



UXBRIDGE COMMUNITY TOURISM PLAN

2025-2028



Land Acknowledgement

The Township of Uxbridge is situated on the traditional territory of the Huron-Wendat, Haudenosaunee, and Anishinaabe people. We acknowledge that these lands are covered under the Williams Treaties and are home to many Indigenous communities. We honour, recognize, and respect this nation and Indigenous Peoples as the traditional stewards of the lands and waters on which we now live, work and play.



John Cavers, Elgin Park

Forward - A Message from Central Counties Tourism

Success begets success. The success the Township of Uxbridge recognized through the implementation of their very first Community Tourism Plan led to further investment in the visitor economy, which, in turn, attracted and retained even more visitors. This success was recognized by the Town, which then invested in a refreshed plan that built upon the success of the first. I am thrilled to say that this is now the third Community Tourism Plan refresh for Uxbridge and marks over ten years of investment in the growth of the visitor economy. Uxbridge should be proud of its' long-standing history of coordinated support for, and investment in, attracting and retaining visitors from across the province and beyond.

Central Counties Tourism has been part of Uxbridge's journey since the very beginning. We have witnessed the growth in business understanding of what destination development is all about and a surge in the residents' pride-of-place as they too partake in all the amazing experiences and events meant to drive visitation. The Township of Uxbridge is the shining example of how a coordinated effort between council, municipal staff, businesses, and support organizations creates a vibrant destination that people want to experience. And the number of visitors and the amount of money these visitors are spending in Uxbridge proves that it is working, with numbers of both almost reaching pre-pandemic levels in 2023 and with more growth expected in 2024.

This refresh, the newest building block in Uxbridge's tourism success, is the best one yet. The working group assembled by town staff represented diverse businesses and organizations across the municipality, which allowed for a broader perspective and understanding of the visitor landscape. This, in turn, led to more robust action items geared towards ensuring visitors are connected to all areas of the municipality. These linkages will engage more visitors, keeping them here longer and having them spend more money. The amount of time and effort the working group put into creating the plan for the next four years must be commended. It was an absolute pleasure facilitating the sessions and there were many times I was beaming with delight because the "best practice" I was explaining to the group was already something they had implemented. I guess that is one of the reasons I hold Uxbridge up as the shiny example of success when it comes to coordinated destination development.

All of us at Central Counties Tourism are eager to help Uxbridge successfully complete its action items over the next four years and we have no doubt that you will be able to do it. This plan, like the others, builds on your strengths and is rooted in realistic and implementable actions and goals - furthering Uxbridge's appeal as a destination of choice among visitors. You should be very proud of what you have accomplished and very excited for what the future holds.

Best regards,



Chuck Thibeault, Executive Director

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Uxbridge Trails

Executive Summary

Uxbridge, the Trail Capital of Canada™, is located about 50 km northeast of Toronto in a rural setting, home to rolling hills, over 300 km of trails, fertile farm land, and the first urban provincial park in Ontario. As an ancestral home of the Huron-Wendat, Haudenosaunee, and Anishinaabe peoples and later settled by Quakers from Pennsylvania, Uxbridge has many years of history to share.

With its idyllic location and rich history and culture Uxbridge had attracted numerous businesses and organizations creating a community that nurtures a pride-of-place for its residents and a destination for visitors.

In 2023, over 300k [visitors](#) travelled 40+km to visit downtown Uxbridge alone contributing \$25.8 M in visitor spend [\(See Appendix IV\)](#). The town and outlying areas attract many different types of visitors, the majority of which fit into the 'Adventure Seeker' and 'Art Lover' market profiles [\(See Appendix V\)](#). These visitors come for many different reasons, with some of the most popular being outdoor recreation including the ski hills, trails and golf courses, as well as many historic sites, including the Leaskdale Manse National Historical Site, and award-winning Thomas Foster Memorial.

Agritourism is also a big draw with numerous farms providing fun family experiences, local breweries, cideries and farm-to-table restaurants. Uxbridge is also host to many events which draw audiences from afar including the Fantasy of Lights, Uxbridge Fall Fair, Springtide Music Festival, the Book Drunkard Festival, and the Uxbridge Studio Tour.

While many visitors are already coming to Uxbridge to enjoy the various attractions and events, there is always opportunity to attract more and ensure those coming have the best experience possible.

This four-year Community Tourism Plan was developed for The Township of Uxbridge by a steering committee made up of local business owners, organization volunteers, and municipal and regional staff. The plan outlines the objectives, goals and action items identified to realize the 'Vision' set forth for tourism in Uxbridge.

The steering committee identified the challenges and opportunities for tourism in Uxbridge across five categories; businesses/attractions, infrastructure, customer service, marketing and destination management [\(See Appendix VI\)](#).

Five pillars capture the core objectives of the plan: Deliver, Welcome, Equip, Invite, and Support, with goals and detailed action items identified for each. See the [full plan on page 18](#).

DELIVER	WELCOME	EQUIP	INVITE	SUPPORT
<i>Deliver exceptional visitor experiences.</i>	<i>Welcome visitors with friendly and seamless interactions</i>	<i>Equip with the Infrastructure to Meet Visitor Needs</i>	<i>Invite the Market to Discover Uxbridge as a Destination</i>	<i>Support Effective Destination Management</i>
GOALS				
<ol style="list-style-type: none"> 1. Enhance Trail network and experiences 2. Enhance municipal tourism assets / experiences 3. Attract Downtown Uxbridge Visitation 4. Support businesses/ organizations in delivering new/ enhanced experiences 	<ol style="list-style-type: none"> 1. Ensure visitors are informed to plan and navigate a great experience 2. Nurture Pride-of-Place with residents, business owners, and employees 3. Support businesses in delivering a welcoming experience 	<ol style="list-style-type: none"> 1. Attract new overnight accommodation options 2. Provide and promote seamless transportation 3. Provide effective wayfinding to, from and within Uxbridge 4. Maintain and Invest in Preservation of Uxbridge's Heritage Assets 	<ol style="list-style-type: none"> 1. Refresh and Nurture Foundational Marketing Assets 2. Cross-Promote Uxbridge to Current Visitors and Locals 3. Attract New Visitors by Promoting Uxbridge as a Destination 	<ol style="list-style-type: none"> 1. Source Opportunities to Enhance Resourcing 2. Advocate for Investment in the Visitor Economy 3. Enhance Business/Organization Engagement

Acknowledgments

Thank you to those who made up the steering committee and devoted their time to support the development of this Community Tourism Plan for the Township of Uxbridge.

Steering Committee

Patty Ewaschuck	Banjo Cider
Shelley Macbeth	Blue Heron Books/ Tourism Advisory Committee (TAC)
Lisa Anttila	Concession 6 Studio/ The Leaskdale Loop
Lisa Cooper	Cooper's CSA Farm / Uxbridge Farmers' Market
Caroline Yli-Luoma	Dagmar Ski Resort
Patricia Cherrie	Green Mantle Pottery / The Leaskdale Loop
Melanie Whitfield	Leaskdale Manse National Historic Site /LMMSO
Lori Feddema	Slabtown Cider Co.
Tania Senior	Springtide Music Festival / TAC
Michael Whiston	Tourism Advisory Committee
Craig Miller	Tourism Advisory Committee
Joanne Richter	The Second Wedge Brewing Co. / Uxbridge BIA
Amanda Ferraro	Township of Uxbridge- Community Services
Councilor Zed Pickering	Township of Uxbridge - Council
Councilor Willie Popp	Township of Uxbridge- Council
Katlyn Jones	Township of Uxbridge- Tourism
Norine Blyth	Township of Uxbridge - Trails
Sierra Miller	Township of Uxbridge / Uxbridge BIA
Kurtis McAleer	Township of Uxbridge- Downtown Marketing & Events
Colin Whitebread	Uxbridge Studio Tour
Kristyn Chambers	Durham Tourism, Region of Durham

The development of this plan was facilitated Central Counties Tourism's, Chuck Thibeault, Executive Director and Lisa John-Mackenzie, Industry Relations Manager for Durham Region with data presented by Tom Guerquin, Research Manager.



Leaskdale Loop

Vision

A trip to the Township of Uxbridge leaves its visitors with a smile on their faces and incredible stories to share, whether recounting their last adventure on the trails or ski slopes, or anticipating the next trip to explore the unique heritage sites, breweries, cideries, farm-to-table dining or local artisans. The welcoming environment, coupled with year-round activities and events keeps Uxbridge top-of-mind as a place to return to again and again.

Mission

The Township of Uxbridge offers exceptional experiences for one-day and overnight trips, delivered through local collaboration and support. All guests feel welcomed and can easily navigate their time spent. Informed marketing highlights Uxbridge's designation as the Trail Capital of Canada™ featuring its unique and curated experiences and draws adventure seekers, art lovers, and many others to visit, stay longer, and return again and again.



Trail Hub

Introduction

This four-year (2025-2028) Community Tourism Plan outlines the Township of Uxbridge's objectives, goals, and action items to achieve the 'Vision' set forth for tourism. This is the third Community Tourism Plan for Uxbridge, continuing over ten years of support for the local visitor economy from the Uxbridge municipality, along with its regional, provincial and federal partners ([See Appendix II](#)).

[Tourists](#) have a significant contribution to the health of businesses across Canada, Ontario, and [Central Counties](#), including Durham Region and its municipalities. In 2023 tourism in Canada had recovered to 104% of 2019 pre-pandemic numbers with tourists contributing \$109.5B in spend across Canada.¹ In 2022, across Central Counties (York, Durham and Headwaters regions), there were 13 million (M) overnight visits and a total of \$3 billion (B) in visitor spend ([See Appendix I](#)). In 2019, pre-pandemic, the tourism industry in Ontario generated revenue of over \$38B and in the 14 downtown and main street areas across Durham Region, 6.4M visitors were welcomed and contributed an estimated \$692M in spend.² In 2023 the downtown Uxbridge area alone welcomed 300k tourists, who contributed an estimated \$25.8M in spend ([See Appendix IV](#)). This was 88% of the pre-pandemic total of 376k in 2019 - the reduction possibly due in part to the absence of the York Durham Heritage Railway. These numbers reinforce the importance of the visitor economy and the importance of this Community Tourism Plan.

The Process

This plan was developed over several months with direct input from the steering committee and review of existing research and strategic plans.

This included alignment to the [Township of Uxbridge 2023-2026 Strategic Plan](#) which includes five strategic priorities to guide the Township in achieving the long-term vision for the community. This tourism plan aligns across all pillars of the Strategic Plan; 'Good Governance' 'Collaboration and Partnerships', 'Community Engagement', 'Community Well-Being', but will have the most direct and significant impact to supporting 'A Vibrant and Growing economy' for Uxbridge.

The draft Durham Tourism Strategic Action Plan 2024-2028 was also reviewed and considered when prioritizing objectives and action items to align to regional priorities.

Feedback was gathered during four facilitated sessions and surveys conducted with the steering committee. The four facilitated sessions were interactive with clear objectives to support the development of the plan.

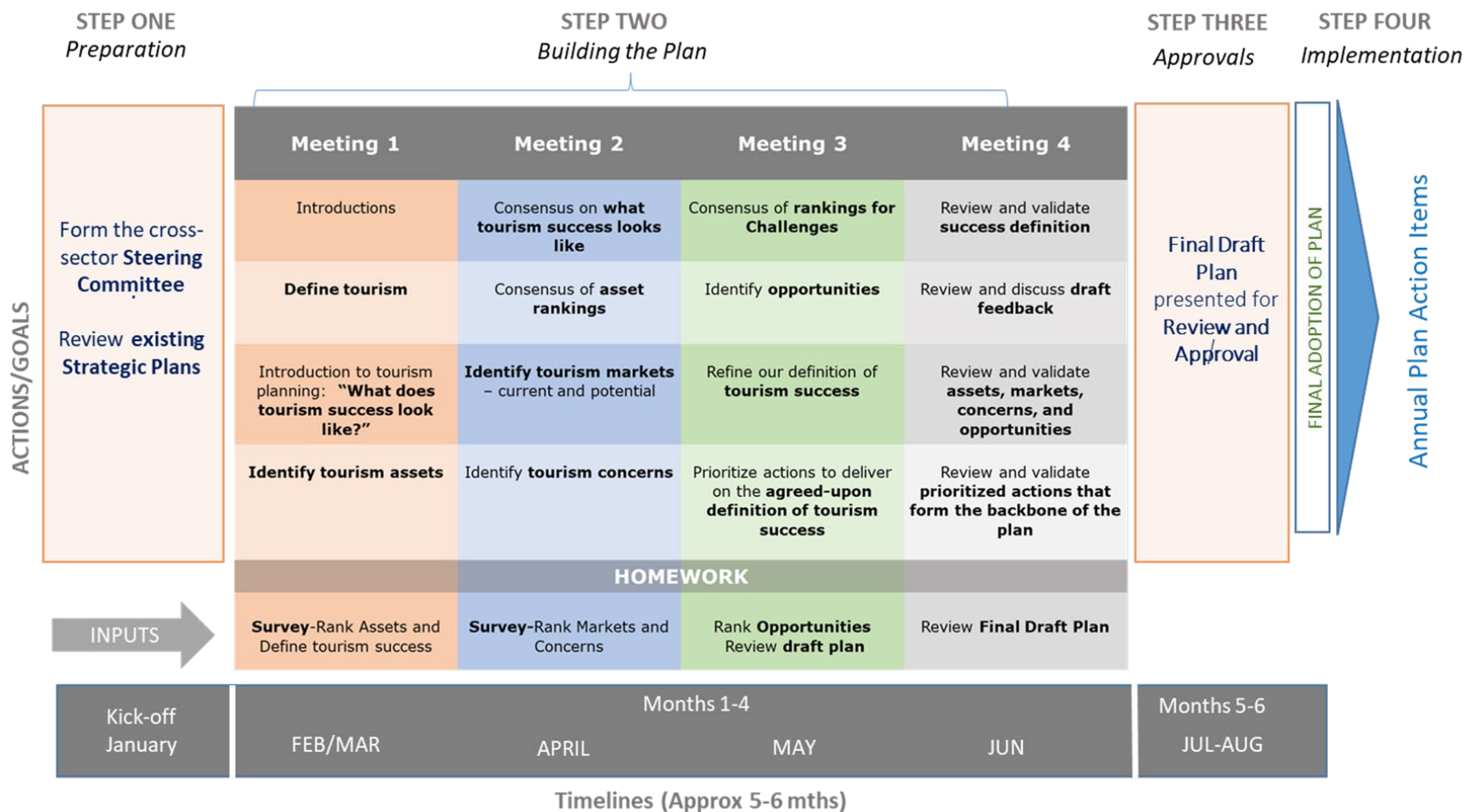
Session One: The group discussed the value of the visitor economy as an economic driver, job creator and contributor to the residents' quality of life and identified why people visit Uxbridge. This included generating a list of the tourism assets and defining 'Success for Tourism' in Uxbridge.

Session Two: The group ranked the tourism assets and reviewed the current visitor landscape in Uxbridge including: attractions, businesses, infrastructure, customer service, and marketing/promotion.

Session Three: The group identified and evaluated Uxbridge's tourism readiness to understand the challenges and opportunities that exist to achieve 'Success'.

Session Four: Finally, the group aligned the final 'Vision' and 'Mission' statements for tourism in Uxbridge, as well as the objectives, goals and actions items for the new Uxbridge Community Tourism Plan.

Uxbridge Community Visitor Plan Roadmap



Tourism in Uxbridge

Tourism Assets

Uxbridge attracts visitors for many different experiences including outdoor recreation, arts, culture and heritage, self-guided driving routes, and agricultural experiences. Some of the top attractions bringing visitors to Uxbridge are the ski resorts, golf courses, trails, agricultural experiences such as farms, breweries and cideries, heritage sites such as the Leaskdale Manse National Historic Site and the Thomas Foster Memorial, and Uxbridge's signature events such as the Fantasy of Lights, Fall Fair, Springtide Music Festival, Uxbridge Studio Tour, Mud Girl and Foam Fest at Dagmar and many more as listed in [Appendix III](#).



Visitation

According to 2023 data collected through [Geofencing](#), there were 2.59M visits to downtown Uxbridge (including Elgin Park), of which 300k (11.6%) were [tourist](#) visits. This contributed an estimated 25.8M in visitor spend for Durham Region, \$85.88 per tourist ([See Appendix IV](#)).

It was found that the majority of the visitors to the downtown Uxbridge and Elgin Park area in 2023 could be categorized as 'Adventure Seekers' (27%) and 'Art Lovers' (17%) according to the Central Counties Tourism visitor profile segments [\(See Appendix V\)](#). These two segments have high potential for growth and could be key target segments to increase visitation.

Tourism Readiness- Opportunity

The Steering Committee was asked to assess Uxbridge's tourism readiness to discern the current challenges for tourism across five key categories: Businesses / Attractions, Infrastructure, Customer Service, Marketing, and Destination Management. A gap analysis was then conducted with the group to identify opportunities for each and this formed the basis to develop the objectives and action items for the plan [\(See Appendix VI\)](#).



The Plan- Objectives and Goals

Five core objectives were outlined for the Uxbridge Visitor Plan to address the opportunities identified; Deliver, Welcome, Equip, Invite, and Support. For each of these objectives, goals were included with specific action items.

OBJECTIVE ONE: DELIVER

Deliver exceptional visitor experiences.

Goal 1: Enhance trail network and experiences

Goal 2: Enhance municipal tourism assets/experiences

Goal 3: Attract downtown Uxbridge visitation

Goal 4: Support businesses / organizations in delivering new and enhanced experiences

OBJECTIVE TWO: WELCOME

Welcome visitors with friendly and seamless interactions.

Goal 1: Ensure visitors are informed to plan and navigate a great experience

Goal 2: Nurture pride-of-place with residents, business owners and employees

Goal 3: Support businesses in delivering a welcoming experience

OBJECTIVE THREE: EQUIP

Equip with the infrastructure to meet visitor needs.

Goal 1: Attract new overnight accommodation options

Goal 2: Provide and promote seamless transportation

Goal 3: Provide effective wayfinding to, from, and within Uxbridge

Goal 4: Maintain and invest in preservation of Uxbridge's heritage assets

OBJECTIVE FOUR: INVITE

Invite the market to discover Uxbridge as a destination.

Goal 1: Refresh and nurture foundational marketing assets

Goal 2: Cross-promote Uxbridge to current visitors and locals

Goal 3: Attract new visitors by promoting Uxbridge as a destination

OBJECTIVE FIVE: SUPPORT

Support effective destination management.

Goal 1: Source opportunities to enhance resourcing

Goal 2: Advocate for investment in the visitor economy

Goal 3: Enhance business / organization engagement



Downtown Uxbridge

The Plan- Action Items

OBJECTIVE ONE: DELIVER

Deliver exceptional visitor experiences.

	ACTION ITEM	TIMING	RESOURCE ¹	COST
Goal 1: Enhance trail network and experiences				
1.1.1.	Enhance the visitor experience on the trails e.g. add programming/story telling (Poet Trail, Trail Talks, tech/apps for trail stories & navigation)	2025-2028	UX (Trails) CCT	\$\$\$
1.1.2.	Connect the Trails to Commerce e.g. Provide wayfinding (signs or apps) from the trails to the downtown and rural businesses.	2025-2028	UX (Trails, BIA, Chamber)	\$\$
1.1.3.	Enhance the trail network/ experience in north Uxbridge to in-turn support the surrounding businesses e.g. Designate more north trails or cycling routes (bike racks, use snow mobile trails for hiking)	2026-2028	UX (Trails), DT	\$\$
1.1.4.	Provide a tourism voice in the planning and development of the New Urban Provincial Park	2025-2028	UX	\$

	ACTION ITEM	TIMING	RESOURCE	COST
Goal 2: Enhance municipal tourism assets/experiences.				
1.2.1.	Provide support to enhance the visitor experience at heritage sites e.g. extended hours or self-guided story telling (plaques/tech)	Ongoing	UX, CCT	\$\$

¹ UX=Uxbridge Tourism, DR=Downtown Revitalization, DT=Durham Tourism, Trails= Trail Staff/Committee, BIA=Business Improvement Association, Chamber=North Durham Chamber of Commerce, Other Org= Other Organizations or Associations, CCT=Central Counties Tourism, ON=Province of Ontario

1.2.2.	Explore and support collaboration opportunities to enhance visitor experience /promotion across all heritage sites e.g. North Durham Heritage Trail / Passport	2026-2028	UX, CCT, DT	\$\$
1.2.3.	Continue to deliver and enhance food tourism experiences- e.g. Launch Local Food Month (with Taste of Heritage, local farm, Fall Fair participation) Integrate a "Trailicious" program, provide opportunities for food trucks in high traffic areas	2025-2028	UX	\$\$
1.2.4.	Support the Downtown Revitalization (DR) for visitation e.g Continue to provide a tourism voice for DR and work with Durham Tourism to leverage Downtowns of Durham placemaking/promotion	2025-2028	UX (DR), DT	\$
1.2.4.	Explore Film and Music Tourism Opportunities- e.g. Work with Durham Region re: film tourism trail (Thomas Foster, Anne/Maud) and new music tourism plan	2026-2027	UX, DT, CCT	\$

	ACTION ITEM	TIMING	RESOURCE	COST
Goal 3: Attract Downtown Uxbridge Visitation				
1.3.1.	Add/collaborate to enhance programming / events to attract downtown visitation e.g. Re-activate hop-on hop-off bus Sunday loop	2025	UX, BIA	\$\$
1.3.2.	Deliver programming to extend existing events into the downtown e.g. Fantasy of Lights w/ Holiday Trail, Fall Fair w/Local Food Month	2025-2028	UX, BIA, Other Orgs	\$\$
1.3.3.	Extend Downtown Shopping Hours- e.g. Implement a "Shop Downtown Program" / trial and promote extended shopping hours. Use data to demonstrate opportunity.	2026	UX, BIA, Chamber	\$
1.3.4.	Connect outdoor and out-of-town attractions to commerce e.g. Marketing (App or QR Code) at trails/rural businesses to promote downtown.	2025	UX (Trails), CCT	\$\$

1.3.5.	Continue to encourage and promote activations downtown at businesses e.g music, author events, theatre, dining	2025	UX, BIA, DT, Other orgs	\$
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	ACTION ITEM	TIMING	RESOURCE	COST
Goal 4: Support businesses/organizations in delivering new and enhanced experiences				
1.4.1.	Inspire/provide more family-friendly experiences e.g. Town guided walks/foraging experiences for families, provide kids activities and/or invite kid-friendly businesses / volunteers to be a part of events	2025	UX (Trails, other Orgs)	\$
1.4.2.	Help develop shoulder season experiences- e.g. Create trip ideas/ routes, connect ski resort visitors to the other businesses (après ski), provide winter equipment to try.	2026	UX, CCT, DT	\$
1.4.3.	Encourage development of new outdoor/ trail experiences e.g. Encourage businesses to provide rental equipment for visitors such as bikes, snow shoes, skis.	2025-2026	UX (Trails),	\$

OBJECTIVE TWO: WELCOME

Welcome visitors with friendly and seamless interactions

	ACTION ITEM	TIMING	RESOURCE	COST
Goal 1: Ensure visitors are informed to plan and navigate a great experience				
2.1.1.	Provide visitor information 'onsite' in Uxbridge e.g. Promote the library Visitor Information Centre. At high-traffic visitor spots add signage (things-to-do banner, QR Code/APP directing to DiscoverUxbridge.ca), place Tourism Trailer at Farmer's Market, trail heads, events etc.	2025-2028	UX	\$\$
2.1.2.	Promote visitor information 'online' - e.g. Engage businesses / organizations to include link to DiscoverUxbridge.ca on their websites e.g. Studio Tour, Fantasy of Lights, Springtide Music Festival	Ongoing	UX, BIA, Chamber, other Orgs	\$

	ACTION ITEM	TIMING	RESOURCE	COST
Goal 2: Nurture Pride-of-Place with residents, business owners and employees				
2.2.1.	Enlist businesses and organizations (staff/volunteers) to become Uxbridge Tourism Ambassadors e.g. Roll-out Uxbridge Ambassador Program to front-line staff, volunteers, committees, and students. Launch an Ambassador Hashtag (mantra), Implement a 'Reciprocal Program' to encourage staff to explore all visitor sites, enlist local associations (BIA, Chamber) to share the importance of tourism.	2025-2028	UX, BIA, DT, Chamber, CCT	\$
2.2.2.	Encourage locals to explore Uxbridge and share their "Pride of Place" e.g. provide incentives to	2025-2028	UX, DT, CCT	\$\$

	visit local sites, set-up "locals tour" or Doors-Open days and encourage locals to share their stories, connect locals to DiscoverUxbridge.ca, educate new residents and commuters.			
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GOAL	ACTION ITEM	TIMING	RESOURCE	COST
Goal 3: Support businesses in delivering a welcoming experience.				
2.3.1.	Establish a Business-to-Business Communication Hub/Channel e.g. Inform businesses of "What's happening" through a newsletter or facebook group etc., leverage Durham Tourism B2B Newsletter, promote DiscoverUxbridge.ca event calendar etc. and Library Visitor Information Centre.	2024-2025	UX, CCT, DT	\$
2.3.2.	Support businesses in sourcing volunteers e.g. Promote Step Up Step Out in B2B communication	2025	UX, other Orgs	\$
2.3.3.	Elevate the Culture of Inclusiveness, Diversity, Equity, Accessibility (IDEA) in Uxbridge e.g. Partner/collaborate with under-represented groups; Continue to engage local Indigenous community; provide IDEA awareness and training opportunities for businesses (Rainbow Registered program, LEAD Canada workshops, Black History Month, Indigenous History, Culture Days etc.); Continue to promote/celebrate new Path of Inclusion in Elgin Park.	Ongoing	UX, CCT, DT, Other Orgs	\$

OBJECTIVE THREE: EQUIP

Equip with the Infrastructure to Meet Visitor Needs.

	ACTION ITEM	TIMING	RESOURCE	COST
Goal 1: Attract new overnight accommodation options				
3.1.1.	Review the Accommodation Bylaw /Policy- Explore issues/ roadblocks for Accommodation stakeholders and advocate for change. Communicate the Bed and Breakfast and Airbnb policy on website and promote existing providers to encourage new accommodation providers. Liaise with Durham Tourism to support farms for multiple uses (including accommodation)	2025-2026	UX, CCT, DT	\$
3.1.2.	Promote overnight stays at the current and new-to-come accommodation providers. E.g. overnight packages, contest that drives people to the DiscoverUxbridge.ca, photography/ videography of accommodations.	2025-2026	UX, CCT, DT	\$\$

	ACTION ITEM	TIMING	RESOURCE	COST
Goal 2: Provide and promote seamless transportation				
3.2.1.	Provide transportation within Uxbridge to key visitor sites e.g. hop-on hop-off bus, promote active transportation, advocate for more bike lanes, bike-friendly businesses, bike racks, secure bike parking at events. Tap into Durham Region's cycling routes project.	2025-2028	UX, DT, BIA	\$\$
3.2.2.	Promote public transportation options to and from Uxbridge e.g. Promote current public transit options (Uber, Durham Region Transit, Metrolinx)	2025-2028	UX, DT, CCT,	\$

3.2.3.	Continue to promote parking options- e.g. Review current parking study to understand opportunities for visitors and promote current parking options	2025	UX,	\$
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	ACTION ITEM	TIMING	RESOURCE	COST
Goal 3: Provide effective wayfinding to, from, and within Uxbridge				
3.3.1.	Add new signage directing visitors to large visitor attractions e.g. ski resorts and rural experiences. Tap into Durham Tourism rural cycling wayfinding	2025	UX, DT	\$\$
3.3.2.	Provide sign/banners at visitor sites with a QR code for DiscoverUxbridge.ca	2025	UX,	\$\$
3.3.3.	Improve existing wayfinding signage e.g. improve signage at Library Visitor Information Centre, replace old signs as needed & increase font size	2025-2028	UX, DT	\$\$

	ACTION ITEM	TIMING	RESOURCE	COST
Goal 4: Maintain and Invest in Preservation of Uxbridge's Heritage Assets				
3.4.1.	Support Town in preparation/promotion of the Heritage Train Station to attract a new tourism experience e.g. Refresh building as needed and provide past visitation /value story	2025	UX	\$
3.4.2.	Support the plan for the vision of the Historical Centre and new building to replace the Lodge Hall e.g. provide best practices from other sites	2025-2028	UX, CCT, DT	\$\$\$

OBJECTIVE FOUR: INVITE

Invite the Market to Discover Uxbridge as a Destination

	ACTION ITEM	TIMING	RESOURCE	COST
Goal 1: Refresh and update the Foundational Marketing Assets				
4.1.1.	Refresh the DiscoverUxbridge.ca website e.g. leverage tourism industry website best practices to enhance / rebuild the existing website	2025-2026	UX, CCT, BIA, Chamber	\$\$\$
4.1.2.	Ongoing updates to website and social channels e.g. encourage businesses/organizations to update profiles and load events.	Ongoing	Ux	\$
4.1.3.	Update Tourism Guide e.g. Produce print and online versions of the Guide to inspire visitation & generate advertising revenue. Distribute through trail heads, businesses and tourist info centres	Bi-annually	Ux	\$\$
4.1.4.	Update printed Trail Map e.g. Generate ad revenue and distribute through trail heads, businesses, tourist info centres	As needed	UX (Trails), ON	\$\$
4.1.5.	Continue to build on the 'Trail Capital of Canada' Brand- e.g. Promote and develop Uxbridge Tourism "Trails" (Holiday Trail, Lucy Maud Montgomery Trail, Beer & Cider Trail etc.). Connect the 'actual trails' to the Tourism 'Trails'.	2024-2028	UX, DT, CCT, ON	\$\$

	ACTION ITEM	TIMING	RESOURCE	COST
Goal 2: Cross-Promote Uxbridge to Current Visitors and Locals				
4.2.1.	Cross-promote DiscoverUxbridge.ca in town to drive traffic to website and social e.g. Media Campaigns, QR code on garbage bins, trails, apps	2025-2028	UX	\$\$
4.2.2.	Encourage businesses to cross-promote attractions / events e.g. Host Industry Familiarization (Fam) Tour, continue business ambassador program (decals, guides and maps),	2025-2028	UX, BIA, Chamber, DT, CCT	\$\$

	provide businesses with list of social tags to promote other businesses and QR code to Discover Uxbridge.			
4.2.3.	Cross-promote the Downtown Commercial Area e.g. Promote extended shopping hours, promote downtown commerce at outdoor attractions (QR Code, signage/banners), work with event organizations to promote the downtown	2025	UX, BIA, Chamber	\$
4.2.4.	Book Tourism Trailer / Tent at events to distribute Visitor Information	Ongoing	UX	\$

	ACTION ITEM	TIMING	RESOURCE	COST
Goal 3: Attract New Visitors by Promoting Uxbridge as a Destination				
4.3.1.	Implement Paid Media Strategy / Ad Campaigns e.g. Collaborative campaigns with businesses/organizations, Uxbridge stories, promote itineraries (e.g. budget-friendly and Adventure Seekers)	2025-2028	UX	\$\$
4.3.2.	Leverage Earned Media Opportunities e.g. Engage media outlets, associations, ambassadors, bloggers, and visitors to share stories.	2025-2028	UX, Other Orgs, DT, CCT	\$
4.3.3.	Leverage Industry Partners for Promotional Support e.g. Share press releases, increase prominence of Uxbridge businesses on regional websites, partner for marketing initiatives (influencer visits, photography etc.)	2025-2028	UX, CCT, DT, BIA	\$
1.4.1.	Promote / Support Multi-Stakeholder Experiences /Routes e.g. Work together to promote Beer & Cider Trail, Leaskdale Loop etc.	Ongoing	UX, CCT, DT	\$\$

OBJECTIVE FIVE: SUPPORT

Support effective destination management

	ACTION ITEM	TIMING	RESOURCE	COST
Goal 1: Source Opportunities to Enhance Resourcing for Tourism				
5.1.1.	Partner with businesses / organizations / industry partners to share the cost of initiatives e.g. Local Food Month, Beer & Cider Trail collaboration	2025-2028	UX, DT, CCT, Other Orgs	\$
5.1.2.	Source government grants and partnership funding Consider engaging a non-profit organization as a partner. E.g. for anniversaries and legacy events.	2025-2028	UX, CCT, Other Orgs	\$
5.1.3.	Continue to generate revenue for Tourism e.g. Sell advertising in Discover Uxbridge Guide, Trail Maps, Apps, Signage etc.	2025-2028	UX	\$
5.1.4.	Source volunteers- e.g Leverage high-school and post-secondary coop programs	2025-2028	UX	\$
5.1.5.	Explore the possibility of enhancing resourcing for tourism e.g. through development of the Urban Provincial Park	2026-2027	UX, ON	\$

	ACTION ITEM	TIMING	RESOURCE	COST
Goal 2: Advocate for Investment in the Visitor Economy				
5.2.1.	Compile and share metrics to council and senior staff e.g. Create an annual scorecard to report visitation and marketing results	Annually	UX, CCT, DT	\$\$
5.2.2.	Share Value of Tourism story to council and media e.g. consider featuring local businesses to share the importance of tourism for them	Annually	UX, CCT, DT	\$
5.2.3.	Ensure Tourism has a voice on all relevant committees /organizations e.g. Downtown Revitalization Committee, New Provincial Trail Committee	Ongoing	UX, Other Orgs, Trails, BIA, Chamber	\$

	ACTION ITEM	TIMING	RESOURCE	COST
Goal 3: Enhance Business/Organization Engagement				
5.3.1.	Host Tourism Networking Meetings to nurture collaboration and share best-practices	Semi-annually	UX, CCT, DT	\$\$
5.3.2.	Encourage businesses to load/ update their business/event information on DiscoverUxbridge.ca and to share it as a resource for "what's happening".	Ongoing	UX, CCT, DT	\$
5.3.3.	Share industry best practices, education, and supports. e.g. Create a B2B Social Page or Newsletter, share industry information / other newsletters (DT & CCT), funding, webinars, industry meetings etc.	Ongoing	UX, CCT, DT	\$

Glossary

Tourist or Visitor - The term “Tourist” or “Visitor” can have various meanings and the terms may be interchanged, but for the purposes of this report, we use the following definitions. Destination Canada defines a “Visitor” as a traveller taking a trip outside his/her usual environment, for less than a year, for any purpose (business, leisure or other personal purpose) other than to be employed. To measure visitation the province of Ontario defines a “Visitor” as someone who takes an overnight out-of-town trip, or an out-of-town same-day trip of 40 kilometers or more away from their home. Visitors could include such groups as bus tours, sports teams, or individuals visiting friends and relatives etc.

Geo-fencing- Geofencing can provide an understanding of your customers through mobility data. By creating specific geofences (a virtual geographic boundary around a particular area), you will be provided an accurate estimate of the number of people that entered the area within your specified timeframe, where they came from, the average number of times locals vs non-locals visited, and important information about the behaviours of your predominant visitors. The numbers are determined based on cell phone data collected from people above the age of 15 that have their location services enabled which is then filtered through a weighted statistical model with proper sample size. Geofence data captures the number of unique visitors, the number of trips made by those visitors, the distance they travelled from their Common Evening Location (aka their home), and provides an analysis of these cell phone holders over a specific time period.

Index- Index numbers are a way of expressing the difference between two measurements by designating one number as the "base", giving it the value 100 and then expressing the second number as a percentage of the first. Example: If the population of a town increased from 20,000 in 1988 to 21,000 in 1991, the population in 1991 was 105% of the population in 1988. Therefore, on a 1988 = 100 base, the population index for the town was 105 in 1991.

(<https://www150.statcan.gc.ca/n1/pub/11-533-x/using-utiliser/4072258-eng.htm>)

Example: An index for visitation is how your audience compares to the average of the area being studied, the benchmark. An index of 110 means that there is a 10% higher concentration of that specific variable within your audience than the average. An index of 100 is the average for the area

Inbound Tourism Spend / Expenditure- The tourism expenditure of a non-resident visitor within the economy of reference.

Unique Visitors- The average number of individuals visiting the analyzed domain, within the country and time period analyzed. A user who arrived at a site once or a number of times is a single unique visitor to that domain.

TRIEM Model- The Tourism Regional Economic Impact Model (TREIM) is a data analysis simulation tool that helps organizations and people who are interested in tourism to learn more about the economic impact of tourism in Ontario. The model is capable of simulating tourism-related economic impacts from 2010 to 2025, such as: economic impact of specific tourism events, impacts on the supply side by tourism industry sector, impacts by type of capital project for the chosen region.

<https://www.ontario.ca/page/tourism-regional-economic-impact-model>

Central Counties (RTO6) -This is the geographic area that makes up the Ontario government Regional Tourism Organization Six (RTO6). Central Counties or RTO6 includes all of Durham Region, York Region, and the Headwaters area.

<https://www.ontario.ca/document/tourism-regions/region-6-york-durham-and-headwaters>

FSA- A forward sortation area (FSA) is a way to designate a geographical unit based on the first three characters in a Canadian postal code. All postal codes that start with the same three characters—for example, K1A—are together considered an FSA.

Resources

1. <https://www150.statcan.gc.ca/n1/daily-quotidien/230928/dq230928b-eng.htm>
2. Downtowns of Durham 2019 Visitation Research, Conducted by Central Counties Tourism on behalf of Durham Tourism.
3. Tourism Industry Association of Ontario: Travel and Destination Analytics Ontario, 2018 https://www.tiaontario.ca/articles/travel-and-destination-analytics-ontario_
4. Ministry of Heritage, Sport, Tourism, and Culture Industries, <http://www.mtc.gov.on.ca/en/tourism/tourism.shtml>
5. Ministry of Heritage, Sport, Tourism, and Culture Industries, Regional Tourism Profiles - RTO6, 2021. <http://www.mtc.gov.on.ca/en/regions/regions6.shtml>

APPENDIX I-Why Tourism?

Tourism in Central Counties and Durham Region

In 2022, there were 13 million domestic overnight visits (from 60+km away) to Central Counties (RTO6). Ten million of these overnight visits originated from Ontario, with the remaining 3 million from the rest of Canada. Together they contributed an estimated \$3 billion in visitor spend to the region.

In a 2019 study of fourteen cities and towns in the Durham Region, the number of tourists (from 40+ km away) totaled 6.4 million, with 94% originating from Ontario.² According to the Tourism Regional Economic Impact Model (TREIM), these Ontario tourists contributed approximately \$692 million in visitor spend to Durham Region.

The Tourism Industry Association of Ontario [TIAO] and Global Payments Canada released a Travel and Destination Analytics Report in October 2019.³ The report highlights findings for the 2018 [inbound](#) visitor spending trends in Ontario:

- Toronto, Niagara, and Central Counties accounted for 78.9 percent of inbound spending in Ontario.
- Inbound spend made up 2.3% versus domestic spend at 97.7%. For Central Counties region, this inbound spend came primarily from the United States [U.S.] (49.5%) and China (36.4%).

APPENDIX II- Tourism Organizations

Many organizations play critical support roles in Ontario's tourism industry.⁴ Each of them has varying responsibilities and areas of focus to attract and service visitors and maximize the economic benefits to communities. At a municipal level, there is a need to help coordinate and develop tourism experiences and products within the business community that can be promoted at a regional, provincial, and national level.

Regional Tourism Organization 6 -Central Counties Tourism

Central Counties Tourism [CCT] is one of 13 Regional Tourism Organizations province-wide, funded by the Ontario Ministry of Heritage, Sport, Tourism, and Culture Industries.⁵ Central Counties, encompasses the regions of Durham, York, and Headwaters and coordinates, aligns and invests in product development, workforce development, strategic marketing, and investment attraction.

Region of Durham -Durham Tourism

Durham Tourism is part of the Regional Municipality of Durham, Economic Development and Tourism Division. As the Destination Management Organization [DMO] for Durham Region, Durham Tourism represents eight local area municipalities to promote, support, and grow the region's tourism industries. Durham Tourism builds, supports, and strengthens:

- Durham's quality of place
- Inclusive tourism
- Spending to local businesses
- The creation of memorable experiences.

Municipal Tourism – The Township of Uxbridge

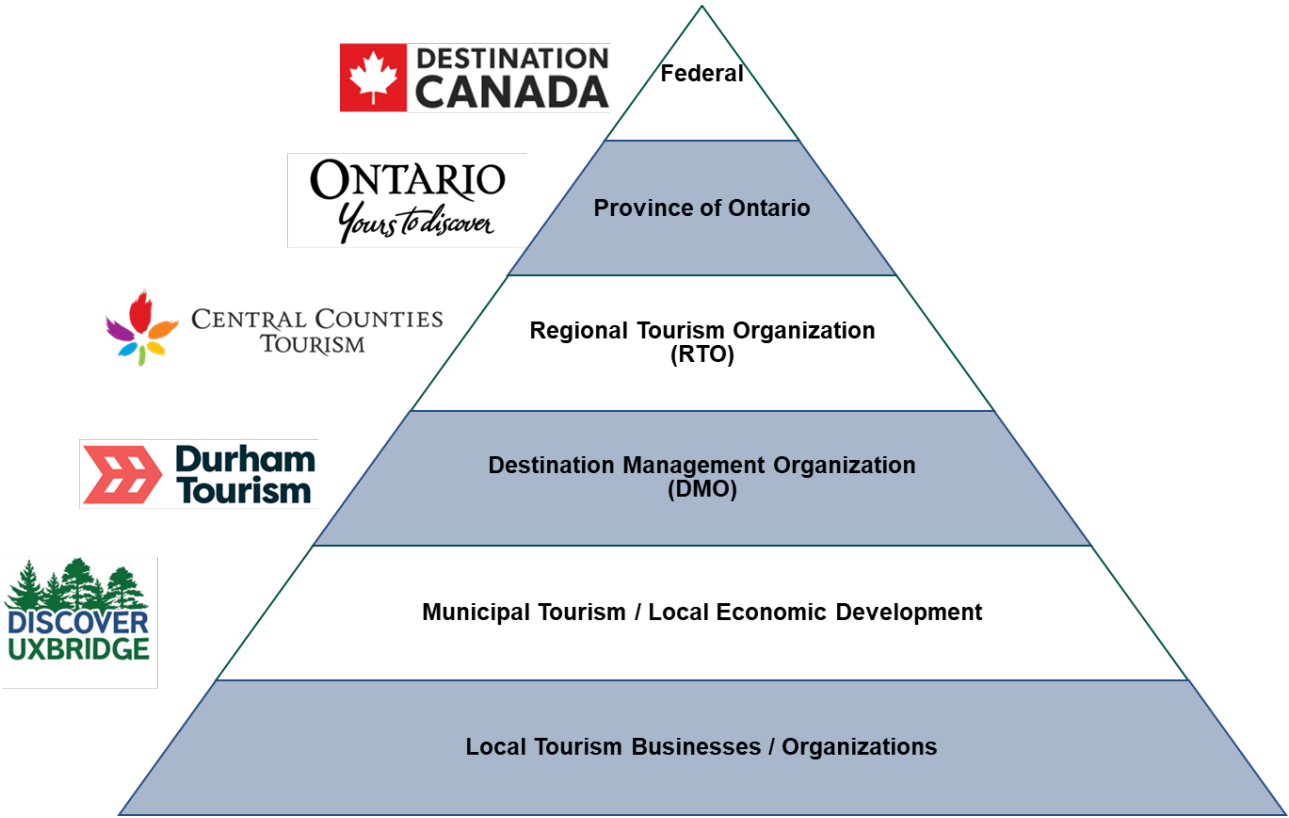
The Township of Uxbridge has staff resourcing devoted to destination development with a focus on supporting tourism operators, hosting events, marketing, advocating for enhanced visitor readiness, and collaborating with regional tourism partners.

Local Tourism Businesses

Local tourism-based businesses, attractions, and events collectively make up the tourism assets for the Township of Uxbridge and are the key drivers of the visitor economy.

Partners in Tourism

The products and offerings of local businesses are the foundation of the tourism economy. The hierarchy of partners works vertically through alignment, strategic marketing, investment attraction, themed product development, and funding opportunities.



APPENDIX III- Uxbridge Tourism Assets

Included is an inventory of the tourism assets Uxbridge currently offers to residents and visitors. These were ranked by the Steering Committee in terms of “Tourism Strength” i.e.

- how attractive the asset is to tourists? i.e. the number of visitors it attracts
- how much it contributes to the visitor economy? i.e. the visitor spending it generates
- how unique the asset is to the Uxbridge community?
- how easily the asset can be promoted to tourists?

Summary

Uxbridge attracts visitors for many different experiences, with the majority coming for outdoor recreations, arts, culture and heritage, tourism routes and farms and markets.

Tourism Assets- High level Ranked
1) Outdoor Recreation
2) Arts, Culture, Heritage
3) Tourism Routes/ Experiences
4) Farms & Markets
5) Restaurants/ Breweries / Cideries
6) Golf
7) Kids/ Family Attractions
8) Entertainment / Performances
9) Specialty Shopping
10) Sports- Spectator / Participate

Attractions

Cultural & Heritage Sites	Outdoor Recreation
11) Train Station/ Excursions	1) Trails
12) Leaskdale Manse	2) Ski Resorts (Dagmar & Lakeridge)
13) Music Hall	3) Cycling
14) Historical Centre	4) Golf (Wooden Sticks, Mill Run, Fox Bridge, Wyndance, Coppinwood)
15) Thomas Foster Memorial	5) Provincial Park “Coming Soon”
16) Self-Guided Art Tours	6) Recreational Parks & Courts
17) Roxy Theatre	7) Horse Trail Rides (Pathways on Pleasure Valley)
18) Library	8) Sports Tournaments
19) Art Galleries / Studios	9) Disc Golf (Trail Hub, Banjo Cider)
20) Historic Walking Tours	

Businesses

Businesses	Multi-Stakeholder Tourism Routes
<ol style="list-style-type: none"> 1) Restaurants / Food Experiences 2) Breweries & Cideries 3) Farm Adventures 4) Farm Markets 5) Downtown Retail Shops 6) Event Venues 7) Private Art Studios/ Galleries 8) Kids/ Family Fun Activities 9) Unique Accommodations 10) Spas 11) Support Businesses 	<ol style="list-style-type: none"> 1) Springtide Music Festival 2) Beer & Cider Trial 3) Lucy Maud Montgomery Trail 4) Leaskdale Loop 5) Holiday Trail 6) Rural Route Tours (New) 7) Local Food Month 8) Film/ T.V. Site Tours (Concept) 9) Town Trolley Tours

Events

Rural and Agricultural	Arts, Culture, Heritage
<ol style="list-style-type: none"> 1) Fall Fair 2) Brook's Farm Festivals 3) Leaskdale Loop Event Days 4) Rib Fest (returning this year) 5) PC Farms Maple Festival 6) Local Food Month 	<ol style="list-style-type: none"> 1) Springtide Music Festival 2) Uxbridge Studio Tour 3) Book Drunkard Festival 4) Celebration of the Arts 5) Art in the Park 6) Scottish Festival 7) Auto Fest (new in 2024) 8) Garden Tour 9) Friday at the Foster Concerts

Outdoor Activities/ Sports	Special Holiday Events
<ol style="list-style-type: none"> 1) Mud Girl 2) Ontario Cup Mountain Bike Race 3) Foam Fest 4) Durham Mountain Biking (DMBA) Events 5) Run for the Diamond 6) Huck Finn Fishing Event 7) Coldest Night Walk 	<ol style="list-style-type: none"> 1) Fantasy of Lights 2) Holiday Trail 3) Rotary Christmas Tour 4) Santa Claus Parade 5) Living Nativity 6) Christmas Shopping Crawl 7) BIA Events- Easter / Halloween 8) Remembrance Day Event 9) Messiah

APPENDIX IV- Uxbridge Visitation Data

Research is important to understand the impact of tourism as a key economic driver and to inform business decisions and strategies. Tracking visitation numbers, understanding visitor profiles (demographics and psychographics) and monitoring trends can help gain insights into how many visitors are coming and who they are. Visitor research provides insight to support with the following:

- Identifying and validating the visitors / customers based on empirical data
- Maximizing Return on Investment (ROI) by targeting the right markets
- Increasing visitation by aligning products/services with customers/visitors
- Demonstrating the value and economic impact of tourism within a municipality/area

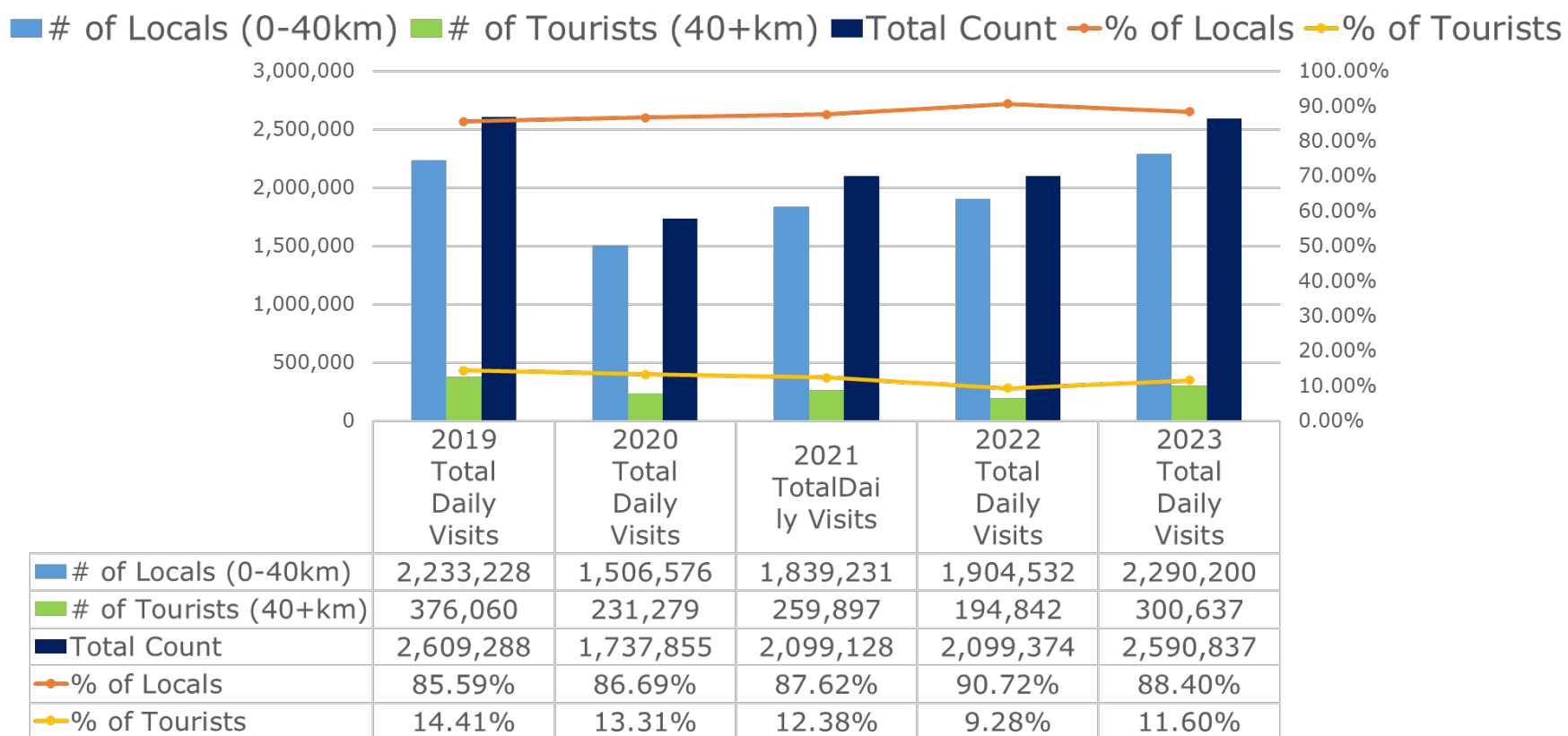
Research Process

Durham Tourism commissioned Central Counties Tourism (RTO6) to conduct a [geo-fence data analysis](#) for downtown Uxbridge and Elgin Park using mobile phone data. (see map below) Please note that the data excludes drive-through traffic and those who live or work in the selected areas.



Research Results- Visitation to Downtown Uxbridge 2019-2023

In 2019 pre-pandemic, downtown Uxbridge welcomed 376K visitors and 2.23 M from Uxbridge and neighbouring communities, in 2023 the number of visitors was 300K with 2.29M locals, almost back to pre-pandemic levels, but with a slightly lower percentage (-2.8%) of visitors. (See graph below) These visitation numbers contributed to an economic impact of \$27.1 M in visitor spending for 2019 and an impact of \$25.8M for 2023.



Economic Impact of Visitation - 2019 vs 2023

2019 Uxbridge Downtown	% of Locals (0-40 KM)	% of Tourists (40+ KM)	# of Tourists (40+ KM)	Total Count
Total Daily Visits	86%	14%	376 K	2.61 M
From Uxbridge				

The 376 K Daily Visits from Tourists to Downtown Uxbridge in 2019 contributed to approx. **\$27.1 M in Visitor Spend*** for Durham Region! That equals an average of **\$72.05 per Tourist!**

2023 Uxbridge Downtown	% of Locals (0-40 KM)	% of Tourists (40+ KM)	# of Tourists (40+ KM)	Total Count
Total Daily Visits	88%	12%	301 K	2.59 M
From Uxbridge				

The 301 K Daily Visits from Tourists to Downtown Uxbridge in 2023 contributed to approx. **\$25.8 M in Visitor Spend** for Durham Region! That equals an average of **\$85.88 per Tourist!**

2023 vs 2019 Uxbridge Downtown	% of Locals (0-40 KM)	% of Tourists (40+ KM)	# of Tourists (40+ KM)	Total Count
Total Daily Visits	+2.81%	-2.81%	-20.06%	-0.71%

This decrease in Daily Visits from Tourists generated a loss in visitor spend of -4.7% for Durham Region but saw an additional average spend of **20% per Tourist in 2023!** It was noted that York Durham Heritage Railway's reduction in operations in 2023 may have contributed in part to the lower visitation versus 2019.

*Visitor Spend is calculated using [TREIM](https://www.ontario.ca/page/tourism-regional-economic-impact-model), the Tourism Region Economic Impact Model, <https://www.ontario.ca/page/tourism-regional-economic-impact-model>. Assumptions: #s are based on 100% same day for both Ontario and Rest of Canada Tourists. This excludes an USA/International visitors

APPENDIX V - Visitor Market Profiles

Central Counties Tourism (RTO6) has identified six visitor profiles that were created using extensive research using numeric data, mobile data geofencing, postal code audit and Prizm segmentation profiles. Each profile was matched against Central Counties Tourism stakeholder businesses and organizations. This information allows tourism businesses to better target and market to their ideal consumer. (For full descriptions, visit https://centralcounties.ca/wp-content/uploads/CCT_Visitor_Profiles_B2B.pdf)

The six visitor profiles include:

Passionate Putterers

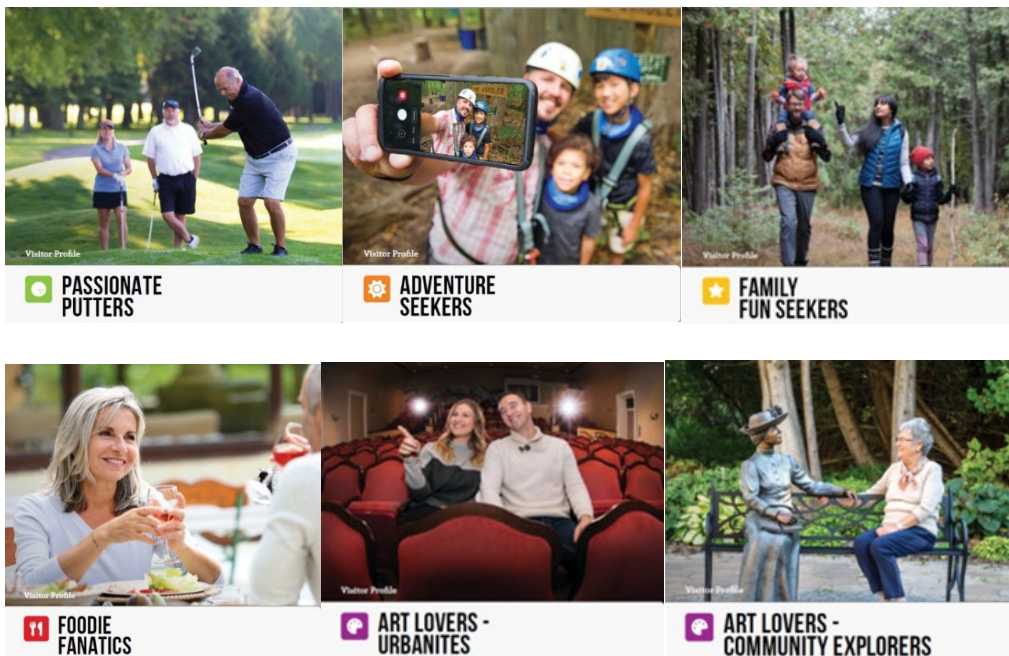
Foodie Fanatics

Adventure Seekers

Art Lovers – Urbanite (Core)

Family Fun Seekers

Art Lovers – Community Explorer (Tactical)



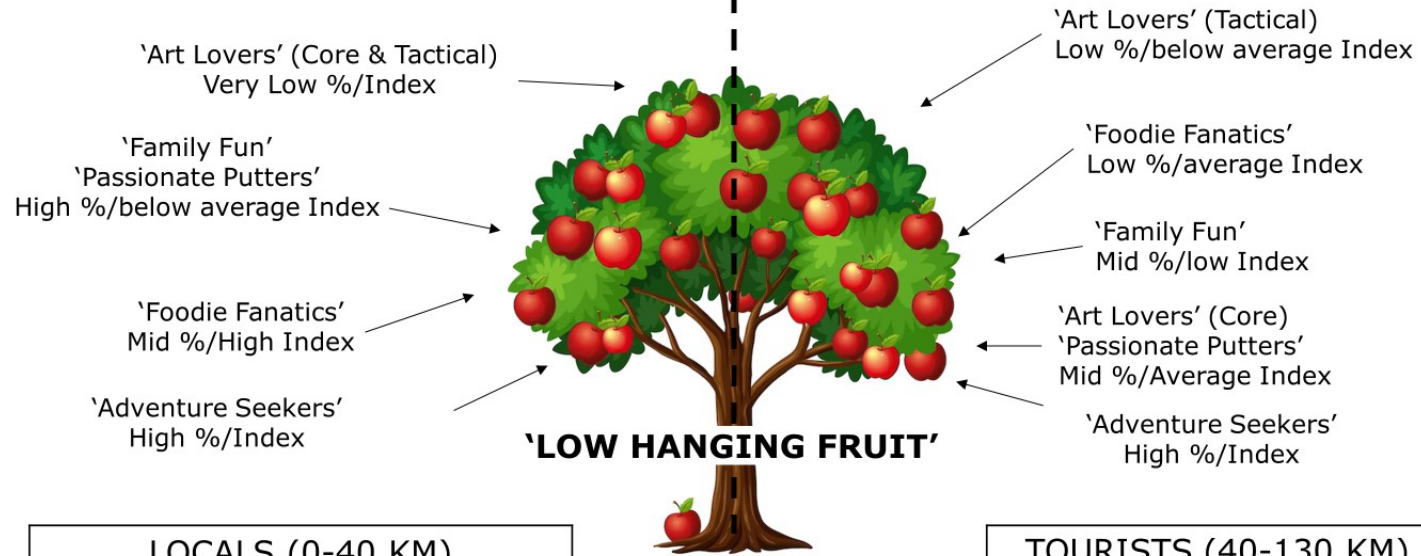
Key Findings – Downtown Uxbridge Target Segments 2023

Tourists- Based on an analysis of the “tourists” (from 40 to 100km away) who visited downtown Uxbridge and Elgin Park in 2023, the most highly represented segments in the population were ‘Adventure Seekers’ (27%) and Art Lovers-Core Urbanite (17%). While there is an opportunity to attract more visitors within each of these segments, the easiest to attract (i.e., lowest hanging fruit) are likely the ‘Adventure Seekers’. This segment has the highest concentration [\(Index\)](#) of the downtown Uxbridge and Elgin Park tourists.

Locals- Based on an analysis of the locals who visited Downtown Uxbridge the most highly represented segments in the population were ‘Adventure Seekers’ (27%) and ‘Passionate Putters’ (29%). The best opportunity to attract more locals is by targeting ‘Adventure Seekers’ as this group was more highly represented than they are in the average population.

**Segments by % & Index:
Unique Visitors**

**LOCALS
(0-40 KM)** | **TOURISTS
(40-130 KM)**



LOCALS (0-40 KM)				Segments	TOURISTS (40-130 KM)			
2023 Uxbridge		2019 Uxbridge			2023 Uxbridge		2019 Uxbridge	
%	Index	%	Index	%	Index	%	Index	
26.62	255	25.45	243	Adventure Seekers	27.37	228	27.41	228
2.07	30	2.60	38	Art Lovers (Core Urbanite)	17.26	102	17.70	104
3.90	86	3.49	77	Art Lovers (Tactical Community)	5.13	86	5.77	97
24.22	84	23.62	81	Family Fun	14.99	62	14.91	62
9.85	202	10.87	223	Foodie Fanatics	6.82	104	7.01	107
28.57	95	28.36	94	Passionate Putters	10.82	101	11.62	109

APPENDIX VI – Gap Analysis - Challenges and Opportunities

The Steering Committee identified the challenges that currently exist for tourism readiness in Uxbridge across five categories: Tourism Attractions and Businesses, Infrastructure, Customer Service, Promotion/Marketing and Destination Management. For each of the challenges, the group worked together to resolve the gap with recommended opportunities. This list formed the basis of The Plan.

Overarching Challenges and Opportunities For Tourism Readiness in Uxbridge

Tourism Experiences (Attractions / Businesses/ Events):	e.g. Connecting visitors to downtown commerce, Gap in tourism attractions (YDHR/ family), shopping hours, tourism readiness and staff ambassadors, itineraries to connect attractions, diversity of restaurants. slow shoulder season etc.
Infrastructure:	e.g. Lack of accommodation, downtown not tourism-ready, limited public transit, wayfinding, parking
Customer Service, Business /Community Engagement:	e.g. nurturing ambassadors, resident sentiment, onsite visitor information, business service excellence,
Promotion and Marketing:	e.g. increasing awareness of what Uxbridge has to offer, enticing people to visit and stay longer, promoting tourism to locals, leading with the best, businesses collaboration
Destination Management:	e.g. Support, resources, tools needed to effectively manage Uxbridge as a destination. (municipal buy-in, strategic planning, resourcing-funding, people, investments to support tourism)

Opportunities for Tourism Experiences (Attractions, Events and Businesses/Organizations)

Priority	Challenge	Opportunity
1	Connecting outdoor attractions to commerce.	Hop on hop off bus Put the tourism trailer at high traffic outdoor places (trail heads)
		Put information about rural routes and local information at the farmers market (open on Sundays)
		Revamp a Sunday Loop (
		Event banner where people go (QR Codes)

		Portable “things to do” banners to place where people are
		Everyone promote the QR code that drives to Uxbridge Tourism website
		Exiting town road signs about rural things to do
		Businesses that link their website to Uxbridge Tourism and the other things to see and do
2	Gap in tourism attractions (YDHR / family fun)	Currently an RFP out to replace the train Encouraging businesses to provide equipment (like bikes for the pump park) for rent
		Work with the agri-tourism businesses and Anne of Gables, promoting the experiences in town and having them promote the things to do downtown at their places
		Guided walk / foraging experiences for families
		Connect Uxbridge north by trail (could also be an on-road cycling trail). Add bike racks at businesses
		Skidoo trails could be hiking trails
		Trail riding (horse)
		Attract birders
		Festivals add more kid-friendly activities
		Create a volunteer base for pop-up kid friendly activities
		Inviting kid-friendly businesses to be part of events to provide that experience and then attract the family back
3	Attracting visitation downtown	Promote live music and entertainment at businesses downtown
		Rural businesses provide info on downtown businesses and vice versa (this could be a one-pager_
		Create a “where to eat” QR code that goes to Discover Uxbridge website
4	Visitor-friendly shopping hours	Try to convince enough businesses to open at a certain time (Sundays?) for a six month period to stay open. Support through animation like providing space to rural businesses to promote their businesses
5	Lack of support for businesses to be tourism ready and ambassadors	Networking events Link people to the CCT tourism ambassador program Set a hashtag (mantra)

		Connect businesses to each other so they know what is going on and share best practices
		Refresh the Uxbridge ambassador program
6	No set itineraries to connect the tourism attractions	Create ability for visitors to find the things they want to see/do in Uxbridge (search functionality, suggested itineraries)
7	Shoulder Season is slow for business	Connect visitors to the ski resorts to other places in Uxbridge
		Provide winter equipment for people to try - motivates travel
		More winter events that drive traffic
8	Inflation- Cost of doing business is high, customer spend is low	Added value offers? Itineraries that highlight budget-friendly routes
		Free programming and collaboration with other businesses which will drive sales
9	Lack of diversity of restaurants	Opportunities for more collaboration between restaurants to build food tourism
		Develop a "trailicious" program
		Food trucks
10	Lack of volunteers and the ability to expand capacity ie. Fantasy of Lights expanding to included downtown	Build up the pride of place to get more people want to volunteer Partner seniors with students
		Leverage Step up Step out to build a volunteer base and connect them to events
		Students/Seniors take the ambassador program

Opportunities for Infrastructure

Priority	Challenge	Opportunity
1	Accommodation- Lack of overnight Accommodation	Keep the current accommodations full (including B&B). Promote all overnight accommodator's
		Review B&B bylaws
		Opportunity to look at AirBnB

2	Downtown- Not visitor-ready; lacks curb appeal; no Town Square / communal downtown	Grant in the works to create a central Town Square focal point Tap into Durham Region focus on downtown revitalization
		Connect businesses to funding opportunities for storefront beautification and patio programs, etc.
		Downtown as a destination project
3	Transportation - Lack of Public Transit and active transportation options	Hop on hop off bus Promote current public transit options Promote active transportation options Tap into Durham Region's cycling routes project
		Transportation partner at bigger events Uber partnership?
4	Wayfinding- Signage and online navigation /apps "Need more support for road signs"	Wayfinding for leaving town Portable/permanent banners at popular places with a QR code linking to what else to do on the Discover Uxbridge website
5	Limited Parking / Angled Parking	Currently a town study taking place with the Region of Durham
6	Incentives?	

Opportunities for Customer Service and Business/Community Engagement

Priority	Challenge	Opportunity
1	Tourism Ambassadors- Need to engage staff and volunteers as Tourism Ambassadors	Connect people to the CCT tourism ambassador program Revisit the Uxbridge Ambassador program Hashtag Ambassador (mantra) Pair seniors and students as volunteers Roll out the ambassador programs for all staff to take Engage with community groups in a mutually beneficial way to grow volunteers
		"we're better together" theory. Residents feel part of something special
		Celebrate "first time" volunteers

2	Locals need to explore & understand value of tourism and appreciate and are proud of what is happening in their town	Celebrate “first time” resident visitors Connect locals to the Discover Uxbridge website Local incentive to visit different places – draw for a bus tour or a passport which when finished get a prize or a draw prize
		Set up “locals tour” with businesses like travel agents
		Businesses actively send their regulars to other businesses in the community
		Educate the new residents and those that are commuters (highway shoppers)
		Door Open day(s) for locals – get them to come out to explore
		Make sure that everyone is talking about it through all of the different channels
4	No communication for businesses of what's going on / Need businesses to promote the town	Leverage existing associations (BIA, Chamber) to bring message about the importance of tourism
		Leverage the Durham North B2B newsletter to be the information hub for businesses
		Communicate the importance of uploading events and festivals through Discover Uxbridge
		Networking events where the business owner talk about their success bringing in visitors
5	Lack of culture of inclusivity, diversity, equity (IDEA)	Leverage Rainbow Registered program Explore other opportunities to include that training to all businesses in Uxbridge (perhaps connect the Chamber/BIA as the lead)
6	Lack of awareness of Visitor Information Centre (library)	Portable/Permanent banners directing people to the library (even on Sunday's)
7		Library / Visitor information employees have taken the ambassador training
8		Table at the Farmers Market
9		Ensure that businesses know to direct guests to the library

Opportunities for Marketing / Promotion

Priority	Challenge	Opportunity
1	Awareness- Lack of awareness of what Uxbridge offers	All business tag Discover Uxbridge on all of their posts and link from website
		One QR code linking to Discover Uxbridge and placed everywhere
		Refresh the website
2	Paid Media- Lack of resources for paid media	Link business to funding opportunities Pool resources for economies of scale Leverage businesses that are already spending money
		Develop in-town solutions (decorating waste bins, walls, etc.) to promote to visitors
		Cross promoting from the trails through AR
3	Collaboration- Need more marketing collaboration / joint marketing campaigns	Businesses promoting other businesses to their customer base
		Pooling Resources
		Route development
4	Cross-promotion- Need effective cross-promotion between businesses/ organizations	Businesses promoting events and events promoting businesses
		Downtown promoting rural and rural promoting downtown
5	Education- Need marketing support/ guidance for businesses/organizations	Connect businesses to existing learning opportunities most of which are free
6	Lack of earned media (publicity, visitor-generated content...)	Keep telling your stories

		Leverage your other associations
7	Brand- Not capitalizing on "Trail Capital of Canada" brand	Uxbridge doesn't do tourism routes, they do tourism trails
		Connect the actual trails to the tourism experiential trails
8	Lack of community pride- Need to sell Uxbridge to Residents	
9	Segmentation- Rural and BIA businesses have different needs (promoting rural experience and downtown retail)	
10	Businesses should take better advantage of Discover Uxbridge	Communicate the importance of getting info on the website

Opportunities for Destination Management

Priority	Challenge	Opportunity
1	Lack of funding- Funding will not flow from Township but must be sourced externally (alignment with service organization?) (align with other gov' parties to source grants?)	Once we are ready we need to focus on getting them to come.
		Create incentives and opportunities to animate what has been built and invested in
2	Lack of people resources - "Need full-time dedicated staff/marketing person, volunteers"	Communicate the continual growth and successes that the staff have had juxtaposed against the lost opportunities because of lack of resources.
4	Lack of communication between event organizers and stakeholders	Businesses that actively look at the Discover Uxbridge website to know what is happening

		Event organizers who load their events
		Invite event organizers to the networking events
		Have businesses bring Discover Uxbridge information to out of town events that they go to
		Re-animate the trailer
5	Need year-over-year research/ data to track visitation results and inform decisions	Through Durham Tourism and CCT
6	Need better regional support- "CCT website should be clearer to identify smaller businesses"	CCT to look at its search functionality
7	Lack of awareness of supports available to businesses	Connect businesses to the North Durham Newsletter

For questions about this plan, please contact the Township of Uxbridge at

Tourism@Uxbridge.ca or 905-852-0400.



