463,051,195	\$3,939	5%	100				
Household furnishings and equipment	\$22,370,640	\$2,710	3%	108	\$129,278,716	\$2,369	3%	109	\$12,600,471,755	\$2,425	3%	100				
Clothing	\$27,226,686	\$3,298	4%	87	\$152,717,057	\$2,798	4%	85	\$18,964,342,413	\$3,650	4%	100				
Transportation	\$109,485,142	\$13,261	15%	114	\$651,840,745	\$11,942	16%	118	\$58,241,673,304	\$11,211	13%	100				
Health care	\$17,543,551	\$2,125	2%	98	\$118,361,507	\$2,169	3%	115	\$10,877,425,503	\$2,094	2%	100				
Personal care	\$10,763,301	\$1,304	1%	92	\$62,737,270	\$1,149	1%	93	\$7,141,818,089	\$1,375	2%	100				
Recreation	\$48,922,273	\$5,926	7%	119	\$294,871,388	\$5,402	7%	124	\$25,077,646,797	\$4,827	6%	100				
Reading materials and other printed mater	\$2,648,869	\$321	0%	101	\$15,782,456	\$289	0%	105	\$1,589,775,276	\$306	0%	100				
Education	\$8,387,291	\$1,016	1%	76	\$43,262,284	\$93	1%	68	\$6,735,306,133	\$1,296	2%	100				
Tobacco products and alcoholic beverages	\$15,161,683	\$1,836	2%	106	\$94,404,899	\$1,730	2%	115	\$8,705,621,116	\$1,676	2%	100				

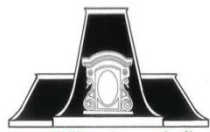
Source: MapInfo Canada, 2012.



4.1.2 Food

2011 CamEx - Expenditures	Trade Area (75%)				Custom Area				Ontario			
	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index
Food	\$66,396,147	\$8,042			\$396,761,656	\$7,269			\$43,080,637,340	\$8,293		
Food purchased from stores	\$50,699,626	\$6,141	76%	102	\$306,681,781	\$5,619	77%	103	\$32,300,875,712	\$6,218	75%	100
Locally and on day trips	\$49,196,164	\$5,959	74%	101	\$297,736,493	\$5,455	75%	103	\$31,463,407,082	\$6,056	73%	100
While on trips overnight or longer	\$1,503,463	\$182	2%	116	\$8,945,327	\$164	2%	116	\$837,468,871	\$161	2%	100
Board paid to private households	\$283,310	\$34	0%	108	\$1,244,286	\$23	0%	80	\$169,818,609	\$33	0%	100
Day board and children's lunches	\$90,671	\$11	0%	55	\$376,423	\$7	0%	38	\$107,213,428	\$21	0%	100
While on trips overnight or longer	\$192,643	\$23	0%	200	\$867,862	\$16	0%	151	\$62,605,058	\$12	0%	100
Food purchased from restaurants	\$15,413,214	\$1,867	23%	94	\$88,835,610	\$1,628	22%	91	\$10,609,942,888	\$2,042	25%	100

Source: MapInfo Canada, 2012.



4.1.3 Shelter

2011 Catex - Expenditures Shelter	Trade Area (75%)			Custom Area			Ontario		
	Total Expenditure	Expenditure per Household	%	Total Expenditure	Expenditure per Household	%	Total Expenditure	Expenditure per Household	%
Shelter	\$139,672,260	\$16,918	93%	\$785,447,862	\$14,390	92%	\$88,840,894,832	\$17,101	93%
Principal accommodation	\$129,205,986	\$15,650	93%	\$725,931,569	\$13,300	92%	\$82,402,904,680	\$16,862	93%
Rented living quarters	\$11,834,045	\$1,433	97%	\$85,263,400	\$1,562	98%	\$15,326,800,243	\$2,950	98%
Rent	\$11,502,515	\$1,393	97%	\$83,175,633	\$1,524	98%	\$15,033,138,157	\$2,894	98%
Tenants' maintenance, repairs and alterations	\$119,708	\$14	1%	\$647,215	\$12	1%	\$13,612,255	\$22	1%
Tenants' insurance premiums	\$211,824	\$26	2%	\$1,440,554	\$26	2%	\$180,048,676	\$35	1%
Owned living quarters	\$91,865,089	\$11,127	63%	\$484,693,404	\$8,880	60%	\$53,296,640,944	\$10,259	60%
Regular mortgage payments	\$58,182,131	\$7,047	63%	\$292,361,649	\$5,356	60%	\$32,030,699,737	\$6,166	60%
Maintenance, repairs and replacements	\$3,670,185	\$445	4%	\$23,472,396	\$430	5%	\$2,135,040,321	\$411	4%
Condominium charges	\$558,499	\$68	1%	\$4,129,075	\$76	1%	\$1,667,171,042	\$321	3%
Property taxes	\$17,325,610	\$2,099	19%	\$92,608,089	\$1,697	19%	\$10,563,551,262	\$2,033	20%
Homeowners' insurance premiums	\$5,147,683	\$624	6%	\$31,804,025	\$583	7%	\$2,728,003,530	\$525	5%
Other expenditures for owned living quarters	\$6,980,973	\$846	8%	\$40,318,131	\$739	8%	\$4,172,167,554	\$803	8%
Water, fuel and electricity	\$25,506,833	\$3,089	28%	\$155,974,677	\$2,858	32%	\$13,779,439,478	\$2,652	26%
Other accommodation	\$10,466,272	\$1,268	33%	\$59,516,274	\$1,090	33%	\$6,437,979,657	\$1,239	35%
Owned vacation home	\$3,489,585	\$423	33%	\$19,752,379	\$362	33%	\$2,224,239,484	\$428	35%
Traveller accommodation	\$6,976,693	\$845	67%	\$39,763,895	\$739	67%	\$4,213,740,251	\$811	65%
Hotels and motels	\$4,963,599	\$601	47%	\$26,444,287	\$484	44%	\$3,033,641,819	\$584	47%
Other accommodation away from home	\$2,013,088	\$244	19%	\$13,319,584	\$244	22%	\$1,180,097,595	\$227	18%

Source: MapInfo Canada, 2012.



Downtown Millbrook Revitalization Strategy

4.1.4 Household Operation

	2011 Canx - Expenditures Household Operation				Trade Area (75%)				Custom Area				Ontario			
	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index
Household operation	\$35,033,448	\$4,243	42%	92	\$214,211,004	\$3,925	42%	92	\$20,463,051,195	\$3,939	45%	100				
Communications	\$14,550,471	\$1,762	42%	92	\$89,094,827	\$1,632	42%	92	\$9,225,906,151	\$1,776	45%	100				
Telephone	\$6,136,385	\$743	18%	101	\$39,861,371	\$730	19%	107	\$3,553,629,175	\$684	17%	100				
Cellular services	\$4,884,712	\$592	14%	84	\$27,886,423	\$511	13%	79	\$3,392,946,075	\$653	17%	100				
Internet services	\$2,725,320	\$330	8%	87	\$16,563,716	\$304	8%	87	\$1,823,759,968	\$351	9%	100				
Postal and other communication services	\$724,307	\$88	2%	109	\$4,282,540	\$78	2%	105	\$389,229,439	\$75	2%	100				
Child care expenses	\$3,490,031	\$423	10%	99	\$17,896,949	\$328	8%	83	\$2,048,915,058	\$394	10%	100				
Child care outside the home	\$2,755,107	\$334	8%	100	\$13,770,530	\$252	6%	82	\$1,607,624,440	\$309	8%	100				
Child care in the home	\$734,926	\$89	2%	97	\$4,126,433	\$76	2%	89	\$441,290,547	\$85	2%	100				
Domestic and other custodial services	\$1,797,669	\$218	5%	83	\$8,902,683	\$163	4%	67	\$1,271,993,034	\$245	6%	100				
Pet expenses	\$5,653,467	\$685	16%	123	\$36,805,519	\$674	17%	131	\$2,677,693,212	\$515	13%	100				
Pet food	\$2,355,705	\$285	7%	118	\$16,570,538	\$304	8%	135	\$1,169,118,165	\$225	6%	100				
Purchase of pets and related pet goods	\$711,042	\$86	2%	124	\$4,365,390	\$80	2%	125	\$334,270,919	\$64	2%	100				
Veterinarian and other services	\$2,586,720	\$313	7%	129	\$15,869,597	\$291	7%	129	\$1,174,303,989	\$226	6%	100				
Household cleaning supplies	\$2,391,495	\$290	7%	101	\$15,156,251	\$278	7%	105	\$1,378,582,928	\$265	7%	100				
Paper, plastic and foil household supplies	\$2,804,189	\$340	8%	95	\$18,035,138	\$330	8%	100	\$1,719,718,898	\$331	8%	100				
Garden supplies and services	\$3,135,524	\$380	9%	116	\$20,455,631	\$375	10%	124	\$1,578,480,692	\$304	8%	100				
Other household supplies	\$1,210,601	\$147	3%	126	\$7,863,957	\$144	4%	134	\$60,755,927	\$108	3%	100				

Source: MapInfo Canada, 2012.



4.1.5 Household Furnishings

	2011 CanEx - Expenditures Household furnishings				Trade Area (75%)				Custom Area				Ontario			
	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index
Household furnishings	\$11,025,062	\$1,335			\$60,465,404	\$1,108			\$6,901,416.501	\$1,328						
Furniture	\$7,065,365	\$928	70%	103	\$41,953,156	\$769	69%	103	\$4,654,537.698	\$898	67%	100				
Rugs, mats and underpadding	\$550,053	\$67	5%	105	\$2,733,414	\$50	5%	95	\$328,797,647	\$63	5%	100				
Window coverings and household textiles	\$1,604,367	\$194	15%	97	\$9,298,101	\$170	15%	102	\$1,037,399.555	\$200	15%	100				
Art, antiques and decorative ware	\$1,205,273	\$146	11%	86	\$6,480,716	\$119	11%	84	\$880,681,007	\$170	13%	100				
Works of art, carvings and vases	\$728,580	\$88	7%	87	\$3,667,032	\$67	6%	80	\$525,653,529	\$101	8%	100				
Antiques	\$101,575	\$12	1%	77	\$608,751	\$11	1%	84	\$82,935,637	\$16	1%	100				
Glass mirrors, and mirror and picture frames	\$375,142	\$45	3%	86	\$2,204,946	\$40	4%	92	\$272,091,774	\$52	4%	100				

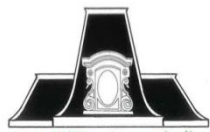
Source: MapInfo Canada, 2012.



4.1.6 Household Equipment

2011 CanEx - Expenditures Household Equipment	Trade Area (75%)			Custom Area			Ontario		
	Total Expenditure	Expenditure per Household	%	Total Expenditure	Expenditure per Household	%	Total Expenditure	Expenditure per Household	%
Household equipment	\$9,833,628	\$1,191		\$4,867,306,399	\$937				
Household appliances	\$4,273,908	\$518	43%	\$2,006,003,379	\$476	43%	\$2,171,203,498	\$418	45%
Room air conditioners, portable humidifiers and dehumidifiers	\$1,967,706	\$24	2%	\$1,426,713	\$26	2%	\$1,377,201,546	\$26	3%
Refrigerators and freezers	\$1,380,528	\$167	14%	\$7,943,492	\$146	13%	\$545,599,544	\$105	11%
Cooking equipment	\$604,526	\$73	6%	\$3,429,474	\$63	6%	\$275,087,911	\$53	6%
Microwave ovens	\$83,483	\$10	1%	\$533,113	\$10	1%	\$45,204,654	\$9	1%
Small electric food preparation appliances	\$469,682	\$57	5%	\$2,701,441	\$49	4%	\$319,488,204	\$61	7%
Washers and dryers	\$872,389	\$106	9%	\$5,396,833	\$99	9%	\$456,759,022	\$88	9%
Sewing machines, vacuum cleaners and other rug cleaning equipment	\$235,609	\$29	2%	\$1,854,899	\$34	3%	\$138,035,552	\$27	3%
Portable Dishwashers	\$40,072	\$5	0%	\$346,610	\$6	1%	\$23,373,840	\$4	0%
Other electric equipment and appliances	\$283,586	\$34	3%	\$1,631,215	\$30	3%	\$169,887,405	\$33	3%
Attachments and parts for major appliances	\$107,339	\$13	1%	\$739,568	\$14	1%	\$60,765,272	\$12	1%
Home and workshop tools and equipment	\$1,032,866	\$125	11%	\$6,623,971	\$121	11%	\$480,794,290	\$93	10%
Power tools and equipment	\$599,997	\$73	6%	\$3,962,482	\$73	7%	\$271,545,148	\$52	6%
Other tools	\$432,867	\$52	4%	\$2,661,490	\$49	4%	\$209,249,139	\$40	4%
Lawn, garden and snow-removal tools and equipment	\$1,898,871	\$230	19%	\$12,520,466	\$229	21%	\$669,566,209	\$129	14%
Power lawn, garden and snow removal equipment	\$1,562,227	\$189	16%	\$10,577,105	\$194	18%	\$512,758,422	\$99	11%
Other lawn, garden and snow removal equipment	\$336,647	\$41	3%	\$1,943,367	\$36	3%	\$156,807,764	\$30	3%
Lamps and lampshades	\$241,615	\$29	2%	\$1,214,265	\$22	2%	\$158,057,721	\$30	3%
Non-electric kitchen and cooking equipment	\$550,058	\$67	6%	\$3,234,959	\$59	5%	\$367,739,878	\$71	8%
Cutlery, flatware and silverware	\$139,689	\$17	1%	\$741,279	\$14	1%	\$95,100,443	\$18	2%
Non-electric cleaning equipment	\$354,791	\$43	4%	\$2,199,081	\$40	4%	\$219,355,578	\$42	5%
Luggage	\$232,245	\$28	2%	\$1,235,821	\$23	2%	\$149,412,247	\$29	3%
Home security equipment	\$115,124	\$14	1%	\$660,524	\$12	1%	\$55,294,426	\$11	1%
Other household equipment, parts and accessories	\$994,454	\$120	10%	\$5,861,813	\$107	10%	\$500,781,675	\$96	10%
Maintenance and repairs of furniture and equipment	\$618,490	\$75	0%	\$3,897,795	\$71	0%	\$311,818,612	\$60	0%
Furniture, carpeting and household textiles	\$302,616	\$37	49%	\$2,019,628	\$37	52%	\$185,441,586	\$36	59%
Major household appliances	\$198,088	\$24	32%	\$1,104,329	\$20	28%	\$87,519,743	\$17	28%
Other maintenance and repairs of furniture and equipment	\$117,811	\$14	19%	\$773,829	\$14	20%	\$38,857,087	\$7	12%
Services related to furnishings and equipment	\$893,458	\$108	0%	\$4,619,953	\$85	0%	\$519,928,656	\$100	0%
Rental of heating equipment	\$377,361	\$46	42%	\$2,171,639	\$40	47%	\$195,508,078	\$38	38%
Other services related to furnishings and equipment	\$118,515	\$14	13%	\$656,380	\$12	14%	\$75,397,343	\$15	15%
Home security services	\$397,577	\$48	44%	\$1,791,914	\$33	39%	\$249,023,431	\$48	48%

Source: MapInfo Canada, 2012.



Downtown Millbrook...revitalization

Downtown Millbrook Revitalization Strategy



4.1.7 Clothing

	2011 CatEx - Expenditures				Trade Area (75%)				Custom Area				Ontario			
	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index				
Clothing	\$27,226,686	\$3,298			\$162,717,057	\$2,798			\$18,964,342,413	\$3,660						
Women's and Girls' wear (4 yrs & over)	\$15,396,908	\$1,861	56%	103	\$65,000,784	\$1,567	56%	101	\$10,430,788,251	\$2,008	55%	100				
Clothing	\$8,354,731	\$1,012	31%	88	\$46,342,790	\$949	30%	74	\$5,947,061,031	\$1,145	31%	100				
Footwear	\$2,400,752	\$291	9%	100	\$13,594,532	\$249	9%	101	\$1,673,020,518	\$322	9%	100				
Athletic footwear	\$795,524	\$96	3%	102	\$4,716,270	\$86	3%	107	\$45,826,431	\$105	3%	100				
Non-athletic footwear	\$1,605,227	\$194	6%	99	\$8,878,254	\$163	6%	98	\$1,127,194,048	\$217	6%	100				
Accessories	\$642,270	\$78	2%	97	\$3,608,420	\$66	2%	97	\$463,511,107	\$89	2%	100				
Jewellery and watches	\$1,911,745	\$232	7%	125	\$9,373,767	\$172	6%	109	\$1,064,113,218	\$205	6%	100				
Watches	\$178,553	\$22	1%	101	\$941,925	\$17	1%	95	\$122,552,487	\$24	1%	100				
Jewellery	\$1,733,192	\$210	6%	128	\$8,431,852	\$154	6%	111	\$941,560,649	\$181	5%	100				
Clothing gifts to non-household members	\$2,057,397	\$249	8%	112	\$12,081,279	\$221	8%	117	\$1,283,060,971	\$247	7%	100				
Men's and Boys' wear (4 years and over)	\$9,296,190	\$1,178	36%	99	\$54,992,361	\$1,008	36%	100	\$6,827,340,861	\$1,314	36%	100				
Clothing	\$5,638,351	\$683	21%	97	\$31,244,719	\$572	20%	96	\$4,047,186,569	\$779	21%	100				
Footwear	\$1,873,632	\$227	7%	99	\$11,229,096	\$206	7%	106	\$1,314,412,253	\$253	7%	100				
Athletic footwear	\$890,563	\$108	3%	98	\$5,289,004	\$97	3%	103	\$635,619,845	\$122	3%	100				
Non-athletic footwear	\$983,065	\$119	4%	101	\$5,990,100	\$109	4%	109	\$678,791,937	\$131	4%	100				
Accessories	\$393,064	\$48	1%	96	\$2,284,872	\$41	1%	99	\$284,088,399	\$55	1%	100				
Jewellery and watches	\$446,013	\$54	2%	83	\$2,207,553	\$40	1%	73	\$376,157,194	\$72	2%	100				
Watches	\$162,124	\$20	1%	94	\$913,859	\$17	1%	95	\$119,577,305	\$23	1%	100				
Jewellery	\$283,889	\$34	1%	77	\$1,293,702	\$24	1%	63	\$256,579,928	\$49	1%	100				
Clothing gifts to non-household members	\$1,375,126	\$167	5%	119	\$8,046,096	\$147	5%	124	\$805,495,379	\$155	4%	100				
Children's wear (under 4 years)	\$988,243	\$109	3%	95	\$5,272,059	\$97	3%	100	\$656,410,305	\$126	3%	100				
Clothing and cloth diapers	\$311,289	\$38	1%	108	\$1,644,054	\$30	1%	101	\$201,244,093	\$39	1%	100				
Footwear	\$49,870	\$6	0%	111	\$294,343	\$5	0%	117	\$31,309,558	\$6	0%	100				
Clothing gifts to non-household members	\$557,081	\$65	2%	88	\$3,336,653	\$61	2%	98	\$423,866,611	\$82	2%	100				
Clothing material, notions and services	\$1,235,346	\$150	5%	82	\$7,451,860	\$137	5%	88	\$1,049,820,655	\$202	6%	100				
Clothing material, yarn, thread and other notions (excluding household textiles)	\$355,751	\$43	1%	144	\$2,473,893	\$45	2%	179	\$171,547,299	\$33	1%	100				
Services	\$879,595	\$107	3%	70	\$4,977,957	\$91	3%	70	\$878,273,107	\$169	5%	100				
Laundry and dry-cleaning service	\$445,846	\$54	2%	75	\$2,065,444	\$38	1%	62	\$413,882,389	\$80	2%	100				
Laundromats and self-servicing dry cleaning	\$189,772	\$23	1%	42	\$1,636,035	\$30	1%	65	\$314,926,476	\$61	2%	100				
Other clothing services	\$243,982	\$30	1%	114	\$1,276,465	\$23	0	108	\$149,464,043	\$29	1%	100				

Source: MapInfo Canada, 2012.



Downtown Millbrook... revitalization

Downtown Millbrook Revitalization Strategy

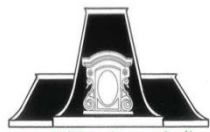


Have it all. Right here.

4.1.8 Transportation

2011 Camlex - Expenditures Transportation	Trade Area (75%)				Custom Area				Ontario			
	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index
Transportation	\$109,486,142	\$13,261			\$661,840,745	\$11,942			\$68,241,673,304	\$11,211		
Private transportation	\$101,485,279	\$12,292	93%	105	\$610,047,121	\$11,177	94%	106	\$51,536,152,968	\$9,920	88%	100
Purchase of automobiles and trucks	\$40,586,433	\$4,916	37%	119	\$240,904,224	\$4,414	37%	119	\$18,159,732,814	\$3,496	31%	100
Automobiles	\$19,717,137	\$2,388	18%	105	\$115,292,299	\$2,112	18%	103	\$10,001,472,217	\$1,925	17%	100
Trucks (including vans)	\$21,949,388	\$2,659	20%	131	\$132,009,198	\$2,419	20%	133	\$8,899,380,176	\$1,713	15%	100
Separate sale of automobiles and trucks	(\$1,080,098)	(\$131)	-1%	77	(\$63,397,273)	(\$117)	-1%	77	(\$741,121,984)	(\$143)	-1%	100
Purchase of automotive accessories	\$724,622	\$88	1%	140	\$4,783,522	\$88	1%	155	\$276,120,107	\$53	0%	100
Rented and leased autos and trucks	\$7,278,597	\$882	7%	87	\$41,100,689	\$753	6%	83	\$4,425,236,481	\$852	8%	100
Rented automobiles & trucks	\$890,611	\$108	1%	82	\$5,047,253	\$92	6%	78	\$580,686,321	\$112	1%	100
Rental fees (including ins. and mileage)	\$660,995	\$80	1%	83	\$3,518,911	\$64	1%	75	\$421,512,013	\$81	1%	100
Gas and other fuels	\$203,055	\$25	0%	75	\$1,348,630	\$25	0%	83	\$144,658,566	\$28	0%	100
Other expenses for rented autos/ trucks	\$26,561	\$3	0%	97	\$179,713	\$3	0%	111	\$14,515,720	\$3	0%	100
Leasing fees for automobiles and trucks	\$6,387,990	\$774	6%	87	\$36,053,433	\$661	6%	84	\$3,844,550,164	\$740	7%	100
Regular leasing fees for autos & trucks	\$5,821,109	\$705	5%	88	\$34,066,629	\$624	5%	86	\$3,541,832,222	\$682	6%	100
Other leasing fees for autos and trucks	\$566,877	\$69	1%	100	\$1,986,800	\$36	0%	59	\$302,717,802	\$58	1%	100
Operation of owned and leased automobiles and trucks	\$52,895,617	\$6,407	48%	98	\$323,258,521	\$5,922	50%	101	\$28,675,054,037	\$5,520	49%	100
Gasoline and other fuels	\$28,536,625	\$3,214	24%	107	\$165,749,470	\$3,037	25%	113	\$13,141,374,542	\$2,530	23%	100
Tires, batteries, and other automotive parts and supplies	\$2,980,750	\$359	3%	97	\$18,284,620	\$335	3%	101	\$1,616,841,465	\$311	3%	100
Maintenance and repair	\$6,000,414	\$727	5%	92	\$36,648,135	\$671	6%	94	\$3,470,639,059	\$668	6%	100
Garage rent and parking	\$553,947	\$67	1%	53	\$2,488,956	\$46	0%	40	\$559,038,933	\$108	1%	100
At dwelling (not included in rent)	\$17,749	\$2	0%	14	\$126,027	\$2	0%	17	\$65,554,879	\$13	0%	100
Parking away from home	\$536,197	\$65	0%	58	\$2,262,916	\$43	0%	43	\$493,484,112	\$95	1%	100
Driving lessons	\$160,538	\$19	0%	72	\$954,291	\$17	0%	72	\$118,318,829	\$23	0%	100
Drivers' licences and tests	\$310,888	\$38	0%	82	\$1,741,744	\$32	0%	77	\$202,578,070	\$39	0%	100
Private and public vehicle ins. premiums	\$12,706,684	\$1,539	12%	89	\$72,550,511	\$1,329	11%	86	\$7,574,089,773	\$1,458	13%	100
Vehicle security and communication	\$3,114,187	\$377	3%	97	\$21,558,003	\$395	3%	112	\$1,715,636,160	\$330	3%	100
Other automobile and truck operation services	\$33,617	\$4	0%	61	\$189,622	\$3	0%	58	\$29,353,323	\$6	0%	100
Public transportation	\$517,972	\$63	0%	112	\$3,113,163	\$57	0%	113	\$246,982,852	\$48	0%	100
City or commuter bus, subway, street car and commuter train	\$7,999,866	\$969	7%	63	\$41,793,621	\$766	6%	56	\$6,705,517,068	\$1,291	12%	100
Taxi	\$961,405	\$104	1%	31	\$3,581,028	\$66	1%	21	\$1,496,093,142	\$288	3%	100
Train	\$408,934	\$50	0%	52	\$2,578,395	\$47	0%	55	\$419,659,194	\$81	1%	100
Highway bus	\$4,941,932	\$599	5%	70	\$23,976,317	\$439	4%	57	\$3,750,367,818	\$722	6%	100
Other passenger transportation	\$164,160	\$20	0%	55	\$962,809	\$18	0%	76	\$116,249,932	\$22	0%	100
Other inter-city passenger transportation services	\$101,342	\$12	0%	61	\$664,345	\$12	0%	61	\$97,824,477	\$19	0%	100
Other inter-city passenger transportation services	\$604,448	\$73	1%	81	\$3,706,249	\$68	1%	83	\$396,745,066	\$76	1%	100
Household moving, storage and delivery services	\$210,644	\$26	0%	67	\$1,243,648	\$23	0%	66	\$128,470,824	\$32	0%	100
	\$393,809	\$48	0%	92	\$2,462,612	\$45	0%	96	\$282,214,237	\$44	0%	100
	\$917,635	\$111	1%	114	\$6,298,475	\$115	1%	131	\$428,577,189	\$82	1%	100

Source: MapInfo Canada, 2012.



4.1.9 Health Care

	2011 CanEx - Expenditures			Trade Area (75%)			Custom Area			Ontario		
	Health care	Total Expenditure	%	Expenditure per Household	Index	Total Expenditure	%	Index	Total Expenditure	Expenditure per Household	%	Index
Health care	\$17,543,561	69%	97	\$118,361,507	98	\$10,877,425,503	69%	98	\$10,877,425,503	\$2,094	71%	100
Direct costs to household	\$12,123,335		111	\$82,249,835	97	\$7,721,337,330		115	\$259,506,150	\$50	2%	100
Health care supplies	\$465,815	3%	105	\$3,243,542	109	\$259,506,150	3%	109	\$2,591,357,511	\$499	24%	100
Medicinal and pharmaceutical products	\$4,404,821	25%	105	\$30,681,677	109	\$1,531,240,176	26%	112	\$1,531,240,176	\$295	14%	100
Prescribed	\$2,485,371	14%	101	\$18,698,923	101	\$1,060,117,272	16%	105	\$1,060,117,272	\$204	10%	100
Other medicines and pharmaceutical products	\$1,919,447	11%	112	\$12,168,764	112	\$1,060,117,272	10%	105	\$1,060,117,272	\$204	10%	100
Physicians' care	\$167,522	1%	98	\$704,386	81	\$106,499,514	1%	81	\$106,499,514	\$21	1%	100
Health care practitioners	\$948,576	5%	89	\$5,746,007	80	\$657,589,683	5%	80	\$657,589,683	\$127	6%	100
Health care practitioners in the home	\$47,707	0%	37	\$280,453	33	\$78,973,697	0%	33	\$78,973,697	\$15	1%	100
Other health care practitioners	\$900,863	5%	97	\$5,465,562	87	\$78,615,652	5%	87	\$78,615,652	\$111	5%	100
Eye-care goods and services	\$1,904,943	11%	89	\$11,956,663	83	\$1,323,284,602	10%	83	\$1,323,284,602	\$255	12%	100
Prescription eye wear	\$1,261,827	7%	90	\$8,261,603	88	\$865,424,588	7%	88	\$865,424,588	\$167	8%	100
Other eye care goods	\$280,947	2%	85	\$1,428,628	85	\$189,561,662	1%	85	\$189,561,662	\$36	2%	100
Eye care services (e.g., surgery, exams)	\$382,170	2%	88	\$2,268,445	78	\$288,298,050	2%	78	\$288,298,050	\$52	2%	100
Dental services	\$3,668,780	21%	95	\$25,735,480	99	\$2,383,814,088	22%	99	\$2,383,814,088	\$459	22%	100
Hospital care	\$167,199	1%	61	\$2,044,208	57	\$169,507,399	2%	57	\$169,507,399	\$33	2%	100
Other medical services	\$395,678	2%	107	\$1,951,882	78	\$229,777,989	2%	78	\$229,777,989	\$44	2%	100
Health insurance premiums	\$5,420,220	31%	106	\$36,111,660	105	\$3,156,087,271	31%	105	\$3,156,087,271	\$608	29%	100
Public hospital, medical and drug plans	\$1,715,114	10%	100	\$11,265,497	97	\$1,067,180,642	10%	97	\$1,067,180,642	\$205	10%	100
Private health insurance plans	\$3,705,104	21%	110	\$24,846,172	109	\$2,088,906,080	21%	109	\$2,088,906,080	\$402	19%	100
Private health care plans (e.g., supplementary coverage, extended benefit packages, drug plans)	\$2,237,223	13%	104	\$15,539,128	107	\$1,336,294,180	13%	107	\$1,336,294,180	\$257	12%	100
Dental plans	\$353,434	2%	118	\$2,367,818	117	\$165,830,536	2%	117	\$165,830,536	\$36	2%	100
Accident and disability insurance	\$1,114,443	6%	122	\$6,939,200	113	\$566,810,818	6%	113	\$566,810,818	\$109	5%	100

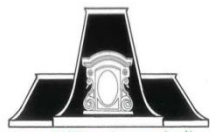
Source: MapInfo Canada, 2012.



4.1.10 Personal Care

2011 CanEX - Expenditures Personal care	Trade Area (75%)				Custom Area				Ontario			
	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index
Personal care supplies and equipment	\$10,763,301	\$1,304	58%	102	\$62,737,270	\$1,149	59%	104	\$7,141,818,089	\$1,375	57%	100
Personal care preparations	\$6,210,881	\$752	47%	100	\$37,178,851	\$681	49%	104	\$4,060,067,828	\$782	47%	100
Hair care products	\$5,045,575	\$611	13%	105	\$30,602,210	\$561	13%	110	\$3,343,528,801	\$644	12%	100
Makeup, skin care and manicure products	\$1,347,942	\$163	11%	90	\$8,221,999	\$151	11%	92	\$847,827,344	\$163	12%	100
Fragrance products	\$1,175,475	\$142	6%	95	\$7,052,441	\$129	6%	98	\$871,061,933	\$168	6%	100
Personal deodorants and soaps	\$630,460	\$76	11%	106	\$3,791,471	\$69	12%	112	\$440,584,072	\$85	10%	100
Oral hygiene products	\$1,184,661	\$143	7%	106	\$7,319,125	\$134	7%	109	\$743,232,725	\$143	6%	100
Disposable diapers	\$707,040	\$86	3%	105	\$4,217,158	\$77	3%	92	\$440,822,437	\$85	3%	100
Electric hair-styling and personal care appliances	\$353,319	\$43	2%	102	\$1,802,429	\$33	2%	100	\$223,150,945	\$43	2%	100
Other personal care supplies and equipment	\$231,334	\$28	5%	113	\$1,321,102	\$24	6%	115	\$150,960,581	\$29	5%	100
Personal care services	\$580,651	\$70	42%	98	\$3,453,095	\$63	41%	94	\$342,426,916	\$66	43%	100
Hair grooming	\$4,552,418	\$551	34%	99	\$25,558,408	\$468	34%	97	\$3,081,749,012	\$593	35%	100
Other personal services	\$3,681,978	\$446	8%	95	\$21,077,051	\$386	7%	84	\$2,472,116,861	\$476	9%	100
	\$870,441	\$105			\$4,481,360	\$82			\$609,631,798	\$117		

Source: MapInfo Canada, 2012.

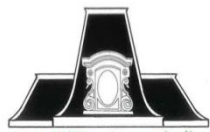


Downtown Millbrook Revitalization Strategy

4.1.11 Recreation

	2011 CAtEx - Expenditures Recreation			Trade Area (75%)			Custom Area			Ontario		
	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index
Recreation	\$48,922,273	\$5,926			\$294,871,388	\$5,402			\$25,077,646.79 7	\$4,827		
Recreation equipment and associated services	\$10,860,147	\$1,315	22%	85	\$63,421,205	\$1,162	22%	82	\$6,562,543,831	\$1,293	26%	100
Sports and athletic equipment	\$1,939,449	\$237	4%	91	\$10,362,401	\$190	4%	80	\$1,097,874,195	\$211	4%	100
Playground equipment, above-ground pools and accessories	\$177,568	\$22	0%	98	\$1,099,576	\$20	0%	101	\$92,527,192	\$18	0%	100
Toys and children's vehicles	\$945,599	\$115	2%	97	\$5,135,500	\$94	2%	88	\$498,784,185	\$96	2%	100
Video game systems and parts	\$929,789	\$113	2%	81	\$5,457,987	\$100	2%	79	\$584,863,405	\$113	2%	100
Artists' materials, handicraft and hobbycraft kits and materials	\$390,034	\$47	1%	91	\$2,526,596	\$46	1%	98	\$218,925,045	\$42	1%	100
Computer equipment and supplies	\$3,764,393	\$456	8%	79	\$22,367,865	\$410	8%	78	\$2,445,595,789	\$471	10%	100
Computer hardware	\$2,654,647	\$322	5%	76	\$15,584,656	\$286	5%	74	\$1,786,157,694	\$344	7%	100
Computer software	\$379,946	\$46	1%	77	\$2,189,486	\$40	1%	74	\$252,066,340	\$49	1%	100
Computer supplies and other equipment	\$729,793	\$88	1%	92	\$4,593,720	\$84	2%	96	\$407,371,365	\$78	2%	100
Photographic goods and services	\$1,445,452	\$175	3%	84	\$9,713,894	\$160	3%	84	\$878,861,855	\$169	4%	100
Digital cameras and accessories	\$876,885	\$106	2%	85	\$5,372,273	\$98	2%	86	\$531,610,560	\$102	2%	100
Other cameras and accessories	\$165,874	\$20	0%	82	\$993,757	\$18	0%	82	\$103,144,941	\$20	0%	100
Photographers and other photographic services	\$402,774	\$49	1%	85	\$2,347,667	\$43	1%	82	\$244,106,116	\$47	1%	100
Musical instruments, parts and accessories	\$448,757	\$54	1%	69	\$2,912,770	\$53	1%	74	\$335,360,870	\$65	1%	100
Collectors' items (e.g., stamps, coins)	\$126,294	\$15	0%	86	\$650,463	\$12	0%	73	\$75,624,763	\$15	0%	100
Camping, picnic equipment and accessories (excluding BBQs)	\$327,682	\$40	1%	94	\$1,997,524	\$36	1%	94	\$719,017,460	\$34	1%	100
Supplies and parts for recreational equipment	\$289,794	\$33	1%	120	\$1,749,738	\$32	1%	129	\$115,308,835	\$22	0%	100
Rental, maintenance and repairs of equipment	\$75,331	\$9	0%	97	\$457,201	\$8	0%	98	\$39,819,811	\$8	0%	100

Source: MapInfo Canada, 2012.

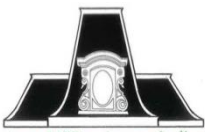


Downtown Millbrook Revitalization Strategy

4.1.12 Recreation Vehicles

2011 CamEx - Expenditures Recreation Vehicles	Trade Area (75%)				Custom Area				Ontario			
	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index
Recreation vehicles and associated services	\$14,293,146	\$1,728			\$96,943,368	\$1,768			\$4,120,838,309	\$793		
Purchase of recreation vehicles	\$10,345,228	\$1,253	73%	113	\$71,925,392	\$1,318	75%	117	\$2,650,925,086	\$510	64%	100
Bicycles, parts and accessories	\$364,506	\$44	3%	37	\$1,603,194	\$29	2%	24	\$283,677,502	\$55	7%	100
Other recreational vehicles and outboard motors	\$9,980,723	\$1,209	70%	122	\$70,322,199	\$1,288	73%	128	\$2,367,247,550	\$456	57%	100
Travel trailers	\$1,527,392	\$185	11%	108	\$10,700,451	\$196	11%	112	\$410,056,668	\$79	10%	100
Motorcycles	\$1,782,890	\$216	12%	108	\$13,056,306	\$239	14%	118	\$475,264,015	\$91	12%	100
Snowmobiles	\$648,615	\$79	5%	103	\$4,133,697	\$76	4%	98	\$182,026,719	\$35	4%	100
Boats	\$3,915,221	\$474	27%	154	\$27,567,675	\$505	29%	161	\$736,445,392	\$142	18%	100
Outboard motors and personal watercraft	\$208,284	\$25	1%	108	\$1,459,161	\$27	2%	112	\$55,916,966	\$11	1%	100
All-terrain vehicles	\$1,169,368	\$142	8%	108	\$8,297,856	\$152	9%	114	\$311,828,362	\$60	8%	100
Other recreation vehicle purchases	\$225,637	\$27	2%	108	\$1,580,750	\$29	2%	112	\$60,576,620	\$12	1%	100
Operation of recreational vehicles	\$3,917,917	\$475	27%	77	\$24,017,979	\$440	25%	70	\$1,469,913,429	\$283	36%	100
Bicycle maintenance and repairs	\$56,473	\$7	0%	29	\$306,855	\$6	0%	23	\$56,868,725	\$11	1%	100
Expenses for rented and leased recreational vehicles	\$40,980	\$5	0%	32	\$136,040	\$2	0%	16	\$37,577,934	\$7	1%	100
Gasoline and other fuels	\$825,725	\$100	6%	72	\$5,501,288	\$101	6%	71	\$333,113,281	\$64	8%	100
Supplies and parts	\$960,520	\$116	7%	88	\$6,167,128	\$113	6%	84	\$315,202,067	\$61	8%	100
Maintenance and repair jobs	\$709,519	\$86	5%	88	\$3,551,926	\$65	4%	65	\$233,534,272	\$45	6%	100
Insurance premiums	\$854,388	\$103	6%	77	\$5,474,222	\$100	6%	74	\$318,606,374	\$61	8%	100
Registration fees and licences	\$112,559	\$14	1%	58	\$689,284	\$16	1%	67	\$55,837,957	\$11	1%	100
Other expenses for operation of recreational vehicles	\$357,754	\$43	3%	87	\$2,011,222	\$37	2%	72	\$119,172,751	\$23	3%	100

Source: MapInfo Canada, 2012.



Downtown Millbrook Revitalization Strategy

4.1.13 Recreation Services

	2011 CamEx - Expenditures Recreation Services			Trade Area (75%)			Custom Area			Ontario		
	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index
Recreation services	\$16,873,943	\$2,045			\$85,905,714	\$1,757			\$10,075,531,279	\$1,939		
Entertainment	\$7,897,148	\$957	47%	93	\$47,537,255	\$873	50%	99	\$5,072,750,155	\$976	50%	100
Movie theatres	\$873,432	\$106	5%	79	\$4,695,957	\$96	5%	74	\$682,772,107	\$128	7%	100
Live sports events	\$529,839	\$64	3%	76	\$3,280,129	\$60	3%	83	\$414,086,839	\$80	4%	100
Live performing arts	\$995,364	\$121	6%	89	\$5,241,136	\$96	5%	83	\$666,609,889	\$128	7%	100
Admission to museums and other activities	\$439,390	\$53	3%	100	\$2,374,465	\$44	2%	95	\$281,874,803	\$50	3%	100
Rental of cabvision and satellite services	\$5,059,115	\$613	30%	98	\$32,045,550	\$587	33%	110	\$3,067,436,285	\$590	30%	100
Rental of cabvision services	\$2,781,584	\$337	16%	74	\$16,341,462	\$299	17%	76	\$2,254,461,851	\$434	22%	100
Rental of satellite services	\$2,277,534	\$276	13%	167	\$15,704,082	\$288	16%	203	\$812,974,292	\$156	8%	100
Use of recreation facilities	\$2,680,395	\$325	16%	97	\$14,187,804	\$260	15%	90	\$1,653,914,720	\$318	16%	100
Single usage and membership fees and dues for sports and recreation facilities	\$2,281,613	\$276	14%	99	\$12,056,007	\$221	13%	92	\$1,379,361,149	\$266	14%	100
Video, pinball and carnival games	\$97,592	\$12	1%	136	\$560,874	\$10	1%	137	\$42,975,057	\$8	0%	100
Children's camps	\$301,192	\$36	2%	78	\$1,570,933	\$29	2%	71	\$231,578,458	\$45	2%	100
Package travel tours	\$6,174,898	\$748	37%	112	\$3,121,098	\$607	35%	106	\$3,289,067,108	\$633	33%	100
Other recreational services	\$127,499	\$15	1%	127	\$959,542	\$18	1%	168	\$60,089,003	\$12	1%	100

Source: MapInfo Canada, 2012.



4.1.14 Home Entertainment

	2011 Census - Expenditures Home Entertainment				Trade Area (75%)				Custom Area				Ontario			
	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index
Home entertainment equipment and services	\$6,919,005	\$838		101	\$39,600,766	\$726		87	\$4,319,429,032	\$831		100				
Equipment	\$5,905,838	\$715	85%	99	\$33,478,291	\$613	85%	98	\$3,729,275,427	\$718	86%	100				
Audio (e.g., radio, CD players, speakers)	\$1,285,713	\$156	19%	109	\$7,030,238	\$129	18%	104	\$739,531,583	\$142	17%	100				
Pre-recorded audio and video cassette tapes, compact discs and DVDs	\$1,347,837	\$163	19%	116	\$7,876,748	\$144	20%	119	\$723,212,292	\$139	17%	100				
Blank audio and video tapes, CDs, DVDs	\$203,927	\$25	3%	102	\$1,313,571	\$24	3%	115	\$124,244,766	\$24	3%	100				
Televisions, VCRs, camcorders and other television/video components	\$3,068,358	\$372	44%	89	\$17,257,719	\$316	44%	88	\$2,142,286,532	\$412	50%	100				
Home Entertainment Services	\$1,013,162	\$123	15%	107	\$6,122,470	\$112	15%	113	\$589,152,578	\$113	14%	100				
Rental of video/cassettes and DVDs and video games	\$913,055	\$98	12%	104	\$4,706,036	\$96	12%	105	\$488,492,952	\$94	11%	100				
Rental of home entertainment, computer and communications equipment and other services	\$8,894	\$1	0%	84	\$61,145	\$1	0%	100	\$6,644,948	\$1	0%	100				
Maintenance and repair of audio, video, computer and communications equipment	\$191,220	\$23	3%	127	\$1,356,283	\$25	3%	157	\$94,014,555	\$18	2%	100				

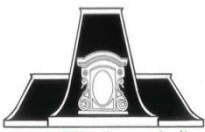
Source: MapInfo Canada, 2012.



4.1.15 Reading Materials and Education

2011 Cateck - Expenditures Reading materials and other printed matter	Trade Area (75%)			Custom Area			Ontario		
	Total Expenditure	Expenditure per Household	%	Total Expenditure	Expenditure per Household	%	Total Expenditure	Expenditure per Household	%
Reading materials and other printed matter	\$2,548,869	\$291		\$15,782,456	\$289		\$1,589,775,276	\$306	
Newspapers	\$908,478	\$110	34%	\$5,498,630	\$101	35%	\$518,044,664	\$100	33%
Magazines and periodicals	\$569,356	\$69	21%	\$3,581,262	\$66	23%	\$325,989,581	\$63	21%
Books and pamphlets (excluding school books)	\$1,031,665	\$125	39%	\$5,824,449	\$107	37%	\$661,754,939	\$127	42%
Maps, sheet music and other printed matter	\$68,011	\$8	3%	\$418,178	\$8	3%	\$35,687,410	\$7	2%
Services related to reading materials (e.g., duplicating, library fees)	\$71,364	\$9	3%	\$459,940	\$8	3%	\$48,298,591	\$9	3%
Education	\$8,387,291	\$1,016		\$43,282,284	\$793		\$6,735,306,133	\$1,296	
Supplies	\$528,307	\$64	6%	\$3,025,997	\$55	7%	\$305,545,522	\$59	5%
Kindergarten, nursery, elementary and secondary	\$288,918	\$33	3%	\$1,683,045	\$31	4%	\$150,293,344	\$29	2%
Post-secondary	\$259,385	\$31	3%	\$1,342,954	\$25	3%	\$155,252,168	\$30	2%
Textbooks	\$775,382	\$94	9%	\$3,756,200	\$69	9%	\$609,999,198	\$117	9%
Kindergarten, nursery, elementary and secondary	\$58,985	\$7	1%	\$208,174	\$4	0%	\$48,596,922	\$9	1%
Post-secondary	\$716,515	\$87	9%	\$3,548,022	\$65	8%	\$561,401,831	\$108	8%
Tuition fees	\$5,851,648	\$709	70%	\$30,354,227	\$556	70%	\$4,870,349,383	\$937	72%
Kindergarten, nursery, elementary and secondary	\$820,331	\$99	10%	\$5,487,549	\$101	13%	\$807,731,895	\$155	12%
Post-secondary	\$5,031,319	\$609	60%	\$24,866,673	\$456	57%	\$4,062,616,525	\$782	60%
Other courses and lessons (excluding driving)	\$1,134,448	\$137	14%	\$5,739,841	\$105	13%	\$833,510,951	\$160	12%
Other educational services	\$97,507	\$12	1%	\$386,002	\$7	1%	\$115,900,130	\$22	2%

Source: MapInfo Canada, 2012.



4.1.16 Alcohol and Tobacco

2011 CanEX - Expenditures Tobacco products and alcoholic beverages	Trade Area (75%)				Custom Area				Ontario			
	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index	Total Expenditure	Expenditure per Household	%	Index
Tobacco products and alcoholic beverages	\$15,161,683	\$1,836			\$94,404,899	\$1,730			\$8,705,621,116	\$1,676		
Tobacco products and smokers' supplies	\$6,028,642	\$730	40%	106	\$40,833,344	\$748	43%	115	\$3,267,823,690	\$629	38%	100
Cigarettes	\$5,779,121	\$700	38%	106	\$38,628,605	\$708	41%	114	\$3,135,367,017	\$604	36%	100
Other tobacco products and smokers' supplies	\$249,522	\$30	2%	108	\$2,204,748	\$40	2%	153	\$132,456,396	\$25	2%	100
Alcoholic beverages	\$9,133,040	\$1,106	60%	96	\$53,571,527	\$981	57%	91	\$5,437,797,243	\$1,047	62%	100
Served on licensed premises	\$2,633,477	\$319	17%	83	\$15,549,120	\$285	16%	78	\$1,831,314,201	\$353	21%	100
Purchased from stores	\$6,140,007	\$744	40%	102	\$35,562,228	\$652	38%	95	\$3,455,358,794	\$665	40%	100
Self-made alcoholic beverages	\$359,557	\$44	2%	137	\$2,460,192	\$45	3%	150	\$151,124,300	\$29	2%	100

Source: MapInfo Canada, 2012.

5.0 Business Mix Analysis

5.1 Market Threshold Analysis

Given a retail market of a particular population size, the natural question is what types of establishments can it support. While several factors contribute to the vitality of the local retail market, the most fundamental factor is the relative size of the market in terms of potential customers.

The Market Threshold Analysis provides information on the types of businesses that exist in your trade area and the theoretical ability for the trade area to support that type of business. This information may help you understand potential new business opportunities.

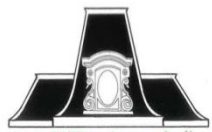
It may also you help identify situations where more businesses exist in the trade area than the theoretical capacity would suggest. Local knowledge may help understand why these businesses are successful.

5.2 Benefits of a Threshold Analysis

This is a resource which can be used to help identify potential business opportunities. Market threshold estimates may help an entrepreneur think through the market potential of his or her business idea. Market threshold analysis helps frame the basic marketing question: can a community of a given size support a particular type of establishment?

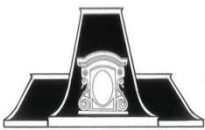
5.3 Cautions in the Use of a Threshold Analysis

The number of businesses does not account for size, only registered businesses. The analysis is for the trade area, not the downtown. Location specific characteristics which influence market potential, such as income and average age within the community, are ignored

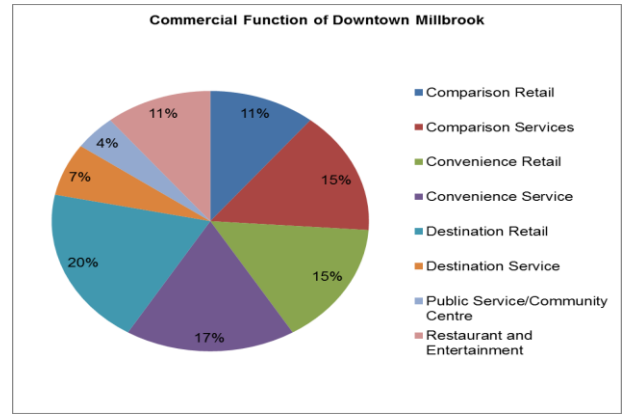
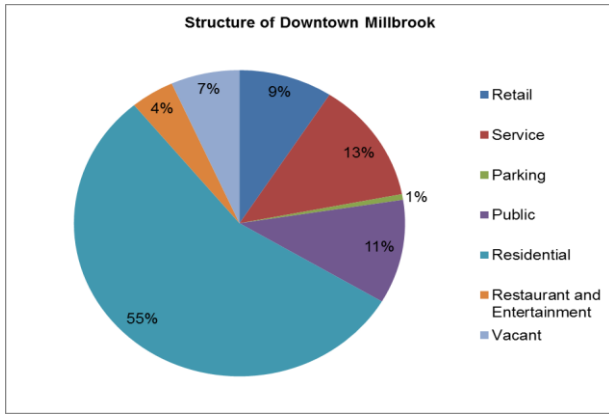


5.4 Threshold Analysis

NAICS Code	Industry Description	#Businesses In Ontario	Pop'n Req'd to Sustain Business	Theoretical Capacity for Community	Actual In Trade Area	Potential Businesses
1113	Fruit and Tree Nut Farming	14	917,988	0.02	0	0.02
1114	Greenhouse, Nursery, and Floriculture Production	122	105,343	0.16	1	-0.84
1119	Other Crop Farming	619	20,762	0.81	2	-1.19
1121	Cattle Ranching and Farming	82	156,730	0.11	0	0.11
1122	Hog and Pig Farming	10	1,285,182	0.01	0	0.01
1123	Poultry and Egg Production	14	917,988	0.02	0	0.02
1124	Sheep and Goat Farming	0	0	0	0	0
1125	Aquaculture	36	356,995	0.05	0	0.05
1129	Other Animal Production	29	443,166	0.04	0	0.04
1131	Timber Tract Operations	1	12,851,825	0	0	0
1132	Forest Nurseries and Gathering of Forest Products	0	0	0	0	0
1133	Logging	137	93,809	0.18	1	-0.82
1141	Fishing	1	12,851,825	0	0	0
1142	Hunting and Trapping	7	1,835,975	0.01	0	0.01
1151	Support Activities for Crop Production	133	96,630	0.17	0	0.17
1152	Support Activities for Animal Production	669	19,211	0.88	6	-5.12
1153	Support Activities for Forestry	83	154,841	0.11	0	0.11
2111	Oil and Gas Extraction	46	279,388	0.06	0	0.06
2121	Coal Mining	1	12,851,825	0	0	0
2122	Metal Ore Mining	17	755,990	0.02	0	0.02
2123	Non-Metallic Mineral Mining and Quarrying	750	17,136	0.98	0	0.98
2131	Support Activities for Mining	60	214,197	0.08	0	0.08
2211	Electric Power Generation, Transmission and Distribution	237	54,227	0.31	0	0.31
2212	Natural Gas Distribution	89	144,403	0.12	0	0.12
2213	Water, Sewage and Other Systems	70	183,598	0.09	0	0.09



5.5 Commercial Structure Analysis



The pie graph structure classification is a representation of Downtown Millbrook. The structure classification was based off the 2007 Millbrook Business Improvement Area boundary (MBIA). There are 164 properties used in the commercial structure classification. Residential is the predominant classification in the MBIA boundary with 55% of the property. The remaining 45% of the commercial structure classification of Downtown Millbrook is spread around six other classifications. Services have the second most properties in the downtown at 13%. Public was the third most represented classification in the downtown with 11% of the properties. Vacant properties account for nearly 7% of the total available properties in the MBIA district.. Restaurants and Entertainment consist of 4% of the total structure classification in Millbrook. The classification with the fewest structures in the downtown was Parking at 1% of the structures in the downtown.

The pie graph commercial function represents the make up of Downtown Millbrook. The function classification was based off the 2007 Millbrook Business Improvement Area boundary (MBIA). There are 46 commercial properties in the downtown with Destination Retail being the largest commercial function classification in the downtown with 20% of the businesses. This was closely followed by Convenience Services which has 17% of the commercial function makeup. Convenience Retail and Comparison Services both are represented with 15% of the commercial function in the downtown. These four commercial functions account for 67% of the overall commercial function of the downtown. Restaurants and Entertainment and Comparison Retail both are represented with 11% of the commercial function of Downtown Millbrook. Public Destination Services only equates to 7% of the commercial function. Services/Community Centre had the least amount of commercial function at 4%.



5.6 Location Analysis

The location analysis serves to highlight the spatial relationships among the businesses in Downtown Millbrook and identify the current shopping patterns of the consumer. The analysis highlights the business clusters and niche environments that are currently visible in the downtown. It also provides valuable information on the vacant storefronts and the location of where they are in the downtown. This can identify potential growth options for new businesses or areas for existing business to expand to.

The majority of businesses in Downtown Millbrook can be found within the Community Core as identified in the Township of Cavan Monaghan Official Plan. The extent of the Community Core runs east and west along King Street, north and south along Tupper Street with bordering streets Manor Drive, Union Street, Hay Street, Gravel Road, Distillery Street and Needler's Lane.

Tupper Street has a cluster of 5 Restaurant and Entertainment commercial functions along it. There are two Convenience Retail establishments, one Comparison Service and one Convenience Service. There are 11 Residential properties along Tupper Street. Centre Street is represented with two Convenience Retail establishments on one side of the street. There are also two large vacant lots on the other side of the Centre Street. Union Street has one vacant property and one parking lot at the corner of Center Street and Union Street.

Hay Street provides an area for one Public Service/Community Centre location. Needler's Lane has two Public Service/Community Centre properties and one Destination Service business located on it.

Distillery Street is a purely Residential area with 6 properties along the street.

King Street East is the most significant street and area in the Community Core that is involved with business in Downtown Millbrook. Residential properties on this street equate to 7. These 7 residential properties are not inclusive of the residential opportunities above the retail and service businesses on King Street East. Destination Services and Comparison Services are both represented on this street with 6 properties each. Public Services/Community Centres, Comparison Retail and Vacant each have 5 businesses or properties located along King Street East. There are 3 Convenience Retail businesses and 2 Restaurant and Entertainment businesses associated with this street. There is only 1 Destination Retail located on King Street East.



King Street West is associated with the Community Core but it does not have the same representation of businesses as King Street East. Within the Community Core, there are 12 Residential properties, 3 Public Service/Community Centre properties, one Destination Service and one Destination Retail businesses.

There is a wide variety of business types and niche nodes located within the Community Core of Downtown Millbrook. Tupper Street is predominantly a Restaurant and Entertainment area. King Street East has a mix of different commercial functions with the most dominant being Destination Services, Comparison Services, Public Services/Community Centres, Comparison Retail and Vacancies. Centre Street is comprised of Convenience Retail businesses. Hay Street and Needler's Lane have Public Services/Community Centres established on them.

5.7 Potential Business Opportunities

A short list of potential business opportunities was generated by the Market Analysis Review Team, Economic Development Advisory Committee and Downtown Millbrook Revitalization Management Committee. The short list of businesses was based on data from the Business Owner's Survey, Resident Survey, Customer Origin Survey and Market Threshold Analysis.

The following are the five potential business opportunities to be considered for development in Downtown Millbrook.

- Eating Establishment – LCBO, medium priced, local food, family, quality, ambience
- Drug/Health Food – stationary, some local/organic/specialty foods and drugs
- Clothing Store/Shoes – casual, mix of clothing for men, women, children
- General Store – clothing, personal care, gifts, natural/no chemical products
- Professional Office – heritage, planning, architecture, science/technology

Appendix 1. Estimates and Projections Methodology Statement

Population & Households Estimates and Projections

2012 Edition

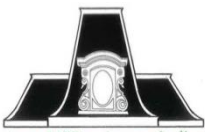
Methodology Statement

The Pitney Bowes Business Insight demographers, geographers, and statisticians responsible for producing this data update have over 25 years of experience in producing demographic estimates and projections for the U.S. and Canada. The methodologies used to develop and update the Canadian demographic estimates and projections build on this expertise using a combination of traditional demographic techniques as well as innovative processes, which take advantage of proprietary resources.

In the development of the estimates and projections, the base 2006 census population and household counts were adjusted using the Statistics Canada “post-censal” estimates of net under-coverage from the 2006 Census coverage evaluation survey. In doing so, Pitney Bowes Business Insight made adjustments to the 2006 census population (base) to account for the population missed in the 2006 Census. Two variables are included in the database – 2006 “adjusted” population and 2006 “adjusted” households – which show the effects of the undercount adjustment. In fact, these two variables provide the most appropriate base for making assessments of the underlying demographic trend for any geographic area.

The estimation and projection methodology involves a combination of top-down methods (national to census subdivision), using traditional demographic techniques, and bottom-up methods (dissemination area to census subdivision) using demographic techniques along with proprietary spatial modeling techniques. Significant efforts are applied to the task of integrating the latest Statistics Canada data into the Pitney Bowes Business Insight demographic update process. The 2006 census information is used as the benchmark for all of the estimates and projections in this release.

Control totals (top-down estimates and projections) based on an economic-demographic model are provided annually by **Strategic Projections Inc.(SPI)** for total population at the census subdivision (CSD) level and for age and sex distributions at the census division (CD) level. These controls are consistent with the adjustments for undercount in the 2006 Census.



Daytime Population

2011 Edition

Methodology Statement

A “component method” was employed which used the following dissemination area (DA)-level components: the at-home population by age group (under 15 years, 15 to 64 years, and 65+ years) and daytime employees who work in the DA from business data geocoded to each DA. The sum of the at-home population and the at-work population (daytime employees) equals the daytime population. People who live in the DA but who participate in the labour force are generally assumed to work outside their DA of residence. Constraints include the reconciling of daytime population with total population within major labour markets and within provinces for areas outside major labour markets.

Canada Expenditure Potential (CanEx) 2011

Methodology Statement

The Canada Expenditure Potential database is developed using Statistics Canada's Survey of Household Spending (SHS) and Pitney Bowes MapInfo PSYTE® Canada Advantage cluster system. The survey respondents are geocoded by Statistics Canada to their dissemination area (DA) of residence. Then, while maintaining strict confidentiality and data suppression standards, Statistics Canada aggregates and tabulates all SHS data by PSYTE® Canada Advantage cluster. Coefficients are derived by Pitney Bowes MapInfo such that when applied against an independently derived estimate of aggregate household expenditures at the DA level, an estimate of detailed consumer expenditures is generated. Careful attention is paid to statistics reliability due to sample size, and in some cases imputations and substitutions are made to maintain reliability and consistency within the database.

Appendix 2. Glossary of Terms

Here you will find some background information and rationale on the datasets and software that were used to perform the trade area analysis using a Geographic Information System.

Census Data

The Canadian Census is conducted once every five years, with a questionnaire being distributed to every household in the country. Each household is required by law to complete this questionnaire, making it the most comprehensive survey of the country's population. In its entirety, the Census consists of two data sets: the 2A data set that contains responses to a list of questions that are asked of every household, and the 2B data set that is derived from a more detailed list of questions distributed to one in five Canadian households.



Census Geography

The collection of Census data would not nearly be as meaningful if there was no means of relating the data to some spatial or geographic unit of reference. Data is aggregated and made available to the public at different geographic units.

To increase the accuracy of the trade area analysis, it was important that the smallest geographic level of census data was used. These are 'dissemination areas'. Dissemination areas are a useful level of geography to tabulate information when conducting a detail analysis of an area (helps to ensure that the resulting compilation of data will accurately represent the population of the trade area, which do not conform to municipal boundaries). Conducting data analysis at the DA level insures a more precise and accurate picture of "who is within the trade area" and aid in the development of appropriate community strategies.

Dissemination Areas (DA)

The DA is the smallest unit of Census geography at which data are readily available. On average, a dissemination area comprises a small area composed of one or more neighbouring blocks, with a population of 400 to 700 persons.

Geographic Information Systems (GIS)

The term GIS is generally used to describe a technology comprised of hardware, software, and data that integrates computerized mapping and database management and/or analysis functions.

Appendix 3. Occupation Breakdown

2006 - Labour Force by Occupation	Classification
<i>Management</i>	
Senior management	White Collar
Specialist managers	White Collar
Managers in retail trade, food and accommodation	White Collar
Other managers	White Collar
<i>Business, finance and administrative</i>	
Professional	White Collar
Finance and insurance	White Collar
Secretaries	Grey Collar
Administrative and regulatory	Grey Collar
Clerical supervisors	Grey Collar
Clerical occupations	Grey Collar
<i>Natural and applied sciences</i>	
Professional	White Collar
Technical	White Collar
<i>Health occupations</i>	
Professional	White Collar
Nurses and supervisors	White Collar
Technical occupations	White Collar
Assisting/support occupations	Grey Collar
<i>Social science, education, government and religion</i>	
Judges, lawyers, psychologists, social workers, ministers of religion, policy and program officers	White Collar
Teachers and professors	White Collar
Paralegals, social service workers and occupations in education and religion	Grey Collar
<i>Art, culture, recreation and sport</i>	
Professional occupations	White Collar
Technical occupations	White Collar
<i>Sales and service</i>	
Supervisors	White Collar
Wholesale, technical, insurance, real estate sales, retail, wholesale and grain buyers	White Collar
Retail salespersons and clerks	Grey Collar
Cashiers	Grey Collar
Chefs and cooks	Grey Collar
Food and beverage service	Grey Collar
Protective services	Grey Collar
Travel and accommodation, recreation and sport attendants	Grey Collar
Childcare and home support	Grey Collar
Other sales and service	Grey Collar
<i>Trades, transport and equipment operators and related</i>	
Contractors and supervisors	Blue Collar
Construction trades	Blue Collar
Stationary engineers, power station operators, electrical and telecommunications	Blue Collar
Machinists, metal forming, shaping and erecting	Blue Collar
Mechanics	Blue Collar
Other trades	Blue Collar
Heavy equipment, crane operators and drillers	Blue Collar
Transportation equipment operators, excluding labourers	Blue Collar
Helpers and labourers (low skilled)	Blue Collar
<i>Primary industry-specific</i>	
Agriculture excluding labourers	Blue Collar
Forestry, mining, oil and gas extraction, and fishing, excluding labourers	Blue Collar
Primary production labourers (low skilled)	Blue Collar
<i>Processing, manufacturing and utilities</i>	
Supervisors in manufacturing	Blue Collar
Machine operators in manuf.	Blue Collar
Assemblers in manufacturing	Blue Collar
Labourers in processing, manufacturing and utilities (low skilled)	Blue Collar

Conclusion

The Market Threshold Analysis Report provides more detailed information on the local market conditions, demographics, Trade Area and business opportunities for Downtown Millbrook. The executive summary provides a snapshot of the information in the report. No names were provided on the survey, thus identification of persons providing information was kept confidential.

For more detailed information regarding the Business Owner's Survey Report and results, please contact the Economic and Community Development Department or the Planning Department at the Township of Cavan Monaghan Office at 988 Country Road 10, Millbrook, Ontario. L0A 1G0 or at 705-932-2929.

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**Streetscape and Design Guidelines Report
 For Downtown Millbrook Revitalization Strategy**



Prepared by:
Basterfield & Associates with C. Talbot & Associates
 June 2013



Millbrook Streetscape and Design Guidelines Report

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1.0 Introduction

Tremendous changes to North American cities and towns have occurred since the post war era. In the 1950's planning and design practices promoted suburban living that established a new commercial and retail urban fabric reaching far beyond the historical town centres. As a result, traditional downtown cores witnessed a loss of people and businesses to outlying commercial centres serving isolated residential subdivisions. More recently, there has been significant attention placed on the human health and environmental benefits of bolstering the historical commercial, social, cultural and environmental components of existing cities, towns and villages. This changing culture of urban growth is less focused on a reliance on the automobile to seek out goods and services from far reaching commercial centres and more interested in meeting a new set of growth principles to produce viable and vibrant communities from within the current built infrastructure. These principles of growth are widely accepted and adopted by communities throughout North America and they include the following:

1. Create a range of housing opportunities and choices for all income levels.
2. Create walkable communities that provide a desirable environment to live, work, learn, and play.
3. Encourage community and stakeholder collaboration to ensure that planning and design responds to a community's own sense of where and how it wants to grow.
4. Foster distinctive and attractive communities that have a strong sense of place.
5. Support the integration of mixed land uses such as homes, businesses and commercial services in one community.
6. Make development decisions predictable, fair, and cost-effective for both the community and the development sector and seek out cost-sharing opportunities.
7. Preserve open space, farmland natural beauty areas and important environmental areas to bolster local rural economies and improve a community's quality of life.
8. Provide a variety of transportation infrastructure choices including driving, walking, and cycling.
9. Strengthen and direct growth to existing communities already served by infrastructure to help conserve rural areas and open space.
10. Take advantage of compact and green building solutions that are less energy and land consumptive.

Communities that strive to design, plan and grow around such principles have had successful results and marked benefits that include: a) healthier communities and happier citizens, b) a cleaner and safer downtown environment, and c) a more robust economy. The physical environment becomes pedestrian and density oriented, accessible to all, respects and builds historical and architectural excellence and has a richer cultural and economic diversity with in the core.

In recent years Millbrook has seen a decline in businesses and the physical state of the downtown. There have been several recent studies and reports that when implemented in the future will have a direct impact on the downtown. Reconstruction of the dam, relocation of the arena/community centre, reconstruction of County Road 21 (King

Street) and the sale of key vacant land in the core will create change in the downtown. In order to ensure that future change will be positive and beneficial, it is incumbent upon the Township and its citizens to shape the future direction of Millbrook's physical growth.

1.1 Background

The Township of Cavan Monaghan is a predominantly rural municipality, forming the south west section of Peterborough County. Historic Millbrook is the central urban area for retail, services, recreation and restaurants in the Township with an approximate population of 1,600 residents.

The Township of Cavan Monaghan is preparing a Downtown Revitalization Strategy utilizing the Ontario Ministry of Agriculture and Food and Ministry of Rural Affairs (OMAF/MRA) Downtown Revitalization Program. The program is based on the comprehensive Four Point Approach to Downtown Revitalization. The Four Point Approach includes: Economic Development; Marketing and Promotions; Leadership and Management; and Physical Design Enhancements. A balanced approach and coordinated action on each point is needed to yield tangible short term results and foster a multi-year commitment to revitalization.

This report addresses the component for Physical Design Enhancements of the Four Point Approach to Downtown Revitalization. It is a road map to assist the Township as they move forward with specific streetscape projects. It will also form a basis for guiding the physical form of new development as it relates to the public realm streetscape corridors.

1.2 Purpose

The purpose of this Downtown Streetscape Concept Plan is to provide design recommendations that will guide the Township, private developers, institutions, citizens and business & property owners as opportunity for improvements arise. Using the design and planning recommendations will promote clear, understandable, safe, accessible, and unified streetscapes.

To that end, the Downtown Streetscape Concept Plan has investigated and proposed elements and strategies for improvements within the study area. They include streetscape furnishings, street lighting, the re-introduction of a healthy tree canopy, sidewalk paving treatments and curb extensions, way-finding elements, a mid-block pedestrian connection, laneways, locations for historical interpretation, private realm facade improvement recommendations, and infill opportunities. All these recommendations will lead towards a more vibrant social and economic life in Millbrook.

These Streetscape and Design Guidelines are intended to be realized over time and as resources permit. They form key guidance as short term spending projects and future development force changes to the existing physical character of Millbrook.

1.3 Goals

The over-reaching goal of the Streetscape Revitalization Plan is to **improve the physical characteristics of Millbrook**. The goal is achieved by developing a series of Objectives that collectively achieve the set goal. Through site analysis, public engagement, and committee input the following goals have been established:

1. Improve the pedestrian connections to key commercial social and cultural areas of Millbrook.
2. Plant street trees and add green space where possible.
3. Identify heritage buildings; preserve and restore them. Build on heritage character.
4. Recommend improvements to private realm areas that visually impact the streetscape character (recommendations only, look for partnerships for vest pocket parks).
5. Accommodate cycling and alternative modes of transportation.
6. Create a recreational hub; multipurpose, multi seasonal green space with a venue for outdoor events. Consider this at the arena site when it is replaced by a new facility.
7. Restore/repurpose Needler's Mill as a viable tourism and/or commercial destination.
8. Unify the streetscape visual character along King and Centre Streets.
9. Add way-finding elements and signage throughout the downtown.
10. Locate key areas for gateways into the historic commercial village area.
11. Improve sidewalk space for better accessibility and comfort.
12. Establish site plan requirements for new development areas before development proceeds.
13. Establish façade guidelines for King Street Buildings.

1.4 Role of the Streetscape and Design Guidelines Report

This report is intended to supplement other studies and reports as well as the Official Plan and Zoning By-law by providing Township Staff, as well as property owners and developers, with additional detail on how to improve the public realm of Millbrook's downtown. Because of their position in planning legislation, the Official Plan and Zoning By-law will take precedence over the Downtown Streetscape Concept Plan.

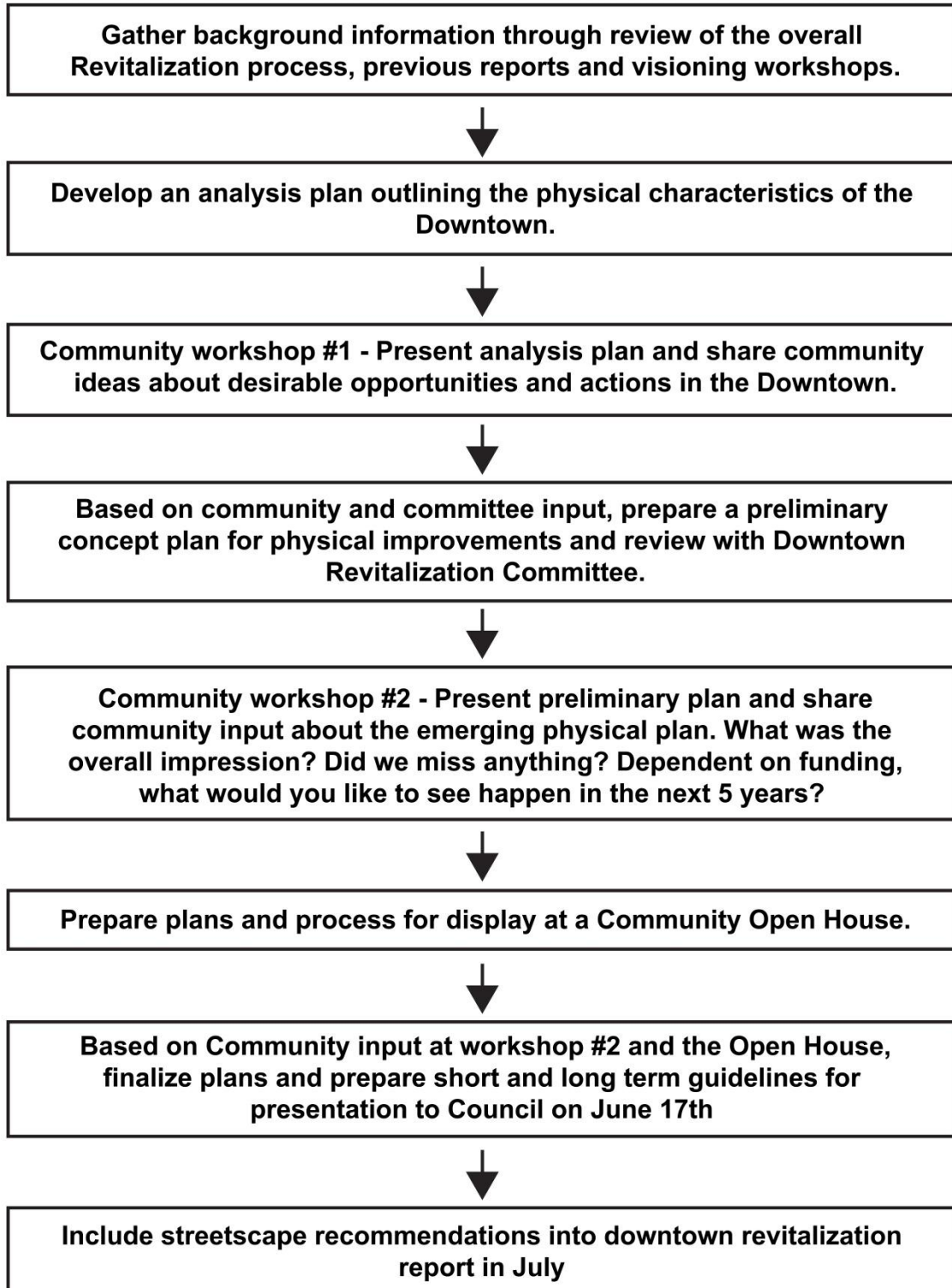
The Streetscape and Design Guidelines Report should be viewed as a conceptual framework and read in conjunction with all other relevant documents. It can be used as a design guide during discussions of private realm development or installations of Township streetscape improvements. Moving forward with implementation of any aspect of this plan will require more detailed design than the that provided in the scope of this work. It is very important to understand that the goal, objectives and design vision were derived from meaningful and validated public consultation and should be used as guides for all new and future undertakings that impact the streetscape and physical downtown environment.

By providing a vision for both long and short term improvements to the downtown, both public and private decision makers may be better inspired to invest in Millbrook.

1.5 Process

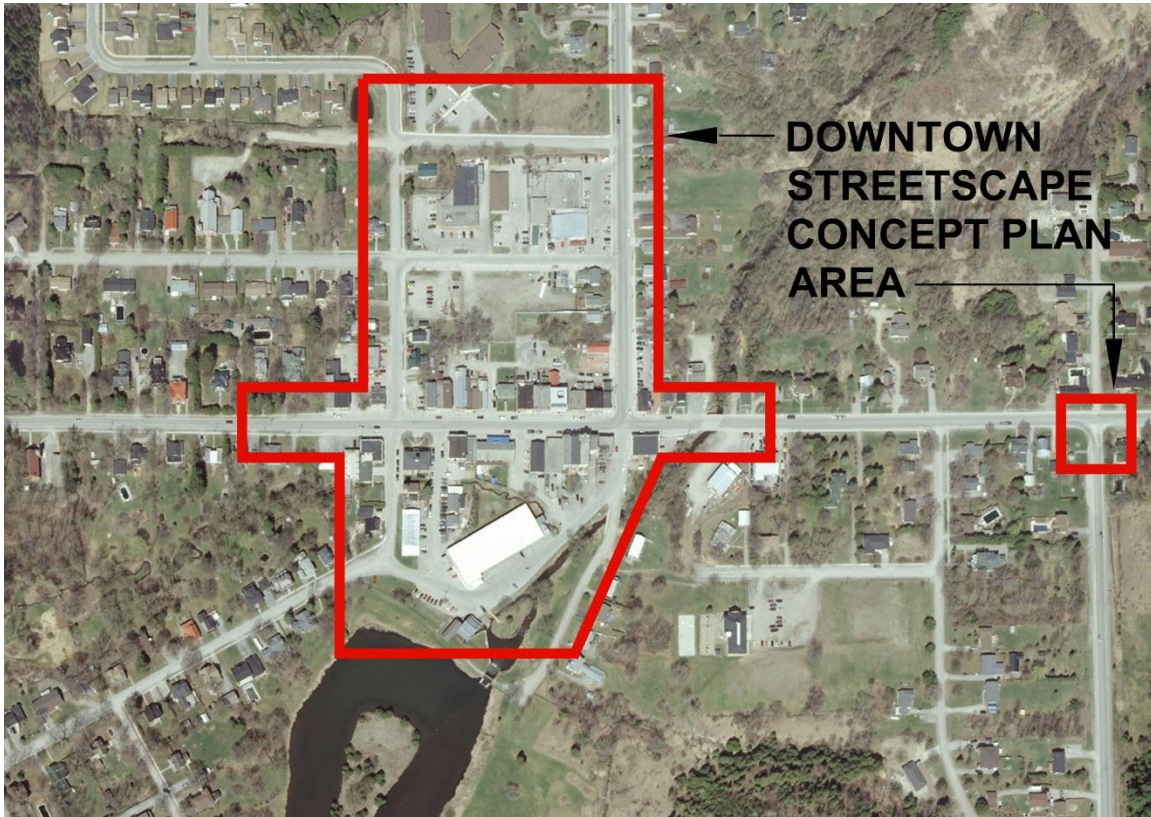
The Streetscape and Design Guidelines Report has been steered by the Township, the Downtown Revitalization Committee, the Downtown Revitalization Coordinator and the public, under the guidance of The Ontario Ministry of Agriculture and Food and the Ministry of Rural Affairs. It is a document that will be embedded into the overall Downtown Millbrook Revitalization Strategy. Public engagement and sound planning and design approaches form the foundation for the process. The following flow chart outlines the basic process that was followed.

Design Process



2.0 Study Area

The study area for the Downtown Streetscape Concept Plan is outlined on the following air photo.



3.0 Analysis of Existing Conditions

Millbrook has an idyllic valley setting within the rolling hills of Cavan Monaghan Township. It has an historic main street (King St.) with some very defining heritage buildings and a good residential housing stock surrounding the downtown.

The physical environment of the downtown is in need of improvements. Through on-site analysis and public input, some key areas of change are both desired by the public and necessary to support the marketing and economic efforts of the Township's over-riding downtown revitalization program. Consideration should be given to improvements that support pedestrian safety and comfort, provide visual unification of the streetscape character among the various parts of Millbrook (i.e. the King Street and Centre Street commercial areas), bolster the green infrastructure of the public realm, respect the historical character of King Street and its historic building stock, and support improved social and cultural opportunities in the downtown.

There are both short and long term opportunities for improvements that can be implemented as available funds permit.

3.1 Vacant Lands

Millbrook's downtown has some key parcels of land that are either vacant or will need to be repurposed in the future.

The Tinney property, 20 King Street East: It is a large irregular lot that fronts primarily on the south side of Centre Street, but also includes the house on King Street and a connecting laneway. There are several important considerations and opportunities to this land as follows:

1. It accommodates a local pedestrian link, between King and Centre Streets, which is informal and yet regularly used.
2. When developed, the portion fronting Centre Street will have a significant impact on the Streetscape Character and built form of Centre Street.
3. The house and land that fronts on King Street will be subject to potential change and subsequent impact on the King Street streetscape.
4. Vehicular and pedestrian circulation along the east/west laneway could be impacted by any new development.
5. Opportunity exists to better develop the north/south pedestrian link as a formal laneway linking the 2 business areas of King and Centre Streets.
6. New development fronting on the Centre Street could integrate the laneway, have parking to the rear or underground, and allow the buildings to front the Centre St. lot lines forming a more typical downtown built form and streetscape.
7. Any new development could include mixed uses to maximize densities in Millbrook and bring more residential opportunity into the downtown.

King and Union Street Property, 2 King Street East: A former building lot that is strategically located at the west gateway intersection into the downtown. Considerations and opportunities include:

1. Currently used as a parking lot
2. The property has no defined edges between the King and Union Streets sidewalk.
3. Appears unmaintained and does not present a good first-impression when arriving from the west.
4. The exposed wall of the adjacent building is unsightly.
5. Opportunity exists to design a temporary landscaped edge and/or low fencing around the lot.

3.2 Pending and Future Change

Downtowns and urban environments are in a constant state of change. Change can be slow - such as through predictable building life cycles or demographic change – or fast due to unpredictable events such as fire or an economic downturn. Whatever the reason for change, it is important to understand that our built environments are not static but always shifting. By understanding that change will occur in our built environments, we can better plan and design communities by taking advantage of the opportunities that change provides by shaping the physical environment the way the community desires.

Millbrook has several pending changes that will fundamentally alter the physical character of the Downtown. As the life cycle of the arena nears its end, it will be replaced in another location. The dam between the Mill Pond and the downtown will be reconstructed. The time then, is now, to determine what opportunities exist in the arena and dam precinct that will support the efforts of downtown revitalization and positive community improvement.

County Road 21 and King Street will be reconstructed soon to support upgraded services and road improvements. With replacement of the curbs, the road surface, possible lighting upgrades and sidewalk replacements, there is a significant opportunity to upgrade the streetscape to a preferred standard through cost sharing of design and construction with the County.

As mentioned in section 3.1, the “Tinney Property” is large and central to the downtown. Any new development there should be consistent with the objectives of this plan. The property is currently for sale, which suggests that physical change to the property may be imminent and if developed it will have an impact on the streetscape and pedestrian circulation.

Nexicom has a significant amount of land holdings on the south side of King Street. Their property and operations straddle both sides of Allen Lane. Consideration could be given to closing Allen Lane to vehicular traffic, providing vehicular access for Nexicom off Hay Street, establishing a pedestrian easement from King Street to the Arena property and allowing Nexicom to expand their building foot print and better organize their parking and maintenance area. The advantage to this, from Millbrook’s perspective, would be the intensification of business on King Street, additional small

parkette space, and an expanded pedestrian route that directly links people from King Street to the Arena Lands. If deemed desirable from the Townships perspective, discussions and negotiation would be required with Nexicom.

3.3 Existing Streetscape

Streetscapes are important places within the fabric of a downtown. They play key roles in celebrating and preserving the history of a community, safety for pedestrians, comfort for shoppers, provision of social spaces and cultural events, and creating a pleasant transition space from the busy roadways to the doorways of businesses. They affect the marketability of a community and if designed and planned well, they become one of the most powerful self-marketing tools a downtown can have.

Millbrook's streetscape has some very good bones in the form of a good historic building stock on King Street and buried electrical services. Beyond these two aspects of the physical environment there is a need to bring the level of improvements to a standard that reflects a successful economy and a proud community that can indeed use the streetscape as a marketing and economic development tool.

Some of the existing streetscape conditions that should be addressed in the plan include:

1. The lack of street trees on all public road right of ways.
2. Lost opportunities to create small vest pocket parks on several private properties where the existing space adversely affects the aesthetics of the streetscape.
3. Large open curb cuts and asphalt boulevards that permit automobiles to visually dominate the streetscape and contribute to pedestrian safety concerns.
4. Inconsistency or lack of street furnishing.
5. Street lighting deficiencies.
6. Poor way-finding signage.
7. Poor physical connection between various destinations within the downtown area and beyond.
8. Lack of identifiable downtown entries or gateways.
9. Poor areas of pedestrian accessibility, lack of sidewalks and appropriate barrier-free curb cuts and ramps.
10. Lost opportunities to enlarge pedestrian areas and identify road crossings through curb extensions

3.4 Circulation and Connectivity

The ability of pedestrians to move directly and freely throughout a downtown and connect well with outlying residential areas and desirable points of interest beyond are important in creating desirable downtowns that support shopping, living, working, entertainment, and recreation.

One of Millbrook's most positive characteristics is the close proximity of essential services such as the grocery store and service businesses, recreational areas such as

the trails, the arena and the millpond, surrounding residential areas, government services such as the post office and library and historical points of interest such as Needler's Mill and the old Fire Hall.

There are very few visual clues in Millbrook to help direct visitors through the downtown to connect and explore all the community has to offer. From the Township's perspective, to not let visitors see what the community has to offer is to miss out on both marketing and economic development opportunities. Directional signage and way-finding strategies within the streetscape corridors should be designed to effortlessly direct and deliver both visitors and residents to all the places that make up downtown Millbrook.

4.0 Community Engagement Process and Outcomes

Introduction

Meaningful, open, transparent and well-designed methods of engaging the community throughout a design process is critical to the success of any planning initiative. When designed well, it begins an important on-going relationship and dialogue between the community, political leaders, and staff.

When individuals or groups are given an opportunity to tell their stories and share their hopes, fears, and dreams then creative solutions, collaborations, and actions will emerge.

The Community Design Workshops, outlined below, were specifically designed with these principles in mind and successfully provided valuable information to the consulting team that has helped to shape and influence the recommended Downtown Streetscape Concept Plan.

Community Design Workshop No. 1 May 6, 2013, The Legion – Downtown Millbrook

Purpose:

The purpose of the Community Design Workshop No. 1 was to:

- i. Provide an overview of the Streetscape Design Process, building upon the Community Visioning Session that was facilitated by staff in November, 2012.
- ii. Share information about the existing physical characteristics of Millbrook's downtown, heritage, and preliminary observations regarding public spaces and building facades
- iii. Engage the community in the streetscape design conversation, at the beginning of the Study process, using an inter-active, facilitated dialogue method.

Format:

The Workshop was designed to provide opportunities for the broader community to have meaningful conversations, in small groups of 4, about the future of the downtown's streetscape and façade improvements over the next 5-10 years. A summary of the November Community Vision and a large Official Plan map for the downtown was displayed on the walls. The Vision was used as the starting point for an inclusive community dialogue that would inform the development of the Plan.

The Workshop was divided into the following components:

- i. Overview of the Agenda.
- ii. Setting the context – Why are we doing this Plan?
- iii. Design process and what makes downtown's vibrant and successful.
- iv. Research and preliminary observations about the existing streetscape and building facade conditions in the downtown.
- v. Small group facilitated exercise and conversation.
- vi. Large group sharing – What were the emerging themes and ideas?
- vii. Next steps in the design process and timelines.

The Workshop began with an overview of the Millbrook Downtown Revitalization Project goals and objectives by the Downtown Co-ordinator, to set the context for the Streetscape Design Process. The lead Consultant presented an overview of the background research and Characteristics Map of the downtown using a Power Point presentation.

The facilitator provided each small group with a map of the downtown that was divided into geographic areas for the purposes of focusing the discussion. A Workshop booklet was also provided for the group to summarize the key ideas that emerged from their conversation. Guidelines for meaningful conversations were included in the booklet, as well as the small group questions.

Each group worked sequentially through the geographic areas, identifying future enhancement opportunities over the next 5 years (e.g. streetscape features, building facades, programming, redevelopment ideas, pedestrian connections, design principles). This was done by “brainstorming” *big ideas* and recording them in the booklet. The specific questions that guided the group discussion are listed below.

1. What are the *opportunities* for enhancements in this Area of the downtown over the next 5 years?
2. What actions need to happen over the next 5 years in order to realize these opportunities?
3. We have identified 3 gateways to the downtown within the Study Area (refer to Map) that will provide a visual announcement and welcome to the downtown. We are interested in knowing if these are the right locations and/or are there any other locations that you would like the team to consider adding?

Following the small group exercise, the Workshop participants shared some of the key ideas that emerged from their conversations with the larger group.

Outcomes:

31 attended the first Workshop. Participants represented a broad range of interests, including local business owners and retailers, residents, special interest groups (i.e. Historical Society), a representative from OMAFRA, Township staff and members of Council.

There was full participation during the Workshop from participants in both the small and large group discussions. The emerging themes and ideas were recorded by each group using a template that was provided by the Consultant. The groups also made notes and illustrated additional ideas on the table maps using coloured markers. The “big ideas” that were shared at the end of the Workshop from participants were recorded on flip chart paper by the Consultant. This facilitated format provided immediate feedback and confirmation about common thinking among the groups as well as new perspectives and creative ideas.

The outcomes of the Workshop discussions were recorded, analyzed and used to inform the development of a *Draft Downtown Streetscape Design Concept Plan*. Key highlights from Community Workshop No. 1 are contained in Appendix A.

Community Design Workshop No. 2 May 28, 2103, Township of Cavan Monaghan Municipal Building – Gymnasium

Purpose

The purpose of the Community Design Workshop No. 2 was to:

- i. Provide an overview of the *Draft* Streetscape Design Concept Plan to the community.
- ii. Elicit feedback from the community on the *Draft* Plan through a facilitated, interactive dialogue method.
- iii. Take the outcomes of the Workshop discussions and consider this information during the development of the recommended Streetscape Design Concept Plan, ultimately for Council's consideration.

Format

The same facilitated format was used for the Community Design Workshop No. 2 that was used for the first Community Workshop (see above).

The content for the Power Point presentation and the small group questions and discussions were different; the focus was now on a proposed *Draft* Streetscape Design Concept Plan.

The Consultant provided an overview of the *Draft* Plan using a Power Point presentation, explaining, in detail, the key components of the streetscape design and highlighting a few detailed samples of what particular building facades could look like, as well as main intersections and gateway features. Larger versions of these images were displayed on the wall.

Similar to Workshop No.1, participants were grouped around tables of 4 to discuss the *Draft* Plan, by using the following questions as a guideline.

- i. What is your overall impression of the Draft Streetscape Concept Plan for downtown Millbrook?
- ii. Have we missed anything that you feel is important to achieving the Community Vision for the downtown?
- iii. What would you like to see happen in the downtown over the next 5 years? Brainstorm important *Actions* in your group.

Each group had a copy of the *Draft* Plan on their table, markers, and a Workshop booklet to record the highlights of their discussion.

In a large group format, the facilitator asked participants to identify what their *overall impression* was of the *Draft* Plan. Key highlights were recorded on flip chart paper which that added to the feedback from the small group discussion.

Each participant was also given an index card and asked to individually identify 3 *Actions* that they considered most important to undertake within the next 5 years to enhance the downtown. The Consultant collected these cards and will use them to

identify some preliminary areas of short term priorities for the recommended Streetscape Design Plan.

Outcomes

40 attended the second Workshop. Participants represented a broad range of interests, including local business owners and retailers, residents, special interest groups, representative from OMAF/MRA, Township staff, and members of Council.

The outcomes of the Workshop discussions were recorded, analyzed and used to inform the development of a recommended Downtown Streetscape Design Concept Plan. Key highlights from Community Workshop No. 2 are contained in Appendix A.

Open House – June 5, 2013, Township offices

Purpose

As part of the overall Community Consultation Program for this Study, a Public Open House was held, to provide another opportunity for the broader community to view the *Draft* Streetscape Design Concept Plan and to provide feedback on what they liked about the Plan and any additional features that may be important to consider or deletions before the Plan is finalized for Council's consideration.

Format

The Draft Streetscape Design Concept Plan was on display in the Township offices. The Open House was scheduled from 6 to 9pm. The public was invited to drop-in to view the Draft Plan and the Consultant was available to explain the design process, the various components of the Draft Plan and rationale and to answer questions. Township staff also attended.

Participants represented a broad range of interests, including local business owners and retailers, residents, special interest groups (i.e. Historical Society), a representative from OMAFRA, Township staff and all members of Council.

Feedback from those who attended the Open House was recorded by the Consultant and used to inform the preparation of the recommended Plan, to be considered by Council.

General comments from the Open House attendees are highlighted below:

Downtown Millbrook Revitalization June 5 Open House Comments

- Excellent work and some tremendous ideas. I love the simplicity of cohesion to bring entrances to look like the downtown streets. Love the Cobblers Lane idea and support additional green space. I would prefer to see a mixed use of cafes, shops and green park space at current arena location.
- Bike lanes not really necessary, shared sidewalks maybe? Move fire hall into area seems like a real silly idea. Dam/Mill issues should be a major focus. Set

development guidelines up to guide development should be a priority to help us direct how our downtown develops.

- A resident of Millbrook told me that years ago the bridge at the east end of King Street had beautiful black iron work as the railing for the bridge. The Historical Society could probably locate a picture of the ironwork. This was a potential feature that Brian mentioned in his presentation and replication of the iron work might be a project that a community group would like to fund raise for.
- It all looks good!
- Great work! Also, I really enjoyed the whole inclusive process. Thanks!

Community Workshop Feedback

A Feedback form was distributed at each Workshop to everyone who attended. The purpose of this form was to elicit feedback from participants regarding the Workshop format, content, small group discussion questions, materials (e.g. maps; templates for conversation), facilitation, and overall satisfaction. A summary of the results are highlighted below and have been arranged by topic categories.

1. Community Design Workshop No. 1 (26 respondents)

Category	Excellent	Good	Fair	No Response
General Content	46%	54%	-	-
Power Point Presentation (background; preliminary site analysis)	39%	61%	-	-
Facilitators	69%	31%	-	-
Expectations	100%	-	-	-
Format (small and large group conversations)	81%	19%		

2. Community Draft Plan Design Workshop No. 2 (27 respondents)

Category	Excellent	Good	Fair	No Response
General Content	59%	41%	-	-
Draft Concept Plan Presentation	56%	37%	7%	-
Facilitators	74%	26%	-	-
Expectations	93%	-	-	7%
Format (small and large group conversations)	63%	33%	-	4%
Small Group Table Materials (e.g. map; booklet; questions)	96%	-	-	4%

The feedback form also asked about the location, room, length of the Workshop and acoustics. Generally, the response was positive. Acoustics in the gymnasium made it challenging for some participants to hear the presentation and in particular the large

group discussion (lack of a hand held microphone for speakers- stationary microphone did not extend far enough into the space).

There was also space provided for “Other Comments” which indicated a high degree of satisfaction with the workshop, the small group discussion, maps, and the desire to move into *Action* with the streetscape enhancements. Analysis of both workshops “big ideas” are contained in Appendix A.

5.0 Downtown Streetscape Concept Plan

A Downtown Streetscape Concept Plan was prepared using results from the public workshop sessions, open house feedback, Downtown Revitalization Committee input, and sound planning and design practices. The Concept Plan serves to illustrate the broad aspects of the proposed physical improvements at a community-wide scale. Development infill, land-use changes, circulation, downtown entry points and street trees are designed to meet the revitalization objectives for Millbrook.

5.1 Infill Opportunities

As identified in the analysis section 3.1, development of the Tinney property has the potential to significantly alter the physical form of Millbrook's downtown core. The Concept Plan shows a potential development strategy for this land that hinges on establishing a formal pedestrian lane from King Street to Centre Street. Such a laneway would assist in improving pedestrian circulation and ease of movement between the businesses on both streets. The house on the Tinney property that fronts on King Street is part of the greater land holding and could be converted to offices or retail with room to expand the footprint towards King Street. Historic records indicate that this house is located where a former Cobbler Shop existed for many years. To tie this proposed improvement to local historical roots the new laneway could be known as, "Cobble Shop Lane". With lighting, trees, decorative paving, a way-finding sign tree and historical interpretive signage, it would have the potential to be a landmark feature of Millbrook. With a potential public easement running through the centre of the larger land block, there is potential to develop the parcel in phases. Sharing the pedestrian easement with a driveway would allow vehicular parking to the rear of the buildings providing a traditional building to front lot line footprint on Centre Street similar to King Street. The more traditional downtown type building frontage would aid in establishing an appropriate pedestrian-scale streetscape for Centre Street that would be more in keeping with the historic downtown.

Over time it is expected that the vacant land at King and Union Streets will be developed as retail/commercial; this would be in keeping with the King Street corridor. In the interim, this vacant land should have some perimeter landscape treatment consisting of low plantings, historically relevant fencing and some shade trees. This treatment will provide a visual separation between the vacant land with parked cars and the sidewalk. This treatment will enhance the streetscape at this critical east gateway without creating visibility safety issues or compromising future development.

5.2 Arena/Community Centre Lands

It is understood that sometime in the future the arena will need to be replaced and relocated, when this happens, there will be an opportunity to repurpose the site. From the public consultation process there was a clear desire to develop a large common green space on the arena site. The Concept Plan illustrates an option that provides a large lawn area appropriately named “Needler’s Green”. This space could be a venue for a variety of social and cultural events such as small concerts, outdoor movies, arts and craft shows, auto shows, etc. It should also support the future use of a small stage and food-service building which would be designed in keeping with the historic architecture of Needler’s Mill. Controlled vehicular access through the site would be provided for emergencies and servicing, but otherwise the site would only have a modest parking area to the north which would be accessed by Needler’s Lane. Entry Gates into the common would be designed at the west end on Hay Street.

This new common green would form an important new cultural and recreation space within the downtown. This would be directly connected to the historic mill, the mill pond, and the Township trail system.

5.3 Pedestrian Circulation

Pedestrian circulation through Millbrook is facilitated by the current and proposed sidewalk system, existing and proposed laneways and recreation trails that enter Millbrook. In order to strengthen the ability of pedestrians to efficiently move through the downtown in a north/south direction, a series of laneways are recommended that join from Manor Drive in the north to the arena lands/Needler’s Mill in the south. The laneways would be clearly marked and developed with way-finding signs, decorative paving, small trees, and streetscape furnishings to match the rest of the downtown. The intent of the laneways is to facilitate north/south access and movement for pedestrians. The lanes will also improve the shopping experience in Millbrook for visitors and residents and reduce the amount of automobile movements within Millbrook by accommodating easy pedestrian access to all the shopping areas. The plan also suggests exploring the ability to provide a barrier-free access ramp from Manor Drive down to the laneway system to help facilitate seniors from Millbrook Manor trying to negotiate the steep grades along Union Street. The plan also recommends improving the current sidewalks along the roadways by adding additional lighting and street trees where needed, widening the area for pedestrians, reinforcing and making visible connections to the trail systems and eliminating existing automobile and pedestrian conflicts.

5.4 Downtown Gateways

Gateways can take on many forms and be constructed in many ways. In the case of a rural community and small Village such as Millbrook they should serve the purpose of announcing arrival by automobile into the Historic Village. The selected locations do not typically align with the legal boundary because they should be located where there is a

desire to reduce the speed of vehicles at the commercial entry to the Community. Gateways should also be designed to be appreciated by pedestrians where there is a residential area directly adjacent to the commercial area.

The Concept Plan recommends three gateways into Millbrook. The locations were supported and endorsed by the public during workshop sessions. The first is located on Tupper Street just north of Manor drive, another is just before the stop sign at King and Union Streets and the third location is in the park at the corner of Duke Street and King Street. Detailed drawings should be prepared and circulated through the Township and County prior to finalizing the designs and installation for each. The recommendation of this plan is to treat each gateway with the same approach and materials. The main feature of each gateway is to include a decorative steel sign mounted on ornamental steel posts. All steel is to be painted black and the sign is to be of traditional gold letters and historically appropriate fonts. The suggested text would read, "Welcome to Historic Downtown Millbrook, Settled 1816". As part of the gateway treatment, the signs would be illuminated with a black decorative lamp post with a double fixture and arm bracket reminiscent of those pictured in early photos of Millbrook. Where appropriate, traffic calming curb extensions would serve to reduce traffic speed and announce arrival. Street trees and, where appropriate, low plantings around the signs along with hanging baskets will enhance the arrival experience. Please refer to the plans in Appendix B.

6.0 Streetscape Improvements

The streetscape Improvements for Millbrook are represented in greater plan detail on drawings L3 – L5, also refer to the Streetscape Furnishings drawing, all located in Appendix B of this report. Please also refer to Analysis section 3.3.

6.1 Street Trees

Street Trees in downtown areas are an essential element to help bolster a community's green infrastructure and create happier and healthier communities. As cities, towns and villages urbanize, the density of tree canopies drop significantly along with the benefits they provide. The presence of streets trees helps to deliver a series of economic, social and environmental benefits outlined below.

Economic Benefits of street trees

- i) Creation of green jobs.
- ii) Improved marketability of buildings.
- iii) Increased tax revenue from higher property values.
- iv) Improved workforce productivity.
- v) Reduced healthcare costs due to air and water quality improvements, UV protection, and overall psychological benefits.

Environmental Benefits of street trees

- i) Ground water recharge and surface water purification.
- ii) Storm water retention.
- iii) Pollination and reduced airborne pollutants.
- iv) Summer cooling of buildings and reduced heat island effect.
- v) Energy efficiency.
- vi) Improved biodiversity.
- vii) Climate change mitigation.

Social Benefits of street trees

- i) Contact with nature and associated psychological benefits.
- ii) Reduced noise pollution.
- iii) Improved health and quality of life.
- iv) Sense of place, community ownership, and pride.
- v) Reduced crime rates.
- vi) Helps build distinctive and attractive communities.

The downtown area was reviewed and analyzed for desirable locations and suitable areas to plant street trees. Criteria such as overhead hydro lines, the need for visual screening, available rooting zone space, safety and visibility were all considered in selecting proposed locations for trees. Where space is limited for height or width, smaller species trees are suggested. Species tolerant to road salt should be

recommended near roadways and final selection of species types should be determined at the detail design stage.

Installation techniques are directly related to a street trees ability to survive. At the detailed design stage, areas that do not have enough open boulevard space for trees should be specified with planting in either a structural soil mix or a cellular root system. These systems allow roots to expand and grow within un-compacted soil, thereby allowing for an air and moisture regime conducive to tree survival. These systems also allow paving to span over the root zone for expanded pedestrian space.

6.2 Street Furnishings

Refer to the street furnishing drawing in Appendix B. Schematic drawings have been prepared to establish a general theme and style for furnishing in Millbrook. The proposed theme of the furnishings is in keeping with the historical roots of Millbrook. Black cast aluminum and galvanized steel would be the prominent material for benches, planters, bike racks, signs, and light poles. There are several manufactures able to supply the proposed type of furnishings and they should be researched as part of the detailed design process.

6.3 Lighting

Millbrook is fortunate to have buried electrical supply to decorative lighting in the downtown. As part of the design process for the reconstruction of County Road 21 and King Street, engineering consultants will be evaluating the existing luminaires and making recommendations for improvements if required. Given the age of the decorative light fixtures, consideration should be given to reviewing and selecting a more energy and operational cost efficient light system. LED systems have evolved into an affordable alternative to the existing High Pressure Sodium system in Millbrook. The light spectrums of LED systems are far better at displaying the true colours of illuminated objects and features such as building facades.

The streetscape drawings suggest an additional pole and light fixture system. It can be selected from a family of fixtures under the same manufacturer as the street lights, allowing for ease and consistency of maintenance. The second system would serve to light up and coordinate with the gateway sign areas and high-light the intersections, bridges and special areas requiring better identification and increased light levels. These taller poles could also be designed to carry a large banner or events sign spanning the road.

6.4 Curb Extensions

Street curb extensions treatments are used to the pedestrian areas into lay-by areas or otherwise no-parking zones. It is important that the treatment include the placement of light poles, waste containers bollards banner poles or way-finding signs so that the

change in curb alignment can be perceived by snow clearing operations in the winter months. These vertical elements also increase pedestrian safety and announce pedestrian crossing areas. Curb extensions work very well as a traffic calming technique and for deterring automobile parking too close the intersections. A tertiary review of the proposed curb extensions has been done by County engineering and the engineering consultants for the road reconstruction work and they have found no significant concerns. Detailed review of the proposed turning radii will be complete after the adoption of this report and adjustments will be made as required.

The County has expressed some concern about the concept of a midblock crossing and this will need to be reviewed in further detail. The use of curb extensions and signage may be helpful in resolving initial concerns.

6.5 Vest Pocket Park Opportunities

Millbrook's downtown area has several locations where buildings are set back from the road. These areas are typically small areas of private or public land that do not contribute to the aesthetics or comfort of either the streetscape or the private property. The quantity of these areas is such that if they were developed they could become a unique and noteworthy characteristic of Millbrook. If improved enough, with a simple landscape treatment and a bench, they could collectively form a distinct, marketable destination feature for tourists while providing the community with valuable, comfortable green spaces.

6.6 Municipal Boulevards

There are several locations throughout Millbrook where there is no definable separation between the asphalt road, an asphalt boulevard, the sidewalk, and the asphalt or gravel on private property. Most of these areas also have very long curb cuts allowing freedom for vehicles to access the property at any point and, in some cases, parking overhangs and/or blocks the pedestrian sidewalk. This situation creates a safety risk for pedestrians and contributes to a very utilitarian and unsightly streetscape. It has been the intent of this revitalization plan to mitigate the negative affects of these areas. As detailed design for the streetscape work moves forward it will be important to establish and locate property line frontage along the roads. By determining how much Township land there is between the existing sidewalk and the lot line, options will be made available to apply an appropriate streetscape design. At the Concept Plan scale, typical turf and tree planting solutions have been shown with attention to allowing the appropriate width and number of vehicular access points. In most of these areas, with the 4th Line Theatre office and the Tupper Street Plaza being good examples, a simple treatment of a turf strip with deciduous trees would vastly improve the visual and functional issues.

6.7 Façade Improvements

Façade improvements can be very difficult to implement as part of a streetscape revitalization effort. Because most downtown buildings are privately owned, improvements typically only move forward out of necessity for maintenance or, a willingness on the part of the owners, to improve their buildings. For this reason it is best to demonstrate with an existing façade that captures many of the issues often faced during facade improvements.

Façade improvements often begin to occur as the prosperity of the community begins to improve through marketing, economic development and by the municipality leading by example with improvements to the public realm areas such as the streetscape.

Please refer to figure 8 of Appendix B for general façade improvements and improvements specific to the selected Millbrook buildings.

7.0 Priorities and Implementation

Priorities and implementation of these streetscape plans will be based on the Township's ability to fund the various components of the plan, applicable approvals, partnership development, and supporting other municipal plans or documents.

The following is a list of projects and tasks to assist the Township and the Downtown Revitalization Committee in directing and moving projects forward. They are listed in order of priority based on our understanding of other projects that may influence the streetscape, urgency for action, and the community's sharing of their priorities.

1. Meet with County and coordinate the scope of streetscape work to be included in County Road 21 improvements. Prepare budget cost estimate and begin detailed design for inclusion in road tender.
2. Take planning action to establish special zoning for the Tinney property and negotiate an easement through the property between King and Centre Streets.
3. Based on staff and council discussions, arrange a meeting with Nexicom representatives to discuss possible closure of Allen Lane prior to County Road 21 design and construction.
4. Adopt façade improvement guideline and prepare a guideline document for distribution to property owners. Consider establishing an incentive cost-sharing program to stimulate façade improvements.
5. Retain existing downtown revitalization committee and meet to establish a quick wins action items list and systematically prepare detailed design and cost estimates for funding approval and/or seeking partnership funding. Projects to include but not limited to:
 - i) Three gateway areas.
 - ii) Numerous boulevard improvement areas to be prioritized with township staff.
 - iii) Parking lot at King and Union Streets.
 - iv) Back lane driveway screening at rear of Daisy Mart.
 - v) Access lane from Distillery Lane to Library
 - vi) Sign by-law
6. Establish a staff and citizens Vest Pocket Park Committee to review and prioritize spaces suitable to improvement. Create a cost-sharing or incentive program to land owners to help fund design and installation of each Vest Pocket Park.
7. Meet with the Conservation authority to review conceptual plan for Needler's Mill and arena area for review and comment and information purposes prior to dam improvement plans.

8.0 Appendices

Appendix A: Public Workshop Summaries

Workshop #1, April 2013

Workshop #2, May 2013

Appendix B: Plans and Drawings

fig. 1 Analysis Plan

fig. 2 Master Plan

fig. 3 King & Union Intersection

fig. 4 Centre Street

fig. 5 King & Tupper Intersection

fig. 6 Section looking west at King & Tupper

fig. 7 Street Furnishings

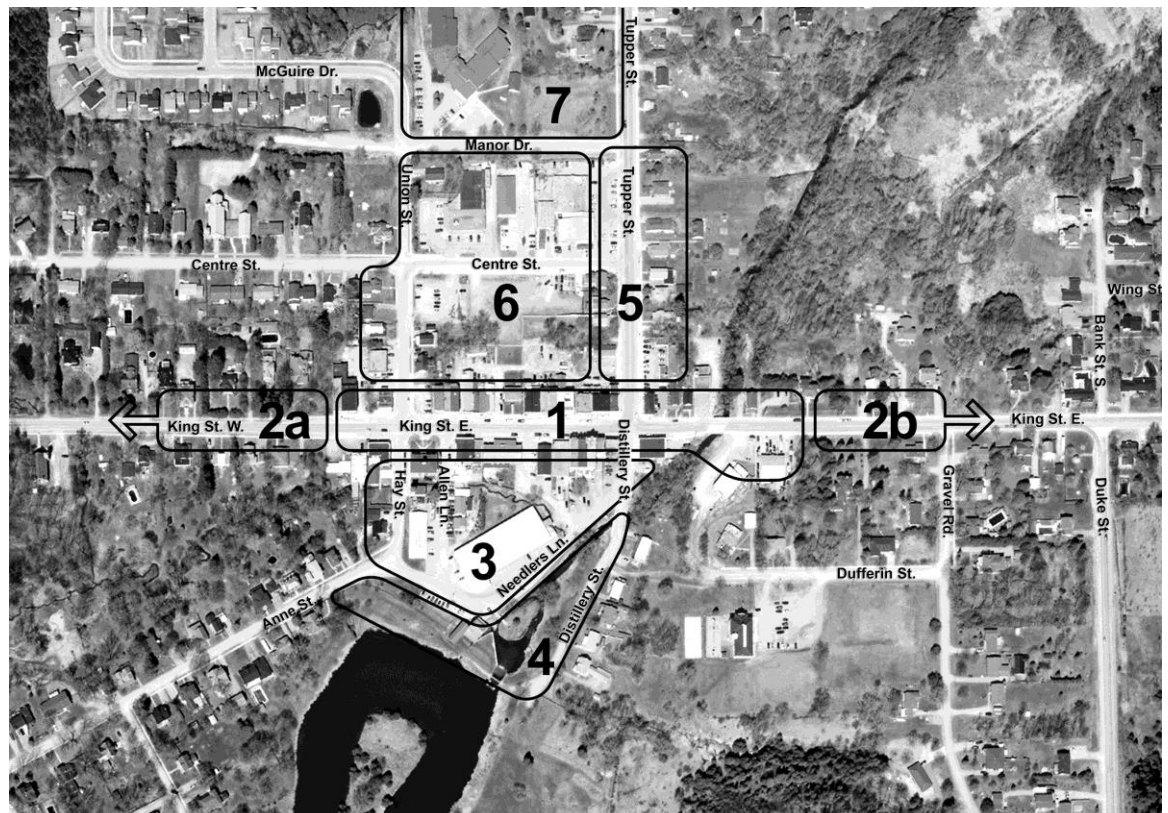
fig. 8 Façade Improvements

Workshop Results - emerging trends

BIG IDEAS COLLECTED AT THE END OF THE WORKSHOP

- Create more greenery and green space.
- Create links. Unify and connect.
- Create a pedestrian corridor from the arena to the manor.
- Turn Needlers Lane into a pedestrian corridor.
- Create a covered walk through the Tinney property.
- Redevelop the Tinney property, add residential units.
- Create a new town square on Centre Street.
- Create a covered bridge for Distillery Street.
- Bring the trailhead down to King Street.
- Create a gateway where Tupper hits King Street.
- Create way-finding signage (i.e. You Are Here, community bulletin board).
- Create seasonal sidewalk patios.
- Improve and complete a multipurpose green space around the mill.
- Create 3 gateways at the outer edges of the downtown (narrow the road, add trees).
- Create another level of gateways at the outer edges of the village (by the water tower, municipal office, and correctional centre).
- Add accessible parking and replace over-sized stop signs.

KEY PLAN FOR ZONE AREAS



ZONE 1: KING STREET BUSINESS SECTION

Ideas with overwhelming support:

- Make a pedestrian connection through Tinney property to Centre St.
- Plant street trees (trees in tubs failed) and additional greening.
- Identify heritage buildings; preserve and restore. Build on heritage character.
- Redevelop the Masonic Hall.

Ideas with several workshop tables in support:

- Establish Design Guidelines (heritage based).
- Provide shade for eating and seating.
- Install way-finding signage.
- Don't put gateways too close to the core, move them farther out.

Ideas with some support:

- Make a pedestrian connection from the mill to Centre St.
- Introduce a cross walk mid-block.
- Improve Legion façade.
- Create a location for the farmer's market.
- Establish a gathering place. Build a gazebo.
- Create mini-parks.
- Establish cohesive signage.
- Create heritage interpretive plaques.
- Incorporate the library with the centre of town.
- Library should have its own zone for cultural heritage.
- Connect the trail to downtown.
- Redevelop Clifford's property.
- Develop seasonal sidewalk patios.
- Make a park on the east side of the post office.
- Paint more murals.
- Develop empty corner at King and Union Street.
- Introduce bike lanes and bike amenities.
- More accessible parking.
- Emphasize 'arrival' where Tupper hits King Street.

ZONE 2: KING STREET RESIDENTIAL

Ideas with overwhelming support:

- Create cycling routes.
- Create a gateway on Duke Street.
- Add street trees.

Ideas with several workshop tables in support:

- Some existing sidewalks need to be extended.

Ideas with some support:

- Does village need bike lanes? Maybe not.
- Add cohesive street lighting.
- Move gateways farther out, focus on the thru-way.
- Gateways to be uniform with a narrower road and trees/green added.

- Provide good, accessible sidewalks (barrier-free).
- Create mini parks.
- Develop Collins lane into pedestrian corridor between King and Centre Streets.
- Extend King Street improvements to Collins Lane on the west side.
- Extend King Street improvements to Duke Street on the east side.
- Repair infrastructure at the same time as putting wires underground.
- Area 2b is zoned commercial to Duke Street. Implications?
- Some houses have commercial potential; heritage character must be maintained.
- Create better integration with downtown and the creek area. The bridge is unattractive.

ZONE 3 ARENA PRECINCT

Ideas with overwhelming support:

- Move the arena out of this area or repurpose it at least.
- This area is an eyesore.
- Improve the sight of the backside of buildings.
- Add more trees and green.
- Create more green space.
- Create a recreational hub; multipurpose, multi seasonal, indoors and outdoors.
- Improve parking configuration; make it safer and pedestrian friendly.
- Create a bandstand and/or venue for outdoor events.

Ideas with several workshop tables in support:

- Close Allan Lane to create green space.
- Less parking, more public open space (i.e. piazza).
- Build green space around the tributary creek (there used to be a mini park).
- Connect Baxter Creek corridor with trails.
- Create a recreational/commercial space that connects “waterfront” with downtown.
- Improve sidewalks and road along Distillery Street from King Street to library.
- Provide way-finding and signage improvements that respect heritage.

Ideas with some support:

- Move the fire hall into the arena; move the parks department into the fire hall.
- Create a pathway of some kind from King Street.
- Remove traffic on Needlers Lane; turn it into a green space.
- Integrate the historical downtown into the Nexicom industrial infrastructure.
- Consolidate Nexicom facilities.
- Move the Nexicom facilities out of here.
- This area totally underutilizes some of the most valuable real estate in town.
- Add housing.
- Provide heritage interpretation.
- See Ogilvie Report.
- Move the farmers’ market to the park.

ZONE 4: MILL POND PARK AREA

Ideas with overwhelming support:

- Connect Distillery Street to the library (improve and maintain accessibility).
- Expand this zone to include the library and all the (large) associated property.

- Restore and repurpose the mill.
- Add signage on King Street for the mill and trails; start trail on King Street.

Ideas with several workshop tables in support:

- Improve the pond area with accessibility, signage, seating, public art, etc.
- Create a bandstand and/or venue for outdoor events.
- Bury hydro lines around the mill.
- Keep green space and add to it.
- Dredge the pond to restore depth.
- Naturalize to draw birds (but discourage geese).
- Add trees, green, and shade.

Ideas with some support:

- Make trailhead parking lot bigger.
- Create a big swimming area with sand on the pond.
- Manage water at the dam to keep in quiet and allow for a performance space.
- Add heritage interpretation for mill and pond area.
- Build a covered bridge to the island in the middle of the pond.
- Add public art.

ZONE 5 TUPPER STREET CORRIDOR

Ideas with overwhelming support:

- Build a gateway.
- Extend street improvements (i.e. lamp posts) farther north.
- Add trees along the roadway allowance.

Ideas with several workshop tables in support:

- Gateway to have heritage feel with trees and greenery.
- Narrow the road.
- Green boulevard on both sides of the road through the commercial area.
- Improve area in front of the 4th Line Theatre office.
- Improve the look of the “plaza”.
- Integrate “strip mall” area with historical area.
- Draw visitors from this area into the historic downtown (easy to miss the turn).

Ideas with some support:

- Establish protection for greenery north of the gateway, up to the 6th line.
- New developments must respect heritage character of King Street.
- New developments with parking in rear and pedestrian priority access.
- Add bike lanes.
- Reduce road speed, starting at Fallis.
- Add a crosswalk.
- Keep signage consistent from one area to the next.
- Move gateway to Queen Street, another gateway by municipal office.
- Gateway position is good as proposed on the plan.
- List local attractions at gateway.
- Create a pathway from the manor through to Foodland, for seniors.
- Create a pathway from the manor through to the mill.

- Add way-finding signage.
- Screen service areas of commercial buildings.
- Bury wires when the sewers are upgraded.
- Add a central median to the road, with greenery.
- This area is critical.
- Very important route: down Tupper, across King, and down Duke Street.

ZONE 6 UNION & CENTRE STREET PRECINCT

Ideas with overwhelming support:

- Add some development to vacant lot (respect heritage character).
- Convert vacant lot into a playground, farmers' market, green space, etc.
- Green up the landscape. Add trees.
- Maintain pedestrian access from King to Centre Streets. Improve on this.
- Clean up brownfield site around William's gas station.

Ideas with several workshop tables in support:

- Integrate parking with mixed use development.
- Build additional parking in the vacant lot.
- Connect Foodland with King Street.
- Provide public washrooms with diaper changing table.
- Clean up and screen service area behind the strip mall.
- Clean up the rear access to apartments on King Street.

Ideas with some support:

- Provide pedestrian corridor between Centre Street and Manor Drive (midblock).
- Need to raise the bar on building standards and signage standards.
- Redevelop the vacant lot for high density use.
- Move cenotaph to a new town square in vacant land on Centre Street.
- Add shade trees on south side of Centre Street to screen the back shop.
- Add seating and greenery on Manor Drive.
- This area will be a magnet for families in the subdivision.
- Open permeability between Brookside and McGuire to allow movement into town.
- Add sidewalks along Centre Street.
- Garages should not be allowed to use street parking.
- Attract goods and services that cater to tourists and theatre-goers.

ZONE 7 NORTH BLOCK, MANOR DRIVE

Ideas with overwhelming support:

- Add sidewalks and street lights on Manor Drive.
- Street should be lit and accessible for Manor residents.
- Any new developments must adhere to strict guidelines that respect village heritage.

Ideas with several workshop tables in support:

- Add rest stops along the street.
- Provide connections with trails and parkland.
- Address steep slopes on certain sidewalks.

Ideas with some support:

- Make Tupper Street more attractive.
- Add signage.
- Add bike lanes (county-wide initiative).
- Protect the existing appeal and green space to the north on Tupper Street.
- Replace dead and damaged trees.

- Expand Manor; there is a shortage of seniors housing.
- Bury hydro lines under ground.

GATEWAY PLACEMENT

Ideas with overwhelming support:

- –

Ideas with several workshop tables in support:

- Gateways at: Water tower, former jail, and municipal office.
- Other: gateway at King and Duke Street.

Ideas with some support:

- Move gateways to the edge of the village.
- Gateways at the tops of hills to capture views across the valley.
- Gateways are appropriate as proposed.
- Gateways at: Post office and at Woodward's.
- Other: gateway at Tupper & King Street.
- Other: gateway at Lions Park @ Highway 10.

Workshop Results – Response to Draft Streetscape Concept Plan

BIG IDEAS COLLECTED AT THE END OF THE WORKSHOP

- Covered walkways for seniors
- Curb extensions to control parking
- Addressing private properties – how to partner for their development
- Address the hazardous walk to library (steep hill)
- Improve parking (accessibility, land-sharing)
- Show gateways on plan
- Establish priorities (small, quick wins)
- Create places to turn around
- Address floodplain issue
- All-season use for green space & incorporate a playground for kids
- Utilize the existing slope at the dam (potential natural amphitheatre)
- Create an information kiosk near Needler's Green of the old Municipal Building to advertize events (use a heritage design)

DRAFT STREETScape CONCEPT - OVERALL PLAN



QUESTION 1: OVERALL IMPRESSION?

Responses with overwhelming consensus:

- Overall very good plan – pleasing, good design and many tables liked the overall ideas.
- Trees and green space were very well received, and in general were associated with providing more shade, attracting more wildlife, and creating a more natural ambience.
- Greening of the downtown and pocket parks/parkettes were seen as a good idea.
- Accessible pedestrian connections along the North-South corridor from King St. to Centre St. and from Needler’s Green to the Library were seen as important and the redevelopment of the arena was also recognized as an improvement.

Responses with several workshop tables in support:

- New facades are very attractive.
- New lighting and increased signage were well liked as well as the ‘refuge area’ extension of sidewalks.
- Concerns over private property (development and policies, making sure all property is taken into consideration for this project).
- Maintaining or improving similar levels of parking and increasing accessibility is important.

Responses with some support:

- Convincing landlords to agree and pay for the improvements is important.
- The timeline and budget for the project should be established (potential to set up ‘phases’ for development).
- Coordinating with ORCA over the floodplain is important.

One response in particular summarizes the majority of responses to the Overall Plan:

We believe that the downtown revitalization is KEY to bringing new people to settle in the Township, new businesses to the downtown core, and more families to the area.

QUESTION 2: IMPORTANT THINGS TO ADD?

Ideas with overwhelming support:

- Provision, identification, and analysis of future parking needs – accessible spaces, conflicts with private property, concerns over having to pay for parking.
- Accessibility – ability to turn around and re-enter the downtown, accessible parking, and accessible pedestrian paths (along the North-South corridor connecting King St. and Centre St., downtown to Manor Drive, and Foodland to the LCBO, as well as improvements to the steep hill between Distillery Rd. and the library, and adding more trails behind the old Township Hall).

Ideas with several workshop tables in support:

- Implementation of detailed urban design guidelines that will allow for restaurants to create outdoor patios.
- Addition of cycling lanes and bike racks.
- Play areas and structures for children, incorporated into Needler's Green or old school (potential for a kid's park, playground or splash pad).
- Further design development/programming of Needler's Green, including a plan to replace the arena and attract more people into the downtown.
- New signage which highlights different areas of downtown (directing people to the Millbrook Valley Trails, historical buildings of interest, "Historical Downtown Millbrook", "Needler's Mill", "Millbrook Valley Trails," etc.) potentially located on Hwy 115 and at key places in the downtown.
- Ensure that the Mill, dam and pond are revitalized and incorporated into the downtown revitalization plan.

Ideas with some support:

- Keep vistas from the top of Tupper/King St. E & W.
- Add 4-way crosswalks at the corner of King St. and Union St.
- Reconsider the light standard size and globes.
- New plantings to hide unsightly areas (vacant lot across from post office, Woodward's Garage, 4th Line Theatre, Moe's tavern and Clarke's).
- Public washrooms.
- Consider the impact of closing Needler's Lane on emergency vehicles.
- Find an old picture of bridge by the fire hall from about 40 years ago – it was very nice.
- Medd's Mountain Meadow – potential for a natural amphitheatre.
- Coordination with ORCA for building on the floodplain
- Explore potential funding sources for renovations

QUESTION 3: 5-YEAR ACTIONS?

Actions with overwhelming support:

- Begin 'greening' downtown – planting trees, building pocket parks/parkettes, planters and walkways, community-led initiatives and support should also be pursued.
- Co-ordination and pursue funding with various organizations (ORCA, community partners, funding opportunities and grants) for installation and maintenance of the project.
- Begin installing fixtures – benches, streetlights, curbs, heritage lamp posts (with consideration given to using dark-sky compliant/LED/energy efficient lighting), and signage (develop consistency in the downtown).
- Engage building owners and absentee landlords (or expropriate if necessary) to begin façade restoration.

Actions with several workshop tables in support:

- Establishing and developing Cobbler Shop Lane (pedestrian North-South connection between King St. and Centre St.).
- Begin putting in the gateways.
- Reconstruction of existing heritage features, such as the dam and mill.
- Put controls in place for new development guidelines.

Ideas with some support:

- Begin development of new Needler's Green.
- Begin planning for new community/activity centre.
- Make improvements to the sidewalk on north side of Centre Street.
- Tie the whole commercial area together in the downtown area.
- Make sure that King Street is rebuilt and reinforced to accommodate the proposed changes, including all aspects of the improvements – trees infrastructure (water, sewer, gas lines, hydro, etc).
- Establish trail head signage on King St.
- Deal with steep hill up to library from Distillery Road.
- Determine if residential accommodation above businesses on King St is feasible.
- Focus on 'screening' less attractive views, (e.g. the back side of King St. buildings).
- Improve parking (number of spots and accessibility to commercial areas).
- Develop covered picnic areas for cyclists and tourists.
- Increase accessibility.
- Add rocks to the design.
- Add a quality dinner venue.
- Ensure developers work with planning department.

QUESTION 4: TOP 3 PRIORITIES?

Actions with overwhelming support:

- Begin 'greening' downtown – planting trees, bushes, boulevard plantings, building pocket parks/parkettes, planters and walkways, particularly on the main streets and areas that need improvement, and begin a plan for the development of the Needler's Green at the south end. Quick improvements and long-term plans for maintenance were also identified as top priorities.
- Development of major pedestrian corridors – Cobbler's Shop Lane, North/South corridor – creating more walkways that will encourage walk-ability in the downtown and to the recreational areas.
- Engage local landowners to begin building relationships and plans for the future, develop incentives and by-laws to encourage building owners to improve/renovate façades

Actions with several workshop tables in support:

- Installing site furnishings and improvements along main roads – lighting, benches, signage, curbs, increased sidewalks/boulevards, and historical signage).
- Creating gateways into the downtown – new lights and curbs, historical welcome sign, and directional signage to areas of interest).
- Develop property standards, heritage and urban-design guidelines, tree and sign by-laws/policies, and policies that support the new development strategy.
- Improve parking – accessibility, organized (partnership with landowners, ORCA, funders and grants, landscape students, etc.), enough to support existing and future businesses.

Ideas with some support:

- Add bike racks on downtown streets.
- Resolve dam, mill and arena issues so this area may be allowed to achieve its full potential.
- Improve Centre Street.
- Encourage community stakeholder engagement.
- Develop parkette by closing Allen Lane.
- Repair damaged/crumbling buildings.
- Whatever the final outcome please ensure that the unsightly, oversize stop signs are removed!
- Improve bridge over creek.
- Move forward with first steps to see vision for Needler's Green happen.
- Increase jobs in the downtown (to support restaurants, etc, on a regular basis).
- Host festivals, skating in winter, create a splash pad, a site for a farmers market on summer mornings, play structure for kids.
- Township residents gain control of how future development goes forward (i.e. type of business/uses/style/how it integrates into existing town).

DRAWING NOTES

Ideas with overwhelming support:

- Generally there was support for many areas and features of the preliminary design – Cobbler Shop Lane, Needler's Green, and King St. Intersection improvements, the bridge restoration, new façades, new lighting, new pedestrian connections and gateways into the downtown.
- Needler's Green was a point of interest, suggestions were made to: add gazebos to or elevated spaces for 'covered' gazebo picnic spaces, leave the tubes in the ground for an outdoor ice rink, develop half of the space as a kids park, or half of the space as extra parking and focus 'green activities' on Medd's Mountain Meadow. Overall, the development of this green space was seen as being key to the overall downtown revitalization.
- Improvements to the main streets (plantings along King St. and Tupper St., adding 4-way crosswalks at King and Union St., turn around opportunities on King St., a potential walkway to join the middle of King St. (across from Cobbler Shop Lane) to Needler's Green, wrought iron fence and trees to hide parking at King and Union St.) were seen as imperative and should occur as soon as possible.
- The pedestrian walkways and trails were also identified as important; more trees and benches were desired, particularly north of Centre St, the existing urban trail should be tied into the Millbrook Valley Trails (along King St. to the main trail network of Medd's Mountain), the trail network should be highlighted through signs and maps in the downtown core and a path that will mitigate the steep grade to the library should be designed and implemented with plenty of trees and lighting.

Ideas with several workshop tables in support:

- Additional accessible parking should be developed to accommodate future demands, particularly noted on King St. and above Centre Street.
- Concerns over reduced commercial parking lots - adequate employee parking spaces, storage of work vans overnight, and turning radius for transport trucks were identified as potential issues.

Ideas with some support:

- County must be pressured to take into account potential bike lanes during County Road 21 reconstruction.
- A heritage style bridge or covered bridge could be designed for re-construction, could incorporate the bridges design into the "newly repaired Needler's Mill."
- Explore the opportunity of having the Masonic Lodge "sell or donate" the building on King St for removal or refurbishment to tie into the downtown core (the masons could then share a common meeting space in a newly built community centre as they only meet once a month).
- Set strict urban design guidelines to ensure what can be built in the proposed development area on Centre St. – what they will have to look like, and offer development incentives to push for development to pay for construction of other design elements like Cobbler Shop Lane.
- Fix dam first before other work begins.
- Opportunity to create a restaurant and courtyard at the start of Cobbler Shop Lane.
- Design a path from LCBO to Foodland.
- Put in Patio area beside Mo's.
- Put some bike racks in the pocket parks.
- Include public washrooms.

- Area 7 - North Block Manor Drive**
- Includes Millbrook Manor and vacant commercial land at the corner of Tupper Street
 - Trees along south side of road screen view of the back of house retail activities on Centre Street
 - Street character is more rural than King and Centre Streets
 - Centre Street has been recently improved with new roadway, curbs and interlock boulevards and decorative light poles.
 - No overhead hydro services or street lights
 - Manor Drive and Union Street are important linkages to residential developments to the north and west.

- Area 6 - Union and Centre Street Precinct**
- Mixed uses of commercial and residential
 - Large central area of vacant land currently for sale
 - Automobile laneways off Tupper, Centre and King Streets
 - Centre Street has been recently improved with new roadway, curbs and interlock boulevards and decorative light poles.
 - Houses important services and retail businesses
 - Some boulevard plantings and signage contribute positively to the street appeal
 - Physically separated from King Street

- Area 2a - King Street Residential**
- Good historic residential building stock
 - Houses generally display sense of pride
 - Sidewalks on both sides of the street immediately adjacent to curb
 - No identified bike lanes
 - No boulevard trees but lots of mature front lawn trees.

- Area 1 - King Street Business Section**
- Good historic building stock
 - Some incompatible building types
 - Some buildings are showing signs of disrepair
 - Lack of street trees or permanent plantings except at Nexcom building
 - Buried Hydro and Bell
 - Irregular building spacing, setbacks, gaps and laneways
 - High vacancy rate at street level
 - East end of area has an industrial feel associated with current businesses and lack of boulevard space.
 - Bridge and stream crossing at east end

- Area 3 - Arena Precinct**
- Roads, laneways and parking areas lack definition and separation
 - Large expanses of asphalt paving
 - Arena is very utilitarian and shows signs of age
 - No defined pedestrian areas (automobile dominated space)
 - Good views up Anne Street and over spillway to Distillery St.

- Area 5 - Tupper Street Corridor**
- Main entry road from points north, Peterborough, Township offices, hwy. 115, Olan Mills.
 - Mixed residential and commercial
 - Has a more modern and suburban character with parking lots in front of retail areas and less historical buildings
 - Asphalt and interlock boulevards
 - No street trees or defining elements that identify pedestrian areas
 - Hydro wires on west side of road

Anticipated Gateway Location

- Area 2b - King Street Residential**
- Good historic residential building stock
 - Houses generally display sense of pride
 - Sidewalks on both sides of the street immediately adjacent to curb
 - No identified bike lanes.
 - No boulevard trees but lots of mature front lawn trees.

- Area 4 - Mill Pond Park Area**
- Needlers Mill is a good historical focal point but out of context with area 3 and not well connected to the park due to grade change
 - Open lawn but steep slopes restrict movement but has elevated view over area 3 and the downtown
 - Beautiful view over mill pond
 - Trail head location is isolated from the downtown
 - Good views up Anne Street and over spillway to Distillery St.



Top Key Words and Concepts from visioning exercise:

Building Restoration, New Shops, Greenery/Trees/Parks, Sidewalks/Roads/Paths, Restaurants/Café/Pub, New Shops Signage, Mill/Pond/Dam, Recreation, Facilities/Community Centre, Agriculture, Accommodations, Youth Activities, Benches, Events/Attractions, Patios, Parking, Clean, Destination,



Explore potential for a pedestrian connection to Manor Drive

New Commercial/Residential Infill

- Developed to accommodate pedestrian laneway
- Improves Centre Street streetscape
- Retail below with 2-3 storey residential above

New Cobbler Shop Lane

- Links Centre Street and King Street retail areas
- Celebrates cultural heritage
- Improves pedestrian circulation

King Street Improvements

- Curb extensions
- Expanded decorative lighting, planters, street trees and way finding signs

Allen Lane closed to traffic
Pedestrian Lane to Needlers Green
and commercial expansion opportunities for Nexicom.

New Needlers Green

- Public recreational, social and cultural event space
- Small stage area
- Links to Mill Pond and trail system
- Preservation of Needlers Mill

North gateway with signage, lighting and planting

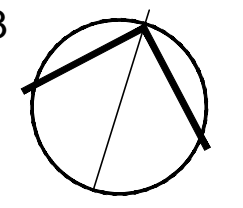
Boulevard planting to enhance views and northern arrival point into downtown

East gateway with signage, lighting and planting








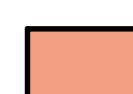

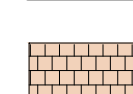
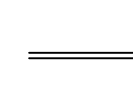








Boulevard planting to enhance views and eastern arrival point into downtown

Formal link to Library

Millbrook Downtown and Streetscape Revitalization

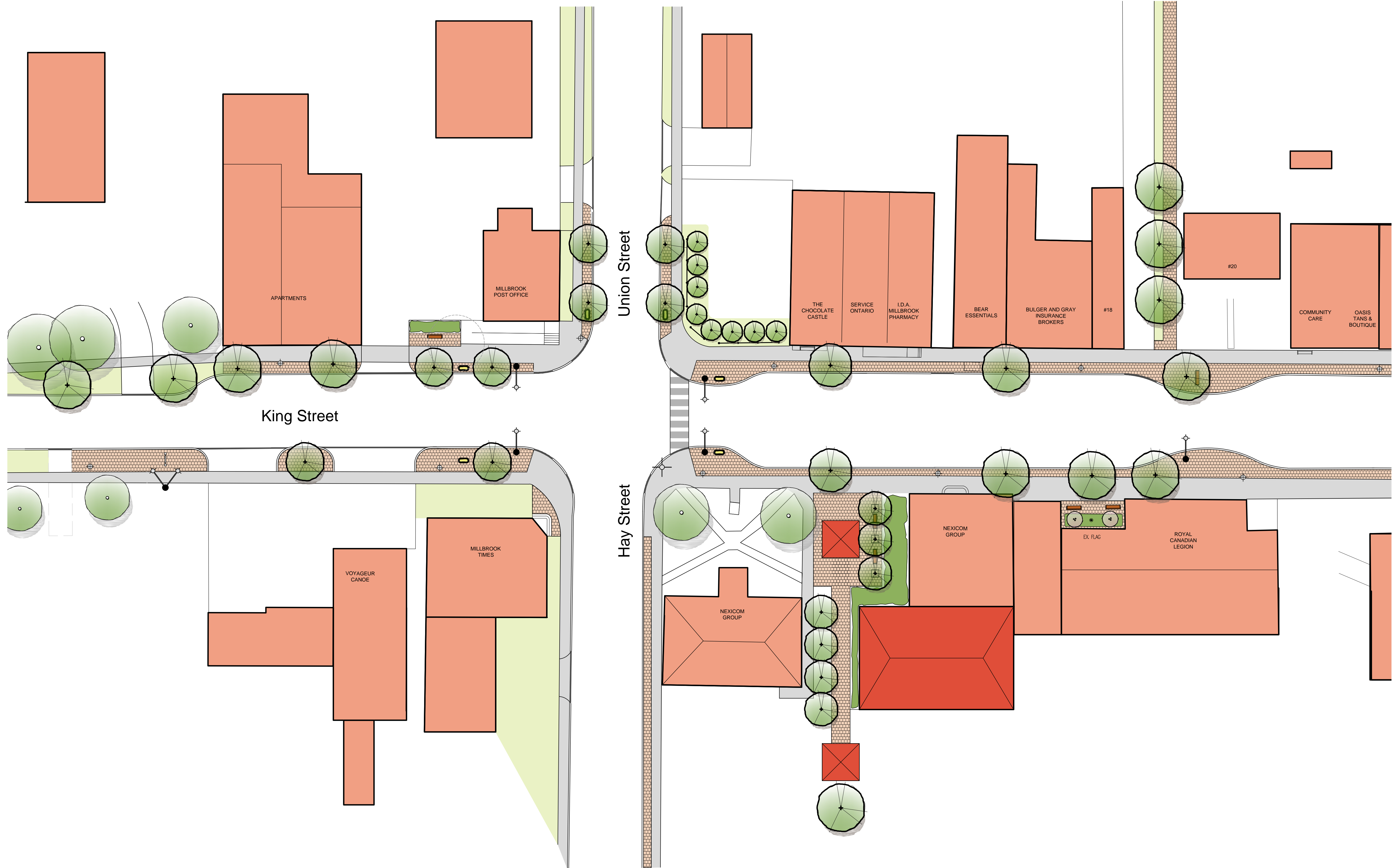


Legend

-  Existing Tree
-  Existing Tree to be removed
-  Proposed Tree
-  Proposed Ornamental Tree
-  Proposed Type 2 Light Standard
-  Existing Type 1 Light Standard
-  Proposed Sign Tree
-  Proposed Sign
-  Existing Building
-  Proposed Building
-  Proposed decorative paving
-  Curb Line
-  Concrete Sidewalk
-  Sod
-  Planting
-  Planters
-  Decorative Fence
-  Waste Containers
-  Bench

Plan Highlights

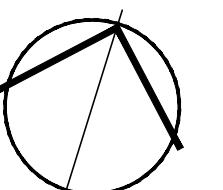
1. Modest curb extensions at all intersection corners except north west. Extensions provide great pedestrian space and room for street furnishings. Radius changes to be verified by Township, County and Engineers for County Road 21 Redevelopment Plans.
2. Street Furnishings to include seasonal planters, benches, waster containers, type 1 & 2 light fixtures, way finding and interpretive panel.
3. Temporary plantings, grass and decorative fence at vacant lot in northeast corner.
4. New "Town Hall Parkette" with interpretive shade pavilion, benches, trees and gathering space connecting to "Needlers Green" and Creek".
5. Historic downtown Millbrook entry sign and decorative light pole at east entrance near canoe builder with improved boulevard treatment.
6. New parkette at post office ramp.
7. Mid-block crossing to new Cobbler Shop Lane.








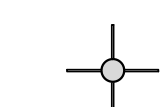
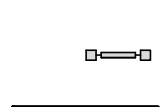


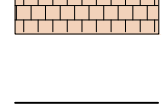
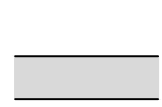


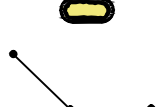




**Millbrook Downtown and Streetscape Revitalization
Enlargement Area - King St. and Hay St.**

BASTERFIELD & ASSOCIATES
Landscape Architects

ISSUED: May, 2013
DRAWN BY: RJK/MJS
PROJECT NO. 13-21
CHECKED: BB
SCALE: 1:250



Legend

-  Existing Tree
-  Existing Tree to be removed
-  Proposed Tree
-  Proposed Ornamental Tree
-  Proposed Type 2 Light Standard
-  Existing Type 1 Light Standard
-  Proposed Sign Tree
-  Proposed Sign
-  Existing Building
-  Proposed Building
-  Proposed decorative paving
-  Curb Line
-  Sod
-  Planting
-  Planters
-  Decorative Fence
-  Waste Containers
-  Bench



Plan Highlights

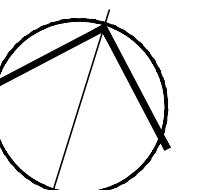
1. Introduce new sidewalk and boulevard with shade trees along north side of Centre Street.
2. Infill development on vacant land to include retail and commercial/residential mixed buildings 2-3 storeys.
3. Enhanced streetscape on south side of Centre Street with parallel parking and street trees.
4. Street Furnishings to match King Street including type 2 poles, "Cobbler House Lane" Interpretive Panel, benches, waste containers and decorative paving.
5. North South pedestrian lane ways linking King Street, Centre Street and Manor Drive.
6. Defined driveway entries to existing commercial on the south west corner of Tupper Street and Centre Street. Include curbed islands on municipal right of ways with trees and sod.












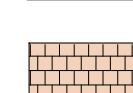
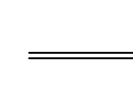








Millbrook Downtown and Streetscape Revitalization Enlargement Area - Centre Street

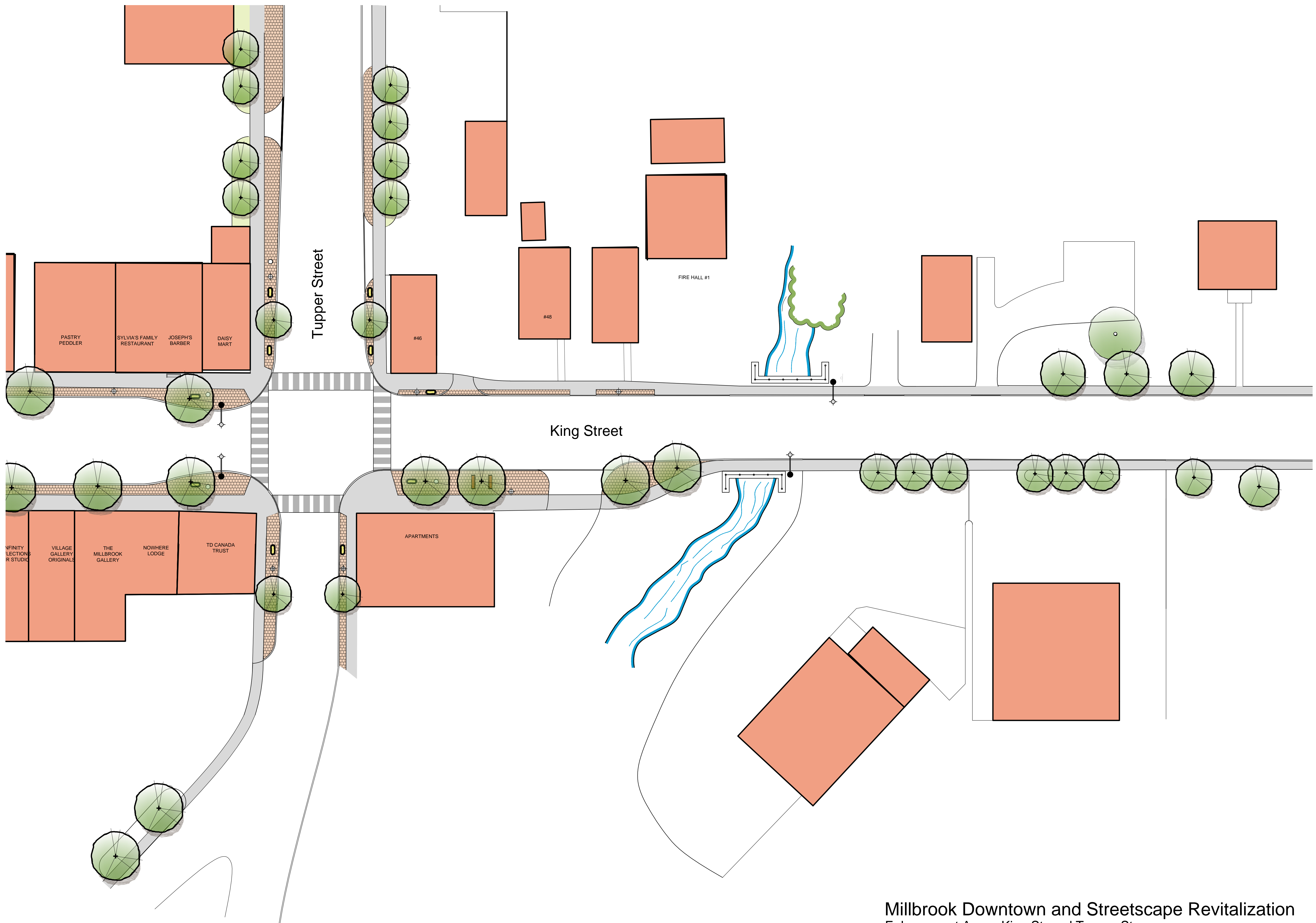
BASTERFIELD & ASSOCIATES
Landscape Architects

ISSUED: May, 2013
DRAWN BY: RJK/MJS
PROJECT NO. 13-21
CHECKED: BB
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Legend

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Plan Highlights

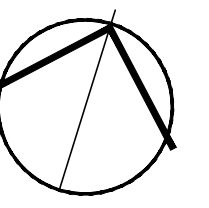
1. Modest curb extensions at all intersection corners except north east. Extensions provide great pedestrian space and room for street furnishings. Radius changes to be verified by Township, County and Engineers for County Road 21 Redevelopment Plans.
2. Street Furnishings to include seasonal planters, benches, waster containers, type 1 & 2 light fixtures, way finding and interpretive panel.
3. Black decorative rails when bridge is reconstructed and celebrated with type 2 light poles.
4. Gateway treatment to "Needlers Green" at King and Distillery Streets.
5. Improved boulevard treatment at 4th Line Theatre Lot.
6. Boulevard treatment east of bridge to improve views and pedestrian comfort.



**Millbrook Downtown and Streetscape Revitalization
Enlargement Area - King St. and Tupper St.**



ISSUED: May, 2013
DRAWN BY: RJK/MJS
PROJECT NO. 13-21
CHECKED: BB
SCALE: 1:250





← EXISTING BUILDING

EXTENDED CURB AREA

- BENCH
- TRASH RECEPTACLE
- PLANTER
- STREET TREE
- LIGHT STANDARD WITH SIGN
- DECORATIVE PAVING

DRIVING LANES
ACCOMMODATION FOR CYCLING

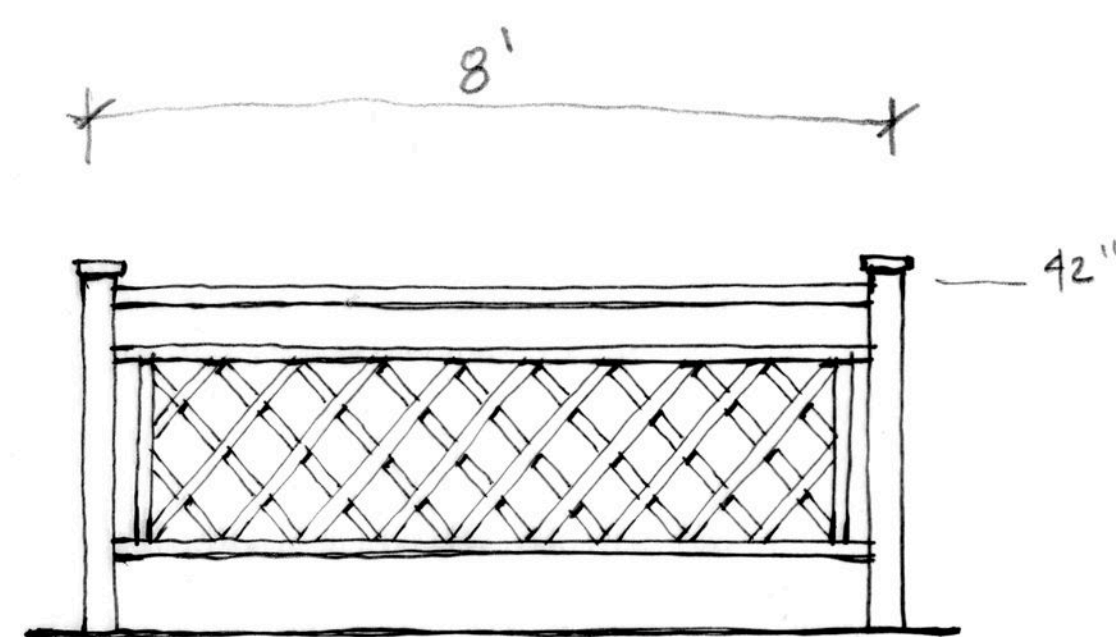
EXTENDED CURB AREA

- LIGHT STANDARD
- SIGN TREE
- STREET TREE
- PLANTER
- TRASH RECEPTACLE
- BENCH
- DECORATIVE PAVING

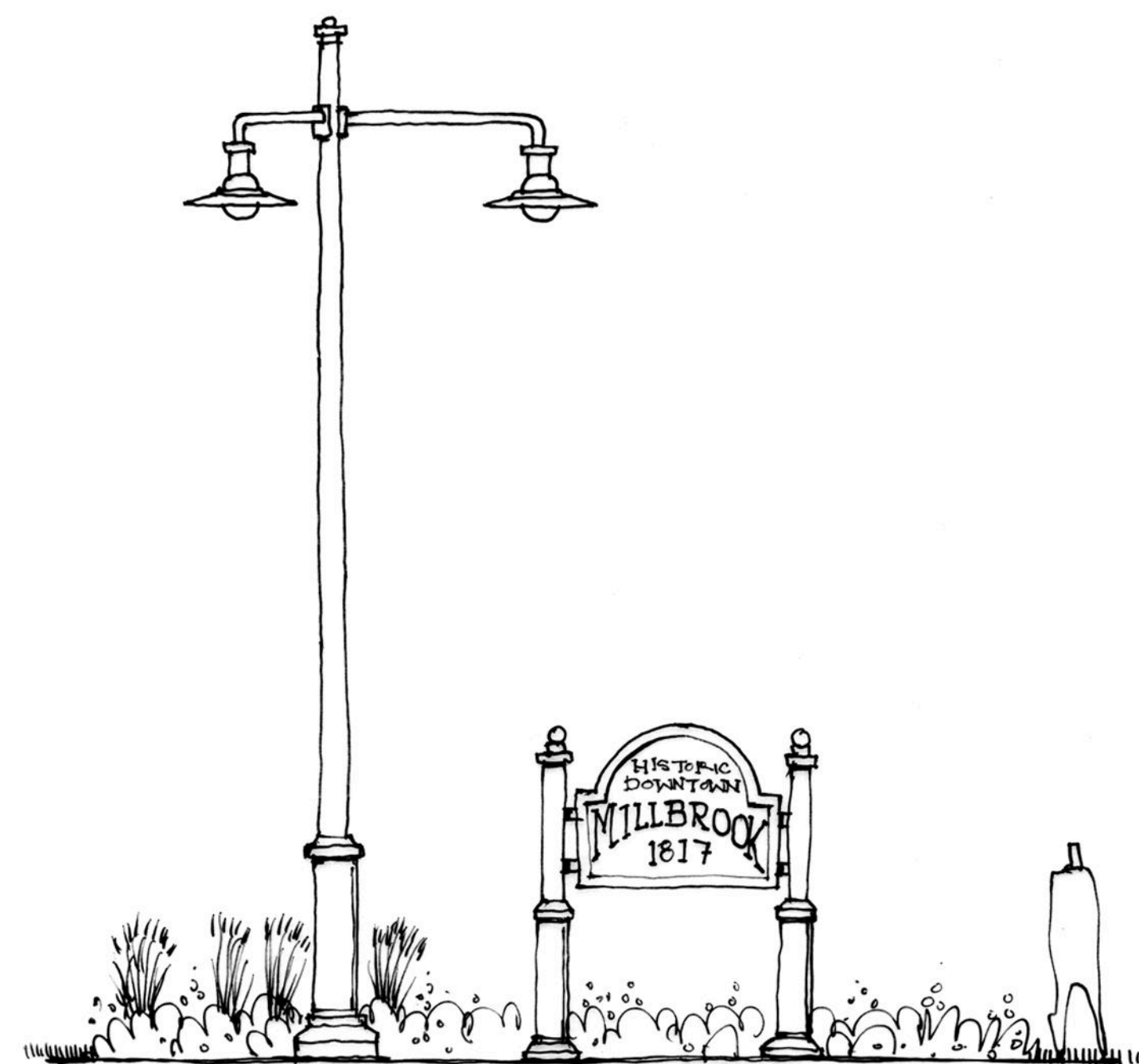
EXISTING BUILDING →



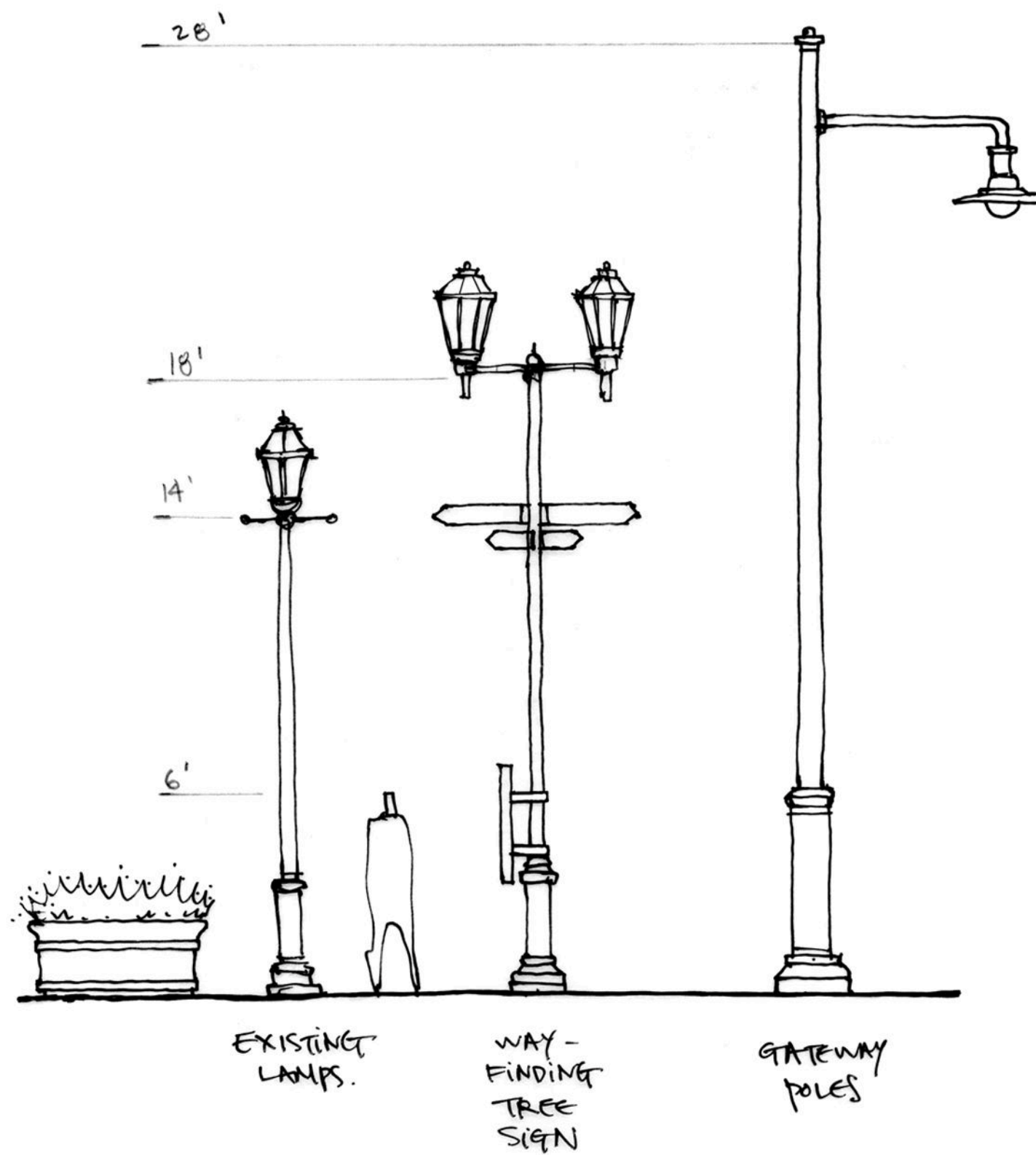
Sample of an Interpretive Panel



Proposed Fencing

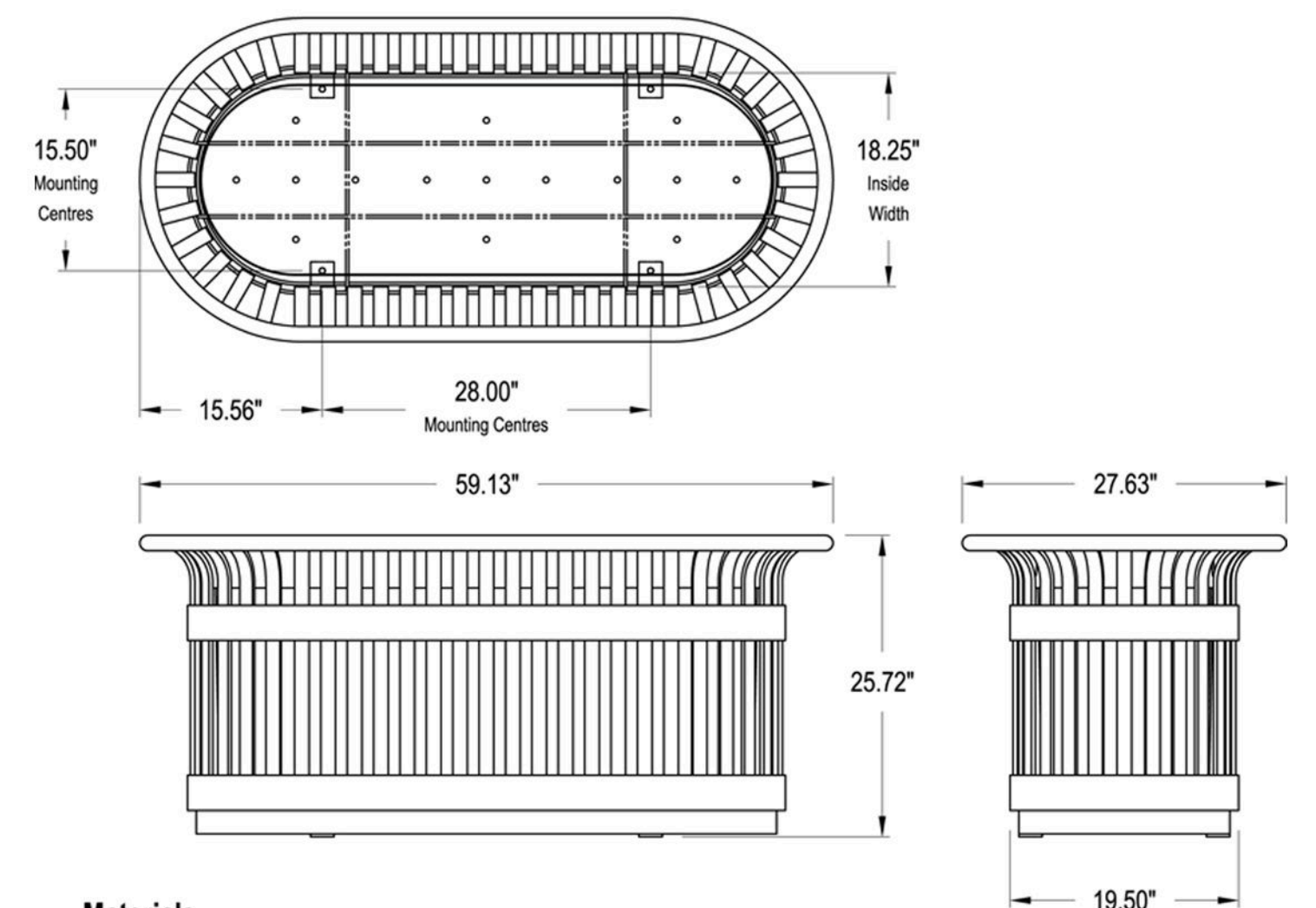


Proposed Road Signage



Proposed Lighting

Premier Obround Planter
Model: 71912500 Specifications



Materials

- Metal Frame: Steel Bar Pickets - 1.25" x .375"
- Steel Bar Hoops - 3.00" x .25"
- Steel Bar Base - 2.00" x .25"
- Steel Rim Hoop - 1.5/16" O.D. Tube

Liner:

16 ga. Steel

Rev. 22Feb07

Finish:

All steel components receive corrosion protection from a Zinc Rich Primer. The Primer is applied as an Epoxy Powder Coat after the metal components are sandblasted. This is followed with a durable Polyester Powder Finish Top Coat. Both coatings are electrostatically applied and then thermally cured.

Notes:

The planter comes fully welded and no assembly is required. Anchoring Hardware not included. We have endeavored to insure that all product specifications listed on this drawing were correct at the time of publication. We reserve the right to improve, alter, or discontinue specifications without notice.



Proposed Planter



Existing Conditions



Proposed Facade Improvements

General Façade Improvement Guidelines

Building and pedestrian connections

The building should be located close to the sidewalk without obstructions. If a setback is required from the sidewalk, this space could be used as a gathering space or display area for the business. Encourage pedestrian activity.

Implement natural surveillance strategies

Allow for clear view into buildings and clear view from the inside to the exterior surroundings.

- Replacing existing windows with large windows.
- Use glass doors.
- Use clear glass rather than tinted or frosted glass.
- Remove posters and signs in the windows.
- Remove window treatments, roller shutters
- Add downcast lighting to the building exterior

Inviting building entrances

- Entrances should be a comfortable width.
- Strong connection to the sidewalk.
- Include business signage and address.
- Well lit
- Enhanced with landscaping and artwork

Improvements relative to human scale

- Renovations and facade improvements should focus on the lower portion of the building.
- Large expanse of building wall should be divided into sections.
- Signage and other elements should be sized to a pedestrian rather than large scaled signs for viewing from a passing vehicle. (5 mile/hr size)

Lighting and security improvements

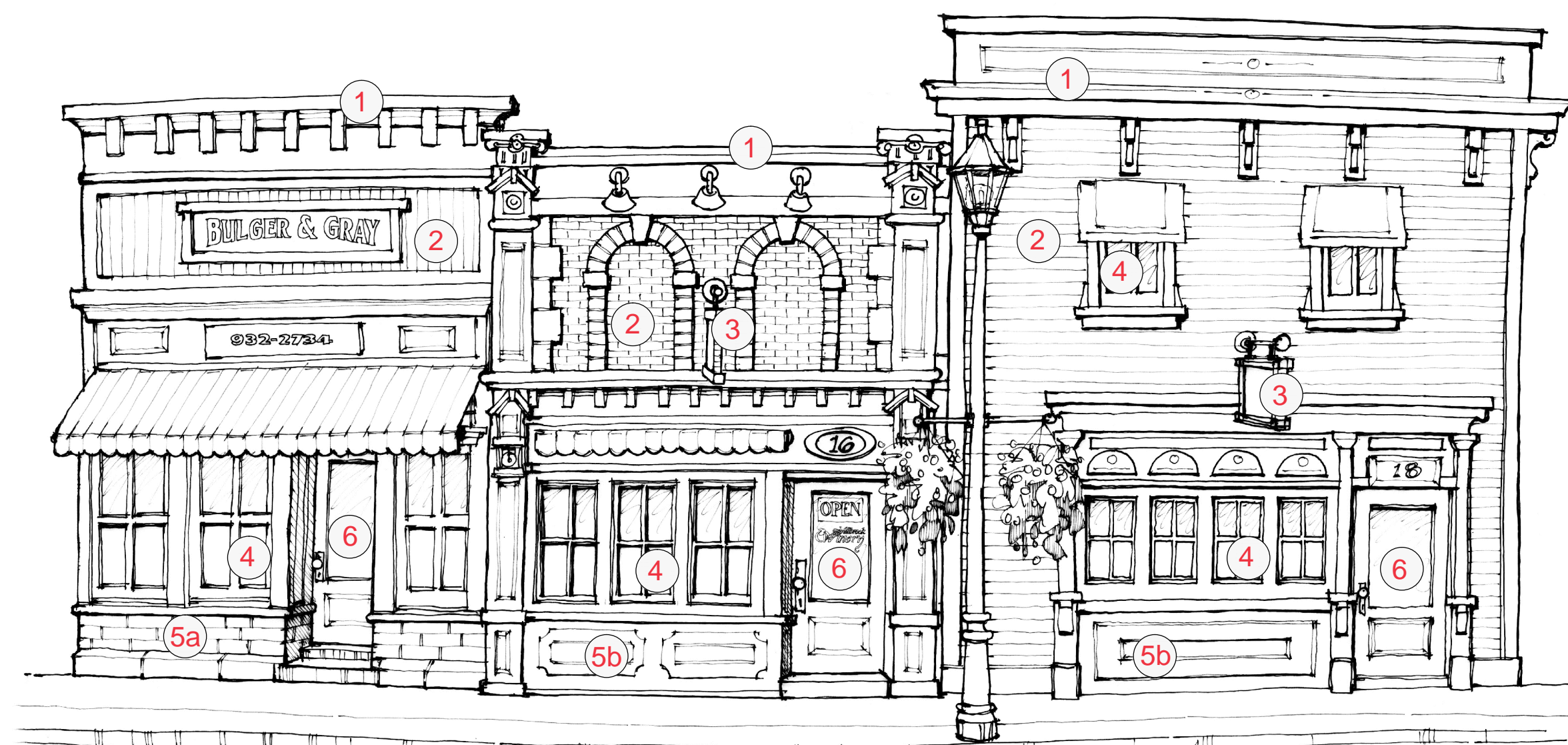
- Provide lighting around building throughout the day.
- Use lighting as design accents.
- Implement dark sky lighting to avoid contributing to light pollution and energy wasting.

Restoration strategies for existing facades with intact details (Heritage Properties)

- Repair or restore original architectural features such as cornices, parapets, eaves.
- Repair, restore or replace windows and doors.
- Clean masonry where necessary (using appropriate methods).
- Re-pointing of masonry in a traditional manner.
- Remove siding or covering.
- Remove signage and replace with historically appropriate signage.
- Paint in heritage colour scheme.
- Exterior lighting improvements.
- Add awnings
- Make structural improvements

Where restoration strategies are not feasible or historical details are missing

- Research photos for historic details covered by contemporary storefront materials.
- Build up mouldings and bracket details along roof line appropriate to the buildings style and era.
- Replace contemporary windows with those of historically correct form and detail
- Where exposed original facades do not conform to current need, add historically correct wood trim and raised panel facade treatment
- Consider use of salvaged or newly constructed wood entrance doors with historic detail and proportions.
- Remove large illuminated box signs, construct wood detailed horizontal sign panel with raised letters and gooseneck style lighting for name and business information. Alternatives include applying sign information to street level windows or appropriately sized hanging sign
- Paint wood work trim and panels in heritage colour scheme.



Detailed Recommendations

- NEW BUILDING CORNICE**
 - Vary building heights where possible.
 - Heavy wood detailing with deep shadow lines and relief.
 - Employ heritage detailing for brackets, dentil mouldings and frieze boards.
- NEW OR RECLAIMED FAÇADE MATERIALS**
 - Veneer of reclaimed bricks or wood siding and corner trim painted in deep heritage colours such as ox blood red, deep gold/yellow, grey-green and cream, or slate blue and grey.
- SIGNAGE**
 - Where no second storey windows exist, frame and trim facade to accommodate business signs or historically appropriate building details.
 - Signs should be either facade mounted flush with no back lighting or bracket mounted hanging over the sidewalk and door area. Illuminate signs with wall mounted goose neck style fixtures.
- WINDOWS**
 - One of the most defining elements of heritage facades.
 - Replace smaller plate glass windows with large mullion style windows made from wood or wood/aluminum.
 - Trim and detail with heritage appropriate trim and colour.
 - Where storm windows are required, interior applications are preferred.
 - Business signs can be applied to windows suited to viewing from 10-20 feet.
- BASE PANELS**
 - 5a Verify and confirm presence of historic stone base and repaint and preserve as required.
 - 5b Built up wood base panel along facade and /or under windows.
- DOORS**
 - Similar to windows, doors are a defining element of heritage facades.
 - Paint doors with contrasting heritage colours.
 - Consider reclaimed heritage doors appropriate to building's era.

Millbrook Downtown and Streetscape Revitalization Facade Improvements Plan