

BELLEVILLE DOWNTOWN COMMONS FEASIBILITY & ECONOMIC IMPACT STUDY

April, 2019



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1. Introduction

Objectives

The study will articulate a vision for the Downtown Commons and quantify the merits of further investment on the City's tax base and economic development, as a stimulus towards further investment in the City Centre as a whole. The City has just completed the third and final phase of the Build Belleville infrastructure reconstruction. The plan for the Downtown Commons will capitalize on the Build Belleville works, and act as a catalyst for future investment in the City's Downtown by the private and public sector.

The concept plans prepared for the Belleville Commons in this report are a "high level" presentation to illustrate the possibilities to make the City Centre a vibrant place to live, work and play. The plans also respond to the downtown stakeholders' and the general public's opinions, observations and suggestions through interviews and surveys.

Belleville has wisely invested in the physical revitalization of its downtown; it is an investment where the dividends are not just financial but also provide a sense of well-being and community pride and spirit. When talking with many people during our research, we sense there is a growing groundswell of support for continuing with the Build Belleville Downtown initiatives to include the development of the Commons area, which is predicted to spur private investment made more confident by the City's commitment to the City Centre. The plan for the Belleville Commons is part of the bridge-building to a revitalization process to invigorate and sustain, not just the downtown, but the entire City.

Study Area

Belleville Commons is a name proposed for the area surrounding Belleville's City Hall. Commons or town greens have historical context over many centuries as being social spaces where townsfolk and visitors gather for celebrations, special occasions, and general relaxation. They are the core attraction of numerous downtowns and mark the City Centre as the vibrant cultural and financial centre. They provide a "sense of place" where the personality and character of a community can shine and be recognized and celebrated.

While the actual defined commons area consists of the lands in front of Belleville City Hall extending to the Moira River (to the west), the Farmers Market adjoining City Hall to the east and encompassing the City-owned land to Church Street, the entire quadrant formed by Bridge Street, Church Street, Dundas Street and the Moira River have been examined in this study, as shown in Figure 1. The City of Belleville owns significant real estate around City Hall, including various parking lots along the river and on Pinnacle Street, the former Memorial Arena and adjoining Legion, the transit terminal and an office building. All of these City-owned lands are shown in Figure 1 in pink. Photographs of these public lands and buildings are found in **Appendix A** to this report.

The Downtown Commons plays an important role in anchoring the downtown and linking it to the City's waterfront. The study area features cultural heritage and public landmarks of civic importance – gathering places for the entire community. Its redevelopment will attract tourists and promote further residential and employment uses.

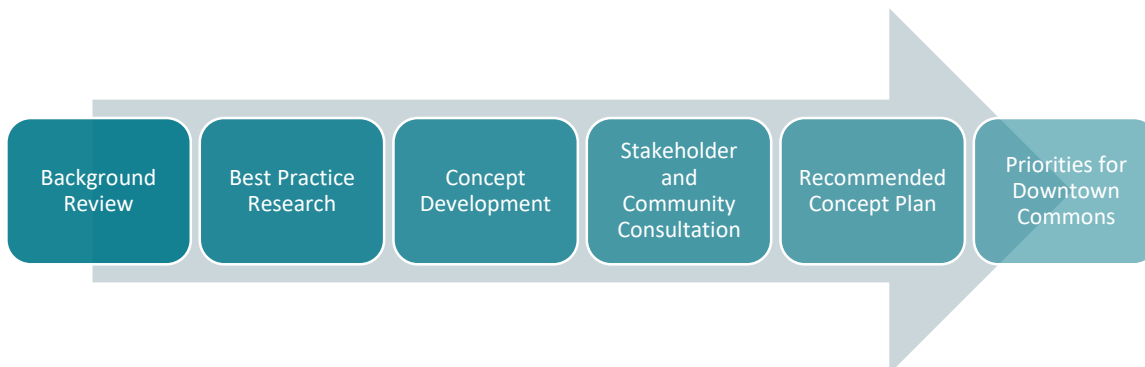
Figure 1: Study Area



Study Process

The process followed to complete this report included: a background review and statistical analysis of Belleville’s economy, best practice research of communities that have undertaken downtown revitalization, the preparation of draft concept plan for the Downtown Commons, community and stakeholder input on the concept plan and vision for the Downtown Commons, and the preparation of a preferred Concept Plan and resulting economic impact.

Figure 2: Study Process



2. Downtown Concept Plan

Belleville's Downtown Commons

Redevelopment Concept Plans for Downtown Commons

Two comprehensive Redevelopment Plans have been prepared for the Downtown Commons. Figure 3 shows the short to medium term plans for the area, while Figure 4 shows the ultimate or long term plan. These figures were prepared on the base plan for the *Downtown-South* Plan of the City Centre Intensification Plan, and have been updated with the completed Build Belleville street improvements. The description of the proposed plans for the Riverfront Commons and the Market Square Commons are shown in greater detail in this report on Figure 4 and Figure 5. It has been assumed that in the short term that the former Cabaret bar will be removed and converted to a City-owned parking lot with approximately 30 spaces along the river. It is also proposed that the legion building be removed and that 55 parking and loading spaces be allocated to the restored and adaptive reuse of the Memorial Arena. The existing parking at Memorial would be transitioned to landscaped outdoor patio, event and public spaces facing Pinnacle Street. The proposed 100+ unit Pinnacle condominium building footprint is also drawn on Figure 3.

Figure 3: Proposed Downtown Commons Redevelopment Plan, Short Term Concept



The ultimate plan for the study area is shown on Figure 4 below. The remaining riverfront parking areas would be developed for 4 storey residential buildings with commercial at-grade that overlook the Riverfront Trail. These buildings would have landscaped courtyards, adding more greenspace along the Riverfront Trail.

Redevelopment of the Memorial Arena would anchor the future development phases. Street improvements along Pinnacle Street would widen the sidewalks and provide street-tree planting.

A possible parking garage location is shown on Pinnacle Street to the south of the bus terminal on the City surface parking lot. In the future, the older single-storey existing City office building could be redeveloped with a 3-4 storey building that is setback in line with the historic Armoury building. An enhanced mid-block connection and Armouries “art-wall” is shown between Pinnacle and Church Street extending north of Macannany Street. The intent is to capitalize on the historic facade of the Armouries by using it as an architectural feature wall backdrop for artisans in fair weather, with open sight lines from the Market Square.

The redevelopment plans would require coordination by the City with private landowners and the public, property acquisition and assembly, a call for development proposals, and detailed design and servicing plans.

Figure 4: Proposed Downtown Commons Redevelopment Plan, Long Term Concept





Riverfront Commons

The riverfront land assembled by the City is ideal for developing a major pedestrian-friendly green space for programming of community events and for simple relaxation. It is a “celebration park” where many events can happen with the backdrop of the historic City Hall on one side, and the Moira River on the other. Belleville will be able to showcase this natural attraction and tie in with the waterfront trail systems of the Riverfront Trail and its connection with the Bayshore Trail. Many respondents to our survey remarked how Belleville does not celebrate its natural assets such as the Moira River which runs through the downtown core. They also remarked that having parking lots along the riverbank is a waste of valuable land and that the parking should be relocated to other less desirable locations or in a strategically located parking structure. We also heard ideas for managing employee parking demands with municipal transit services.

This riverfront park will include many features and attractions for citizens and visitors alike. In front of the reclaimed brick and stone arches across from City Hall, an event space is proposed with summer jet fountain and a winter skating rink. Both of these seasonal views are presented in coloured renderings (**Appendix B**). Since the renderings were prepared, the plan has been changed to provide a larger rectangular skating surface of 1000 sq.m., the same size, if not shape, as at Kingston Springer Market Square. The permanent fountain would be replaced with intermittent water jets that would be at grade and provide an attraction for children. These concepts are “high level”, meaning they are not cast in stone as being the finished product but rather they are meant to allow ideas to be incorporated over time.

The park will be a central gathering place in the City Centre that will invigorate the area around City Hall referred to as the Belleville Commons. Since it will have many year-round features, a year-round *events* building is proposed that would house a visitor centre, a cafe, public washrooms, security station, chair and table storage, rentals of skates in the winter etc. The building shown in the renderings would be at the north end of the park and would have a dining and licensed patio on the ground level and on the rooftop. The roof deck would be accessible from the interior and from an exterior stair in an open tower. This will allow people to look down on the park and would offer terrific views along the river as well as being a beacon to visitors and tourists.

At the junction of the Riverfront Trail and this Events Building a pedestrian bridge is shown connecting downtown east with downtown west, which many people we interviewed felt was integral to the well-being and connectivity of the two Belleville neighbourhoods. At the centre span of the bridge is a circular viewing platform where people can get out into the nature of the river for great views, including the proposed water fountains in the river which can be illuminated at night and even set to music with programmable fountain spray shows.

The central feature of the park is the winter skating rink (with its own refrigeration for extended seasonal use) and summer spray/jet fountain. A stage set-up in front of the iconic brick arches of the historic Cable View Building is also proposed. The arches already have a copper-lined planter running along its length which can be fitted with ivies and other planting materials which will enhance this significant architectural feature, especially with enhanced lighting.



Along the Riverfront Trail at south is a large shade pergola with seating, announcing the river steps feature and picnic area. In our research, many cities around the world have these wide concrete or stone steps leading from the banks down to the water's edge. People love the connection with water as they find it relaxing. As this is a riverside park it makes sense to celebrate the location with the river that changes its ebbs and flows with every season. From our research, river steps have become wonderful natural places to enjoy a lunch or coffee or reflect with a book in hand. Future detailed design of the river steps and crossing will have to consider impact on the River, including fish habitat. For example, it may be preferable from an environmental standpoint to have the steps indent into the Riverfront Commons parcel, rather than extend out into the River.

Adjacent to the river steps along the southern boundary of the park, are a number of picnic circles with metal umbrellas in various colours where families and friends can gather out of the hot sun with their lawn chairs or picnic blanket. These umbrellas would be removable for sight lines at concert-type events in the park or can be left in place as vendor stations for food and beverages for festivals or arts and crafts pop-up events. Other possible features could be added to this area, such as a piano, ping-pong or chess installations.

Running along the Front St. side of the park would be floral displays that could change in design themes from year to year and could be sponsored by local horticultural groups.

It was generally noted by our survey group, that parks need both activity zones and relaxation zones. They need to be seen as a great place to bring visitors year-round. Colour, music, regalia, accessibility, mixed illumination and a sense of welcome and safety all were noted as being ingredients to success.

Another feature proposed, that responds to our survey's findings, is to provide a stronger connection with the Riverside and Bayshore Trail system and waterfront parks. We are proposing a cantilevered podium circle with a sail feature as a shade structure and a high visual landmark along the river's edge which could be seen from the bridges and roads and announces not only the park but the trailhead of the 2 trails joining up. On this viewing podium would be a trails map, interpretation boards on natural attractions along the system and a general way-finding map of central Belleville. This feature may have to happen in a later development of the waterfront when the newly acquired land is designed for commercial/residential uses.

As a note further to the way-finding, we are proposing stations around the Commons that show where you are in relation to attractions, shopping, dining etc. as well as having history pictures and simple stories of the area or neighbourhood one is in. These history "snap shots" and "history minutes" tell the stories of one of Canada's oldest cities settled by United Empire Loyalists and built up by people from all over the world. History tourism is recognized as being a real and viable draw along with culture, sports and recreational attractions.

Figure 5: Proposed Riverfront Commons Redevelopment Plan (Enlargement)



Market Square Commons

For 150 years the Market Square has been a central institution in the City of Belleville. It has always been associated with the City Hall and at one time was located within the building. It was renovated to its current design 25 years ago and is showing its age, in need of care, attention and creative ideas to bring it into a vibrant new life in a competitive economy.

For many months of the year it is cold, windy and unpleasant to take in leisurely shopping and socializing. It lacks meeting and seating spaces for relaxation and simple dining. The basic structures are still practical for setting up the farmer stalls with their vehicles backed up for access to their produce and offerings. However, most vendors huddle in the cold and windy drafts many months of the year. Even in the spring and fall there are many days that are just uncomfortable enough when the morning sun has not yet warmed up the square.



Our proposal for the Market Square is to provide indoor spaces that will provide comfortable shopping environments that could be open to a longer schedule than the typical Tuesday, Thursday and Saturday traditional market days. These enclosures can be open in good weather for ease of circulation. In the plan view on Figure 6 and in the perspective rendering (see **Appendix B**), there are four such structures built into the existing covered stalls. They would have similar steel clad roofs to the lateral stalls but would be mostly metal frame construction sitting on brick knee walls, with generous glazing and door openings.

The 4 enclosed units could have comfortable four-season uses beyond what is currently associated with the Market. Uses could include a coffee and snacks cafe, an artisanal shop selling local meat, poultry and fish, cheeses, and preserves etc., a bakery shop with homemade breads and pastries, an arts and crafts boutique with hand-made items by local craftspeople.

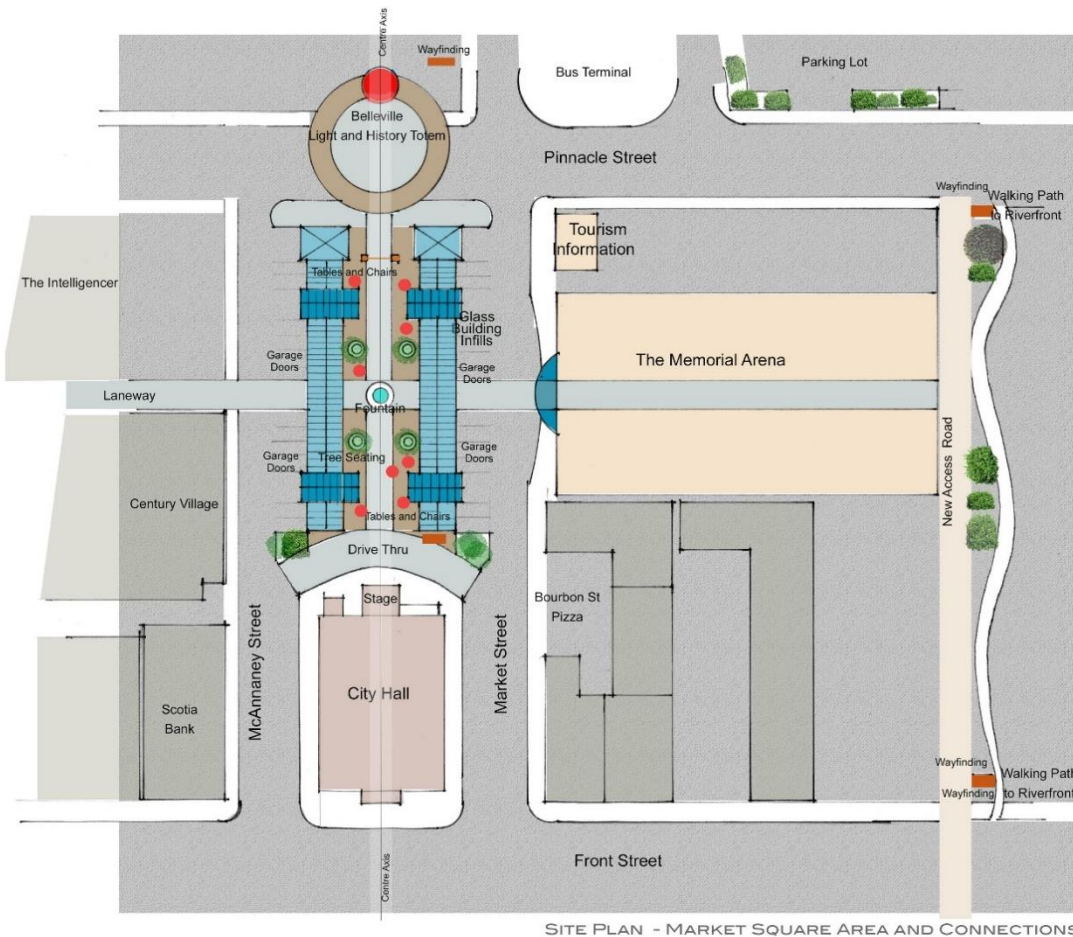
In addition to these new enclosures, the use of garage-style doors with generous window openings are proposed on the street side of the east-west oriented stalls on Market St and on Macannany St. These roll-up doors could be partially open or fully lowered to the ground to keep out chilly winds and extend the day and season. The doors would also be attractive backdrops to mask the vehicles behind and to give a sense of a semi-enclosed market place. To make the space more year-round and comfortable, there could also be overhead gas heaters one might associate with restaurant patios.

Many people surveyed have commented that there is no dedicated space for sitting and enjoying lunch at the Market. Bistro style (folding) tables and chairs are proposed to be set up around the central fountain feature. The fountain is centered in the north-south axis that is formed by the carriageway between the Century Village and the former Intelligencer building that lines up with the entrance to the Memorial Arena. Around the fountain trees would be placed in planters that have circular benches as part of the installation. This area forms the central hub of Market Square and could be a major attraction and meeting place in the downtown core.

It is also proposed that the Market Square be able to be closed off to traffic for special events such as Rotary Loves Kids annual *Party in the Square*. There are other pedestrian friendly events that could include concerts, craft fairs and food festivals, to name a few. A drive circle at the east end of City Hall will allow traffic flow during these events to access Century Village and Bourbon St. Cafe etc.

The Maude Parrott Stage is well suited as a focal point on the east - west axis. Another anchor should occur on that axis at Pinnacle Street on the east side. It would be a gateway feature that announces the Belleville Commons and are calling it a totem, as it also tells a story of the downtown core that was so vital to the history and growth of Belleville through the use of illuminated story boards spiraling up a centre steel post core. At the top of this 30 foot high beacon would be a sign announcing the Belleville Commons area. Pinnacle St. is a major north-south travel route for residents and visitors and we feel this kind of focal point will make a dramatic and friendly statement as a locator beacon.

Figure 6: Proposed Market Site Plan (Enlargement)



Memorial Arena

We believe that the adaptive reuse of the Memorial Arena is a key property that would add vitality to this area of the City. Many cities have a historically significant building like the Memorial that house unique community, shopping, dining, and event venues that support downtown residential intensification. It is our hope that the City enables the adaptive reuse of this building with a private sector partner that shares this vision of a downtown showcase. We have provided renderings, floorplan and vision boards in **Appendix C** intended illustrate the potential for the adaptive reuse of the Memorial. We have also received other adaptive plans from the public and there seems to be strong private sector interest. There is an opportunity to recognize the history of the Memorial Arena as part of the future use by providing small museum with hockey memorabilia, photographs, pucks in the pavement, etc. Another possibility is to incorporate a Belleville celebrity or heritage walk that features the history of Belleville, its buildings and people at the Memorial Arena.



This City-owned building, together with the City-owned Legion property, provides an opportunity to the City within the Downtown Commons to create a strong hub in the Downtown. While the Memorial Arena is not technically part of the study area and design project, we believe that it is integral to the successful realization of the Belleville Commons plan as it can act as a catalyst to attract new investment and visitors to the Downtown. This planning exercise has provided an opportunity for the community to engage in considering the potential of adaptive plans for this community building, and it is hoped that the revitalization for the Memorial can move forward. Recommendations as to how this could roll out, are included later in this report.

3. Community Profile

A primary consideration for the effective revitalization and redevelopment of the Belleville Commons and City Centre is an appreciation of Belleville's recent economic performance, specifically its ability to draw business and investment to the core. Research shows that today's successful downtowns are those that have been able to reinvent themselves and offer specialized and focused retail and service offerings¹ together with a range of public amenities in a pedestrian walkable environment. A strong resident population is also considered a key factor in the long term success of a downtown. Successful downtowns often reflect higher standards in the type and variety of jobs including finance and creative services². Other indicators such as geographic location, population mix, education, income, property values, healthcare accessibility, safety and the environment also provide indicators on the state of a community and its downtown.

This section of the report provides a high level overview of Belleville's economy with emphasis on demographic trends, labour force and the business environment. The community profile is intended as an informative piece that addresses the current context for development in the Downtown.

A full community profile is provided in **Appendix D**.

Demographic Trends

In 2016, Belleville was home to 50,716 residents. Population in the city grew by 4% (1,895 people) from 2006 to 2016. The majority of this growth (3%) occurred recently, between the 2011 and 2016 census years and outpaced regional comparators, namely, Quinte West and Prince Edward County for the same time period (see Figure 7). Belleville's population is projected to grow to 58,300 by 2041, which represents an increase of 7,584 people from 2016 to 2041. In addition to anticipated population growth, Belleville benefits from a regional trade area population of approximately 192,000³.

¹ Downtown Success Indicators, 2014. Department of Urban and Regional Planning, University of Illinois

² *ibid*

³ Watson & Associates, City of Belleville Municipal Comprehensive Review, 2018. The trade area encompasses communities along the Highway 401 corridor between the Town of Cobourg and the City of Greater Napanee, as well as communities north of Belleville and Trenton along Highways 7, 30, 33, 37 and 62.



Figure 7: Population, City of Belleville and Comparator Communities, 2006 -2016

Belleville and Comparator Communities	Population			Population Change 2011 2016		Population Change 2006 2016	
	2006	2011	2016	Absolute Change	%	Absolute Change	%
Belleville	48,821	49,454	50,716	1,262	3%	1,895	4%
Hastings County	130,474	134,934	136,445	1,511	1%	5,971	5%
Prince Edward County	25,496	25,258	24,735	(523)	-2%	(761)	-3%
Quinte West	42,697	43,086	43,577	491	1%	880	2%
Ontario	12,160,282	12,851,821	13,448,494	596,673	5%	1,288,212	11%

Source: Statistics Canada; 2011 Census of Population; 2016 Census of Population

In 2016, Belleville had a lower proportion of its population in the 25 to 34 year age group and a lower proportion of working-age residents with at least a university bachelor’s degree compared to the provincial average. This suggests that the community has struggled to attract or retain youth/younger workers. Belleville also has a lower proportion of immigrants at 8% compared to the provincial average of 29%. These indicators combined suggest that Belleville should do more to attract new residents to the community. In terms of income, Belleville’s median household income increased by 13% from \$52,733 in 2010 to \$59,374 in 2015. Despite this increase, the median total income in Belleville is low compared to the Province (\$74,287) and its comparator communities.

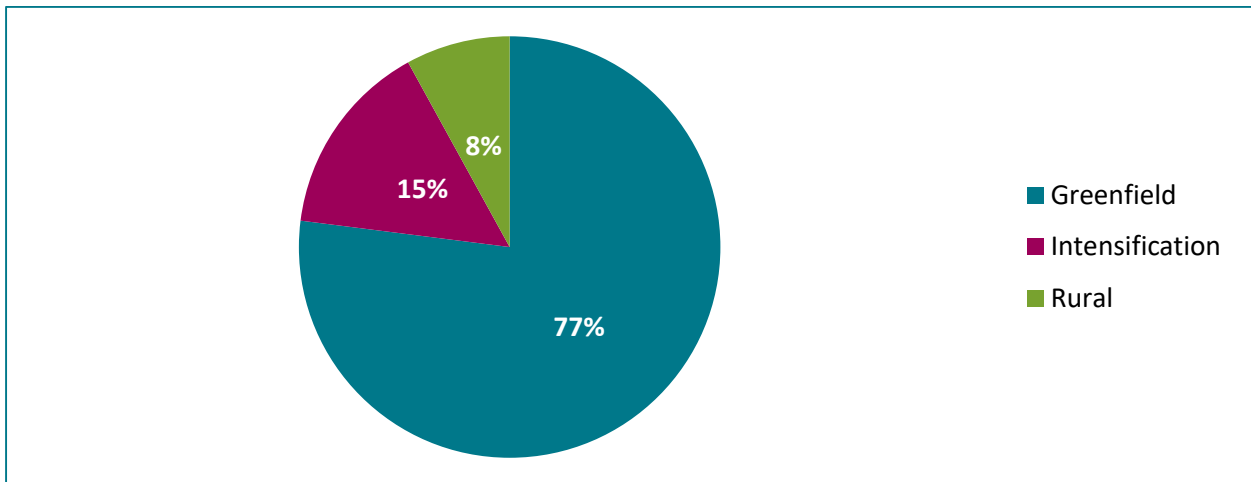
While Belleville’s population growth is a positive indicator, the low proportion of youth, educational attainment, immigration and diversity affects the economic vitality of the community. Youth and young professionals including entrepreneurs help revitalize neighbourhoods and start new businesses. They also help to offset an aging workforce a growing trend across Eastern Ontario. Immigration levels can reflect a community’s openness while high median incomes indicate the strength of the local economy and the diversity of employment that exists locally.

Housing Trends

In 2017, the City added 385 new housing units (a 10-year high), comprised of 200 low-density (52%), 60 medium-density (14%) and 130 high-density units (33%)⁴. The housing development by location data shows that the majority of new dwelling units were Greenfield development while 15% comprised intensification (i.e.) development within the City’s built-up area.

⁴ ibid

Figure 8: Residential Building Permit Activity by Location, 2013 to 2017



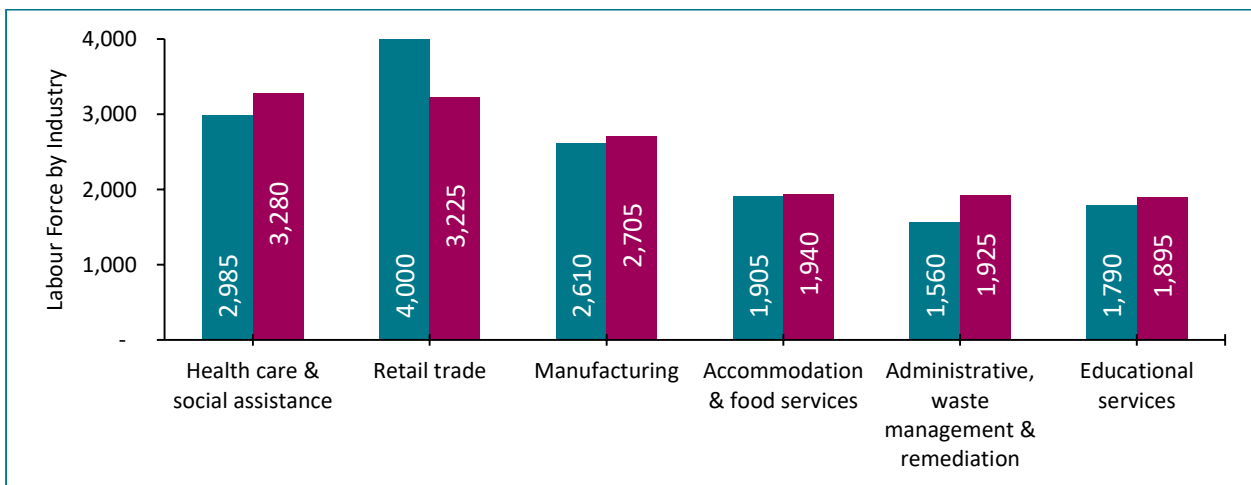
Source: Watson & Associates, City of Belleville Municipal Comprehensive Review, 2018, Adapted by MDB Insight

While Belleville has been adding to its existing housing stock, consistent with its population growth, the nature and type of residential development warrants attention. Belleville has a lower proportion of development within the City’s built-up area and the City Centre in particular. Downtown housing and high-density residential development can provide a built in customer base to downtown businesses and services that increases their financial viability, increases the use of public amenities, and contributes to the liveliness and vitality of the place.

Labour Force Trends and Business Counts

Belleville’s labour force is highly concentrated in the service sector, specifically health care and social assistance and retail, which comprises 14% of the total labour force each. It is also noted that the majority of Belleville’s residents are employed within the City. The City is a net importer of talent (there are more local jobs in the community than the resident labour force employed in the community).

Figure 9: Top Employing Industry Sectors (NAICS) in 2016 and relative numbers in 2011, City of Belleville

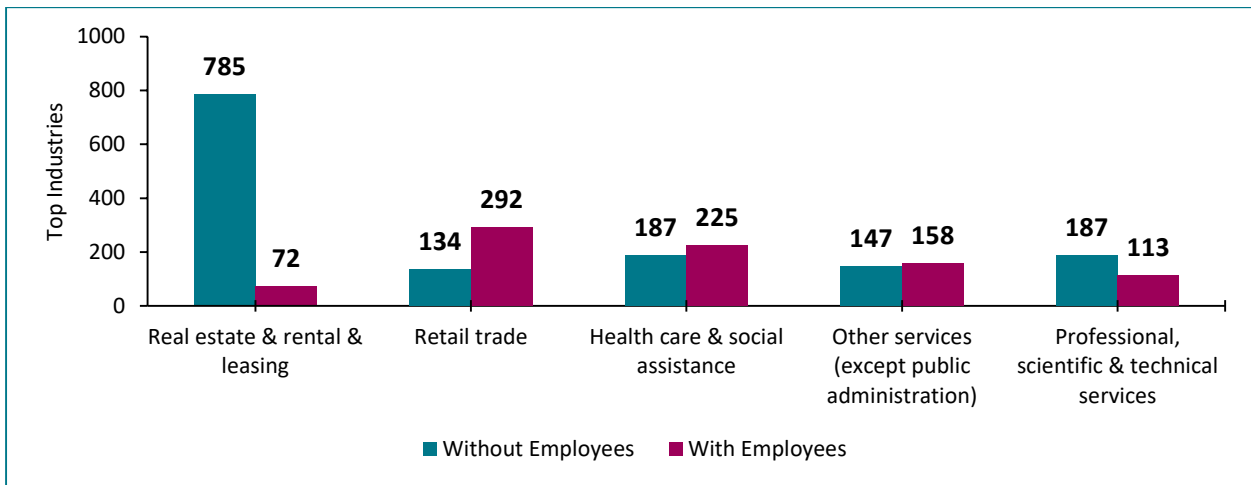




Source: Statistics Canada, 2016 Census of Population. Statistics Canada, 2011 National Household Survey.

Based on 2017 Canadian Business Counts data, there were approximately 3,685 businesses in Belleville, of which 2,146 were sole-proprietorships (no employees). Of the businesses with employees, the majority are small businesses employing between 1 to 4 people (644 businesses). Figure 10 shows the top industries in Belleville both with and without employees. Of businesses with employees, the strongest sectors were retail trade (292 industries), followed by health care and social assistance (225 industries).

Figure 10: Top Industries With and Without Employees, 2017, City of Belleville



Source: Statistics Canada; Canadian Business Counts, December 2017

Creative Cultural Economy

The creative cultural economy is a subset of the larger economy and encompasses elements of many industry sectors including manufacturing, trade, professional, scientific and technical services and information and cultural industries. Employment in the creative cultural economy is often found in a city core or neighbourhoods in proximity to a downtown. People employed in the creative cultural economy comprise occupations such as architects, designers, artists, artisans and craftspersons and those that perform support occupations including media technicians, art gallery managers and film and video camera operators. Reflecting on this value chain, it is understood that creative cultural industries are a series of interconnected businesses or ‘clusters’ that are connected to each other both within the cultural industries and the rest of the economy. As such, the growth of this economy ensures continued culture-driven economic development growth for a community and a target for business attraction in a downtown.

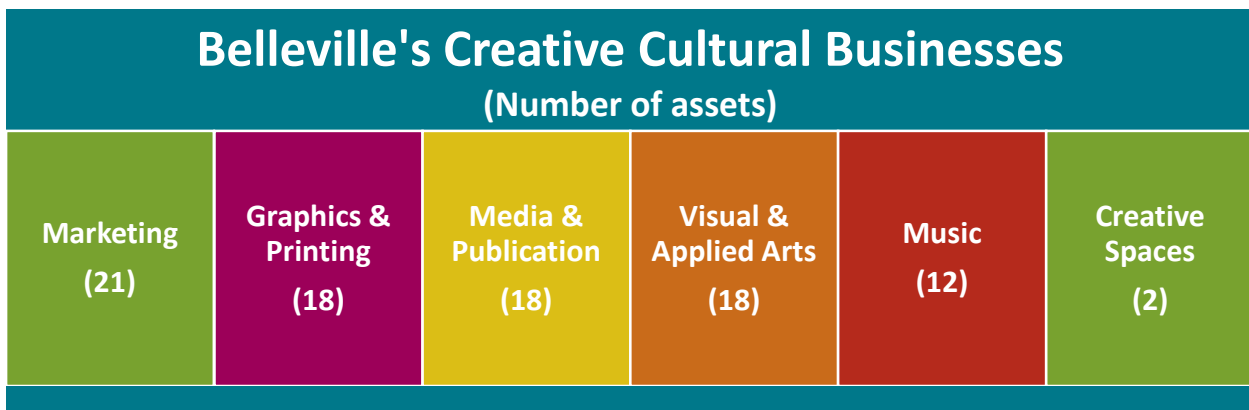
As per the EMSI Analyst data, in 2016, the creative cultural economy accounted for 14% (5,052 people) of Belleville’s total labour force by industry. This labour force saw a growth of 18% (756 people) from 2011 to 2016. Belleville’s creative cultural economy growth exceeds the provincial average of 15%. In addition to a strong creative cultural labour force, Belleville has a strong proportion of cultural



businesses at 7% (256 businesses) of total businesses⁵. Belleville’s cultural businesses are concentrated in full-service restaurants and in computer systems design and related services.

Based on the City’s current business directory there are approximately 89 creative cultural businesses in the city (Figure 11). These include businesses in marketing and communications, graphic design, media and video production, written and published works, music and visual and applied arts including photography and dance. Belleville is also home to 2 creative spaces, namely, Art Works and Core Arts and Culture Centre. The *2012 Cultural Plan for Hastings County + Quinte Region* identified significant clusters of creative industries across the region including design, advertising and graphic design with Belleville comprising the largest concentration of these businesses.

Figure 11: Belleville’s Creative Cultural Services, 2018



Source: Belleville Business Directory, 2018, adapted by MDB Insight.

In addition to Creative Cultural Businesses, Belleville is also home to 10 cultural facilities including 3 art galleries, 3 museums and 4 theatres. Belleville is also home to 37 heritage properties⁶. A strong creative economy contributes to the overall attractiveness and vitality of a community, which in turn increases its competitiveness.

With the growth of the creative economy, it is anticipated that this employment trend could impact employment trends in downtown Belleville. It should also assist in anticipating future demand in the downtown core for place and spaces to accommodate future creative industry growth.

Belleville Market Overview

In providing an understanding of Belleville’s downtown market, an asset inventory was created to highlight the number of businesses across the city. The asset inventory should not be viewed for the absolute number of assets but rather to examine the sector concentrations. The inventory was developed using the 2018 City of Belleville Business Directory. The results of the asset inventory process was studied in concert with the *2018 City of Belleville Municipal Comprehensive Review* to understand the current market for investment in Belleville’s downtown.

⁵ Data derived from 2017 Canadian Business Counts using the Creative Cultural Economy Definition

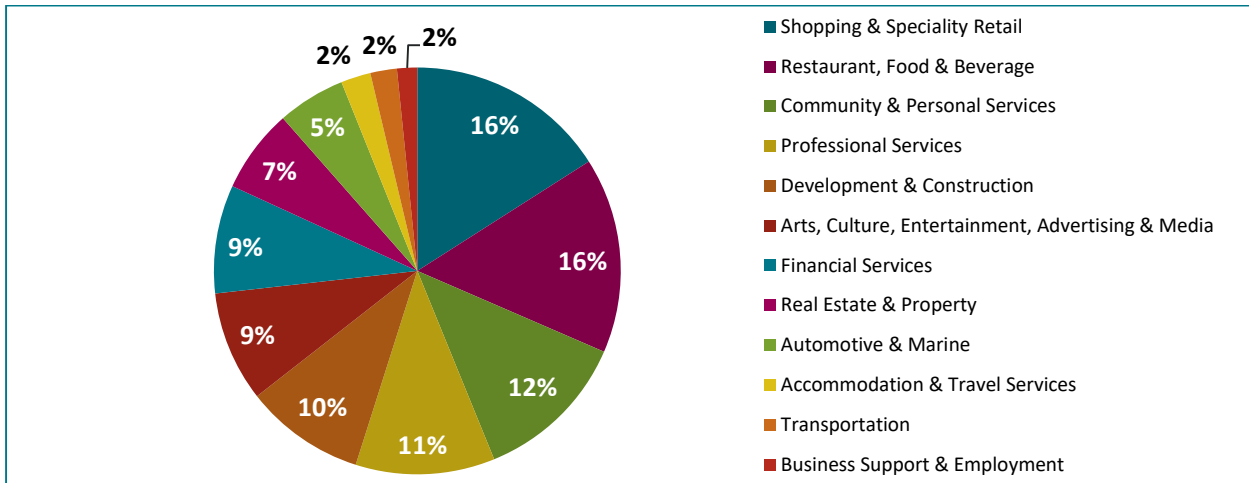
⁶ <https://belleville.ca/heritage-properties/>



Belleville’s Office/Commercial Market

The City of Belleville business directory identifies a strong commercial market base with strengths in shopping and specialty retail, restaurant and food and beverage, and community and personal services. Figure 12 shows the Belleville’s Office/Commercial Market in 2018 by various sectors.

Figure 12: Belleville’s Office/Commercial Market, 2018



Source: Belleville Business Directory, 2018, adapted by MDB Insight.

According to Belleville’s 2018 Municipal Comprehensive Review, approximately 8% of the retail space in the City of Belleville is currently vacant, which suggests a balanced and healthy retail market. The City’s overall retail base is comprised of purpose-built retail buildings, and predominantly ground floor uses in the downtown core. It is understood that retail development in Belleville has increased in the past few years with growth in regional shopping malls and big-box developments⁷. While Belleville’s commercial market space is focused on community-based services (food store retail and personal services), recent trends show that comparator communities such as Trenton (City of Quinte West), Cobourg and Napanee have expanded their retail base to include general merchandise, apparel, furniture and other retailers, which attracts customers from a greater distance than other retail categories, such as food store retail and personal services.

Downtown Belleville Office/Commercial Market

Downtown Belleville’s retail environment comprises of a broad mix of uses. The role of the downtown is not only a retail and entertainment district but also a large mixed-use centre, including historic neighbourhoods as well as civic and some institutional uses. The MCR identifies that office spaces are the anchor to retail space in Belleville’s downtown. Downtown Belleville accounts for 14% (586,000sq.ft.) of the City’s retail Gross Leasable area (GLA) and includes a large share of community and personal services. These include establishments such as barber shops, nail salons, spas, dry cleaners and funeral facilities among others. Belleville’s downtown office space represents 27% of Gross Leasable area (GLA) and includes insurance agencies, banks, real estate firms, law offices, accounting offices and various medical/health, and professional, scientific and technical services.

⁷ Watson & Associates, City of Belleville Municipal Comprehensive Review, 2018



Downtown Belleville has a high retail vacancy rate of 15%. This is a concern that should be monitored and addressed to maintain the vibrancy of the core as a civic and business centre. Forecasted growth in the retail space will be driven by the local population base and the demand for non-G.A.F.O. (general merchandise, apparel, accessories, furniture and other sales) retail space. The report anticipates that residential, commercial (retail and office) and employment growth in the downtown area and on existing sites will occur through intensification and/or redevelopment.

Downtown Belleville Accommodation Market

The asset inventory indicates that Belleville's Accommodation Market comprises 10 hotels and motels and 8 bed and breakfast establishments. Downtown Belleville hosts one major hotel, the Travelodge by Wyndham Belleville, which has 125 rooms and is located within easy access of Prince Edward County. The majority of hotels are located near the 401 corridor. According to the MCR, the number of hotel rooms in the City has significantly increased over the past two years with the completion of a large hotel and expansion of other hotels/motels in the City.

Figure 13: Belleville's Accommodation Market, 2018



Source: Belleville Business Directory, 2018, adapted by MDB Insight.

In addition to the accommodation, Belleville has approximately 184 restaurants, food and beverage services (16% of all commercial based businesses). These include cafés, fine dining, casual dining and fast food establishments.

Belleville also has several opportunities for recreation and entertainment. The business directory identifies 72 sports and recreation businesses. These include gaming facilities, golf courses, outdoor recreation and tours, pools, spas and sport organizations. New attractions to the City enticing out-of-town visitors include the Shorelines Casino (opened in 2017) which, in addition to providing casino activities, accommodates large entertainment events.⁸ Downtown Belleville and the city more generally also benefits from its proximity to Prince Edward County which draws a significant number of tourists who require overnight accommodation, dining options and entertainment.

⁸ Watson & Associates, City of Belleville Municipal Comprehensive Review, 2018



Downtown Belleville Residential Condominium Market

Belleville offers considerable opportunities for residential intensification within the City Centre that would appeal to a wide range of current and future residents. Figure 14 summarizes the residential intensification opportunities within the City Centre.

- Total residential intensification supply potential within the Belleville City Centre is estimated at approximately 2,349 units
- Of the supply opportunities identified, 83% is high density (apartments and condominiums) while 17% is medium density (townhouses and stacked townhouses)
- Housing supply opportunities are concentrated in Riverview, the Flats, West Village and the Village⁹

Notably, in 2017, the City added 385 new housing units (a 10-year high), comprised of 200 low-density (52%), 60 medium-density (14%) and 130 high-density units (33%). Between 2013 and 2017, 164 units were added in the City’s built up area, contributing to intensification. The City Centre area had limited development in that time period.

Figure 14: City of Belleville Residential Intensification Supply Opportunities within City Centre

Belleville Areas	Low Density ¹⁰	Medium Density ¹¹	High Density ¹²	Total	% of Total
Village	0	24	378	402	17%
Flats	0	12	340	352	15%
West Village	0	157	267	424	18%
Riverview	0	71	755	826	35%
Church	0	0	108	108	5%
East Gate	0	0	103	103	4%
Downtown Bay shore	0	134	0	134	6%
Total	0	398	1,951	2,349	100%
Housing Mix	0%	17%	83%	100%	

Source: Derived from Municipal Comprehensive Review (2018) by Watson & Associates Economists Ltd.

Current Building Permits and Development Activity

Between 2014 and 2016, the value of building permits in Downtown Belleville¹³ increased in total value from \$1,941,300 to \$5,424,868 in 2016. While 2017 saw little by way of new development, the construction of a six-storey residential building with commercial uses on Pinnacle Street valued at \$25,232,760 influenced the significant increase in total building permit values in 2018. The Pinnacle Street development, which is a redevelopment of the Quinte Hotel, signals significant residential intensification in the downtown and immediately north of the Downtown Commons.

⁹ Watson & Associates, City of Belleville Municipal Comprehensive Review, 2018

¹⁰ Reflects singles, semi detached.

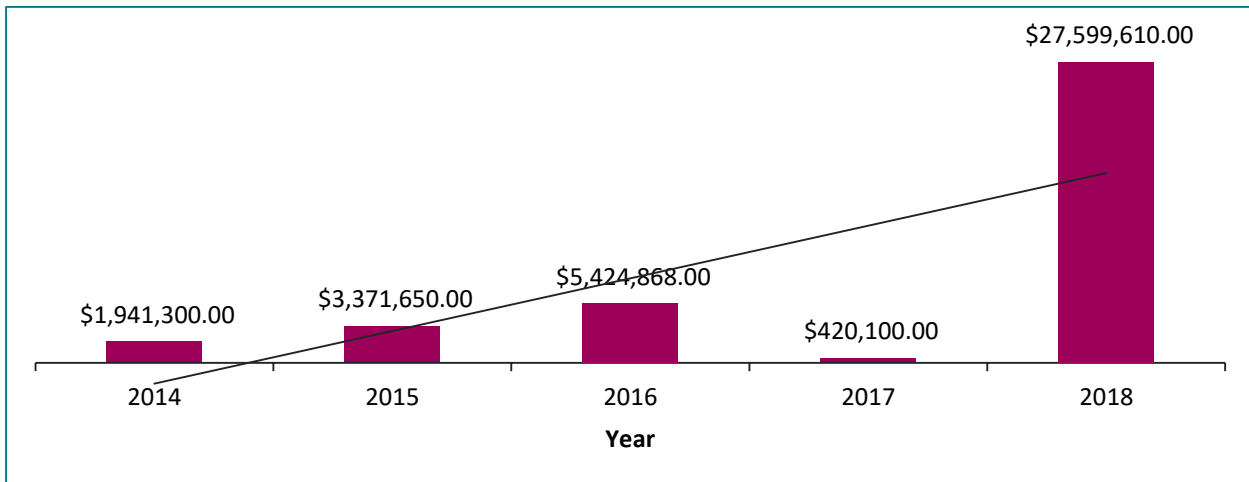
¹¹ Reflects townhouses, stacked townhomes

¹² Reflects apartments

¹³ Belleville Building Permits for Coleman, Pinnacle, Church and Front Streets, 2014-2016.



Figure 15: Downtown Total Building Permit Value Trend



Source: City of Belleville Building Permits for Pinnacle St., Church St., Front St., Coleman St., 2014-2018

4. Current Planning Framework

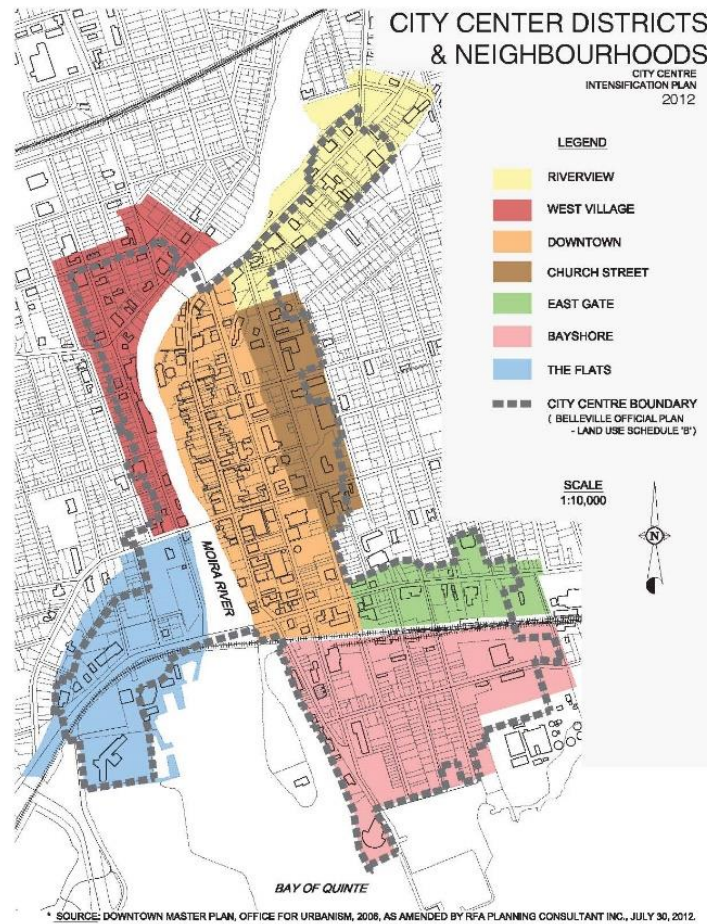
In addition to understanding the current economic and market conditions in the City of Belleville, a review of planning and economic policy considerations that support the revitalization of Downtown Belleville is also relevant. This includes a review of:

- City of Belleville Official Plan, 2002
- Community Improvement Plan for Belleville’s Downtown, 2001
- Creativity + Prosperity + Community: A 10 Year Cultural Plan for Hastings County + Quinte Region, 2012

Official Plan and Zoning

The Downtown Commons is within the Belleville *City Centre* Land Use designation and forms part of the area identified as *Downtown-South* in the City Centre Intensification Plan, which was prepared by RFA Planning Consultant in 2012 and adopted by the City as Official Plan Amendment 23. There are seven distinct neighbourhoods or districts within the City Centre as shown on Figure 16: City Centre OPA 23; the prospects for intensification and redevelopment within each was documented in the Intensification Plan. The Belleville Commons is within the Downtown District of the City Centre.

Figure 16: City Centre OPA 23



This area was recognized as a key redevelopment opportunity in the City Centre given that it forms a major gateway to the Downtown with important public lands and buildings. The Intensification Plan identified opportunities to redevelop the riverside parking lots for a mix of public, residential and commercial uses, as well as enhancing the linkages between streets and buildings, and future parking structures.

The Intensification Plan for the Belleville City Centre quantified and mapped the potential of new commercial/ employment floor area and residential dwelling units in the Belleville City Centre. As part of this study for the Downtown Commons we have updated the commercial GFA and residential units expected within the study area.

OPA 23 also provided design guidelines for site planning and recommended changes to the City’s Zoning By-law. The City’s Zoning By-law 10245 has not been updated since it was approved in 1977; most of the study area falls under the C2-3 Zone which allows residential uses above ground-floor commercial uses. The C2-3 zone requires a minimum height of 3 storeys and a maximum height of 4 storeys. Some of the community uses such as the City Hall, Memorial Arena and transit terminal are zoned as CF-Community Facility. Although zoned C2-3, all of the riverfront commons park area would be permitted by Part C(4)(4) of the By-law which allows public parks to be located in any Zone in the City.



Community Improvement Plan

The *2001 Community Improvement Plan for Belleville's Downtown* covers the downtown core of the City of Belleville both east and west of the Moira River. It presents a framework for the establishment and implementation of various programs to achieve, promote and encourage improvements in the downtown area of the City of Belleville. It covers lands that are designated City Centre as outlined in the *2002 City of Belleville Official Plan*.

The Plan was implemented in 2001 in response to the downtown beginning to exhibit characteristics that were “not conducive to prosperity and vitality.” It was revised in 2015. Provisions for improvement may include:

- upgrading and provision of improved municipal hard services (i.e. sewers, water systems, roads, hydro, sidewalks, etc.);
- upgrading of municipal soft services (i.e. parks, playgrounds, community centres) and improvement to the amenity of public lands;
- acquisition of lands to protect natural heritage areas;
- upgrading and provision of transit and traffic control systems;
- rehabilitation of existing buildings and structures; and
- replacement of inappropriate uses which have a serious negative impact upon the area with alternative uses and/or more appropriate buildings.

The Plan's principal goal is to encourage downtown property and business owners to improve properties through various means to build upon the traditional character of the downtown as a means to attract visitors and investment to the City's downtown.

Specific objectives of this Plan are to:

- improve the aesthetics of the existing building inventory in the downtown;
- preserve the traditional and the heritage features within the downtown streetscape and encourage improvement that is sympathetic to the history of the area;
- strongly encourage improvements to all facades including those facing municipal parking lots and particularly those facing the Riverfront Trail;
- encourage investment in the downtown that improves the economic climate of the core area and increases its importance as a destination for residents and visitors.

The specific incentive programs that this CIP utilizes are:

- **Permit and Fee Reduction Program** - to waive or reduce municipal fees such as building and sign permit fees, and development charges;
- **Capital Grant Program** - to assist eligible building owners and tenants with the costs of upgrading existing buildings. The Plan states that “Only projects that support the common objectives of the City to enhance the City's core area should be provided for under this program. Of particular interest would be improvements to the facades of buildings in the downtown area in a manner sympathetic to the history and the architecture of the downtown.”



- **Tax Rebate Program** - to offset the increase in the municipal portion of taxes resulting from improvements to buildings. This would be provided annually and would decline each year over a period of time no longer than five years.

The implementation of these programs would be determined during the preparation of Council's annual budget. Contributions to be made available to the various programs are decided annually.

A 10 Year Cultural Plan for Hastings County + Quinte Region

Creativity + prosperity + community: a 10 year Cultural Plan for Hastings County + Quinte Region was developed in 2012 as a response to priorities identified in the *2009-2012 Hastings County Economic Development Action Plan*. This regional Cultural Plan addresses the needs and opportunities of Hastings County and Quinte Region with a vision that *'Hastings County and the Quinte Region embrace the role of culture in promoting economic vitality and a high quality of life for current and future generations'*.

The cultural plan proposes four goals, each with a series of recommended actions to be implemented over a 10 year period through collaboration between the three municipalities and community partners.

- Goal 1: Foster Regional Cultural Collaboration
- Goal 2: Grow Culture-Driven Economic Development
- Goal 3: Celebrate the Region's Rich History and Heritage
- Goal 4: Build a Strong and Collaborative Cultural Sector

The cultural plan focussed on a municipal cultural planning and cultural-driven economic development approach for the region. Specific objectives of the plan that relate to planning include the need to *'build capacity to integrate culture into ongoing municipal planning and decision-making'*. A planning context review undertaken as part of the cultural plan process identified a need for a regional collaboration and capacity building to ensure culture-led economic development. The plan stipulates that planning documents like Official Plans, for each municipality, are in sync with the other regional municipalities in terms of policies related to culture and economic development. Adopting culture effectively into a range of other plans and policies addresses broader municipal goals and priorities, namely, economic diversification, retaining youth and growing cultural tourism. In addition, it ensures that cultural resources enhance the quality of place, form and function of the built environment and the public realm.

5. Successful Downtown Best Practices in Municipalities

Downtowns are increasingly seen as compelling backdrops for cities and towns looking to support and grow their economies. As an integral part of a community's identity often with unique neighbourhoods, businesses, and attractions for locals and tourists alike, a healthy downtown can be vital to a community's overall wellbeing. Communities are increasingly providing policy frameworks intended to revitalize and reinvest in their city centres, integrating culture, high quality design, community amenities and economic development.



This research is intended to serve as input to future discussions regarding Belleville's efforts in the revitalization and on-going redevelopment of the Downtown Commons and City Centre. In reviewing published research and the efforts of a select number of communities¹⁴ we have reflected on the characteristics of a successful downtown redevelopment and best practice considerations for municipal downtown investment. This includes:

- A review of indicators to understand key characteristics that ensure a Successful Downtown
- Best practice research and case studies that highlight the impact of Public Investment in a Downtown
- Telephone interviews with best practice communities to understand activities and revitalization efforts that have supported economic growth in their downtowns.

A complete best practice case studies review is provided in **Appendix E**.

Key Characteristics of a Successful Downtown

Based on the research completed the following discussion provides a context for understanding what factors contribute to 'a successful Downtown'.

1. *Public/Private Partnerships are key* - A number of successful redevelopment projects were made possible by strategic partnerships between a City and private investors. In many cases, the diversified investment had the added benefit of bringing private sector expertise to the management of the space. For example, in London, Ontario, the Budweiser Gardens project, a downtown sports stadium, was a three-way partnership between the City of London, EllisDon, and Global Spectrum L.P. Global Spectrum operates event stadiums and convention centres throughout North America. Global Spectrum's input in the operation of that space has ensured that Budweiser Gardens is effectively managed as an event venue.
2. *Investment from the City influences private sector investment* - A common sentiment from civic leaders surveyed across the United States¹⁵ was that to encourage investment in downtown spaces, a city needed to demonstrate its public investment at an equal scale to what is expected. An example of this would be a city that invested in beautification elements, like upgraded street lighting or street furniture, in a neighbourhood in an effort to raise the value of commercial buildings that would in turn attract re-investment and new investment to a downtown.
3. *Successful communities had comprehensive CIPs and/or Downtown Action Plans* - The intent to improve the downtown is evident in the community's strategy documents and/or master plans. Many of the Ontario communities had a Community Improvement Plans in place that featured comprehensive funding and grant programs intended to stimulate/incentivize private sector investment – beyond simply storefront façade improvement - (e.g. upper storey redevelopment, business attraction targets, patio conversion, vacant storefront activation, etc.).

¹⁴ Consideration has been given to the revitalization efforts of Cambridge, Guelph, Kingston, Kitchener, London and Sault Ste. Marie, Duluth, Greenville and Washington D.C.

¹⁵ Ferguson, Gary. "Characteristics of Successful Downtowns: Shared attributes of outstanding small and mid-sized downtowns." Ithaca Downtown Partnership, 2005.



4. *Investment in public spaces is an ongoing commitment* – The communities surveyed that had reinvested in a market square, or other types of public spaces, stressed the importance of ensuring those spaces were well maintained on an ongoing basis once they had been developed. This included strong working relationships across City departments and the downtown business community to attract and create activity in the space and in the downtown in general. There is also sustained investment in programming the space from a key partner - in some cases, the BIA would run programming and events in a public space, or in other situations the economic development department would spearhead that activity. In all cases, responsibility and investment were shared among partners in a sustained manner.
5. *No single organizational model exists.* The type of downtown organization to support local businesses was less important than the overall ability of the community to deliver needed services for those businesses. Nearly all of the sample communities were able to secure the necessary support services including district marketing, retail promotion, special event planning, landscaping and beautification, environmental management (litter, graffiti), safety and security, business assistance, project planning and facilitation and strategic planning.
6. *Multiple activity generators.* The communities also share an expansive list of attractions and amenities that serve as pedestrian traffic generators. All are within walking distance of each other, creating tight and effective activity generating zones. These include museums, performance halls, sports venues, retail shopping, waterfronts and other attractions that have the potential to draw visitors and investment to a downtown.
7. *Successful downtowns are beloved by the citizenry.* Community leaders in the sample cities recognized and appreciated the value and significance of downtown to their communities. Downtowns can be a source of civic pride for a community but noted that this needs to be nurtured and promoted on an ongoing basis.
8. *Ability to overcome challenges and obstacles.* The cities shared an innate ability to respond to and overcome challenges in large part because of the municipal and community leadership that is in place and their ability to foster a shared vision for the downtown as a significant community asset. In this manner, they distinguished themselves from other cities that struggle with overcoming the obstacles of community life that regularly confront them.
9. *Successful downtowns are walkable.* They possess street level pedestrian scale and are well used. Most are single node centres, with a central place, street, or pedestrian mall. There is no common physical design. Some have pedestrian malls, linear main streets, public squares, and multi-zone downtowns. Walkers are rewarded with sensory experiences ranging from public art to active storefronts to attractive landscaping, and sidewalk amenities. While each community approaches the street character in its own way, all share the attribute of active, vibrant storefronts and street level cafes that engages the pedestrian.
10. *Commitment to mixed-use development.* Uses are generally not geographically separated in successful downtowns. The various uses tend to be integrated into the downtown fabric. Even when they are separated, they generally remain within walking distance of each other.

11. *The nature of downtown retail is in flux.* As traditional retailers close or relocate, cities reported that the resulting vacant storefronts are being filled with restaurants, bars or other food & beverage oriented businesses able to pay higher rents. Local, independent retailers continue to be the dominant form of retailing in most of the sample downtowns. This may reflect the dominance of national brand retailing in suburban or strip centres elsewhere in the area, leaving downtowns with speciality boutiques and independent retailing.
12. *Entertainment is a driving market segment.* While retail appears to be shifting, nearly all of the sample cities in the 2005 Ithica Downtown Partnership survey reported that entertainment is a driving market segment in downtown. All have been able to extend the life of downtown beyond 5:00 pm. Nearly all of the cities have a strong and growing restaurant sector, with ethnic and thematic restaurants being common. Entertainment anchor projects are also evident, including movie theatres, performing arts centres, historic theatres, brewpubs etc.
13. *Strong adjacent residential neighbourhoods.* All had a strong residential neighbourhood within walking distance of the downtown; nearly all were upscale, with some containing the higher priced housing of the city. Residents appear to place a premium on living within the downtown, or within an easy walk of downtown and its amenities.
14. *Downtown housing was either prevalent or underway.* The market for housing in downtown was strong and growing. People want to live downtown in these dynamic urban places and developers are eager to satisfy that need, though affordability is a clear issue for some. These downtown residents provide key activity and life to shops, restaurants and entertainment venues.

Best Practice Case Studies

Springer Market Square, Kingston, Ontario, Making a Case for Public Investment





The City of Kingston reinvested in its Market Square in 2004. The Square has been a central gathering place for the City for over two centuries, serving as a farmers' market located behind City Hall. It is the oldest open air market in Canada. Over the course of the 20th century the space was primarily used as a parking lot on non market days.

Kingston's Downtown Action Plan focused on the need to replace underground utility infrastructure, such as sewers, electrical and waterlines. It also emphasized the importance of the historic character of downtown Kingston and creating a pedestrian friendly downtown. The market square improvements followed those plans, improving the infrastructure below the square and highlighting the centre of downtown as a historic, pedestrian friendly destination.

The 2004 Market Square Revitalization Project eliminated parking from the market square and improved the site by adding a skating rink, a fountain, and a stage for entertainment. The project is widely considered a success by City staff and downtown businesses. It is also a key destination for tourists visiting Kingston. There were concerns among the downtown businesses about the loss of parking spaces, as the lost parking spaces were not replaced elsewhere. However, the increased pedestrian traffic that the activity in the square eliminated those concerns.

In recent years the City has further invested in the space by adding public washrooms to the basement of City Hall.

Financing

The City of Kingston committed \$1,250,000 to the Market Square Revitalization Project. The project was largely financed by private donations (\$2million), a gift from the Springer family (\$1million), and contributions from the Downtown Kingston BIA, which made a capital commitment of \$500,000 and an additional ongoing commitment of \$500,000 for ten years that the BIA would utilize for programming in the space.

Operations

The Springer Market Square is a successfully-run public space in part due to the strong partnerships between the City and the Downtown Kingston BIA. The BIA is responsible for executing programming in the space, which includes weekly movie nights in the summer months, outdoor concerts, and a weekly farmers' market. In the winter months, the Square is used as a skating rink, and outdoor fire pits and chairs are placed there throughout the season. Tables and chairs are placed in the square throughout the summer months to attract activity. The Square is maintained by the public works and parks departments of the City.

Key Takeaways

The Springer Market Square revitalization is evidence of the City of Kingston working closely with the community and private sector. The collaborative nature of this investment has led to the community and the downtown business community taking ownership and pride in the space. The public sector's investment in the square has directly contributed to the vibrancy of Kingston's downtown and is perceived as having created spinoff downtown investment.

St. Mary's Mill Revitalization, Sault Ste. Marie, Ontario, Encouraging Private Sector Investment



Source: SooToday.com, 2019

An iconic downtown redevelopment project in Sault Ste. Marie was the revitalization of St. Mary's Mill, a former paper mill site. The mill idled in 2011. In 2013, Riversedge Developments, a consortium of three companies, from Southern Ontario purchased the property with the intent to sell off its paper making assets. One of the partners saw potential in the mill's historic character, and chose to invest \$1million in revitalizing the building. After a series of financing hurdles, the building ownership was divided into three sections, with the front third of the building going to an investor that redeveloped the old machine shop space into an event space, pop up retail and restaurants. The redevelopment is considered a success story, as it has breathed life into a dying neighbourhood.

The City of Sault Ste. Marie played a minimal role in that redevelopment, but its response was to engage in a neighbourhood plan for the Canal District, where the mill is located. The Canal District Plan includes leveraging existing community assets, linking the disconnected city fabric, guiding appropriate built form and animating and programming the public realm. It supports the revitalization and intensification of the neighbourhood around the redeveloped mill site, and guides the strategic core area to function as a vibrant, walkable and mixed use district, sustained and enhanced by new employment opportunities, higher density residential development and a broad range of amenities for both local residents and tourists." The Plan identifies and prioritizes opportunities that support regeneration, particularly the redevelopment of brownfield sites located in the neighbourhood and works in concert with the Downtown CIP. The revitalization of the St. Mary's Mill was a private sector driven project, but the City's response was to match the private sector investment in the neighbourhood by making investments in the City owned assets. The approach the City has taken has demonstrated to would be investors that it is willing to spend money in the downtown to enhance the value of local properties. The City also stresses the importance of a mix of residential and commercial development to encourage activity in the neighbourhood.



Sault Ste. Marie has historically struggled with systemic challenges of declining assessment values, perceptions of crime, and commercial growth in other areas of the city. In 2006, the City of Sault Ste. Marie underwent a Downtown Development Initiative to address some of those challenges. It focused on public realm investment and led to the creation of the City's first downtown Community Improvement Plan, which included incentives such as building and façade improvement grants and tax rebates on projects over \$500,000.

As of 2016, ten years after its implementation, the downtown had \$84 million in investment, based on commercial and residential building permits. The City attributes approximately \$40 million of that investment directly related to the Downtown Development Initiative.

In 2016 the plan was re-evaluated. It had shown good results, but some of the systemic challenges facing the downtown still exist. The result was an updated Downtown CIP that included comprehensive incentive programs such as:

- **Municipal Tax Increment Grant for Major Developments** – supports underutilized, vacant brownfield sites through a rebate of the municipal portion of property taxes.
- **Building Activation Grant for Vacant Spaces** – for commercial buildings unoccupied for 90 days. Matching funds up to max. \$20k.
- **Façade Improvement Grant** – matching funds up to \$20k.
- **Upper Floor Residential Conversion Grant** – encourages residential intensification along Queen St, increases the range of housing options downtown. Assists property owners with conversation costs. Matches funds to a max of \$15k.
- **Rear-Yard Patio Conversion Grant.** Encourages the establishment of permanent patio infrastructure. Acknowledges patios as a critical component of vibrant street life. Matches funds up to \$5k.

Key Takeaways

Sault Ste. Marie's approach to downtown revitalization is forward thinking and progressive. The City understands that to attract private sector investment; it must show its willingness to invest in city-owned spaces to increase the value of its downtown properties. The update to its Community Improvement Plan also speaks to the expanded role of a CIP in attracting investment to a downtown.



6. Community and Stakeholder Input

Stakeholder Interviews and Summary of Findings

Twelve (12) community leaders and entrepreneurs were interviewed; the list of stakeholders was prepared by City staff and they were contacted to arrange individual meetings. Some stakeholders on the list did not respond to the request to participate. All stakeholders were interviewed at their offices in December/18 by the study team; they were asked the questions below and the responses were recorded and tabulated. All stakeholders were shown a preliminary concept plan design for the Commons area. A synopsis of all of the responses was prepared by the consultant and is reproduced for each question below. The full stakeholder consultation report is included in **Appendix F**.

Downtown Commons Stakeholder Interviews - List of Stakeholders

- Rob Clute, QuinteVation
- Hazel Lloyst, BDIA
- Jill Raycroft & Susan Walsh, Chamber of Commerce
- Mitchel Bateman, Lesley & Spencer Hawkes, Justin Gifkius, Farmer's Market
- Ross McDougall, McDougall Insurance
- Dug Stevenson, Bay of Quinte Tourism
- Paul Buck, Belleville Transit
- Adrian Bax, Developer
- Peter Kempenar, Taskforce Engineering
- Sean McKinney, Remax Quinte Ltd.
- Paul Dinkel, Dinkels & Paulo's Restaurant
- Zubin and Kim Gillespie, Local entrepreneurs/builders

Overall General Downtown (DT) Questions:

With the completed investment by the City in the DT streetscape and infrastructure, do you believe there is a positive attitude surrounding that investment and return on that investment?

- Overall attitude about investment has been positive
- Customers like it and are positive towards the improvements
- 17 new businesses in the downtown – they are here because they believe it's a new platform – people want a "European" model of a downtown
- These improvements are not the last step; the investment by the City must work in conjunction with that by private developers



What is the best way to leverage the investment made by the City in the DT?

- Need marketing/ inventory of the downtown buildings/land to development interests in and outside of the City
- Downtown needs to be “open for business” and not be event-driven
- Enforce property standards and clean empty storefronts
- Increase the number of residential units in the downtown; City to make land available along the river
- More people-friendly mixed-use spaces needed that takes advantage of the waterfront / outdoors
- Need more events to bring people into the core, e.g. rink and places to gather
- Create incentives to fill empty buildings (residential and commercial)

What role should be played in economic development for the DT by the City?

- The City should work more closely with the BDIA and provide marketing of development opportunities/ inventory of potential buildings/ land in the DT on their website to reach investors
- The city should also take over marketing of the Farmers’ Market
- The city needs to encourage and partner with the private sector and to also show support for developers in the downtown and help facilitate development (reductions in Development Charges; taxes, more for the Façade Program)
- Need for an Implementation Plan with a qualified committee to stimulate economic development in the DT
- The city owns tremendous properties that they could partner with the private sector

What role should be played in economic development for the DT by the Private Sector?

- Increase private/municipal partnerships
- Stakeholders should be part of a “think tank” and decision making – the people who can make a difference need to be involved
- Property standards and maintenance need to be applied and enforced to existing building owners / absent landowners – buildings should be “turnkey ready”
- Promote development amongst the private sector– talk to innovative entrepreneurs who have been successful and spread the message
- Attract business/shops that will attract residential development to support the downtown

Would you support the use of municipal incentives to attract investment to the DT core area?

- Respondents generally support the use of municipal incentives to attract investment to the downtown core area
- The city needs to provide incentives – greater relief on development charges; tax increases phased in over 10 years; promote/increase the Façade Program
- Some are not aware of the programs and criteria, so they need to be better promoted



- The city should consider taking over BIA operation and broaden the extent of the BDIA boundary; and, possibly fund it out of the general levy
- Provide more opportunities for low-interest loans (Trenval) and grants within the BDIA

How do you think Downtown Belleville is perceived by Belleville citizens?

- Overall, Belleville citizens are becoming more favourable/positive of the downtown with the improvements made to date
- There is a need for more improvements to make the downtown vibrant; more activities to do during the day and evenings
- There is a belief by some that the downtown is unsafe – need to relocate the methadone clinic, street people and drug dealing from the core
- Businesses/shops need to be “Open for Business”

How do you think Downtown Belleville is perceived by Visitors?

- Visitors are more positive about the downtown than residents are; they say it’s attractive and they are impressed by what they see
- Belleville relies on attracting PEC overnight visitors; PEC visitors use Belleville hotel rooms
- Hours of business are an issue
- BDIA needs to work with Belleville’s strengths – trails, history, restaurants, landscape
- Measure DT Belleville against successful downtowns in PEC such as Picton and Wellington

How do you think Downtown Belleville is perceived by investors?

- Belleville is lagging behind other downtowns – may not be good investment except near Empire Theatre or at the 4-corners
- There is interest among investors that are taking a chance and believing the ROI is there
- Some investors are concerned that there is insufficient growth in the community
- Investment by the private sector has been slow coming – even if you buy inexpensive property, the amount of money to see it improved is huge
- Buildings are affordable but very costly to fix up
- Taxes are twice as high as Toronto

Do you have suggestions for the perceived issues in the DT by the public?

- Need to dispel the perception of an unsafe downtown – get rid of loiterers, methadone lab, “hoodlums” – a sense of safety and security will encourage more people to live in the downtown and make use of amenities
- Amenities need to meet the needs of the people living, working, visiting the downtown, including business hours and proximity (walking distance)
- More organized events/festivals with more activity / public involvement in bringing people to the downtown day and night



- Encourage young adults to locate downtown – College town – a satellite campus

Do you have suggestions for the perceived issues in the DT by visitors and tourists?

- Increase security and increase police presence (satellite office) and remove methadone clinic; ban panhandling
- Link downtown to the waterfront and public venues such as a rink
- More specialty shops, restaurants (breakfast place) and amenities that would be used daily, e.g. grocery store
- Organizing activities, events, festivals to draw tourists and visitors
- Promotion in Quebec

Do you have suggestions for the perceived issues in the DT by investors?

- There has to be a “plan” with the investment environment created to instill confidence, and the City needs to market the plan
- The city should provide communications to investors; a “sizzle sheet” “Build Belleville Office” and provide bus trip for investors in the downtown
- Need to get absent building owners engaged – fix up buildings and storefronts
- The city needs to provide incentives and make it easier for investors and developers – remove roadblocks – take the approach “how can we help you” – inspections, approvals, phase-in taxes
- Move DBIA levy to City – financial, structural issue needs to be resolved
- Promote /market/incentives to investors to come to the downtown
- Investing DT is a risky venture, and City Hall makes it difficult

Are there groups that could work together (partnerships) to share resources and maximize efforts in the DT? (e.g., Programming, Promotion, Advertising, Organizing, and Volunteering)

- DBIA, Chamber, Economic Development, Quinte Tourism work well together
- Need to engage with groups like United Way, Gleaners, Rotary Clubs
- No cross-department partnerships at City Hall
- Architects/urban designers need to have input for the design of buildings
- DBIA and Farmers Market, and the City, should work more collaboratively
- Stakeholders need to get engaged
- Move BQ Tourism to the DT
- Need for better partnerships such as an Innovation Centre like in Picton
- QuinteVation could be a partner; they work with small/medium businesses and these businesses need to know what space is available



Do new technologies play a role in a revitalized DT?

- Yes, social media is important and a good way to promote the downtown
- Need internet in the downtown - Wi-Fi
- Parking apps for pre-paying

Specific DT Commons Questions:

What is your vision for the downtown civic space referred to as the Belleville Commons?

- Water/riverfront is the biggest attraction and needs to capitalize on it (River and Bay)
- City Hall is the centrepiece of the space; the area in front of City Hall should be a public gathering place next to the river
- Provide a green waterfront park with walkable steps down to the Moira River and a pedestrian bridge connection across to Coleman Street.
- 4-season multi-purpose space with an ice rink in the winter; rink could be part of the Memorial redevelopment like Brickworks in Toronto
- Could have banquet or entertainment space on a boat moored along the riverfront trail/ park
- Provide a Big TV screen in the square like Dundas Square in Toronto
- Provide a game area for outdoor chess, concrete ping pong tables
- Provide a mixed-use event space in the downtown core with services for the public –power, water, washrooms, for 1-2000 people.
- Rotate stage – to back of “The Salon” building or historic façade facing south
- Remove the parking along the river – need a parking garage to free up the waterfront
- Use Memorial Arena as Bistro, Artisan Space, Specialty Foods, Craft Brewery
- The Farmers Market is a nice, established space; it works well, but there is room to enhance it
- Tie-in with transit operations to reduce parking demand
- Heritage ambiance is what we are providing in the DT

Prioritize the elements that the DT Commons should be centred around: (a): Culture (b): Recreation (c): Commerce (d): Residential and (e): Experiential?

There was no clear consensus of what the priorities of the DT Commons should be centred around. Culture, recreation and experiential uses were all emphasized with residential and commerce seen as surrounding elements to drive the DT economy.

- Should be entertainment component to the DT Commons with a theatre (performance space with roof)
- Showcase the history of the area; provide high-quality tourism panels in downtown and link to indigenous people
- Important to balance recreation and culture to keep different groups interested



- The downtown and what it offers can impact residential development in a positive or negative way. It's important that what the Downtown Commons offers is strong.
- The DT Commons space must be appealing – trees, lighting, washrooms for the public, a safe environment
- There should be building height restrictions – want to maintain 3 – 4 storeys – rooftop access for patios
- Accessible for everyone – wheelchairs, strollers, young and old

What are the key elements to a successful Downtown Commons?

- It results in an increase in residential units in the surrounding downtown area
- Key to space is versatility – multi-purpose, event space
- Proper maintenance of the space by the City – cleanliness etc.
- It creates a positive image for the entire City that draws people
- Provide a large open green space; size and design is important
- Use City money to serve as a catalyst and rejuvenate the buildings around it
- Putting it in the hands of people to make it work, e.g., not City Hall – to drive it

Does the DT Commons have to be a financial success? How do we measure success?

- Investing in the DT Commons/park will draw people/ residents/ new investors; that's the inherent success
- Will provide a great marketing piece for DT and elevates the appeal of the City
- Measured by creating an attractive environment to enhance other development opportunities
- Measure by increased residential sales in the downtown area, more businesses and increased pedestrian traffic

Can you think of other places/downtowns that it might or should be similar to?

Small, vibrant towns and cities like – Cobourg, Kingston, Brockville, Barrie, Paris, Gananoque, Kelowna waterfront; Others note American cities such as Fort Myers Florida, Charleston SC, and European cities such as Sageb Hungary, Berlin Germany, Basil Switzerland and Milan Italy.

What activities/interests/ programs could make the DT Commons a popular gathering place or destination?

- A wide variety of family events that relate to the river/Bayshore for all age groups were suggested such as skating, boat show, antique show
- Events that utilize the waterfront and enhance the space
- Events with a water focus such as paddleboards, kayaks, fishing, other watersports
- Live entertainment, outdoor theatre, festivals
- More activities at the Farmers Market at night, with food trucks



- Boat or car show; antique show; buskers
- Need to find an identity -> determine marketing/branding
- DT needs to set itself apart, e.g. whiskey shipping port – tie back to history
- Historical tourism – interactive theatre
- Have Cherry Blossom Trees or something that draws people to take selfies

What role could youth play? What attractions should be offered in the DT Commons that are focussed on youth?

- Youth can make the downtown vibrant (e.g. Kingston - university town)
- Possible Attractions –Wi-Fi cafes and patios, offer sports such as skating, theatre or music events, create a casual environment with Café style roundtables with umbrellas; children’s playgrounds, picnic areas, food vendors etc.
- Promote smaller individual activities that are neighbourhood focussed, e.g., yoga in the garden, dog obedience, Halloween event
- Promote link to Loyalist with satellite College campus; promote Student Cards downtown

Do you see a connection with the DT Commons and the Bayshore / Waterfront?

- Definitely, there is a need to enhance the link to the DT Commons to the river and Bayshore
- Need more wayfinding – especially for tourists
- Facilitate cycling with a better connection
- Transit shuttle could be provided

How could the Farmers Market be a bigger draw and success?

- The Market is historic and should stay where it is situated however there is a need for a tie-in to complementary uses and with the Memorial Arena when it is redeveloped
- The Market needs refreshing, with a better power supply; improved aesthetics and landscaping, more seating (picnic tables), and more activities such as music performances at the stage
- Improve the marketing of the Market using Facebook / Social Media, online advertising, promotion and link to other events in the DT
- Is there an opportunity for more promotion and coordination with the City Economic Development Department and/or BDIA?
- Farm to table food movement – now is the opportunity to capitalize on this as done in Wellington
- Invite new people in – add another day and invite people from PEC
- Add more arts & crafts for sale

Can the DT Commons be a four-season draw - or is the appeal based on warm weather?

- The overall consensus is that the DT Commons be a 4-seasons draw



- The redevelopment of the Memorial Arena needs to happen if there is likely to be activities all year long

When you hear the reference to “Belleville Commons” what do you think of? Are there historical references? Does it resonate with Belleville?

- A number of respondents didn’t know what was meant by the term “Downtown Commons”
- Some did not like the name – preferred “Plaza” to create a sense of neighbourhood
- Others had heard of the term “Commons” and feel it’s natural for an old City like Belleville since it ties into cultural history
- Proper marketing and branding would be needed to inform the public about the name
- Design elements should also tie in with the name “the Commons”

Could the DT Commons project build strong relationships? Is there a sense of community that can be realized?

- There was a consensus that the DT Commons will build strong relationships and that it will attract people needed to make downtown a draw
- People from outside community/visitors would embrace it
- The sense of community pride and confidence will be the result of the investment in the DT Commons and by related DT housing by the private sector

What are potential roadblocks to realizing a downtown civic space centred around the City Hall and Market Square?

- Coming up with a comprehensive plan and economic benefits to justify the investment
- Financial – how we could fund it?
- Politics – Council, may push back; putting money into public spaces and the DT not seen as politically advantageous
- Public buy-in – people not seeing the vision and that it’s worth the investment
- Removing parking lot along the river – need to offset it or build a parking structure first to replace it, and get funding for it

Additional Comments:

- Downtown is the foundation of Belleville, and this project is a foundation of the downtown
- Consider a transit shuttle to manage employee parking in the DT; this would be much cheaper than a parking garage
- Residential is needed on the east side of Front Street, along the river, south of City Hall
- Need to have day docks at Myers Pier so people can park their boats and walk up to DT
- Need a funding program for financing redevelopment of older buildings

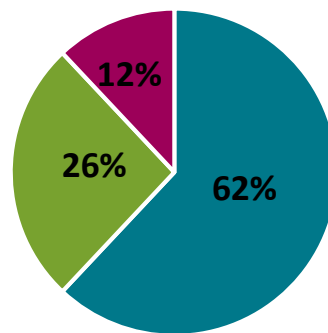


Public Forum Contribution

An Open House was held at the Belleville Public Library on March 7, 2019 from 4-7 p.m.. It was very well attended, by approximately 200 people. The following is a summary of the **60** written public comment submissions received regarding the Downtown Commons proposal. The graph below is a breakdown of the public's overall response regarding the proposal. The public comments were still being filed as the report was drafted and there has not been an opportunity to review the comments in detail with City staff. There have been some changes made to the plan for the Commons that captures some of the frequent ideas from the community. As the plan for the Downtown Commons moves ahead, there needs to be on-going consultation with the community.

Figure 17: Public Comments

Do You Support the Proposed Downtown Commons Concepts?



■ Yes ■ Somewhat/Needs Refinement ■ No*

*Out of the 60 comment forms that were received, seven (7) responses indicated disapproval with the proposed concepts. The primary concern these respondents had with the proposal was the adaptive reuse of Memorial Arena. These respondents indicated they would prefer to see Memorial Arena redeveloped into a new arena with a year-round use. In the winter months, the arena could be used for skating/hockey, while in the summer months, the arena could be used for lacrosse, soccer and floor hockey. These respondents indicated that more development, particularly pubs, patios and retail should be proposed on the riverfront. These respondents typically stated that the proposal for the Memorial is an inefficient use of tax payers money and that the money should be spent on roads. These respondents are also concerned with the cost of the proposal.

- 1. What is your vision for the downtown civic space referred to as the Belleville Commons? Do you support the concepts proposed by the design team?**



- General Consensus
 - Overall, extremely supportive of the proposal (according to the comment sheets).
 - The proposed skating rink was very well-received as indicated on the response forms; however, many responses expressed concern regarding the size of the skating rink (a few responses referenced Kingston's skating rink in Springer Market Square as an ideal size).
 - Ensure adequate (and free) parking is provided.
 - The space across from city hall must truly be a great space if it is going to draw in tourists
 - Responses regarding Market Square tend to focus on impractical design.
 - Respondents split between moving the Market Square indoors vs. keeping it outdoors. If the Market is to remain outdoors, the public are supportive of the design and would like to see the Market be sheltered/enclosed (particularly in the winter with heat lamps)
 - The public would like to see Memorial Arena have a year round use (some suggested moving the Market into Memorial Arena).
 - More commercial businesses/retail is required to draw more people to the downtown civic space
- Riverfront and Water Access
 - Remove parking from riverfront (in the short-term plan)
 - Leverage riverfront and access to water to bring people downtown
 - Add the riverside lot (former Cabaret lands) into the Common's study area
 - Perfect place for bike rental, public washrooms, more public art, natural landscaping and benches, shade, entertainment stage for concerts and speeches
 - The plan will help seniors live-out their retirement years
 - Potential for the designated seating areas to not be used as they should be
 - Lack of amenities for children in the plan
 - River steps may be an issue in terms of water level (lower water level in summer)
 - Supportive of the pedestrian bridge, which provides easier access to the parking at the courthouse.
 - Drop plans for the pedestrian bridge (expensive and time consuming)
 - Provide a bus from the waterfront to DT Commons in the summer
 - The confined area between City Hall and the river (currently a parking lot) would benefit from a "horse shoe" development consisting of two radial wings opening out toward the river providing a vista out and beyond with City Hall and The Arches prominently set off in the radius of the "horse shoe. Architecturally, the wings should reflect style attributes of City Hall and The Arches. The space within the horse shoe could be a multi-purpose area of low key and simple design with lots of opportunity for outdoor lounging and activities ongoing along with the activities generated by the wing development and the establishments contained therein.



- Fountain/Ice Rink
 - Many responses indicated tremendous enthusiasm about the proposed skating rink; however, many also indicated that the ice-rink is too small (this was a prevalent comment from many). Some responses referenced the skating rink in Kingston’s Springer Market Square
 - Provide a summer use of the skating rink (IE. Lawn bowling, shuffle board, outdoor market).
 - Suggestion that the proposed Sens outdoor rink should be in this space
 - Rather than a skating rink, a skating trail should meander through the riverfront lands all the way to the former Cabaret lands. Repurpose to a walking trail during the summer months. This trail should be decorated with lights during both the winter and summer. Summer and winter markets along the trail to draw people to the core.
- Events Building
 - The Events Building in its current design is too small to host events – its current size allows it to be a storage space, simple food concession and washroom facility/changing area in the summer for water pad activities. If it was enlarged substantially, then indoor year-round events could be programmed and serve as a place to stage events in the event of rain or inclement weather.
 - The design of a small stage in front of the arches seems rudimentary. To be of use for music/performing arts activities, it would need to be enlarged, have access to electric outlets and perhaps a covering above it to maximize its use.
- Farmer’s Market
 - The glassed-in areas of the Farmer’s Market may pose problems with the vendors in terms of access, setting up and taking down their stalls. The glass would reduce the walking space for customers if vendors are confined to be within the enclosure.
 - Provide bigger space for Farmer’s Market.
 - More consultation with the Market Board and vendors to gain a better understanding of functionality and practicality of the space.
- Memorial Arena
 - Make the Memorial Arena a vital component of Downtown Belleville
 - The Memorial Arena will need a permanent fixture to draw people in (e.g. Butcher shop and bakery).
 - Emphasis should be put on market type environment (food and drink)
 - No big box or chains (e.g. Tim Hortons)
 - Memorial Arena should be redeveloped as a permanent indoor market and the current Market Square configuration should be altered to take advantage of the arena redevelopment, the rear facade of City Hall and a building addition along Pinnacle giving an edge, enclosure and gateway entry/exit.
 - Provide a space in Memorial Arena for live music/theatre



- Incorporate plaques, memorabilia, a small museum exhibit, photographs to pay homage to the previous use of the Memorial Arena; retain portions of the building (e.g. Original windows).
- The possibility of a hotel there
- Other
 - Incorporate Bellville Walk of Fame similar to “Hollywood Walk of Fame” called “Celebrity B” – included examples from other communities and support from community organizations
 - Concern that deciduous trees would create maintenance issue with rink/fountain
 - Provide large stone chess tables -great activity for people of all ages.
 - Conduct a detailed downtown asset inventory; the Commons must be considered alongside the rest of downtown to identify all possible opportunities
 - A Community Centre in Downtown Belleville should be incorporated in this plan. This would provide people with a space (winter and summer) where people can meet, gather, socialize and host meetings, etc.
 - Change the name – Downtown Commons doesn’t suit Belleville

2. What are the key elements to a successful Downtown Commons?

- Variety of attractions/amenities
 - Restaurants, brew pubs, stages, shopping, music venues, cafes, entertainment, boutique retail
 - Helps to attract tourists and affluent citizens to spend money downtown
 - A bus from the waterfront to the DT Commons in the summer
 - An inclusive space that can be used by all, year-round
- Public Realm
 - Welcoming, safe, pedestrian friendly, family friendly, clean, accessible (ease of mobility, visually impaired/blind, hearing impaired/deaf), ramps, large walkways, multi-use, transportation, access to riverfront, public washrooms, place to enjoy, walkability
 - Vehicle access should be highly restricted for safety and atmosphere reasons
 - Meeting place for lunch and outdoor movies at night
 - Sufficient and adequate lighting
 - Emergency meter/button to alert police if there is an issue (similar to the emergency meters on university campuses)
- Development
 - Residential component including rental housing
 - Reuse and renovate Memorial Arena and Intel Building
 - A permanent marketplace with unique drinking/dining establishments.



- Retail with food and products that can't be purchased anywhere else in the city
- More commercial uses are required
- More private vendors
- Social/gathering areas
- More development on the waterfront (pubs, patios on the water)
- No parking on riverfront areas
- Parking is a tremendous issue and needs to be nearby, easily accessible and free
- Solar panels to help offset electricity costs

3. What activities/interests/programs could make the DT Commons a popular gathering place or destination?

- Activities
 - Concerts, art shows, kids events, food stalls, dog shows, craft shows (indoor and outdoor), night market, organized youth and seniors programming, evening programming, downtown scavenger hunt, busker festivals, licensed patio, water feature, lockers, showers, food service/vendors/music, pedestrian zones, skate park, play park area, movies, yoga in the park, "Taste of Quinte" restaurant festival (like "Taste of the Danforth")
 - Seasonal activities: summer outdoor beer garden with music, pop-up seasonal vendors, winter skating, bike rental, vegetarian/vegan food festival, flower festival, art show, autumn festival with candies, apples, face painting, pumpkin decorating, costume condense, apple cider
 - Free events
- Enhanced commercial establishments
 - Quality restaurants and bars, bakeshops, butcher shops, brewery's, boutique retail, patios, entertainment
 - Bigger market with more retail and less empty space
- Interests
 - Cycling, historical walks/plaques, seating spaces/benches

4. How could the Farmers Market be a bigger draw and success?

- Scheduling and Hours
 - 2x per week instead of 3 days; limiting hours increases the number of people there are one time – creating a "buzz" and opportunities to see friends/family
 - Wednesday and Saturday with lots of vendors would be ideal
 - Create an evening market (Friday PM and Saturday PM)
 - Consistent hours year-round



- Include a “craft day” where just vendors and local artists can display and sell their artwork
 - Tenants & Products
 - Diverse vendors, more vendors; diverse products
 - Encourage local farmers/products/growers to participate
 - Include arts and crafts vendors
 - Provide a bigger selection (e.g. More baked goods, cured meats, seafood)
 - Include an anchor tenant such as a private grocery store (e.g. Farm Boy) and more eateries
 - Healthy and delicious food would draw people in
 - If Memorial Arena is fully developed, would it help the Farmer’s Market merchants or compete with them? The vision for the Market Square pop-up vendors need to be clearly communicated in practical terms.
 - Inspiration
 - The downtown needs a grocery outlet akin to former Maple Leaf Gardens Building in Toronto
 - Enclose the market akin to the market in St. Catharines
 - Include big outdoor heaters/heat lamps (similar to St. Catharines market)
 - Draw on information from other cities with successful markets
 - Design
 - The Farmer’s Market should be outside, leave higher end food vendors within Memorial Arena (many respondents say leave outside but many respondents also say to move the Market Inside to a permanent indoor location)
 - Remove Intelligencer building and expand market
 - The market needs to be more permanent and sheltered (reference market in Perth, ON)
 - More short-term parking, public toilets, community kitchen, pedestrian zone
 - Ability to have vehicle inside the market, proposed design may restrict cars from entering/exiting Market Square
 - Use the central square space for entertainment, sitting down to chat, eat – cars parked in the middle will hamper this
- 5. What are the potential roadblocks to realizing a downtown civic space centred around the City Hall and Market Square?**
- Cost/Financing
 - Construction/Maintenance
 - Potential street closures

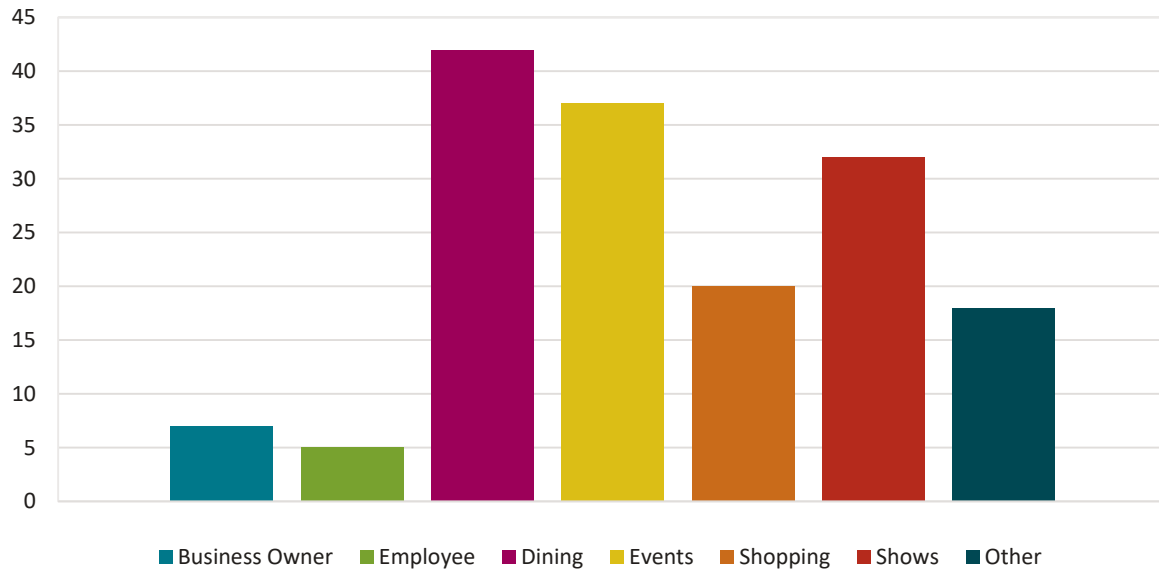


- Disruption to Farmer’s Market while construction is ongoing. Roadwork made a significant dent in attendance last year
- Timeline
 - Encourage “pop-up” vendors to utilize the space ASAP to start encouraging people to come downtown now
- Parking/Transit
 - Lack of parking in the downtown. More, easy and free parking is needed.
 - May be difficult getting people to embrace walking.
 - Worry of too much vehicular traffic
 - Need sufficient transit
- Homelessness/drug rehab centers
 - Move away from the downtown
 - Public space may become beacon for the homeless (e.g. Downtown public parks in Peterborough)
- Front Street
 - Changing people’s perceptions about “nothing to do” on Front Street, especially in the PM
 - Now that Front Street is complete, the City needs to keep moving forward and invest more in the city to attract residents and businesses
 - Worry that more retail development adjacent to the 401 will deter people from the downtown; worry of another Bell Boulevard
 - Pessimistic citizens who are tired of hearing about the downtown and the money invested in it
- Other stakeholders
 - Lack of cooperation with other stakeholders (private businesses)



6. What activities draw you to the Downtown? Check those that apply

What Activities Draw You to the Downtown?





7. Anticipated Economic Impact

This section of the report assesses the economic impacts of the proposed redevelopment plan for the Downtown Commons area of the City of Belleville. This assessment was prepared by *metroeconomics* based on information provided by RFA Planning Consultant Inc. regarding the potential amount of mixed-use commercial/employment space and the number of dwelling units that initially might be expected as a result of the redevelopment of the City's downtown.

RFA requested that *metroeconomics* assess the feasibility and economic impact of developing 171,070 square feet of mixed-use commercial/employment space and 230 residential units.

Assumptions

For illustrative purposes we assumed the mixed-use commercial/employment space would consist of:

- 80,000 square feet of office space
- 81,070 square feet of retail space
- 10,000 square feet of related space

We further assumed the residential mix would consist of:

- 200 high density residential units (apartments in buildings of 5 storeys or more)
- 30 medium density residential units (town houses)

Different assumptions regarding the mix of space types within each category would have a modest impact on the overall economic impacts estimated here. But a change in the mix would not materially alter the magnitude of the estimated impacts.

In developing our assessment we were informed by the Altus Group 2019 Canadian Cost Guide regarding construction costs by type of building and on input-output multipliers by industry for Ontario as produced by Statistics Canada.

We assumed construction of all space would begin in 2021, that equal volumes of space would be constructed each year over a span of seven years and that the construction phase therefore would be completed in 2027.

We assumed the full occupancy of each space in the year following the year of construction.

Again, a different span of construction activity and/or a cyclical rather than smooth evolution of construction activity would lead to different year to year results but would not change the cumulative impacts estimated over the full period. We estimated the impacts for each year from 2021 through to 2041, again only for illustrative purposes and to match the projection period covered in the C. N. Watson report of June 2018 *City of Belleville 2018 Comprehensive Review of Urban Serviced Area*.

Note that all dollar values cited in this report are in constant 2019 dollars.

The table below summarizes specific assumptions we made by building type regarding total square footage (000s of sf), the number of persons per residential unit (PPU), the average household income, the average construction costs per square foot and the average square feet per person employed (per job).



Key Assumptions

Figure 18: Key Assumptions by Building Type

	sf	PPU	Average HH Inc.	Const. \$s per sf	sf per job
Residential Units					
Low Density	0	3.50	\$75,000	\$180	
Medium Density	30	3.00	\$82,500	\$155	
High Density	200	1.66	\$90,000	\$260	
Office, Commercial, Retail					
Office, research	80			\$270	225
Major, local retail	81			\$185	500
Hotel, conference centre	0			\$280	500
Other support	10			\$160	250
Institutional					
Health	0			\$400	350
Education	0			\$190	350
Community, recreation	0			\$300	350

Source: Altus Group, Statistics Canada and *metroeconomics*

Economic Impacts

The table below and the charts that follow summarize the direct economic impacts on GDP and jobs arising from the construction of the space assumed above and from activities stemming from the full occupancy of that space as of 2028.

The construction impacts can be summarized as follows:

The construction phase results in annual GDP of \$14 million, or a cumulative total of \$98 million of construction, in direct impacts. It results in indirect impacts of \$50 million (not in the table or charts) and induced impacts of \$36 million (also not in the table or charts) for an overall cumulative impact on construction GDP of \$181 million.

The direct, indirect and induced impacts on person-years of construction employment of the construction phase are 592, 268 and 196 respectively for a grand cumulative total of 1,056 person years of construction employment.



Figure 19: Key Economic Impacts

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2036	2041
Dwelling units	0	0	0	33	66	99	131	164	197	230	230	230	230	230	230
Population	0	0	0	60	121	181	241	301	362	422	422	422	422	422	422
Household income (\$ millions)	\$0	\$0	\$0	\$3	\$6	\$9	\$12	\$15	\$18	\$20	\$20	\$20	\$20	20	20
Construction GDP (Direct)	\$0	\$0	\$14	\$14	\$14	\$14	\$14	\$14	\$14	\$0	\$0	\$0	\$0	0	0
Operations GDP (Direct)	\$0	\$0	\$0	\$16	\$33	\$49	\$65	\$82	\$98	\$114	\$114	\$114	\$114	\$114	\$114
GDP Total (Direct)	\$0	\$0	\$14	\$30	\$47	\$63	\$79	\$96	\$112	\$114	\$114	\$114	\$114	\$114	\$114
Construction Labour Income (Direct)	\$0	\$0	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$0	\$0	\$0	\$0	\$0	\$0
Operations Labour Income (Direct)	\$0	\$0	\$0	\$10	\$19	\$29	\$38	\$48	\$58	\$67	\$67	\$67	\$67	\$67	\$67
Labour Income Total (Direct)	\$0	\$0	\$5	\$15	\$24	\$34	\$43	\$53	\$63	\$67	\$67	\$67	\$67	\$67	\$67
Construction Jobs (Direct)	0	0	85	85	85	85	85	85	85	0	0	0	0	0	0
Operations Jobs (Direct)	0	0	0	151	303	454	605	756	908	1,059	1,059	1,059	1,059	1,059	1,059
Jobs Total (Direct)	0	0	85	236	387	538	690	841	992	1,059	1,059	1,059	1,059	1,059	1,059
Population	0	0	0	60	121	181	241	301	362	422	422	422	422	422	422
Operations Jobs	0	0	0	151	303	454	605	756	908	1,059	1,059	1,059	1,059	1,059	1,059

Source: *metroeconomics*

The impacts of occupying the residential units at full build out include the following:

- In 2028 the 230 residential units will accommodate a total population of 422
- The household income of these residents will total \$20 million per year in 2028 and in each year thereafter (not shown in the charts)
- This additional income of downtown residents will help to support the activities of the new businesses occupying the new commercial/employment space

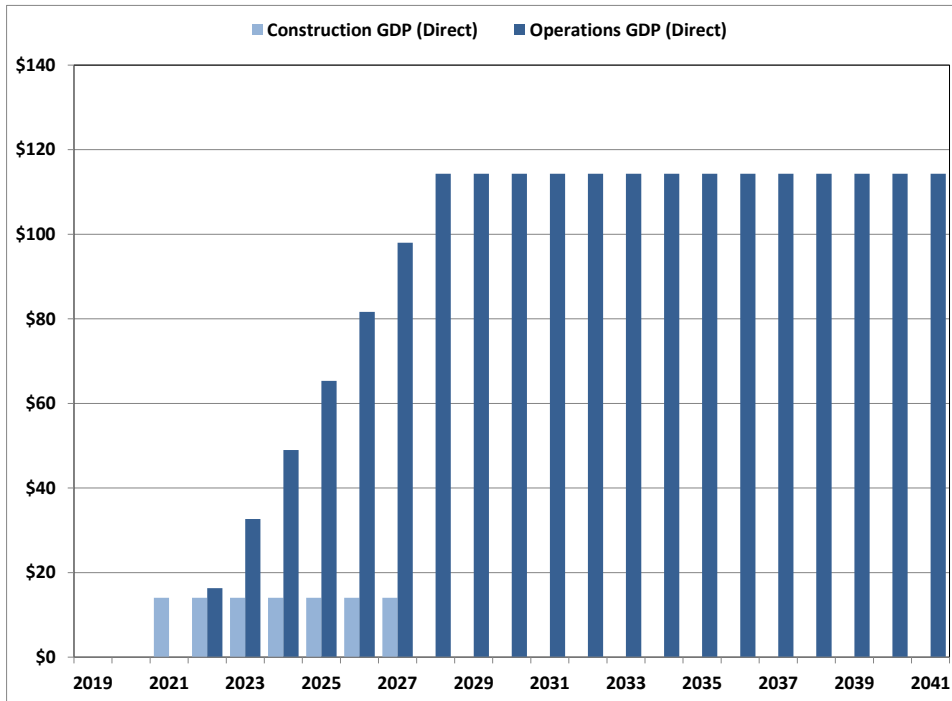
The impacts of occupying the commercial/employment space at full build out include the following:

- The commercial/employment space results in the direct generation of \$114 million of GDP per year in 2028 and in each year thereafter
- This gives rise to an annual indirect impact on GDP of \$61 million and an annual induced impact on GDP of \$47 million
- Thus the total impacts on GDP are \$222 million per year from 2028 onwards
- These business activities generate a direct impact on total employment that reaches 1,059 people by 2028
- The indirect impact on employment is 636 and the induced impact is 444
- Thus the total impact on jobs is 2,139

Note that both in the case of GDP and jobs the indirect and induced impacts likely will not impact GDP and employment in the downtown area. These impacts are likely to occur elsewhere in the City of Belleville, the CA of Belleville or other parts of Ontario, Canada or the rest of the world and thus are not illustrated in the charts.

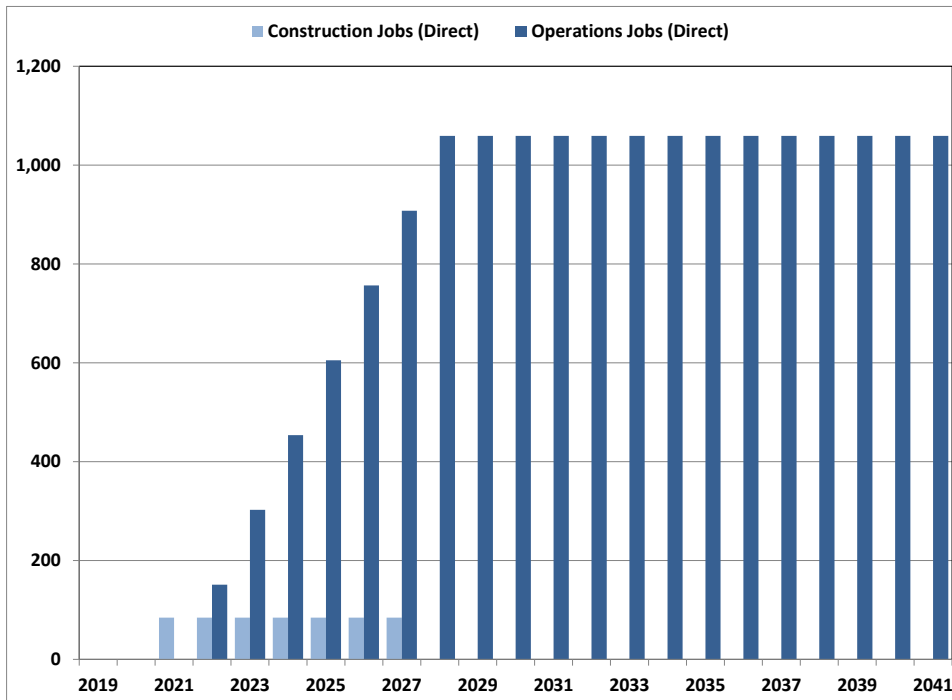


Figure 20: Direct GDP Impacts: Construction and Operations



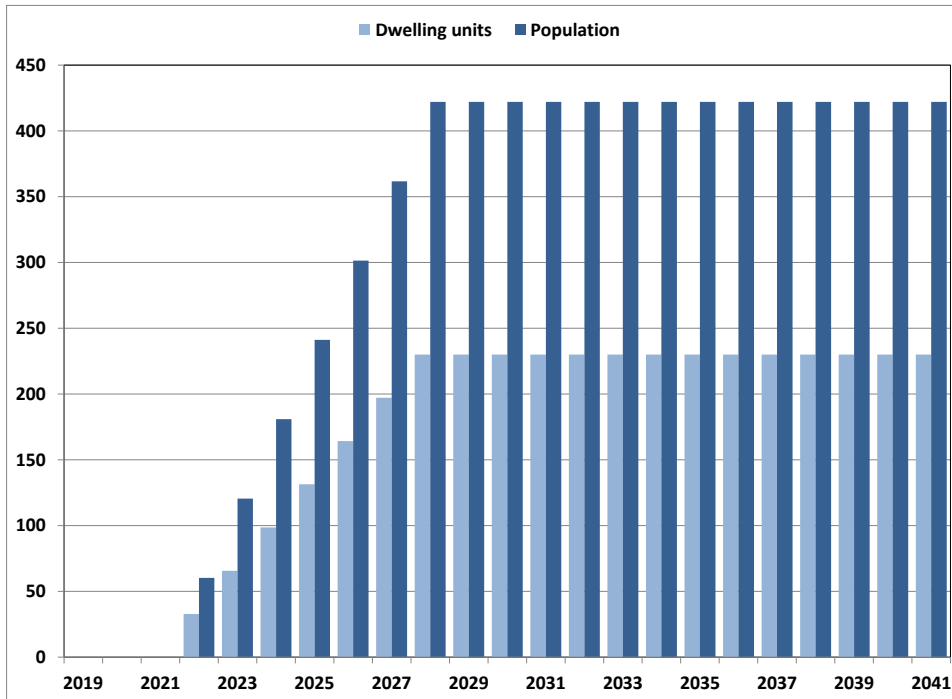
Source: *metroeconomics*

Figure 21: Direct Job Impacts: Construction and Operations



Source: *metroeconomics*

Figure 22: Population and Dwelling Impacts



Source: *metroeconomics*

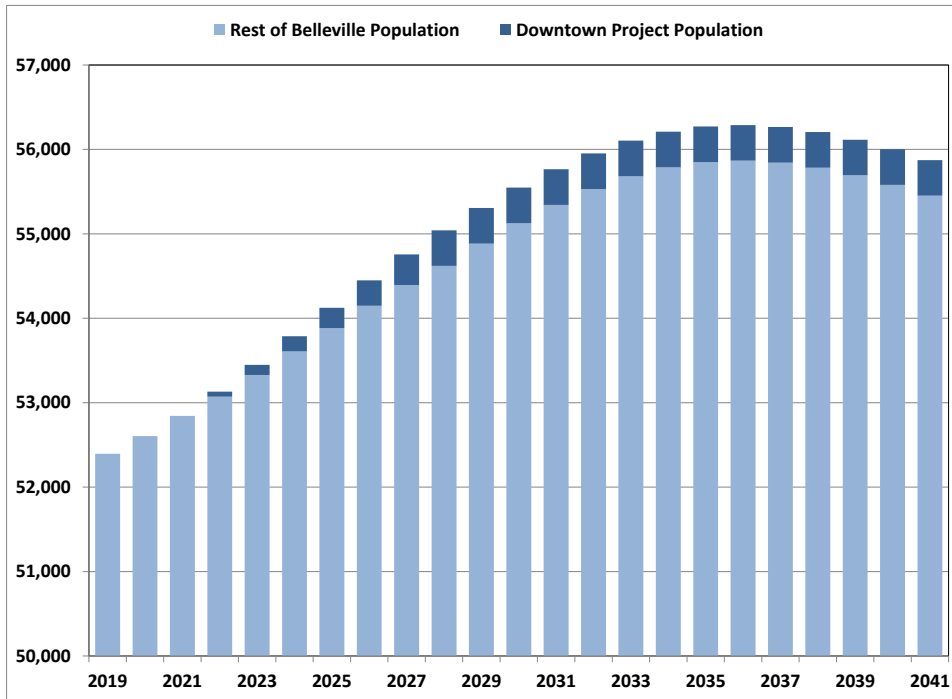
The two charts on the following page indicate the share of the projected total population of Belleville top 2041 accounted for by the Downtown Development and the share of the projected future level of employment by place-of-work in Belleville to 2041 accounted for by the Development.

The population and employment by place-of-work charts illustrate *metroeconomics'* base case projections for the City of Belleville through to 2041. We project the total population of the City will reach 56,300 around 2036 then decline slightly to 55,900 by 2041. The Watson report of June 2018 sees the City's population at 56,900 in 2041 (or 1,000 more than our forecast) but with growth decelerating rapidly from a gain of 2,200 between 2016 and 2021 to a gain of just 300 between 2036 and 2041. Using either Watson's or *metroeconomics'* projection the population envisaged for Downtown resulting from the space assumed here accounts for only a small portion of the City's total at full build out in 2028 and beyond.

In contrast the job totals for Downtown implied by the space assumptions here mean the Downtown area will accommodate a significant portion of the projected gain in employment projected for the City. We project a 2016 to 2041 gain in employed by place-of-work for the City of almost 4,000 (from 29,900 in 2016 to 33,800 in 2041). The Watson projection also calls for a 4,000 gain in employment over that span. The impact assessment here suggests the proposed development will accommodate just over 1,000 jobs at full build out, or about one-quarter of the City's entire future need for employment space.

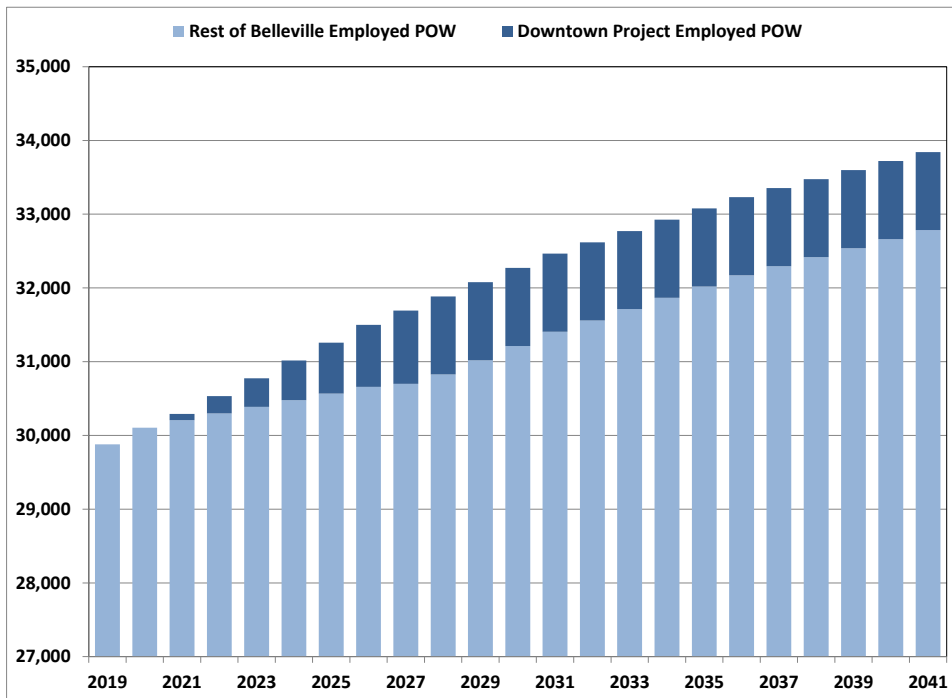


Figure 23: Belleville Total Population



Source: *metroeconomics*

Figure 24: Belleville Total Employed by Place-of-Work



Source: *metroeconomics*



Development Charges and Property Taxes

Based on development charge rates for 2018 we estimate the following (all values are in constant 2019 dollars):

- The development of the 230 residential units would give rise to a total of \$2.1 million in development charges over the seven year construction period (about \$9,000 per unit)
- The development of 171,070 square feet of commercial/employment space would give rise to a total of \$837 thousand in development charges over the seven year construction period (\$4.89 per square foot)

Thus development charges totalling almost \$3 million would be generated by all of the space developed over the seven year construction period.

Based on property tax rates in 2019 we estimate the annual property tax revenue streams for the City at full build out of the project in 2028 and each year thereafter (constant 2019 dollars):

- The 230 residential units will generate property tax revenues averaging about \$780,000 per year or about \$3,400 per unit
- The 171,070 square feet of commercial/employment space will generate property tax revenues averaging about \$3.4 million per year or about \$20 per square foot

Thus annual property tax revenues of about \$4.2 million would be generated each year by all of the space considered here at full build out.

8. Priorities for the Downtown Commons and City Centre

Positive change in Downtown Belleville will continue to be tied to attracting more residential development, attracting more businesses, creating a more successful business environment and having an attractive physical place and public realm that not only accommodates anticipated redevelopment but also fosters a strong sense of civic pride and ownership in local residents.

The following priority actions are recommended to achieve on the vision set out in this report.

Priority Actions

1. Proceed with the recommended Concept Plan for the Downtown Commons. Undertake to communicate the process for moving the Plan forward, continue consultation with the stakeholder community, property owners and the public and set realistic expectations for implementation. To keep the public informed and to facilitate on-going public consultation, create a micro-site for the Downtown Commons project on the City of Belleville web site for the duration of the project with a link to the Report and upcoming actions.
2. Pursue the adaptive reuse of the Memorial Arena as a key property that is critically important to the success of the Downtown Commons, and would add vitality to this area of the City and major tourism



draw. Seek out a private sector partner that shares this vision of a downtown showcase. Implement performance measures to ensure economic benefit to the City.

- Consider a re-use that would appeal to the creative class of worker given the building's unique history and architecture, its access to the City's transportation hub, waterfront area and public amenities. Foster the creation of a unique community and gathering place that includes shopping, dining, and event venues that support downtown residential intensification.
 - Support interconnected buying power that will attract small and independent businesses.
 - Recognize the interconnected elements of the Legion property to the adaptive reuse of the Memorial Arena and ensure that the Legion property is integrated as part of the redevelopment plans and not sold or disposed of separately from the Memorial Arena.
3. Remove the former Cabaret bar and convert to a City-owned parking lot with approximately 30 spaces along the river. It is also proposed that the legion building be removed and that 55 parking and loading spaces be allocated to the restored and adaptive reuse of the Memorial Arena. The existing parking at Memorial would be transitioned to landscaped outdoor patio, event and public spaces facing Pinnacle Street.
 4. Assess downtown service delivery and organizational structure as it currently exists in order to improve effectiveness and increase efficiencies.
 5. Direct a portion of the Municipal Accommodation Tax (MAT) funds to Economic Development to more effectively market and promote Downtown Belleville as a tourism destination in collaboration with key stakeholders.
 - MAT funds should also be used in the promotion of the Belleville's Farmers' Market.
 6. Undertake a review of the City's *Community Improvement Plan for Belleville's Downtown* as part of the forthcoming CIP update related to housing in the City. Ensure its effectiveness in supporting the objective of creating a mixed use downtown neighbourhood and districts as articulated in the City's Downtown Master Plan. Give consideration to:
 - Tax Increment Grant for major developments over \$500,000 to incentivize major residential and commercial investment in the downtown
 - Upper Floor Residential Conversion grant, to encourage residential development in the downtown utilizing existing building inventory
 - A Small Business Investment Grant Program that targets businesses with less than 20 employees in professional services and creative industries to locate in the downtown
 - A brownfield redevelopment grant program to encourage intensification on vacant or underutilized contaminated properties in the City Centre
 - An activation grant for vacant storefronts
 - A landscape improvement grant program
 - A heritage grant program

Ensure that available programs are well marketed to local businesses.



7. As part of the City's Official Plan Review and as an update to Official Plan Amendment 23, provide Special Polices within the "City Centre" land use designation that reflects the importance of the Downtown Commons, and that ensures that future land use decisions support and encourage the fulfilment of this Plan. The Special Policy Area that is created for the Downtown Commons area will encompass all existing City-owned properties as well as related surrounding lands as shown on Figure 4 of this report.
8. Prepare an inventory of available downtown building and land assets, and market these opportunities to prospective investors to send the message that Downtown Belleville is open for business.
9. Enhance cooperation between city departments, the BIA, business owners, property owners and residents. The creation of a strategy for the management of downtown issues would help to improve accountability along with clear goals and measurable benchmarks.
10. Develop a marketing strategy that will enhance the recognition of Downtown Belleville as a special destination. Target the attraction of shoppers, new retail businesses and new residents to help sustain the various retail functions of the Downtown. A typical marketing strategy breaks down into three main topic areas:
 - **Product Development** (e.g. targeting a mix of retail and service businesses, as well as the types of cultural, recreational and entertainment activities, public wifi, parking apps)
 - **Marketing and Promotion** (e.g. website content, defining and promoting all of the businesses in the City Centre, dispelling perceptions of the Downtown as not being safe)
 - **Implementation** (e.g. funding, human resource requirements, organization and coordination)

Conclusion

A strong and vibrant downtown should be the centrepiece of a City's residential, cultural, commercial and recreational growth agenda and a healthy downtown should function as a vibrant tourism destination, stimulate outside investment and contribute to a broader base of community economic prosperity.

Our mandate was to provide the City of Belleville with a Preferred Concept Plan for the development of the Downtown Commons and quantify the merits of further investment on the City's tax base and economic development, as a stimulus towards further investment in the City Centre as a whole.

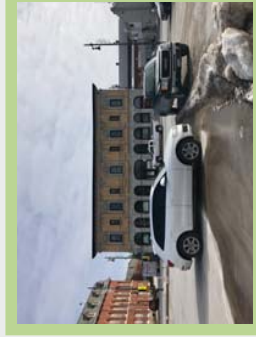
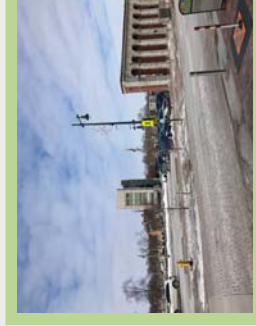
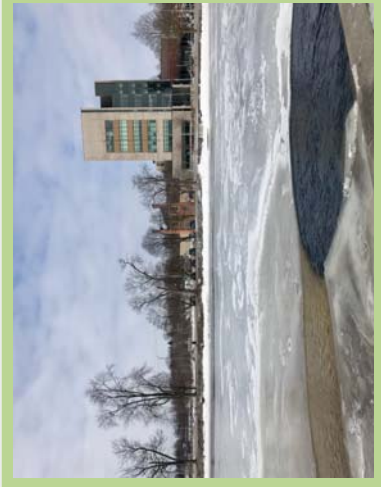
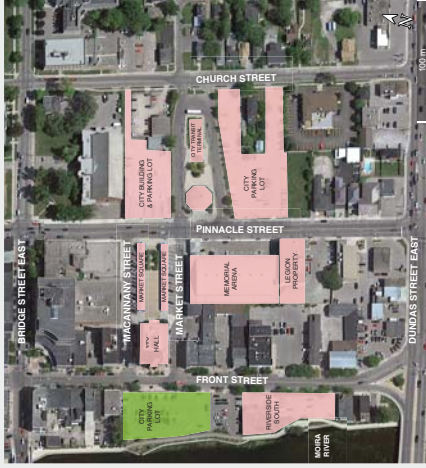
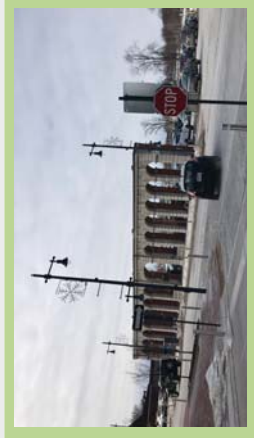
In our opinion, a fundamental consideration for the City of Belleville in the implementation of this Preferred Concept Plan and the redevelopment and reinvestment it seeks for the Downtown Commons will be an update to its existing Community Improvement Plan for the downtown. The completion of this initiative will set the policy framework for future development and redevelopment in the downtown and confirm the cities priorities, including the use of incentives to attract investment to the core. This also represents the most important consideration in the re-positioning of the downtown and the basis from which other efforts at revitalizing the downtown will flow.

APPENDIX A EXISTING CONDITIONS/THE COMMONS

April, 2019



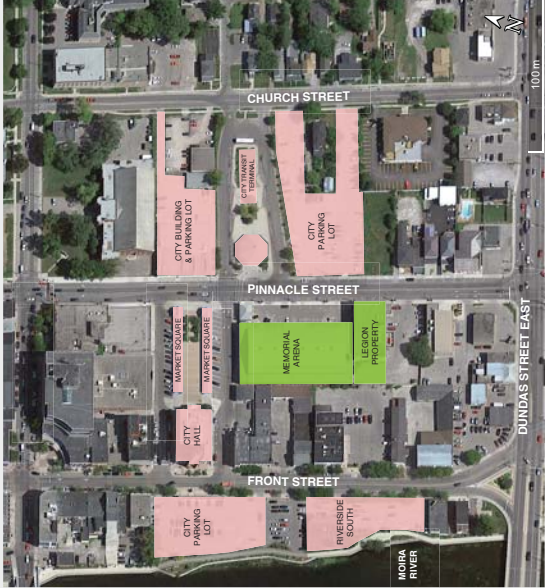
RIVERFRONT COMMONS



MARKET SQUARE COMMONS



MEMORIAL



APPENDIX B DOWNTOWN COMMONS RENDERINGS

April, 2019





SUMMER AT RIVER FRONT PARK

BELLEVILLE COMMONS



WINTER AT RIVER FRONT PARK

BELLEVILLE COMMONS



EVENTS BUILDING - RIVER FRONT PARK

BELLEVILLE COMMONS



RIVER STEPS - RIVER FRONT PARK

BELLEVILLE COMMONS



MARKET SQUARE SKETCH

BELLEVILLE COMMONS



HISTORY TOTEM AND BEACON

BELLEVILLE COMMONS

APPENDIX C ADAPTIVE REUSE OF MEMORIAL ARENA

April, 2019



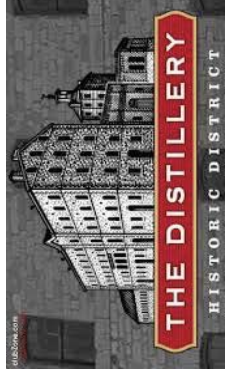
MEMORIAL ARENA - PINNACLE STREET ELEVATION



ADAPTIVE REUSE OF MEMORIAL ARENA



The Distillery District



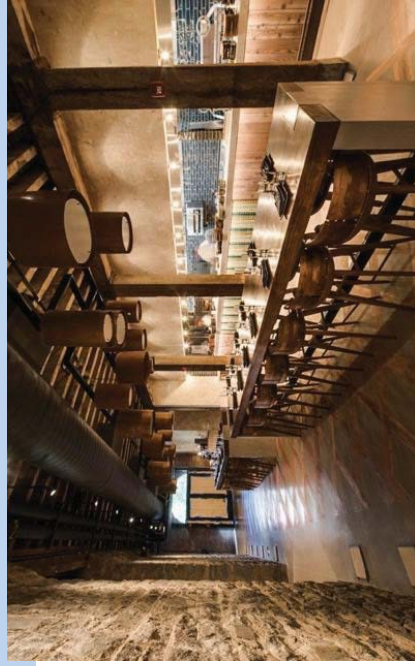
Toronto's Wychwood Barns

Evergreen Brickworks

Successful Examples of Urban Revitalization



Architectural Vision and Inspiration

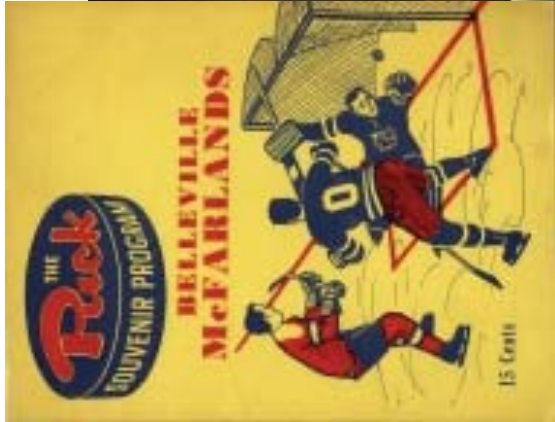


ADAPTIVE REUSE OF MEMORIAL ARENA

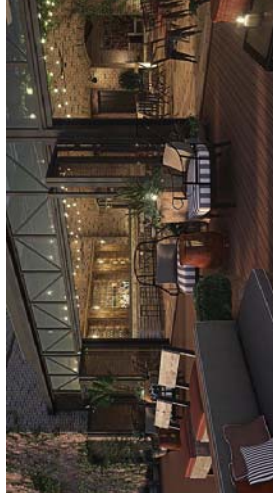
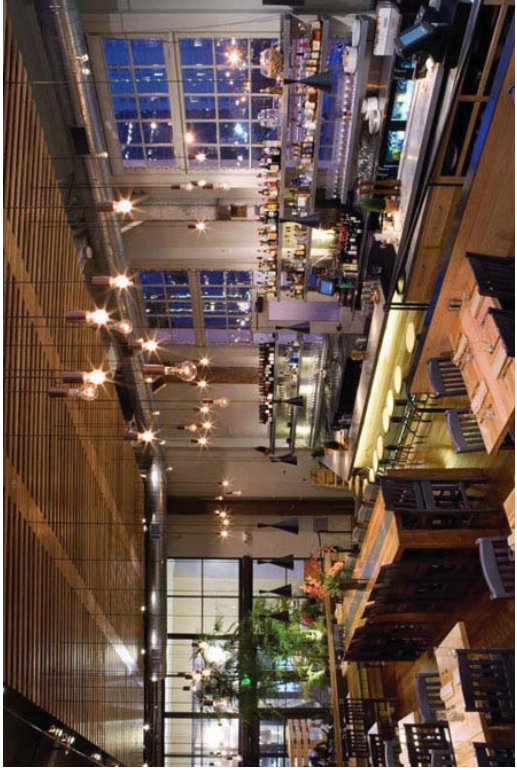




This could tell the story of the fabled McFarlands - winners of the Allen World Cup in 1959



Belleville McFarlands History Display



Architectural Vision and Inspiration



ADAPTIVE REUSE OF MEMORIAL ARENA





Buy Local
Food
Mart



ADAPTIVE REUSE OF MEMORIAL ARENA





Specialty Retail Opportunities



ADAPTIVE REUSE OF MEMORIAL ARENA





Regional Wines, Ciders and Beers



ADAPTIVE REUSE OF MEMORIAL ARENA





Brew Pub Patio at the Memorial



ADAPTIVE REUSE OF MEMORIAL ARENA



APPENDIX D COMMUNITY PROFILE

April, 2019





Community Profile

The community profile assessment was conducted for the City of Belleville to illustrate the current socio-economic, labour force and industry composition and contributions to quality of life and economic growth. A comparative assessment was also completed to understand ‘how the Belleville is performing relative to comparable communities’. Belleville is presented alongside Hastings County and Quinte West to gain an understanding of its role regionally; it is then compared with Prince Edward County as Belleville is often marketed as the “gateway to Prince Edward County,” and the Province of Ontario. The following characterises were studied for Belleville:

- Demographic Portrait: includes population levels and growth trends, age distribution, dwelling characteristics, immigration and diversity, income and education
- Labour Force Profile: includes unemployment rate and participation rate, labour force by industry, labour force by occupation, commuting patterns and class of worker
- Business Characteristics: includes total businesses and businesses by industry

Data Sources

Results were derived from the following sources:

- Statistics Canada, Census Profile, 2011 and 2016
- Statistics Canada, National Household Survey, 2011
- Statistics Canada, Canadian Business Counts, December 2017

Demographic Portrait

Population Levels and Growth Trends

In 2016 the population of Belleville was 50,716 people. The population of Belleville increased 4% (1,895) between the 2011 and 2016 census. The majority of that growth occurred from 2011-2016 (1,262). By comparison, Hastings County experienced 5% growth during the 2006-2016 periods, but only 1% occurred in the latter half of that period 2011-2016. Prince Edward County, to the south of Belleville, experienced a population decrease, declining by 3% over the 2006-2016 periods. Of its regional comparator communities, Belleville showed the greatest population increase from 2011-2016.

Figure 1: Population Growth Trends 2006-2016

Belleville and Comparator Communities	Population			Population Change 2011 2016		Population Change 2006 2016	
	2006	2011	2016	Absolute Change	%	Absolute Change	%
Belleville	48,821	49,454	50,716	1,262	3%	1,895	4%
Hastings County	130,474	134,934	136,445	1,511	1%	5,971	5%
Prince Edward County	25,496	25,258	24,735	(523)	-2%	(761)	-3%
Quinte West	42,697	43,086	43,577	491	1%	880	2%
Ontario	12,160,282	12,851,821	13,448,494	596,673	5%	1,288,212	11%

Source: Source: Statistics Canada; 2011 Census of Population; 2016 Census of Population



The City of Belleville’s Municipal Comprehensive Review prepared by Watson & Associates observed the following components to Belleville’s population growth over the 1991 to 2016 period:

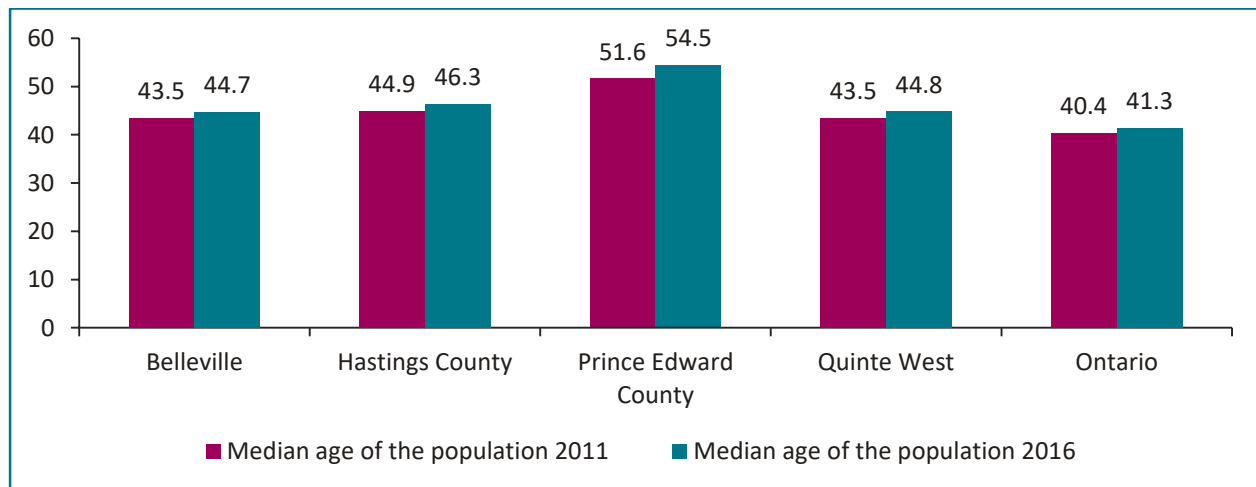
- “During the 1991 to 2016 period, net migration became an increasingly important component of population growth;
- Between 2001 and 2016, net migration represented a key driver of population growth. During this period, net migration averaged approximately 350 persons per year (1,800 per five-year period), compared to 50 annually during the 1991 to 2001 period; and
- Since 2001, population growth from natural increase in Belleville has been limited or negative (i.e. deaths have outnumbered births) which has been attributed to declining fertility rates and the aging of the City’s Baby Boomer population (i.e. persons born between 1946 and 1964)
- Similar to provincial trends, net migration within the City of Belleville is forecast to represent an increasing component of forecast population growth.”

It is projected that the population of Hastings County (includes the City of Belleville) will increase from 139,900 to 143,300 by 2041.¹

Age Distribution

The median age of Belleville increased 43.5 years in 2011 to 44.7 years in 2016. The current median age is still labour force aged, though its increase over this period suggests that the population is aging, with limited influx of young people to counterbalance. Belleville’s median age is higher than Ontario’s median age, but lower than its comparator communities of Hastings County, Prince Edward County and Quinte West. It is a relatively young community regionally.

Figure 2: Median Age of Population, 2011 & 2016



Source: Statistics Canada, 2016 Census of Population; 2011 Census of Population

Belleville’s largest age cohort is the 45-64 range (28%), followed by those aged 25-44. This suggests a healthy labour force population. Belleville’s population aged 0-14 is in step with the provincial distribution of that age group at 16%. Belleville’s age distribution is average compared with comparator

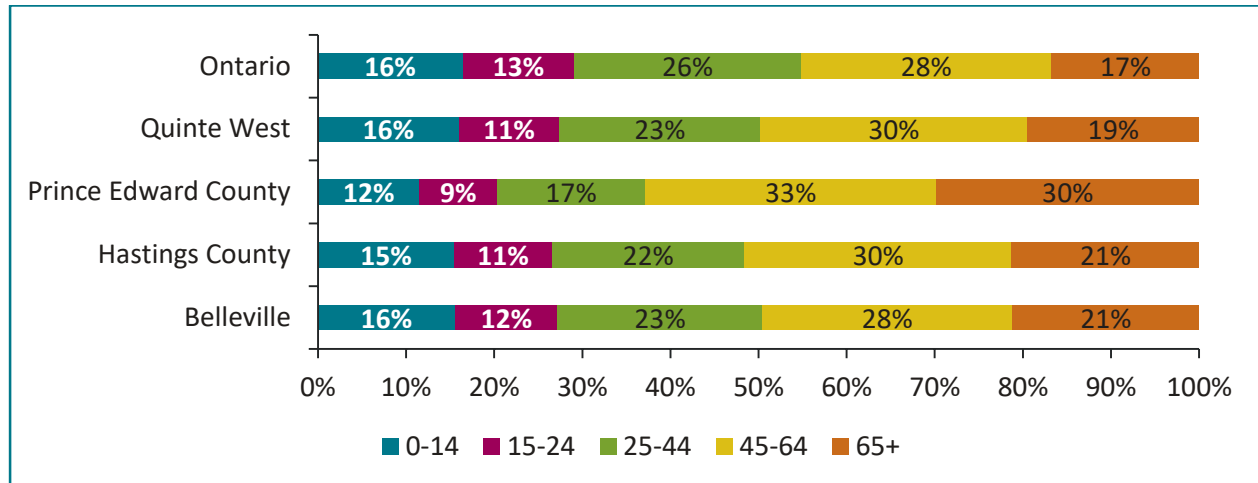
¹ City of Belleville Municipal Comprehensive Review of Urban Serviced Lands, 2018.



communities and the Province (with the exception of Prince Edward County).

People are getting older in Belleville; while there is no labour force crisis as of yet as the majority of the population are still working aged, it is possible that there may be within the next decade.

Figure 3: Distribution of Age Groups, 2016

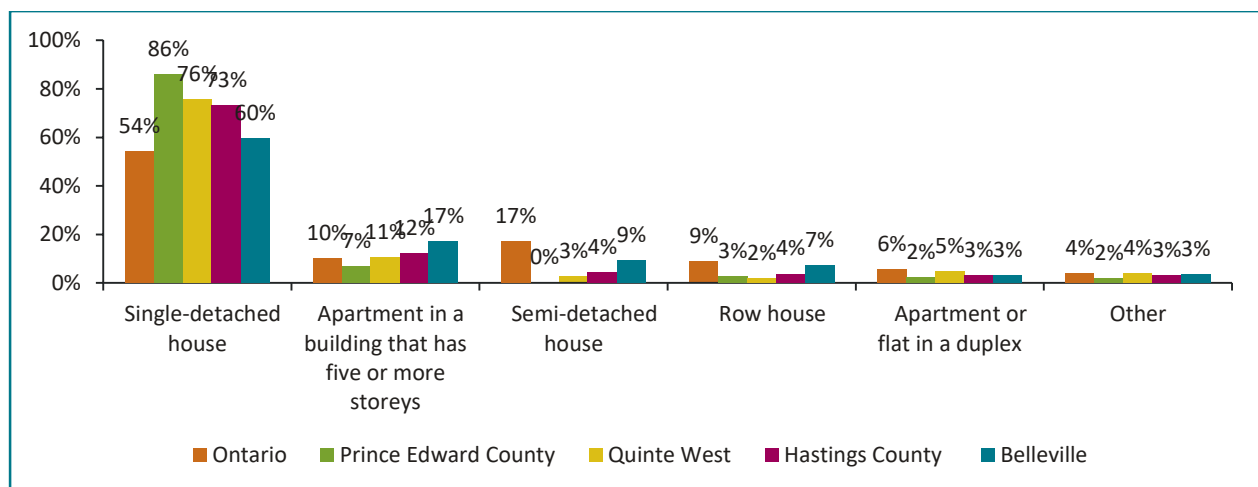


Source: Statistics Canada, 2016 Census of Population.

Dwelling Characteristics

In 2016, the majority of dwellings in Belleville are single-detached houses (12,940 dwellings), with Apartments in a building that has five or more storeys coming in second at (3,755 dwellings). Single-detached houses account for 60% of all dwellings in Belleville, which is 6% higher than the provincial percentage in Ontario at 54%. This suggests relatively low density in the City of Belleville.

Figure 4: Dwelling Characteristics for Belleville and Comparator Communities, 2016



Source: Statistics Canada, 2016 Census of Population.

Among its regional comparator communities of Hastings County, Quinte West and Prince Edward County, however, Belleville has the lowest percentage of single-detached dwellings. It has the highest



percentage of Apartments in a building that has five or more storeys (2,040) compared with its regional counterparts, the highest percentage of row houses (1,595), and the highest percentage of Semi-detached houses at 9% (655), compared with Hastings County (4%), Quinte West (3%), and Prince Edward County (0%). Belleville’s dwelling characteristics suggest that it is more densely populated than its regional comparator communities.

Income

The median total income of households in Belleville increased 13% between 2010 and 2015. That increase is in line with its comparator communities of Hastings County, Prince Edward County and is 1% higher than the provincial increase at 12%. Despite the healthy increase, Belleville’s Median total income of households in 2015 was lower than each of its comparator communities, including the province at \$59,374; a \$1,735 difference from Hastings County’s median overall.

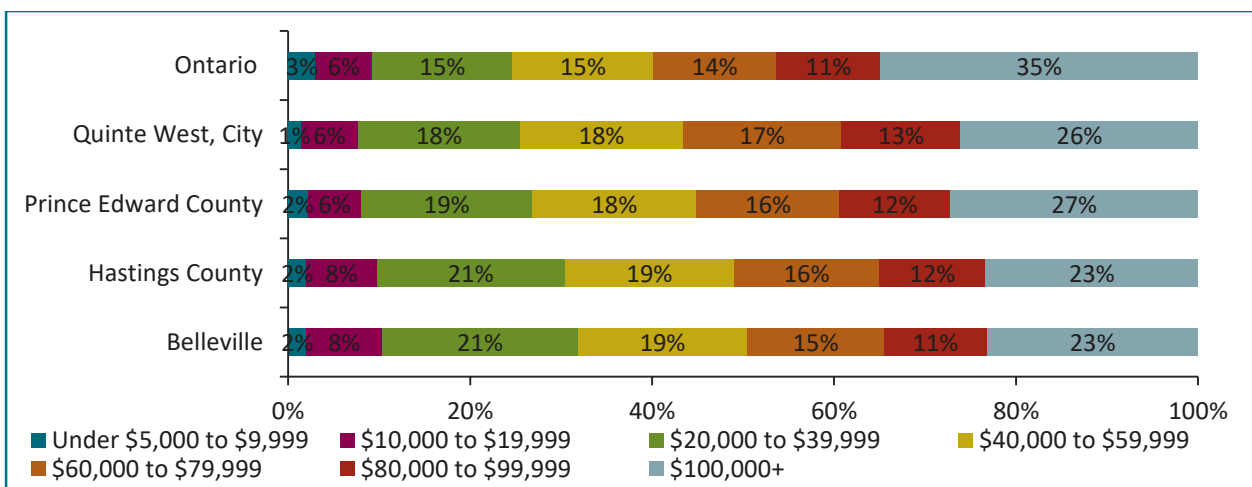
Figure 5: Median Total Income of Households, 2010 & 2015

Median total income of households (Year)	Belleville	Hastings County	Prince Edward County	Quinte West	Ontario
2010	\$52,733	\$54,252	\$58,670	\$60,310	\$66,358
2015	\$59,374	\$61,109	\$66,140	\$66,907	\$74,287
% Change	13%	13%	13%	11%	12%

Source: Statistics Canada, 2016 Census of Population.

Belleville’s income distribution is similar to Hastings County overall. The largest household income group was \$100,000+ in 2015; however, Belleville, and Hastings County’s proportion of top-earners lag behind Prince Edward County (27%) and Quinte West (26%). Provincially, household income in that top category comes in at 35%. This suggests that there is wealth in the communities surrounding Belleville that could be leveraged.

Figure 6: Total Household Income Distribution, 2015



Source: Statistics Canada, 2016 Census of Population.



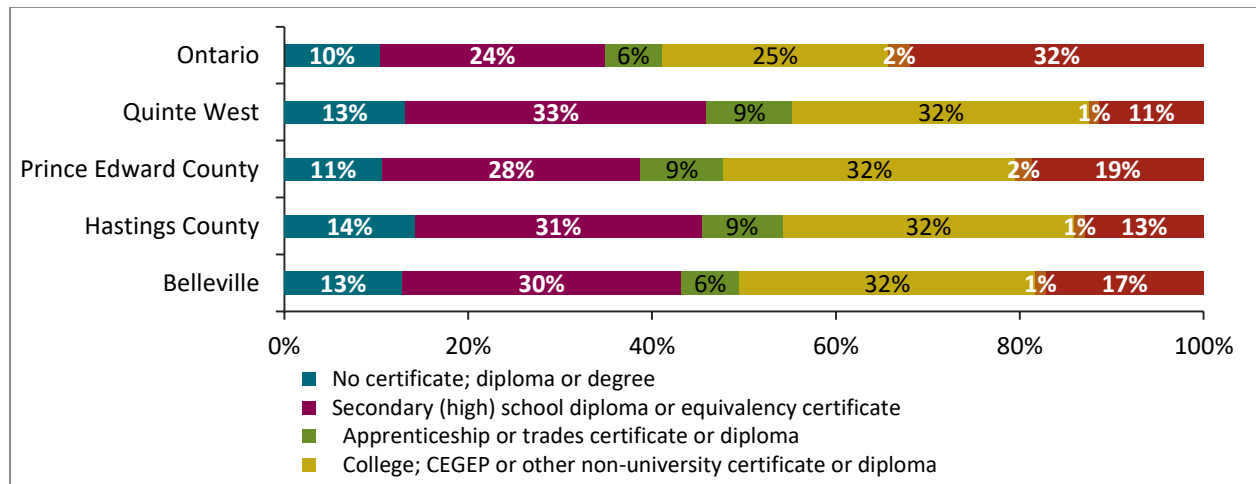
Education

Belleville’s proportion of working-age population who have obtained a bachelor level or above lags behind the province at 17%. However, Belleville’s proportion of those who have obtained a bachelor level or above is 4% higher than Hastings County overall, which suggests that the majority of highly educated people in Hastings County reside in Belleville.

Compared with Quinte West, Belleville’s proportion of the most educated population comes in significantly 6% higher. Prince Edward County to the south comes in at 19%, suggesting an educated rural population close by.

Those with College; CEGEP or other non-university certificate or diploma credentials surpass provincial average of 25%, but matches comparator communities. Those who have obtained a Secondary (high) school diploma or equivalency sits at a healthy 30%, beating the provincial proportion of 24%; and surpassing Prince Edward County at 28%.

Figure 7: Highest Certificate, Diploma or Degree for the Population 25 to 64 Years in Private Households, 2016



Source: Statistics Canada, 2016 Census of Population.

Belleville’s major fields of study are Business; management and public administration, Health and related fields, Social and behavioural sciences and law, and Architecture; engineering and related technologies.

Figure 8: Major Field of Study (Ages 25-64), Percentage of the Population, 2016

Major Field of Study	Belleville	Ontario
No postsecondary certificate; diploma or degree	43%	35%
Business; management and public administration	11%	14%
Health and related fields	11%	9%
Architecture; engineering; and related technologies	10%	12%
Social and behavioural sciences and law	8%	9%
Personal; protective and transportation services	5%	4%
Education	3%	3%



Major Field of Study	Belleville	Ontario
Humanities	3%	4%
Visual and performing arts; and communications technologies	2%	3%
Mathematics; computer and information sciences	2%	3%
Physical and life sciences and technologies	1%	3%
Agriculture; natural resources and conservation	1%	1%
Other	0%	0%

Source: Statistics Canada, 2016 Census of Population.

Labour Force Profile

Unemployment Rate and Participation Rate

According to the standard definition employed by Statistics Canada, the employed are persons having a job or business, whereas the unemployed are without work, are available for work, and are actively seeking work. Together the unemployed and the employed constitute the labour force. Belleville's labour force decreased by 500 people from 2011 to 2016.

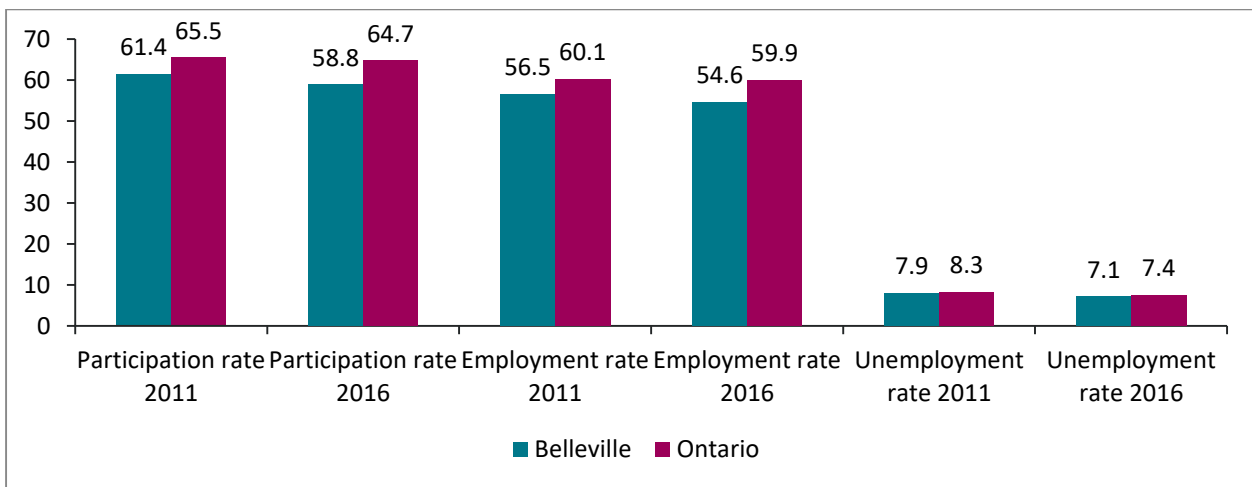
Figure 9: Labour Force Size

Labour Force Size	Belleville
In the labour force 2011	24,875
In the labour force 2016	24,375
Net (+/-)	-500

Source: Statistics Canada, 2016 Census of Population.

Belleville's unemployment rate decreased by 0.8%; however its participation rate similarly decreased between 2011 and 2016. This suggests a decrease in those looking for work, which is possibly linked to people starting to retire.

Figure 10: Labour Force Status, Percentage of Population



Source: Statistics Canada, 2016 Census of Population; 2011 National Household Survey.



Labour Force by Industry

Another important angle in understanding labour force by industry is examining growth or decline over time of industry categories. In Belleville, notable areas of growth between 2011 and 2016 were in Administrative and support; waste management and remediation services (net increase of 365 persons employed in that sector); Health care and social assistance (net increase of 295 persons employed in that sector); and Transportation and warehousing (net increase of 175 persons employed in that sector). Notable decreases were in Retail trade (-775 jobs), other services (except public administration) (decrease of 225 persons employed in that sector); and professional, scientific and technical services (-140 jobs).

Figure 11: Employed Labour Force by Industry (Number of People), 2016

North American Industry Classification System (NAICS) 2012	Belleville		Labour Force% in 2016	Change 2011 2016	
	2011	2016		Net (+/-)	% Change
All industry categories	24,310	23,830	100%	-480	-2%
Agriculture; forestry; fishing and hunting	200	285	1.2%	85	30%
Mining; quarrying; and oil and gas extraction	15	45	0.2%	30	67%
Utilities	125	110	0.5%	-15	-14%
Construction	1,460	1,340	5.6%	-120	-9%
Manufacturing	2,610	2,705	11.4%	95	4%
Wholesale trade	725	820	3.4%	95	12%
Retail trade	4,000	3,225	13.5%	-775	-24%
Transportation and warehousing	995	1,170	4.9%	175	15%
Information and cultural industries	560	310	1.3%	-250	-81%
Finance and insurance	490	545	2.3%	55	10%
Real estate and rental and leasing	380	340	1.4%	-40	-12%
Professional; scientific and technical services	995	855	3.6%	-140	-16%
Management of companies and enterprises	35	10	0.0%	-25	-250%
Administrative and support; waste management and remediation services	1,560	1,925	8.1%	365	19%
Educational services	1,790	1,895	8.0%	105	6%
Health care and social assistance	2,985	3,280	13.8%	295	9%
Arts; entertainment and recreation	335	320	1.3%	-15	-5%
Accommodation and food services	1,905	1,940	8.1%	35	2%
Other services (except public administration)	1,145	920	3.9%	-225	-24%
Public administration	1,995	1,780	7.5%	-215	-12%

Source: Statistics Canada, 2016 Census of Population.

A location quotient analysis explains which industries employ a competitively higher proportion of people than the province. A score of 1.25 or greater represents a sector of relative strength, a score between 0.75 and 1.25 represents a sector that is on par with the province (1.0 represents perfect



parity), and a score below 0.75 represents a sector of comparative weakness. Also pertinent are the trends over time and their direction, which indicate that potential opportunities or threats need to be addressed. Based on those considerations, the following observations can be made based on Figure 12:

- Administrative and support; waste management and remediation services was strong in 2011 and is growing.
- Agriculture; forestry; fishing and hunting, and Mining; quarrying; and oil and gas extraction are growing, but are of moderate and low strength as sectors respectively.
- Public Administration is a strong sector in Belleville

Figure 12: Employment Location Quotient (LQ) Analysis – Concentration of Employed Labour Force, 2016

North American Industry Classification System (NAICS) 2012	LQ 2011	Strength	LQ 2016	Strength	Change	Trend
Agriculture; forestry; fishing and hunting	0.54	Low	0.82	Moderate	0.27	Growing
Mining; quarrying; and oil and gas extraction	0.14	Low	0.41	Low	0.27	Growing
Utilities	0.60	Low	0.63	Low	0.03	Stable
Construction	0.96	Moderate	0.82	Moderate	-0.14	Declining
Manufacturing	1.03	Moderate	1.16	Moderate	0.13	Growing
Wholesale trade	0.65	Low	0.89	Moderate	0.23	Growing
Retail trade	1.46	High	1.20	Moderate	-0.26	Declining
Transportation and warehousing	0.89	Moderate	1.04	Moderate	0.15	Growing
Information and cultural industries	0.86	Moderate	0.51	Low	-0.35	Declining
Finance and insurance	0.37	Low	0.42	Low	0.05	Growing
Real estate and rental and leasing	0.78	Moderate	0.69	Low	-0.09	Declining
Professional; scientific and technical services	0.54	Low	0.44	Low	-0.09	Declining
Management of companies and enterprises	1.47	High	0.24	Low	-1.24	Declining
Administrative and support; waste management and remediation services	1.38	High	1.66	High	0.28	Growing
Educational services	0.98	Moderate	1.05	Moderate	0.06	Growing
Health care and social assistance	1.19	Moderate	1.27	High	0.09	Growing
Arts; entertainment and recreation	0.64	Low	0.63	Low	0.00	Stable
Accommodation and food services	1.25	High	1.19	Moderate	-0.07	Declining
Other services (except public administration)	1.06	Moderate	0.91	Moderate	-0.16	Declining
Public administration	1.20	Moderate	1.25	High	0.06	Growing

Source: Statistics Canada, 2016 Census of Population; 2011 National Household Survey.

In 2016, the strongest industries for the employed labour force in Belleville were Health care and social assistance (3,280 people); Retail trade (3,225 people); and Manufacturing (1,340 people). It showed a higher percentage of its labour force employed in retail trade versus its regional comparator



communities, which suggests that Belleville may be a retail hub for its surrounding communities.

Figure 13: Employed Labour Force by Industry as Percentage of Totals, 2016

North American Industry Classification System (NAICS) 2012	% of Total				
	Belleville	Hastings	PEC	Quinte West	ON
Agriculture; forestry; fishing and hunting	1.2%	2.5%	6.5%	2.0%	1.5%
Mining; quarrying; and oil and gas extraction	0.2%	0.3%	0.1%	0.1%	0.5%
Utilities	0.5%	0.8%	0.9%	0.5%	0.7%
Construction	5.6%	7.5%	9.7%	6.3%	6.8%
Manufacturing	11.4%	11.5%	7.3%	13.1%	9.8%
Wholesale trade	3.4%	3.2%	2.2%	3.4%	3.9%
Retail trade	13.5%	12.8%	12.0%	11.0%	11.2%
Transportation and warehousing	4.9%	5.3%	4.0%	5.4%	4.7%
Information and cultural industries	1.3%	1.2%	1.1%	1.1%	2.5%
Finance and insurance	2.3%	1.9%	2.1%	1.6%	5.5%
Real estate and rental and leasing	1.4%	1.4%	2.2%	1.5%	2.1%
Professional; scientific and technical services	3.6%	3.4%	5.9%	3.1%	8.1%
Management of companies and enterprises	0.0%	0.0%	0.0%	0.0%	0.2%
Administrative and support; waste management and remediation services	8.1%	6.4%	5.8%	5.9%	4.9%
Educational services	8.0%	6.5%	5.9%	5.3%	7.6%
Health care and social assistance	13.8%	12.5%	13.2%	11.1%	10.8%
Arts; entertainment and recreation	1.3%	1.4%	2.2%	1.1%	2.1%
Accommodation and food services	8.1%	7.2%	9.4%	6.6%	6.9%
Other services (except public administration)	3.9%	4.0%	3.6%	3.9%	4.3%
Public administration	7.5%	10.1%	5.7%	16.9%	6.0%

Source: Statistics Canada, 2016 Census of Population.

Labour Force by Occupation

From 2011 and 2016, Health occupations increased by 295 occupations. Manufacturing and utilities increased by 245 occupations for the same time period. Business, finance and administration occupations decreased by 560 occupations; and Trades, transport, and equipment operators and related occupations decreased by 330 occupations.



Figure 14: Employed Labour Force by Occupation (Number of People), 2016

National Occupational Classification (NOC) 2016	Belleville 2011	Belleville 2016	Net (+/)	%
All occupations	24310	23830	-480	-2.0%
Management occupations	2315	2275	-40	-1.8%
Business; finance and administration occupations	3430	2870	-560	-19.5%
Natural and applied sciences and related occupations	1115	1075	-40	-3.7%
Health occupations	1525	1820	295	16.2%
Occupations in education; law and social; community and government services	3260	3210	-50	-1.6%
Occupations in art; culture; recreation and sport	565	515	-50	-9.7%
Sales and service occupations	6445	6455	10	0.2%
Trades; transport and equipment operators and related occupations	3565	3235	-330	-10.2%
Natural resources; agriculture and related production occupations	375	425	50	11.8%
Occupations in manufacturing and utilities	1710	1955	245	12.5%

Source: Statistics Canada, 2016 Census of Population; 2011 National Household Survey.

Health occupations in Belleville account for 8% of all occupations; this is a percentage higher than Hastings County overall, Quinte West and Prince Edward County. This suggests that Belleville may be a health care hub for its surrounding area. Notably, 27% of all occupations in Belleville are in Sales and service, 3% more than Hastings County overall and 5% more than Prince Edward County and Quinte West.

Figure 15: Occupations as a Percentage of Total Occupations, 2016

National Occupational Classification (NOC) 2016	Belleville	Hastings County	PEC	Quinte West	Ontario
All occupations (Total)	23830	63910	11415	21285	6970625
Management occupations	10%	10%	14%	9%	11%
Business; finance and administration occupations	12%	12%	12%	12%	16%
Natural and applied sciences and related occupations	5%	4%	3%	5%	7%
Health occupations	8%	7%	7%	7%	6%
Occupations in education; law and social; community and government services	13%	13%	11%	16%	12%
Occupations in art; culture; recreation and sport	2%	2%	4%	2%	3%
Sales and service occupations	27%	24%	22%	22%	23%
Trades; transport and equipment operators and related occupations	14%	17%	16%	17%	13%
Natural resources; agriculture and related production occupations	2%	2%	5%	2%	2%
Occupations in manufacturing and utilities	8%	8%	4%	9%	5%

Source: Statistics Canada, 2016 Census of Population.



Commuting Patterns

A study on commuting patterns measures the import and export characteristics of a region's workforce. A high percentage of outside labour force working in the community depicts the attraction of the region for nearby communities. In contrast, if majority of the workers in the community leave for their work (export of labour force) than it may hint towards lack of proportional opportunities in the community.

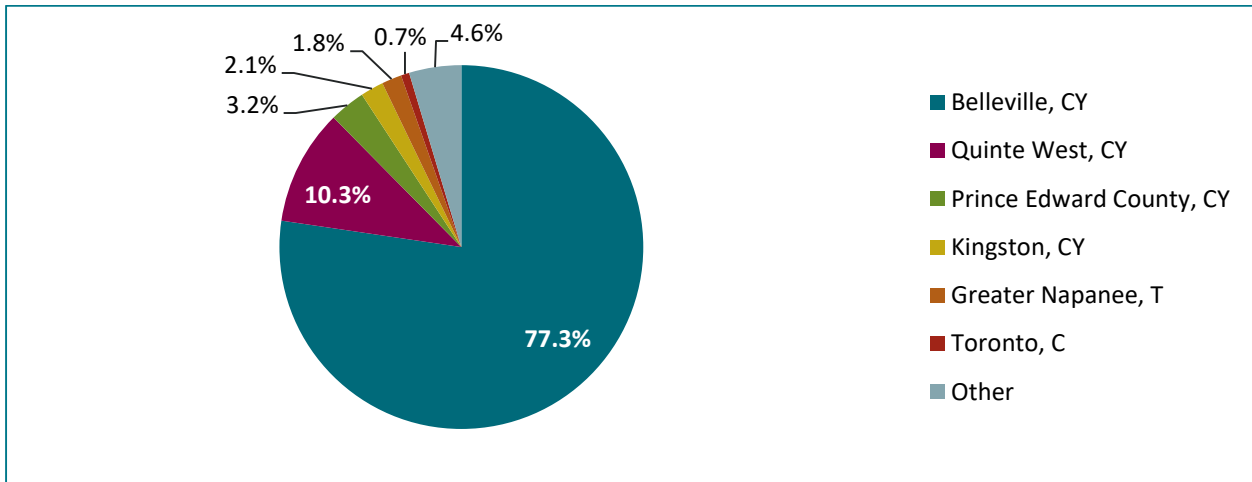
Belleville's labour force by place of work is highly concentrated by those who live and work in Belleville. Approximately 77% of Belleville residents in the labour force work within the City of Belleville; 10.3% commute to Quinte West, 3.2% commute to Prince Edward County to the south.

Figure 16: Commuting Destination for Employed Labour Force, 2016

Characteristic	% of Employed Labour Force
Commute within census subdivision (CSD) of residence	76.3%
Commute to a different census subdivision (CSD) within census division (CD) of residence	12.1%
Commute to a different census subdivision (CSD) and census division (CD) within province or territory of residence	11.3%
Commute to a different province or territory	0.3%

Source: Statistics Canada, 2016 Census of Population.

Figure 17: Work Force Exported from Belleville, 2016



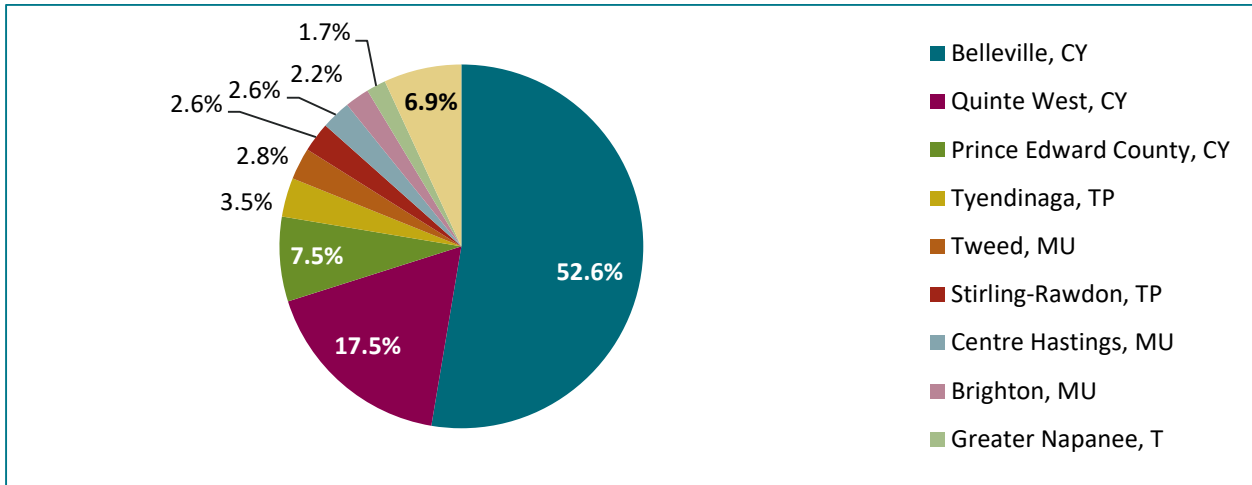
² Source: Statistics Canada - 2016 Census. Catalogue Number 98-400-X2016325

Of those for whom Belleville is their usual place of work (a total of 27,850 people), 52.6% are residents of Belleville. The remaining 48.4% who work in Belleville come from Quinte West (4,865 people); Prince Edward County (2,095 people); Tyendinaga (965 people) and other surrounding communities.

² Other includes Tyendinaga TP (0.4%); Loyalist TP(0.4%); Trent Hills MU(0.4%); Stirling-Rawdon TP (0.3%); Tweed MU (0.3%); Ottawa CV (0.3%); Cobourg TP (0.3%); Centre Hastings MU (0.3%); Oshawa (0.2%); Cramahe (0.2%); Clarington MU (0.2%); Deseronto (0.2%); Tyendinaga Mohawk Territory (0.2%); Madoc Township (0.2%); Port Hope (0.1%); Mississauga (0.1%); Peterborough (0.1%).



Figure 18: Workforce Imported to Belleville



³ Source: Statistics Canada - 2016 Census. Catalogue Number 98-400-X2016325.

Class of Worker

Of the total labour force aged 15 years and over by class of work (23,835 total), 21,665 are employees, accounting for 91% of the labour force, and 2,170 are self-employed. Those proportions match Quinte West, but differ from Hastings County and Prince Edward County, where it is likely the labour force is composed of more entrepreneurs than employees of companies.

Belleville has a higher proportion of employees than the province, which sits at 88% employees vs. 12% self-employed.

Figure 19: Class of Worker in Belleville, Hastings, PEC, Quinte West & Ontario, 2016

Characteristics	Belleville	Hastings	PEC	Quinte West	Ontario
Employee	91%	89%	79%	91%	88%
Self-employed	9%	11%	21%	9%	12%
Total	23,835	63,915	11,410	21,280	6,970,630

Source: Statistics Canada, 2016 Census of Population.

Business Characteristics

In 2017, there were 3,685 businesses overall in Belleville, with 1,539 of those being industries with employees.

³ Other includes Kingston (0.8%); Madoc (0.7%); Deseronto (0.7%); Cramahé (0.5%); Stone Mills (0.5%); Loyalist Township (0.5%); Cobourg (0.2%); Havelock-Belmont-Methuen (0.2%); Toronto (0.2%); Ottawa (0.2%); South Frontenac (0.2%); Addington Highlands (0.2%); Clarington (0.1%), Alnwick/Haldimand (0.1%); Peterborough (0.1%); Port Hope (0.1%); Bancroft (0.1%).



Total Businesses

Figure 20: Belleville Business Counts, 2017

North American Industry Classification System	Total	Without Employees	With Employees	Year										
				1 4	5 9	10 19	20 49	50 99	100 199	200 499	500 +			
Sub-total, classified	3685	2146	1539	644	342	284	162	59	25	15	8			
11 - Agriculture, forestry, fishing and hunting	51	36	15	12	3	0	0	0	0	0	0			
21 - Mining and oil and gas extraction	3	1	2	2	0	0	0	0	0	0	0			
22 - Utilities	12	10	2	0	0	0	1	0	1	0	0			
23 - Construction	287	152	135	69	30	20	11	5	0	0	0			
31-33 - Manufacturing	102	39	63	15	10	5	14	8	3	7	1			
41 - Wholesale trade	109	37	72	21	27	14	7	0	2	0	1			
44-45 - Retail trade	426	134	292	95	77	68	33	12	6	1	0			
48-49 - Transportation and warehousing	125	72	53	20	7	8	9	5	2	1	1			
51 - Information and cultural industries	44	16	28	6	12	8	1	0	1	0	0			
52 - Finance and insurance	222	156	66	31	9	18	4	2	1	1	0			
53 - Real estate and rental and leasing	857	785	72	49	10	10	2	1	0	0	0			
54 - Professional, scientific and technical services	300	187	113	73	20	16	2	2	0	0	0			
55 - Management of companies and enterprises	32	23	9	5	1	0	3	0	0	0	0			
56 - Administrative and support, waste management and remediation services	139	71	68	25	14	11	9	3	4	1	1			
61 - Educational services	42	26	16	4	4	2	1	3	0	0	2			
62 - Health care and social assistance	412	187	225	103	42	48	19	7	3	2	1			
71 - Arts, entertainment and recreation	51	33	18	7	5	1	4	1	0	0	0			
72 - Accommodation and food services	158	31	127	24	26	30	36	9	2	0	0			
81 - Other services (except public administration)	305	147	158	82	45	24	6	1	0	0	0			
91 - Public administration	3	0	3	0	0	0	0	0	0	2	1			

Source: Statistics Canada; Canadian Business Counts, December 2017



Businesses by Industry

Of businesses with employees in 2017, the strongest sectors were Retail trade (292 industries), followed by Health care and social assistance (225 industries).

Figure 21: Percentage of Total Businesses with Employees by Industry

North American Industry Classification System (NAICS) 2012	Belleville
Agriculture, forestry, fishing and hunting	1.0%
Mining and oil and gas extraction	0.1%
Utilities	0.1%
Construction	8.8%
Manufacturing	4.1%
Wholesale trade	4.7%
Retail trade	19.0%
48-49 - Transportation and warehousing	3.4%
51 - Information and cultural industries	1.8%
52 - Finance and insurance	4.3%
53 - Real estate and rental and leasing	4.7%
54 - Professional, scientific and technical services	7.3%
55 - Management of companies and enterprises	0.6%
56 - Administrative and support, waste management and remediation services	4.4%
61 - Educational services	1.0%
62 - Health care and social assistance	14.6%
71 - Arts, entertainment and recreation	1.2%
72 - Accommodation and food services	8.3%
81 - Other services (except public administration)	10.3%
91 - Public administration	0.2%

Source: Statistics Canada; Canadian Business Counts, December 2017



Creative Cultural Analysis

In addition to the community profile, a creative cultural economy analysis was also completed to illustrate the current nature and composition of cultural goods and services in the community and contributions to economic growth. The creative cultural industry employment, creative cultural occupations, creative cultural industries and creative cultural value chain were studied. The creative cultural labour force definition is based on the Statistics Canada’s Canadian Framework for Cultural Statistics. The framework is a collaborative effort of the Culture Statistics Program of Statistics Canada and the Department of Canadian Heritage.

- Creative Cultural Industries - defined using the North American Industry Classification System (NAICS) codes at the six-digit level. Refers to the total labour force population aged 15 years and over who work in creative cultural industries
- Creative Cultural Occupations - defined using the National Occupational Classification (NOC) at the four-digit level. Refers to the kind of work performed by persons aged 15 years and over whose job title and the description of the main activities is related to a creative cultural role

Creative Cultural Industries

Industry	NAICS	Description
Manufacturing	312120	Breweries
	312130	Wineries
	323119	Other printing
	323120	Support activities for printing
Wholesale trade	414420	Book, periodical and newspaper merchant wholesalers
	414440	Sound recording merchant wholesalers
Retail trade	442292	Print and picture frame stores
	451140	Musical instrument and supplies stores
	451310	Book stores and news dealers
	453920	Art dealers
Information and cultural industries	511110	Newspaper publishers
	511120	Periodical publishers
	511130	Book publishers
	511140	Directory and mailing list publishers
	511190	Other publishers
	511211	Software publishers (except video game publishers)
	511212	Video game publishers
	512110	Motion picture and video production
	512120	Motion picture and video distribution
	512130	Motion picture and video exhibition
	512190	Post-production and other motion picture and video industries



Industry	NAICS	Description
	512230	Music publishers
	512240	Sound recording studios
	512250	Record production and distribution
	512290	Other sound recording industries
	515110	Radio broadcasting
	515120	Television broadcasting
	515210	Pay and specialty television
	517310	Wired and wireless telecommunications carriers (except satellite)
	517919	All other telecommunications
	519121	Libraries
	519122	Archives
	519130	Internet broadcasting and web search portals
	519190	All other information services
Finance and insurance	526989	All other miscellaneous funds and financial vehicles
Real estate and rental and leasing	532210	Consumer electronics and appliance rental
Professional, scientific and technical services	541310	Architectural services
	541320	Landscape architectural services
	541340	Drafting services
	541410	Interior design services
	541420	Industrial design services
	541430	Graphic design services
	541490	Other specialized design services
	541514	Computer systems design and related services (except video game design and development)
	541515	Video game design and development services
	541810	Advertising agencies
	541830	Media buying agencies
	541840	Media representatives
	541850	Display advertising
	541860	Direct mail advertising
	541870	Advertising material distribution services
	541891	Specialty advertising distributors
	541899	All other services related to advertising
	541920	Photographic services
541930	Translation and interpretation services	
Educational services	611610	Fine arts schools
Arts, entertainment and	711111	Theatre (except musical) companies



Industry	NAICS	Description
recreation	711112	Musical theatre and opera companies
	711120	Dance companies
	711130	Musical groups and artists
	711190	Other performing arts companies
	711311	Live theatres and other performing arts presenters with facilities
	711321	Performing arts promoters (presenters) without facilities
	711322	Festivals without facilities
	711511	Independent visual artists and artisans
	711512	Independent actors, comedians and performers
	711513	Independent writers and authors
	712111	Non-commercial art museums and galleries
	712115	History and science museums
	712119	Other museums
	712120	Historic and heritage sites
	712130	Zoos and botanical gardens
	712190	Nature parks and other similar institutions
	713110	Amusement and theme parks
	713120	Amusement arcades
	713210	Casinos (except casino hotels)
	713291	Lotteries
	713299	All other gambling industries
	713910	Golf courses and country clubs
	713920	Skiing facilities
	713930	Marinas
	713940	Fitness and recreational sports centres
	713950	Bowling centres
	713991	Sports clubs, teams and leagues performing before a non-paying audience
	713992	Other sport facilities
	713999	All other amusement and recreation industries
	Accommodation and food services	722511
Other services (except public administration)	812921	Photo finishing laboratories (except one-hour)



Creative Cultural Occupations

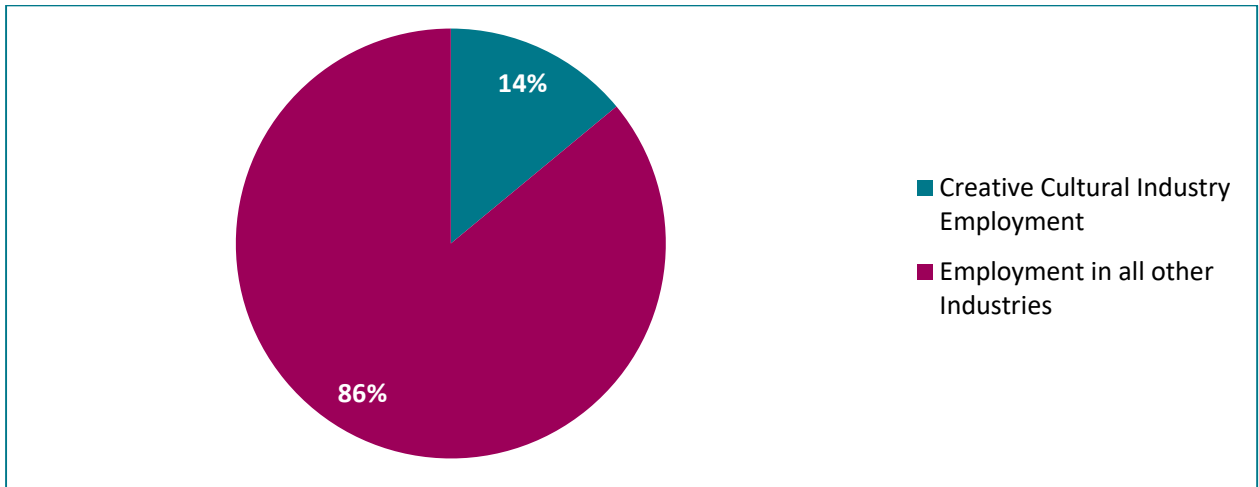
NOC	Description
0511	Library, archive, museum and art gallery managers
0512	Managers - publishing, motion pictures, broadcasting and performing arts
1123	Professional occupations in advertising, marketing and public relations
1213	Supervisors, library, correspondence and related information workers
1423	Desktop publishing operators and related occupations
1451	Library assistants and clerks
1452	Correspondence, publication and regulatory clerks
2151	Architects
2152	Landscape architects
2225	Landscape and horticulture technicians and specialists
2233	Industrial engineering and manufacturing technologists and technicians
2251	Architectural technologists and technicians
2252	Industrial designers
2253	Drafting technologists and technicians
5111	Librarians
5112	Conservators and curators
5113	Archivists
5121	Authors and writers
5122	Editors
5123	Journalists
5125	Translators, terminologists and interpreters
5131	Producers, directors, choreographers and related occupations
5132	Conductors, composers and arrangers
5133	Musicians and singers
5134	Dancers
5135	Actors and comedians
5136	Painters, sculptors and other visual artists
5211	Library and public archive technicians
5221	Photographers
5222	Film and video camera operators
5223	Graphic arts technicians
5224	Broadcast technicians
5225	Audio and video recording technicians
5226	Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts
5227	Support occupations in motion pictures, broadcasting, photography and the performing arts
5231	Announcers and other broadcasters

NOC	Description
5232	Other performers, n.e.c.
5241	Graphic designers and illustrators
5242	Interior designers and interior decorators
5243	Theatre, fashion, exhibit and other creative designers
5244	Artisans and craftspersons
5245	Patternmakers - textile, leather and fur products
7303	Supervisors, printing and related occupations
7381	Printing press operators
9471	Plateless printing equipment operators
9472	Camera, platemaking and other prepress occupations
9473	Binding and finishing machine operators
9474	Photographic and film processors

Creative Cultural Industry Employment

In 2016, the creative cultural industry in Belleville comprised 5,052 employees. As indicated in Figure 22, the creative cultural industry accounted for 14% of total industry employment. The percentage of employment in the creative cultural industry in Cobourg at 14% is slightly lower than provincial rates of 17%.

Figure 22: Creative Cultural Industry Employment, Belleville, 2016



Source: EMSI Analyst, 2018

In 2016, the majority of employment in the creative cultural industry was in full-service restaurants and limited-service eating places. Approximately 43.8% (2,214 people) were employed in this industry sector. Printing and related support activities and other amusement and recreation industries were the top employing industry sectors. Belleville saw growth of 18% in creative cultural industry employment. This relates to an increase of 756 employees from 2006 to 2016.



Figure 23: Creative Cultural Industry Employment by Industry, Belleville, 2016

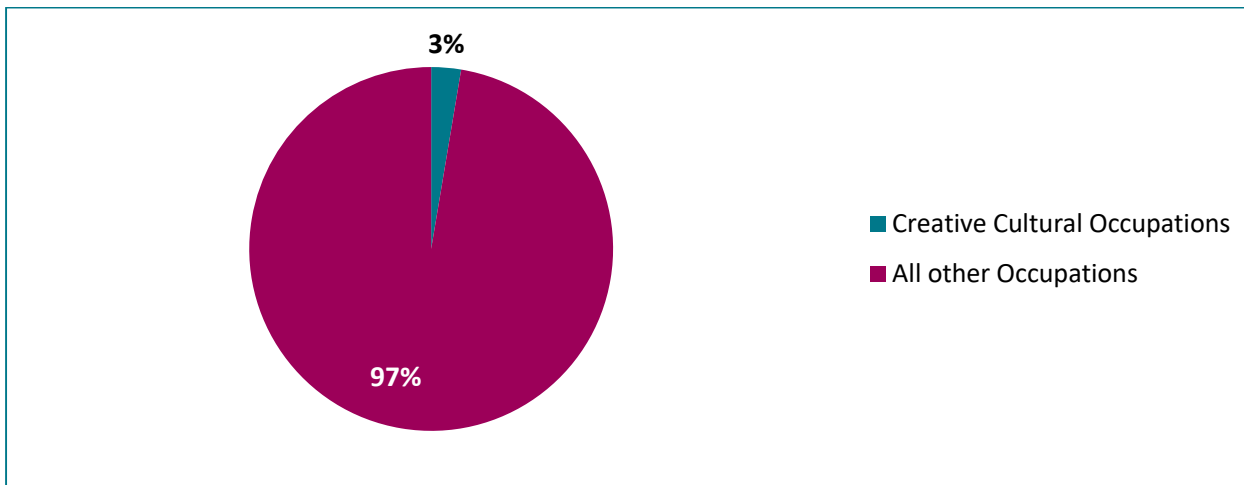
Creative Cultural Industry (NAICS)	Employment		% of total Creative Cultural Industry Employment in 2016	Employment Change 2006 2016	
	2006	2016		Net Change	% Change
Total	4,296	5,052	100%	756	18%
Full-service restaurants and limited-service eating places	1,978	2,214	43.8%	236	12%
Printing and related support activities	69	265	5.2%	196	284%
Other amusement and recreation industries	152	240	4.8%	88	58%
Other schools and instruction	222	239	4.7%	17	8%
Architectural, engineering and related services	151	221	4.4%	70	46%
Other miscellaneous store retailers	110	206	4.1%	96	87%
Computer systems design and related services	165	205	4.1%	40	24%
Sporting goods, hobby and musical instrument stores	160	203	4.0%	43	27%
Other professional, scientific and technical services	241	174	3.4%	-67	-28%
Home furnishings stores	34	146	2.9%	112	329%
Personal goods merchant wholesalers	67	116	2.3%	49	73%
Advertising, public relations, and related services	67	99	2.0%	32	48%
Other personal services	12	94	1.9%	82	683%
Other information services	71	90	1.8%	19	27%
Wired and wireless telecommunications carriers (except satellite)	114	81	1.6%	-33	-29%
Radio and television broadcasting	104	70	1.4%	-34	-33%
Newspaper, periodical, book and directory publishers	44	62	1.2%	18	41%
Motion picture and video industries	194	60	1.2%	-134	-69%
Specialized design services	50	58	1.1%	8	16%
Book stores and news dealers	113	53	1.0%	-60	-53%
Performing arts companies	<10	49	1.0%		
Independent artists, writers and performers	46	41	0.8%	-5	-11%
Software publishers	30	40	0.8%	10	33%
Consumer goods rental	49	14	0.3%	-35	-71%
Gambling industries	53	12	0.2%	-41	-77%

Source: EMSI Analyst, 2018. Only industry sectors with at least 10 employees are shown.

Creative Cultural Occupations

In 2016, approximately 993 occupations in Belleville were creative cultural occupations. As indicated in Figure 24, creative cultural occupations accounted for 3% of total occupations.

Figure 24: Creative Cultural Occupations, Belleville, 2016



Source: EMSI Analyst, 2018

Professional occupations in advertising, marketing and public relations accounted for the majority of creative cultural occupations in Belleville in 2016; approximately 118 occupations representing 12% of total creative cultural occupations. Graphic designers and illustrators were the other top occupations in the sector. Creative cultural occupations showed growth of 4% from 2006 to 2016. Professional occupations in advertising, marketing and public relations, industrial engineering and manufacturing technologists and technicians⁴ and musicians and singers were the top growing occupations in Belleville.

Figure 25: Creative Cultural Industry Occupations, Belleville, 2016

Creative Cultural Occupations (NOCS)	Occupations		% of total Creative Cultural Occupations in 2016	Occupation Change 2006 2016	
	2006	2016		Net Change	% Change
Total	954	993	100%	39	4%
Professional occupations in advertising, marketing and public relations	74	118	11.9%	44	59%
Graphic designers and illustrators	73	81	8.2%	8	11%
Industrial engineering and manufacturing technologists and technicians	46	72	7.3%	26	57%
Printing press operators	65	69	6.9%	4	6%

⁴ Provide technical support and services in the development of production methods, facilities and systems. They are employed by manufacturing and insurance companies, government departments, and other industries.



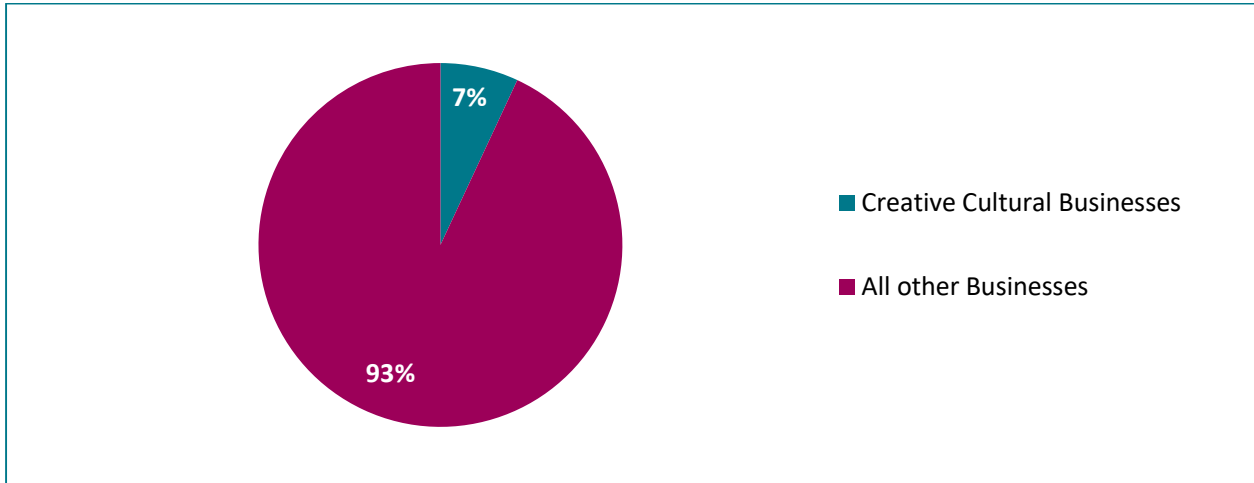
Creative Cultural Occupations (NOCS)	Occupations		% of total Creative Cultural Occupations in 2016	Occupation Change 2006 2016	
	2006	2016		Net Change	% Change
Correspondence, publication and regulatory clerks	43	53	5.3%	10	23%
Musicians and singers	29	53	5.3%	24	83%
Drafting technologists and technicians	53	40	4.0%	-13	-25%
Library assistants and clerks	31	37	3.7%	6	19%
Plateless printing equipment operators	40	34	3.4%	-6	-15%
Landscape and horticulture technicians and specialists	23	33	3.3%	10	43%
Binding and finishing machine operators	44	33	3.3%	-11	-25%
Supervisors, printing and related occupations	21	31	3.1%	10	48%
Librarians	26	30	3.0%	4	15%
Interior designers and interior decorators	37	28	2.8%	-9	-24%
Authors and writers	31	25	2.5%	-6	-19%
Producers, directors, choreographers and related occupations	16	23	2.3%	7	44%
Library and public archive technicians	17	22	2.2%	5	29%
Industrial designers	20	20	2.0%	0	0%
Journalists	20	20	2.0%	0	0%
Photographers	24	20	2.0%	-4	-17%
Camera, platemaking and other prepress occupations	19	19	1.9%	0	0%
Dancers	<10	18	1.8%	-	-
Photographic and film processors	55	17	1.7%	-38	-69%
Architects	<10	16	1.6%	-	-
Editors	14	16	1.6%	2	14%
Artisans and craftspersons	33	16	1.6%	-17	-52%
Managers - publishing, motion pictures, broadcasting and performing arts	11	13	1.3%	2	18%
Painters, sculptors and other visual artists	<10	13	1.3%	-	-
Theatre, fashion, exhibit and other creative designers	14	12	1.2%	-2	-14%
Announcers and other broadcasters	18	11	1.1%	-7	-39%

Source: EMSI Analyst, 2018. Only occupation classes with at least 10 occupations are shown.

Creative Cultural Businesses

In 2017, creative cultural businesses in Belleville accounted for 7% (256 businesses) of total businesses. The proportion of cultural industries in Cobourg is similar to provincial rates at 10%.

Figure 26: Creative Cultural Businesses, Belleville, 2017



Source: EMSI Analyst, 2018

Figure 27 shows the breakdown of creative cultural businesses by employee number in Belleville. The majority of businesses were either sole-proprietorships (56%) or small establishments, employing 1 to 4 employees (16%). Belleville also had a fair share of medium establishments.

Figure 27: Creative Cultural Businesses by Employee Number, Belleville, 2017

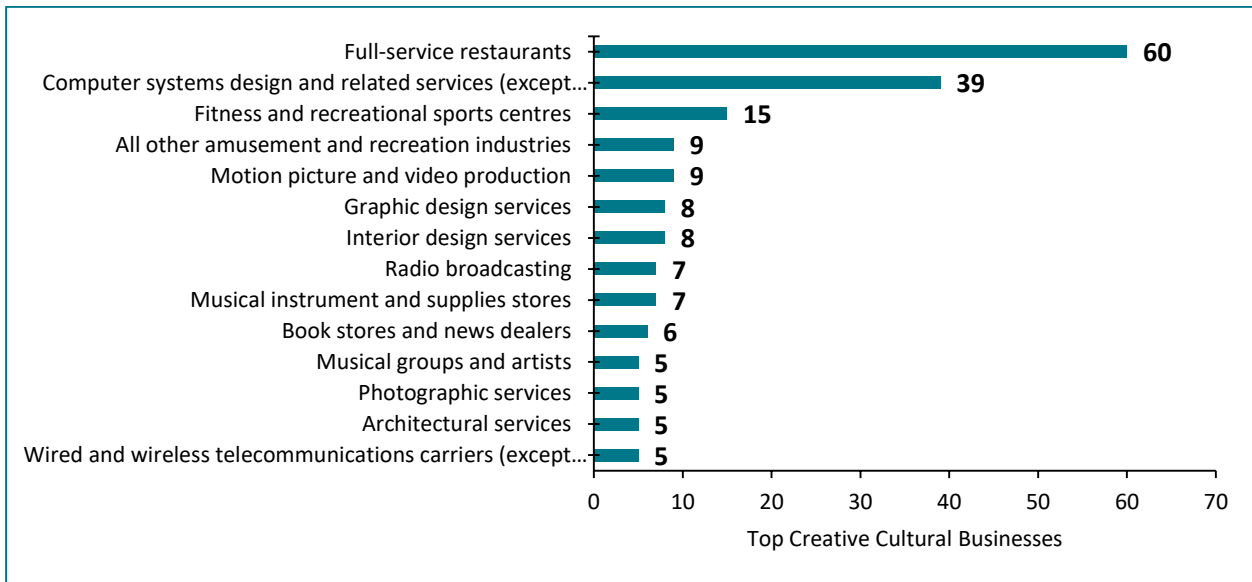
Total Businesses	Without Employees	With Employees							
		1 4	5 9	10 19	20 49	50 99	100 199	200 499	500+
256	136	41	27	25	21	4	2	0	0
% of Total	53%	16%	11%	10%	8%	2%	1%	0%	0%

Source: EMSI Analyst, 2018

Figure 28 shows the top creative cultural businesses in Belleville industries by counts. The top businesses were full-service restaurants, computer systems design and related services (except video game design and development) and fitness and recreational sports centres.



Figure 28: Top Creative Cultural Businesses, Belleville, 2017



Source: EMSI Analyst, 2018

APPENDIX E CASE STUDY RESEARCH

April, 2019





Case Study Research

Downtowns are increasingly seen as compelling backdrops for cities and towns looking to support and grow their economies. As an integral part of a community's identity often with unique neighbourhoods, businesses, and attractions for locals and tourists alike, a healthy downtown can be vital to a community's overall wellbeing. Communities are increasingly providing policy frameworks intended to revitalize and reinvest in their city centres, integrating culture, high quality design, community amenities and economic development.

This research is intended to serve as input to future discussions regarding Belleville's efforts in the revitalization and on-going redevelopment of the Downtown Commons and City Centre. In reviewing published research and the efforts of a select number of communities¹ we have reflected on the characteristics of a successful downtown redevelopment and best practice considerations for municipal downtown investment. This includes:

- A review of indicators to understand key characteristics that ensure a Successful Downtown
- Best practice research and case studies that highlight the impact of Public Investment in a Downtown
- Telephone interviews with best practice communities to understand activities and revitalization efforts that have supported economic growth in their downtowns.

¹ Consideration has been given to the revitalization efforts of Cambridge, Guelph, Kingston, Kitchener, London and Sault Ste. Marie, Duluth, Greenville and Washington D.C.



Best Practice Community Case Studies in Downtown Redevelopments, Cambridge, ON

City/ Province	Downtown Redevelopment Project	Key Planning Tools	Outcomes
Cambridge	<ul style="list-style-type: none"> Grand Innovations Centre Gaslight District The Old Post Office 	<ul style="list-style-type: none"> ▪ Brownfield Tax Increment Grant Program ▪ Heritage Grant Program ▪ Employment Land Development Charge Reduction ▪ Development Charge Exemptions ▪ Core Areas and Regeneration Areas – Affordable Housing Incentives ▪ Building Revitalization Program Loan 	<ul style="list-style-type: none"> ▪ Redevelopment of the Old Post Office into a multimedia digital library, gathering space, restaurant and family discover centre. ▪ Grand Innovations Centre, \$130 million redevelopment of old foundry building now in partnership with HIP developments and Conestoga College Institute of Technology & Advanced Learning. The site delivers a full-service research & development centre for industry; research conducted at Grand Innovations will result in new products that can be commercialized by local manufacturers, as well as new processes that will generate value, efficiencies and cost savings across a range of manufacturing operation.
<p>Best Practices Observed:</p> <ul style="list-style-type: none"> Continual reviewing and improvement of internal processes Access to a wide pool of development incentives Public investments to attract private investment (pedestrian bridge) Capitalized on momentum to increase investment and utilization of the downtown. 			



Best Practice Community Case Studies in Downtown Redevelopments, Duluth, Minnesota

City/ Province	Downtown Redevelopment Project	Key Planning Tools	Outcomes
Duluth, Minnesota	<p>Canal Park: The downtown waterfront and canal systems were contaminated by heavy industry and being used to store rusting scrap.</p>	<ul style="list-style-type: none"> ▪ \$60 million in Great Lakes Restoration Initiative-funded projects transformed the area including: dredging of 300,000 cubic yards of contaminated sediment. ▪ Taking advantage of State and Federal development funding ▪ Focusing on environmental remediation ▪ Improving and promoting quality of life assets 	<ul style="list-style-type: none"> ▪ Canal Park is a major tourism and recreation destination. The area has attracted people to live and play downtown. Increasing the millennial population. ▪ New industry including four breweries and a distillery have setup in the area ▪ New Hotels Pier B Resort Hotel, \$32 million private investment project and Park Point Marina Inn ▪ Tourism tax revenue doubled in the last decade \$11.62 million in 2017. ▪ New \$50 million park investment plan
<p>Best Practices Observed:</p> <ol style="list-style-type: none"> 1. Aligning development goals with state/federal agencies and leveraging funding for development and environmental remediation 2. Attracting private investment to underutilized, previously contaminated spaces 			



Best Practice Community Case Studies in Downtown Redevelopments, Duluth, Minnesota

City/ Province	Downtown Redevelopment Project	Key Planning Tools	Outcomes
Duluth, Minnesota	Clyde Park: The downtown property covered 10 acres and included approximately unused 19 industrial buildings.	<p>Project Financing</p> <ul style="list-style-type: none"> ▪ \$80,200 U.S. Environmental Protection Agency ▪ \$45,000 Minnesota Department of Employment & Economic Development ▪ \$1,380,537 Minnesota DEED Brownfields cleanup grant ▪ \$1,810,150 Minnesota DEED Redevelopment grant ▪ \$333,249 Minnesota DEED Supplemental cleanup grant application 	<ul style="list-style-type: none"> ▪ The 28,200 square-foot Clyde Iron (Restaurant and Venue ▪ The Duluth Heritage Sports Center at Clyde serving nearly a half-million guests a year. ▪ The multiplex facility anchored by the restored 27,900 square-foot foundry building, which is flanked by a 1,200-seat hockey arena and a 28,000 square-foot multi-sport pavilion. ▪ The new home of the Duluth Children’s Museum, the nation’s fifth oldest children’s museum.
<p>Best Practices Observed:</p> <ol style="list-style-type: none"> 3. Vacant industrial developments remediated through multiple partnerships 4. Development of public space attracting private development and key attraction facilities 			



Best Practice Community Case Studies in Downtown Redevelopments, London, ON

City/Province	Downtown Redevelopment Project	Key Planning Tools	Outcomes
London, Ontario	Budweiser Gardens (John Labatt Centre). Built in 2002.	<p>Roughly, the cost to the municipality was \$32million to build the arena, and \$10million in land acquisitions. The development was a public-private partnership between the City of London, Global Spectrum (a venue management company), and the developer Ellisdon.</p> <ul style="list-style-type: none"> ▪ Partnering with a venue management company led to the venue being managed and used actively ▪ Deliberately not including a parking garage, to encourage spectators to park & walk on downtown streets. ▪ The built form deliberately fits into the streetscape and urban context. 	<p>Budweiser Gardens is now a source of revenue for the City of London. The venue has brought people downtown that otherwise would not have travelled downtown for events.</p> <p>Budweiser Gardens will soon be at a place where private sector partners are not a part of the revenue stream.</p>



City/Province	Downtown Redevelopment Project	Key Planning Tools	Outcomes
<p>Best Practices Observed:</p> <ul style="list-style-type: none"> ▪ If the public space is meant for events, efforts should be taken to fill the space by the municipality or partners. In London’s case, its partnership with Global Spectrum has meant that acts that perform at Spectrum-managed venues in Toronto or elsewhere are incentivized to perform in London. ▪ Strong relationships between the planning department, public works, economic development and the BIA has meant that downtown public spaces are kept clean, safe, and attract the right kind of activity. 			

Best Practice Community Case Studies in Downtown Redevelopments, Sault Ste. Marie, ON

City/Province	Downtown Redevelopment Project	Key Planning Tools	Outcomes
<p>Sault Ste. Marie, ON</p>	<p>General downtown redevelopment & revitalization projects.</p>	<p>Incentive programs incorporated into the DCIP:</p> <ul style="list-style-type: none"> ▪ Municipal Tax Increment Grant for Major Developments – supports underutilized, vacant brownfield sites through a rebate of the municipal portion of property taxes. ▪ Grant Programs: <ul style="list-style-type: none"> Building Activation Grant for Vacant Spaces – for commercial buildings unoccupied for 	<ul style="list-style-type: none"> ▪ Sault Ste Marie’s downtown is an increasingly vibrant area that has attracted roughly \$82 million in private sector investment over the last 8 years.



City/ Province	Downtown Redevelopment Project	Key Planning Tools	Outcomes
		<p>90 days. Matching funds up to max. \$20k.</p> <p>Façade Improvement Grant – matching funds up to \$20k.</p> <p>Upper Floor Residential Conversion Grant – encourages residential intensification along Queen St, increases the range of housing options downtown. Assists property owners with conversation costs. Matches funds to a max of \$15k.</p> <p>Rear-Yard Patio Conversion Grant. Encourages the establishment of permanent patio infrastructure. Acknowledges patios as a critical component of vibrant street life. Matches funds up to \$5k.</p>	
<p>Best Practices Observed:</p>			



City/ Province	Downtown Redevelopment Project	Key Planning Tools	Outcomes
<p>Sault Ste Marie, ON</p>	<p>St. Mary's Mill. An idled paper mill on the canal.</p>	<ul style="list-style-type: none"> ▪ The private sector drove the redevelopment of St. Mary's Mill; the City had a minimal role. ▪ A company from Southern Ontario purchased the mill to sell off its assets. One of the partners of that company saw potential in the building's historic value. ▪ The City's input to that project was largely beautifying the neighbourhood around the mill and implementing the Canal District Plan 	<ul style="list-style-type: none"> ▪ St. Mary's Mill is now a multi-use space hosting pop-up retail and restaurants. It has a large event space with capacity to host conferences, weddings, etc. ▪ Parts of the site have yet to be redeveloped. The City is working closely with the owner, Toni Porco, to ensure those come to fruition.
<ul style="list-style-type: none"> ▪ A strong downtown needs a strong residential base. ▪ Commercial businesses open in the evenings. If possible, restaurants, bars, and any nightlife attractions should be grouped together. ▪ Strong cultural attractions. ▪ Events throughout the year, and adequate human resources to maintain consistency of events. ▪ Streetscape improvements drive up the value of a property which makes investors more interested. Investors like to see that the City is making investments in itself. ▪ Approaches downtown as a neighbourhood. 			



City/ Province	Downtown Redevelopment Project	Key Planning Tools	Outcomes
Best Practices Observed: <ul style="list-style-type: none"> In this case, the investors that redeveloped the mill were not initially interested in developing the space for its current purposes. It was the presence of creative, entrepreneurial investors that saw the potential in the building paid off in the end. 			

Best Practice Community Case Studies in Downtown Redevelopments, Kingston, ON

City/ Province	Downtown Redevelopment Project	Key Planning Tools	Outcomes
Kingston, ON	North Block 4 blocks that were previously coal gasification sites.	<ul style="list-style-type: none"> Brownfield CIP Residential attraction 	<ul style="list-style-type: none"> Recent development applications show that there is increasing investment in this section of the downtown
Best Practices Observed: <ul style="list-style-type: none"> Public private partnerships 			

Best Practice Community Case Studies in Downtown Redevelopments, Kingston, ON

City/ Province	Downtown Redevelopment Project	Key Planning Tools	Outcomes
Kingston, ON	Springer Market Square was redeveloped in 2004. The Market Square site is the oldest open air market in Canada, but over the	<ul style="list-style-type: none"> Heritage preservation grant The project followed the principles of the Kingston Downtown Action Plan. The 	<ul style="list-style-type: none"> BIA uses it to show movies on Thursday nights throughout the summer Skating rink throughout the



City/ Province	Downtown Redevelopment Project	Key Planning Tools	Outcomes
	<p>20th Century its primary use had become a parking lot. The revitalization project eliminated parking on the site.</p> <ul style="list-style-type: none"> ▪ \$6 million renovations included eliminating parking, complete surface retreatment, addition of an amphitheatre and fountain/Christmas Tree base ▪ The restoration was almost 75% funded by community fundraising. The goal of the restoration was to maximize the full potential of Market Square, turning it into a year-round public meeting space and focal point for the City ▪ A large component of that renovation was the installation of an artificially chilled skating rink ▪ The streets bordering the Square received a cobblestone treatment, further enhancing the appeal of the Square ▪ Appropriate street lighting 	<p>plan addressed the need to replace the underground utility infrastructure in the downtown area, including storm and sanitary sewers, waterlines, electrical, telecommunications and fibre optics. It also reflects the desire to emphasize pedestrian traffic while recognizing the unique character of historic downtown Kingston.</p> <ul style="list-style-type: none"> ▪ Concurrent with the redevelopment of Kingston's Market Square such as approximately 700 new housing units, reconstruction of the Grand Theatre, and construction of a Sports & Entertainment Centre. ▪ "The redevelopment turned the corner from concept to reality when the BIA committed to contribute toward funding the Square. The entire project – including infrastructure and underground work on the 	<p>winter</p> <ul style="list-style-type: none"> ▪ Is generally the events hub of downtown throughout the year ▪ Pedestrian activity in the downtown has significantly increased ▪ Having it as a central venue with regular, year-round activity has allowed the BIA and the City to market downtown Kingston as its own destination.



City/ Province	Downtown Redevelopment Project	Key Planning Tools	Outcomes
	<p>and furniture (planters, benches and garbage receptacles) encourage public use of the space</p> <ul style="list-style-type: none"> ▪ A subsequent renovation in 2009 added accessible washrooms and skate change rooms and lockers 	<p>surrounding streets – is expected to cost \$5.4 million. The bulk of the project – about 75% - is being funded by private donations. Much of the work has been either donated or completed at cost by member companies of the Kingston Construction Association, and the City of Kingston Roads Division. The KCA contribution – including the donation of a project manager – is also reducing the cost of the project. Other private cash donations, such as the lead gift of \$1 million from the Springer family, resulted in the renaming of the Square to Springer Market Square and will offset the remaining costs. Downtown Kingston has pledged \$500,000 to the project, plus \$50,000 per year in programming of activities on the site. The City of Kingston contribution is \$1.25 million – or just over \$15 per</p>	



City/ Province	Downtown Redevelopment Project	Key Planning Tools	Outcomes
		resident.” ²	
Best Practices Observed:			
<ul style="list-style-type: none"> ▪ Its success of the various events can be illustrated in the ability to attract private sponsorships. For example, FebFest garnered \$300,000 through sponsorships while the Blues Festival earned \$150,000³ ▪ Funding partnerships with the private sector and the BIA kept the project at low cost to the City and its agreement with the BIA encouraged vested interest in the space by business stakeholders (i.e the BIA runs events) ▪ Of note: “There is a separate BIA Market Square levy of \$63,224 per year for 10 years to pay the \$500+ capital contribution and interest. In 2007, \$73,000 (9%) of the BIA operating levy is dedicated to Kingston Market Square which covers mostly staff salaries for Market Square programming. The BIA attracts over \$500,000 per year in Market Square programming sponsorships.” 			

Summary of Funding Kingston Market Square	
Private Donations	\$2,000,000
Lead Gift from the Springer Family	\$1,000,000
City of Kingston	\$1,250,000
Downtown Kingston BIA (capital)	\$500,000
Downtown Kingston BIA (\$50,000 per year for 10 years for programming)	\$500,000
In-Kind Donations	\$150,000
TOTAL	\$5,400,000

² <https://stratfordperthmuseum.ca/market-square/uploads/5/0/2/6/50269747/2007economicimpactreporta.pdf>

³ <https://stratfordperthmuseum.ca/market-square/uploads/5/0/2/6/50269747/2007economicimpactreporta.pdf>



Kingston Downtown Action Plan Summary

The Downtown Action Plan (DAP) was approved by City Council in September 2004. The plan focuses on infrastructure and urban design for the entire downtown. It evolved from the need to replace the underground utility infrastructure in the downtown (the infrastructure is 200 years old and has never gone through a replacement program). It covers thirty-six blocks and involves the replacement of 9 kms of urban streets and sidewalks – staged over 10 to 15 years.

The plan focuses on the mixed-use downtown business districts and different character areas within the downtown. These are the Princess Street commercial streetscape, the Historic District, the redevelopment lands of the North Block District, and the Waterfront.

Initiatives of the plan include:

- Increased green space and connections to the waterfront
- Streetscape improvements with the replacement of underground utility infrastructure
- Identified opportunities for tourism, recreation, and entertainment
- Improved traffic movement

Current Public Space and Use

Downtown Kingston is in the Central Business District (CBD) that includes uses such as retail, office space, entertainment, cultural and recreation facilities, tourism and hospitality facilities, personal services, intuitions, open space, and medium to high density residential uses. The goal for the CBD is to provide “the broadest range of commercial activity...in order to support the traditionally diverse role and pedestrian oriented activity focus of the city’s architecturally valuable downtown core” (Official Plan, 2017).

Princess Street: Is a cultural heritage resource. The streetscape, courtyards and laneways, built heritage resources, landscape elements, pedestrian activity, and commercial functions maintain the historic function of the area.

North Block District: An area for intensification and development. Has large areas of surface parking that can be used as areas for redevelopment.

Waterfront: There is a designated Waterfront Master Plan (2016) that sets out the renewal of public waterfront spaces and improvements for access and the creation of a fully connected public waterfront.

Notable Design Characteristics

The design approach for the master plan is based on three concepts, “clarify, complement, and integrate”. Clarification is based on the analysis of existing conditions – this brought about the four character areas mentioned above. The intent was to complement the unique qualities of



each character area – this focuses on material palettes and elements as variations on theme in the downtown. The goal is to enhance and work in harmony with the existing heritage quality, rather than complete or distract from it. Integrate focuses on the overall vision of supporting and improving the economic viability and quality of the downtown with the various streetscapes, parks, and waterfront.

City of Kingston Brownfield CIP Summary:

The City of Kingston has a number of properties that have been or may be impacted by former industrial or commercial uses and may be contaminated as a result of these historical activities. Many of the City's Brownfield Sites are located in the core area with access to existing infrastructure, services and transportation networks. Left abandoned or vacant, Brownfield Sites represent lost property tax revenue, lost residential accommodation, and lost employment opportunities.

Utilizing core areas of the City for development, redevelopment and infill projects helps to mitigate the pressure to expand the urban boundary.

The City's Brownfields Program components, implemented through the CIP have been successful in encouraging private sector investment in the Rehabilitation and redevelopment of Brownfield Sites in the City. Notwithstanding that success, it was recognized that there is a need for continual monitoring of the performance and impact of the financial incentives being offered to ensure that the goals of the Brownfields Program and the CIP are being accomplished and remain consistent with Council's priorities, and that the financial incentive programs do not become a financial challenge for the City.

Council recognizes that successful Brownfield Site Rehabilitation and redevelopment can result in significant environmental, economic and social community benefits. Those benefits include increased tax revenues, neighbourhood revitalization, employment, improved health and safety, new business and housing opportunities and reduced environmental risks. As such, the goals and objectives of the City's Brownfields Redevelopment Strategy include:

- a. Promoting the Rehabilitation, redevelopment and adaptive re-use and overall improvement of Brownfield Sites throughout Kingston in a fiscally responsible and sustainable manner over the long term;
- b. Encouraging private sector investment in the Rehabilitation and redevelopment of Brownfield Sites by "levelling the playing field" with Greenfield Development through the financial incentives of the City's Brownfields Program and CIP;
- c. Maximizing the use of existing infrastructure, services and facilities by encouraging the redevelopment and intensification of abandoned, underutilized and vacant sites;
- d. Revitalizing the downtown, neighbourhoods and the waterfront;



- e. Increasing tax assessment and property tax revenue;
- f. Improving the physical and visual quality of Kingston;
- g. Increasing employment opportunities, economic activity and investment;
- h. Improving the City's overall environmental health and public safety in areas where Brownfield Sites are located; and,
- i. Increasing community awareness of the economic, environmental and social benefits of Brownfield Site Rehabilitation and redevelopment.

Under the financial incentive components of the Brownfields Program, Tax Assistance and Rehabilitation Grants are offered to private sector development proponents to mitigate the costs associated with site Rehabilitation. They are meant to “level the playing field” with greenfield developments, as greenfield developments are cheaper and therefore more attractive to developers.

Funding programs under the Brownfield CIP include:

- Rehabilitation cost reimbursement – dealt with on a sliding scale, case-by-case basis
- Initial Study Grant - promotes the undertaking of environmental studies that result in a more complete understanding with respect to the type, concentration and location of Contamination that exists on a Brownfield Site, the potential costs of Rehabilitation, and development of a plan to remove, treat or otherwise manage the Contamination found on the property.
- Brownfields Financial Tax Incentive Program - encourages private sector Rehabilitation of Brownfield Sites for future redevelopment purposes by cancelling all or a portion of the municipal property taxes to offset the approved eligible Rehabilitation costs incurred by the Property Owner.
- Tax Increment-Based Rehabilitation Grant Program (TIRGP) - encourage private sector Rehabilitation and adaptive reuse of Brownfield Sites by providing an annual grant to help pay for eligible site Rehabilitation costs incurred by the Property Owner that are not fully covered by the BFTIP.
- Municipal Brownfields Reserve Fund - intended to facilitate direct City financial involvement in the Rehabilitation and redevelopment of Brownfield Sites in the Community Improvement Project Areas
- Tax Arrears Cancellation – Program for Failed Tax Sale Properties - this program is to stimulate the Rehabilitation and redevelopment of properties in tax arrears by third parties. The program allows the City to cancel the taxes owing on a property after a Failed Tax Sale as an incentive to a potential purchaser to acquire and redevelop the property.



- Development Charges and Impost Fee Assistance - The City's existing Development Charge and Impost Fee By-laws include provisions that allow the City to provide exemptions to the charges and fees for properties that are within the designated "Community Improvement Area". Since 2005, the City has approved 16 projects under this program. The 16 approved projects range in tax rebate value from \$175,000 to \$4.4 million per project and constitute a total tax rebate commitment of approximately \$27 million.
- The 16 brownfield projects approved to date (2005-2016) have generated the following tax performance:
- Total property taxes rebated by the City (2005 – 2016) = \$8.3 million;
 - Total tax revenue allocated to the MBRF (2005 – 2016) = \$2.0 million;
 - Remaining tax rebate commitment to existing projects (2017 – 2030) = \$18.7 million;
 - Remaining tax revenue to be directed to the MBRF (2017 – 2030) = \$4.5 million.

Sault Ste Marie Downtown Projects Summary

The following is a brief summary of downtown projects that are currently underway in Sault Ste. Marie:

Action and Implementation Plan – Last summer City Council approved retaining The Planning Partnership, an award-winning Toronto-based urban design firm to prepare a short document which clearly describes all of the major components of a vibrant downtown and sets out a three year action plan for moving forward with cost estimates for each project. Work on this project has begun and will be completed over the next two months.

Bay Street Redevelopment – The required Environmental Assessment to reduce Bay Street from four lanes to two lanes has received final approval. City Council has approved funding for this project to proceed in 2019 which includes a significant landscaping component.

Bruce Street Redevelopment – This project is largely complete. Significant streetscape improvement including wider sidewalks, street trees, seating areas, bike racks and a bus shelter will be installed as soon as weather permits.

Event Programming – The Downtown Association has significantly increased the number of events being held this year. This is generally regarded as the best way to increase downtown activity and encourage new investment. However, additional staff resources will be required to further increase event and entertainment options. The Downtown Association is working with the City and NOHFC to investigate the possibility of hiring an NOHFC intern in 2019 at minimal cost.



FutureSSM Downtown Action Team – This FutureSSM subcommittee’s mandate is to make recommendations and undertake projects to improve the overall viability of the downtown area. The Downtown Action Team has established short-term, mid-term and long-term priorities. The short-term priorities include: beautification initiatives, streamlined municipal approvals, more event programming, downtown branding and marketing, improved safety and enhanced public infrastructure. This committee is working closely with both the Downtown Association and city staff.

Heritage Block Streetlights – The Public Utilities Corporation have begun replacing the existing heritage style lighting on Queen Street between Pim and East Streets. This project will be completed this year.

Hub Trail Expansion – As part of the redevelopment of Bay Street, a multi-use path will be constructed on the south side to connect the existing trail at East Street to Gore Street. Using the Ontario Municipal Commuter Cycling Program funding, this path will be extended to Huron Street and onto the Machine Shop property. Eventually, this trail will be extended to James Street as further development occurs on the Machine Shop property.

Official Plan Update – The existing Official Plan contains general policies on maintaining the downtown as the primary administrative, business and cultural center of the community. The new Official Plan will expand further on these objectives.

One-way / Two-way Traffic Study – A comprehensive study on the feasibility of converting both Bay Street and Queen Street to two-way traffic concluded that the existing one-way system should be maintained. This study also recommended reducing Bay Street from four lanes to two lanes.

Private Sector Initiatives – Both the building improvement and tax rebate programs are now in effect. Matching grants are available for façade improvements, significant building interior improvements, converting second floor space to residential use and qualified patios. In addition, a municipal tax increment rebate for projects with a total new investment of over \$500,000 that results in an increase in municipal assessment is now available. Both programs are being advertised in cooperation with the Downtown Association.

Quality Public Space – Over the past several years, city staff have held numerous public consultations on a variety of downtown related issues. It has become clear that the city needs to place a high emphasis on creating quality spaces in the downtown that are not only functional from a traffic viewpoint, but which also create public gathering areas and encourage walking and cycling. Staff are currently completing a draft complete streets manual for City Council’s consideration which sets out a consistent design strategy for future reconstruction and development projects.



Queen Street Redevelopment – Queen Street was redeveloped in 1982 as part of a comprehensive plan which included a significant number of street trees and paved sidewalks. Both the road surface and sidewalk area are now in need of repair. The preliminary five-year capital works budget has identified the resurfacing of Queen Street in 2020.

Roger Brooks Presentation – Roger Brooks is a leading speaker on downtown development. On June 4, he presented 99 suggestions for improving the vitality of the downtown at a public meeting. In particular, he made the following three major recommendations for the City's consideration: better wayfinding signage, converting to a two-way traffic system and better event programming in the downtown. All of three items are discussed elsewhere in this report. Many of the other suggestions were focused on either private sector activities or some combination of the private and public sectors.

Sidewalk Patios – Last year, City Council delegated approval for sidewalk patios on City property to staff. This program has been very successful with several new patios being constructed and additional businesses expressing interest. City staff will continue to work with restaurant owners in the downtown to expand this program further next year.

Streamlined Municipal Approvals – Similar to the downtown patio program, City Council has also delegated approval of community events and street closures to staff. This has resulted in a number of positive comments from the local business community. However the approval process can be further improved. At present, City staff are working with the Downtown Association to develop reasonable guidelines to encourage the placement of benches, landscaping and other features on City property to create a more welcoming environment. Staff will be reporting further on this in 2019.

Street Furniture – This year (benches, waste receptacles, bike racks and bus shelters) will be installed on Gore Street and parts of Queen Street. In addition, large planters will be placed on Queen Street to help offset the recent loss of trees resulting from emerald ash borer infestation.

Vacant Property Standards – Although some vacant properties in the downtown are very well maintained, a few sites have been unsightly for an extended period of time. Staff is reviewing the existing Yard Maintenance By-law with respect to requiring a better maintenance standard for properties which have been vacant for more than a year. This would include removing any rubble and creating a grassed surface. Staff will report to City Council on this in 2019.

Wayfinding Strategy – Roger Brooks noted that our existing wayfinding signage is very poor. City Council authorized the development of a wayfinding signage strategy and a consultant is currently working on this along with a number of community stakeholders.



City of Guelph – Community Improvement Plans

Downtown Guelph Community Improvement Plan

Guelph's Downtown Action Plan (2007) specifically called for the creation of a Downtown CIP to establish incentive programs to encourage private sector investment.

Urban Design Action Plan (2009) recommended that a CIP be prepared for the Downtown that includes:

- financial incentives for façade improvements, building rehabilitation and redevelopment; and
- Policies permitting the City to acquire vacant or underused properties for redevelopment.

The objectives for the Downtown articulated in the Urban Design Action Plan include increasing the number of new housing units in the Downtown and ensuring a significant proportion of Downtown housing is affordable to moderate and low income households.

Grant Programs:

- Façade Improvement Grant Program
- Feasibility Study Grant Program
- Minor Downtown Activation Grant Program – Intended to support redevelopment of under-utilized and vacant properties in order to activate these properties within the CIP area. Assists with capital costs needed to convert and/or rehabilitate these properties into viable commercial or residential uses.
- Major Downtown Activation Grant Program – Intended to support the redevelopment of underutilized and vacant sites and enable larger scale improvements to significantly increase the residential and tax base. It is a tax-increment based grant that is equal to the full amount, or apportion of the amount of the estimated municipal property tax increase after the property is redeveloped. This grant may be granted in addition to the Brownfield Redevelopment CIP Programs and the City's Heritage Redevelopment Reserve.

Two separate funds which may provide financial incentives in the Downtown include:

Brownfield Redevelopment Community Improvement Plan Update

The Brownfield Redevelopment Community Improvement Plan contains financial incentive programs to stimulate private sector investment in the redevelopment of underutilized or vacant contaminated properties. The program is designed to partially offset the cost of site assessment and remediation through the following programs: Environmental Study Grant; Tax Assistance during Rehabilitation; Tax Arrears Cancellation; and Tax Increment-Based Grant.



Heritage Redevelopment Reserve Fund

The City of Guelph has also established a Heritage Redevelopment Reserve Fund that is intended to reduce costs associated with the retention of heritage features during redevelopment projects by providing incentives to encourage the preservation, restoration or re-use of designated cultural heritage features.

City of Kitchener

Downtown Kitchener Community Improvement Plan

Tax Incentives for the Rehabilitation or Redevelopment of Older Buildings and Under-Utilized Sites

- Assistance available is equal to 50% of the increase in City of Kitchener portion of property taxes, which would be the difference between the existing property taxes and those taxes for the fully redeveloped property for 3 years
- The intent of the incentive is to stimulate the rehabilitation or renovation of existing buildings, or the redevelopment of previously developed sites which are now vacant, or under-utilized sites within the Downtown which results in a significant investment. This Plan proposes that this assistance be expanded to include institutional, residential, and commercial in addition to industrial properties.
- Feasibility Studies for Adaptive Reuse

The Intent of this incentive is to stimulate private sector investigation of the potential adaptive re-use of a specific list of Priority Sites within the Downtown area.

Grants are available up to \$10,000, or 50% of the value of the feasibility study, whichever is less.

- Exemptions from Planning and Building Permit Fees

The Intent of this incentive is to stimulate investment for both business and residential development in the Downtown area through the provision of a grant equal to municipal approval fees for those who wish to invest.

Assistance will be provided in the form of a grant in the amount of Application Fees for Demolition & Building Permits, Site Plan Approvals, Occupancy Certificates, and Sign Permits.

- Façade Improvement Grant Program

This grant program is intended to assist property owners and tenants with the financing of street-oriented building façade improvements in the Downtown Community Improvement Area, to implement the City's urban design and heritage conservation policies, and support municipal investments in streetscape infrastructure.



Eligible works include the following street fronting façade improvements:

1. Repainting, cleaning or re-facing of façades;
2. Repair or restoration of façade masonry, brickwork or wood;
3. Replacement, repair or restoration of cornices, eaves, parapets and other architectural features;
4. Replacement or repair of windows;
5. Entranceway modifications that improve the appearance and/or access to the commercial units;
6. Redesign and reconstruction of the store front;
7. Installation of appropriate new signage or improvements to existing signage;
8. Installation or repair of canopies and awnings;
9. Installation or repair of exterior lighting; and,
10. Restoration of historic features.

2012-2016 Action Plan for the Downtown

In 2012, council approved the Downtown Kitchener Action Plan. This plan outlined opportunities, downtown districts, goals and the core areas of focus.

The plan elaborates on the type of approach that Kitchener will be using as a guide to implementing this action plan. An Asset-Based Approach involves developing major community assets and catalysts in Downtown Kitchener.

Since 2004, the City and partners have invested heavily in the development of major community assets and catalysts in Downtown Kitchener. These include:

- King Street streetscape; -
- WLU Faculty of Social Work;
- UW School of Pharmacy;
- McMaster School of Medicine;
- Communitech Hub;



- Kitchener Market & Marketplace;
- Victoria Park Entrance;
- Charles & Benton Parking Garage;
- KPL Main Library expansion (in progress);
- Consolidated Courthouse (in progress);
- Victoria Park Lake (in progress).

These are in addition to existing major assets like Victoria Park, City Hall, Civic Square and Centre in the Square. New private sector developments, such as the Kaufman Lofts, The Tannery, Breithaupt Block, City Centre Condominiums and Arrow Lofts, have created new energy in the core. This plan focuses on organizing City and BIA programs, services and resources to leverage these assets and stimulate positive spinoff investment. For example, turning the \$10-million streetscape into \$50-million worth of private sector investment.

- The goal outlined in this plan is to establish Kitchener as one of the best downtowns in North America that offers a complete sense of community while offering cool, unique, vibrant and eclectic experiences.
- Opportunities that are outlined in this plan involve:
 1. Continue to build a strong sense of community
 2. Continue to grow the city's urban population
- The four core areas involve revitalization and creating new centers of innovations. The main initiatives involve:
 1. King Street Streetscape
 - This project entails creating unique and urban experiences.
 - Growing foot traffic after 5pm on weekends
 - Foster a live music
 - Enhance the physical experience.
 2. New Urban Neighborhoods
 3. An innovation District
 4. Foster a Collaborative Community



- The priorities outlined in this strategic plan involve:
 - open government
 - strong and resilient economy
 - safe and thriving neighborhoods
 - sustainable environment and infrastructure
 - effective and efficient city services.
- With respect to the downtown Kitchener, the goal is to facilitate the ongoing development of Downtown Kitchener as a heart of the city. The goal is to update the Downtown Kitchener Action Plan within the 2017-2019 time period.

Current Status

Downtown Kitchener is known for the public amenities such as the Kitchener Market, King Street, Civic Square, Victoria Park and Vogelsang Green. These places are intended to encourage pedestrian activity and designed to create environments full of energy.

City of Cambridge

Rationale/Intent Behind Redevelopment Projects

- The main issue was that as an amalgamated community there are three downtown cores that each require attention and development.
- Overcoming the stigma of “downtown” to get more people traveling to and living downtown.
- Community continues to deal with the opioid crisis, homeless issues.

Key success factors for a strong downtown

- Strong community support including a Council Supportive of development and cooperative BIAs.
- Single point of contact on development.
- Public Private partnerships.
- Sustained momentum in development.
- Redevelopment of heritage buildings while maintaining distinctive character.



- strong leadership and champions are important, community can get motivated to meetings.
- Continual reviewing of internal processes.

What partnerships did the City undertake to make the development/investment happen?

- Institutions, developing long term relationships with Conestoga College and universities.
- HIP Developments and other private developers.
- Close ties to all three BIAs.
- Open minded council ready for development.

What were the tools the City used to incentivize investment? How necessary were incentives to achieving your vision?

Incentives were necessary, they included:

- Waiving/reducing development charges and having city planners engaged with helping developers with their applications.
- The construction of the downtown pedestrian bridge improved access to the downtown and improved the business case to develop.

Tax Increment Grants (TIGs) can provide tax grants to help property owners with the costs associated with environmental clean-up and development of contaminated sites.



Case Study	Previous Land Use	Current Use	Intent & Notable Characteristics	Results
<p>Falls Park on the Reedy Greenville, NC</p>	<p>Falls Park was previously owned by Furman University in 1852. In the early 1900s three textile mills were built along the river, contributing significantly to the pollution and deterioration of the Reedy River.</p>	<p>Located adjacent to downtown Greenville and in the historic West End District. The Carolina Foothills Garden Club bought the land in 1967 and turned it into a 32-acre park. In partnership with the City of Greenville, Furman University, the Planning Commission, and state and federal agencies, the river and park were cleaned up and renovated. Current uses of the park include: public gardens, the Liberty Bridge at Falls Park on the Reedy, a private restaurant, and other visitor amenities. The park is considered a “cherished landmark”.</p>	<p>The Carolina Foothills Garden Club and the City of Greenville adopted a master plan for the park. It was designed to restore the “beauty of the area and provide a safe welcoming gathering spot”. Funds from the local hospitality tax, and building off the master plan from 1999, the 2002 master plan developed Falls Park to include 20 acres of gardens showcasing the Reedy River Falls. The mayor at the time announced the “In Full Bloom in 2003” initiative to transform the park into a “public garden and oasis”. The project included:</p> <ul style="list-style-type: none"> ▪ \$13 million budget ▪ 355-foot-long, 12-footwide, curved suspension bridge to provide views of the falls and gardens ▪ New park building with two levels of plazas, a restaurant, restrooms and a maintenance facility <p>2002 Master Plan: https://hoosicriverrevival.org/wp-content/uploads/2016/09/Reedy-</p>	<p>The revitalization of the park created a needed link between downtown and the west. Provided a major landmark for the area and offers various activities for venues for residents and visitors. It recaptured the falls, - the city’s “greatest natural asset”. Represents the city’s ability to reinvent itself. It has served as a catalyst for significant economic development.</p>



Case Study	Previous Land Use	Current Use	Intent & Notable Characteristics	Results
<p>Union Square Market Washington, DC</p>	<p>The Florida Avenue Market Site (where Union Square is located), before the Union Market revitalization had 120 lots, owned by</p>	<p>Union Market opened in September 2012 as a revitalization project for the FAM area. It is an indoor food market that also includes pop-up retail space, an event venue, and outdoor gathering</p>	<p>River-Greenville-SC-Master-Plan.pdf</p> <p>In conjunction with the plan, the Carolina Foothills Garden Club chaired a \$3.6 million endowment campaign for the park. The funds are used to make enhancement and for future maintenance. There are also ongoing efforts to improve the water quality along the Reedy River by the city and private companies.</p> <p>Major design feature is the Liberty Bridge. It is a 355-foot long pedestrian suspension bridge that is supported by cables on only one side – this gives an unobstructed view of the falls. It was previously a 6-lane highway. It has won 9 awards for its design.</p>	<p>A case study by Richard Florida and Jodie McLean (2017) identified key principles of the Union Market that made it successful:</p> <ul style="list-style-type: none"> • “Created jobs that pay living wages and inspire pride in the community”
			<p>The Office of Planning created Streetscape Guidelines for Union Market in 2017 as new projects were being developed in the area. The guide included streetscape typologies:</p> <ul style="list-style-type: none"> ▪ Market Streets: these streets 	



Case Study	Previous Land Use	Current Use	Intent & Notable Characteristics	Results
	<p>roughly 68 different businesses. Land uses were primarily wholesale, but ranged from famers/flea markets, public retail, parking, small restaurants, vehicle repair shops, gas stations, office space, and two hotels.</p> <p>The 2009 Florida Avenue Market Small Area Plan identified the following site conditions:</p> <ul style="list-style-type: none"> Numerous property owners that makes it difficult to acquire continuous lands for large 	<p>spaces. The market sees an average of 15,000 people per weekend and has hosted 400+ events. The market features:</p> <ul style="list-style-type: none"> Indoor food hall: 40 local vendors and public spaces (as of 2017) Support for local food entrepreneurs Weekly farmers market: 150+ farmers from five states Food-oriented events <p>The developer and owner of the project, EDENS, also proposed a mixed-use district to be developed in the surrounding area. In 2015 EDENS proposed office and residential space above the market – this was approved in 2015, with a request for a two-year extension in 2017.</p>	<p>are the core of the market with wholesale distribution businesses, loading areas, sidewalks, and roadways – they are defined by historic market buildings, absence of street trees, and the feeling of a bustling commercial area</p> <ul style="list-style-type: none"> Connector Streets: these streets function as entrances to the market from the surrounding roads – incorporates trees, public art, and other amenities for pedestrians and drivers Pedestrian Focused Streets: self-contained streets within the market – low volume of vehicle traffic – provide pedestrian oriented features and amenities (shed, trees) Zipper Streets: Connecting streets from market to surrounding landmarks and transportation network – provides sidewalk, storefront retail, cafes, landscaping, protected cycling lanes, trees 	<ul style="list-style-type: none"> A program in Union Market called Launch Pad – entrepreneurs can pitch restaurant ideas to a panel of chefs and venture capitalists. Winners can launch their concept at Union Market under the mentorship of the panel “Result is a growing group of start-ups that support each other’s success and bring their own community closer to the rest of the city” <p>Of 37 businesses in Union Market, 40% are owned by women, 32% by people of colour, and 24% by women of colour</p> <p>17 business that started at Union Market have opened u more locations around DC</p> <ul style="list-style-type: none"> “Fosters a sense of community at the street level” <ul style="list-style-type: none"> Visitor and vendor spaces at



Case Study	Previous Land Use	Current Use	Intent & Notable Characteristics	Results
	<ul style="list-style-type: none"> ▪ development ▪ Existing low bulk commercial and light industrial zoning that does not permit residential use ▪ Many different existing land uses ▪ Economic and real estate potential or limitations with its current uses 			<p>Union Market are intentionally blurred to foster a feeling of community</p> <ul style="list-style-type: none"> ▪ The market feature flexible, multi-purpose venues (like Dock 5 and Lab 1270) that host various events, forums, activities that bring diverse groups together • “Housing options are attractive to the community and conveniently located” ▪ Union Market is located a quarter-mile from a major transit station and two major city streets ▪ “[proximity to public transit gives greater access to jobs, amenities, and services critical to an individual’s support system]” • “Designed for inclusion” ▪ Union Market deliberately engages the nearby Gallaudet



Case Study	Previous Land Use	Current Use	Intent & Notable Characteristics	Results
				<p>University for the Deaf – they actively seek to employ deaf community members and they incorporate the University’s Deaf Space design guidelines – interpreters are at all events</p> <ul style="list-style-type: none">▪ Hosts art-based events that are free and open to the public – they partner with local groups▪ Union Market has made great efforts to ensure that both existing and new businesses serve consumers from a variety of socioeconomic and cultural backgrounds

APPENDIX F STAKEHOLDER INTERVIEWS

April, 2019



Downtown Commons Stakeholder Interviews
Summary of Findings

Stakeholder Name

Rob Clute, QuinteVation

Hazel Lloyst, BDIA

Jill Raycroft & Susan Walsh, Chamber of Commerce

Mitchel Bateman, Lesley & Spencer Hawkes, Justin Gifkius Farmer's Market

Ross McDougall, McDougall Insurance

Dug Stevenson, Bay of Quinte Tourism

Paul Buck, Belleville Transit

Adrian Bax, Developer

Peter Kempenar, Taskforce Engineering

Sean McKinney, Remax Quinte Ltd.

Paul Dinkel, Dinkels & Paulo's Restaurant

Zubin and Kim Gillespie, Local entrepreneurs/builders

Overall General Downtown (DT) Questions:

1. **With the completed investment by the City in the DT streetscape and infrastructure, do you believe there is a positive attitude surrounding that investment and return on that investment?**

Synopsis:	
<ul style="list-style-type: none"> • Overall attitude about investment has been positive • Customers like it and are positive towards the improvements • 17 new businesses in the downtown – they are here because they believe it's a new platform – people want a “European” model of a downtown • These improvements are not the last step; the investment by the City must work in conjunction with that by private developers 	
A	<ul style="list-style-type: none"> - Attitude towards investment has been positive - Return on investment – not as positive
B	<ul style="list-style-type: none"> - Yes – positive by public; the members of the BDIA concerned about fees
C	<ul style="list-style-type: none"> - Still many empty buildings ; parking is an issue and new construction didn't help that - People want to park in front of store
D	<ul style="list-style-type: none"> - Yes the response is positive
E	<ul style="list-style-type: none"> - Investment has been good; it has created a positive step, not the last step; investment must work in conjunction with that by private developers
F	<ul style="list-style-type: none"> - Very positive
G	<ul style="list-style-type: none"> - Hearing positive feedback - Finished product is better than we expected
H	<ul style="list-style-type: none"> - Investment first step of many steps
I	<ul style="list-style-type: none"> - There has to be a positive attitude – the only way to approach this is to be positive
J	<ul style="list-style-type: none"> - Yes
K	<ul style="list-style-type: none"> - Very positive feedback – the Downtown is refreshed - Customers like it and are positive
L	<ul style="list-style-type: none"> - Absolutely – The downtown is filling up with people - 17 new businesses in the downtown – here because they believe it's a new platform - People want a European model of a downtown

What is the best way to leverage the investment made by the City in the DT?

Synopsis:
<ul style="list-style-type: none"> • Need marketing/ inventory of the downtown buildings/land to development interests in and outside of the City

	<ul style="list-style-type: none"> • Downtown needs to be “open for business” and not be event-driven • Enforce property standards and clean empty storefronts • Increase the number of residential units in the downtown; City to make land available along the river • More people-friendly mixed-use spaces needed that takes advantage of the waterfront / outdoors • Need more events to bring people into the core e.g. rink and places to gather • Create incentives to fill empty buildings (residential and commercial)
A	<ul style="list-style-type: none"> - next step – how to get people down there to see the space - need more events to bring people into the core - Kingston – hockey rink – Belleville is a hockey town; part of tourism piece – DT needs allot of activities to draw people
B	<ul style="list-style-type: none"> - Filling the empty stores – marketing dollars outside of City important - Marketing / Inventory of buildings/ land needed to provide investors - Some stores empty 30 years; City has now removed incentive for empty buildings which is good - Entrepreneurs, millennials are coming to City/DT from outside the area
C	<ul style="list-style-type: none"> - BDIA marketing has improved - DT needs to be “open for business” and not event-driven - Building inventory should be prepared by City to drive new residential / commercial business - Property standards concern with absent land owners - BDIA provide signage for empty buildings, clean the windows
D	<ul style="list-style-type: none"> - Need to attract consumers to buy residential units and provide more condos to attract more people. - Need more places to sit down and watch events – like plazas (Italy, France) - Private capital to construct apartments - Support and promote downtown businesses for higher ROI and lower negative experiences
E	<ul style="list-style-type: none"> - There has to be private investment - The City is also going to have to spend more
F	<ul style="list-style-type: none"> - Increase the number of residential units - Provide mixed use space / commons that takes advantage of the waterfront / outdoors
G	<ul style="list-style-type: none"> - Promoting it more, especially what we can do - Comfort that we are progressing with the DT
H	<ul style="list-style-type: none"> - A P3 arrangement is the best way – Private/Public partnerships
I	<ul style="list-style-type: none"> - Combination of private and public investment - City must create confidence for private investors – moving forward – need to believe in it – the work to date is a good step
J	<ul style="list-style-type: none"> - Need to have more “logs on the fire” that builds the foundation for and encourages investment by the private sector

K	<ul style="list-style-type: none"> - Not finished yet – details to be done still - More people-friendly with green space - Access from streets to Riverfront Trail for pedestrians and bikes - Parking lots on riverside need green space e.g., children’s playground, dog park - 2 acres land for condos on Riverfront (City sell the land for this)
L	<ul style="list-style-type: none"> - ROI / leverage – absolutely required - People are fixing up buildings for high quality apartments - People ages 25 – 40 love downtown

2. What role should be played in economic development for the DT?

a) By the City?

Synopsis:	
<ul style="list-style-type: none"> • The City should work more closely with the BDIA and provide marketing of development opportunities/ inventory of potential buildings/ land in the DT on their website to reach investors • City should also take over marketing of the Farmers’ Market • City needs to encourage and partner with the private sector and to also show support for developers in the downtown and help facilitate development (reductions in Development Charges; taxes, more for the Façade Program) • Need for an Implementation Plan with a qualified committee to stimulate economic development in the DT • City owns tremendous properties that they could partner with private sector 	
A	<ul style="list-style-type: none"> - City should provide an inventory of potential buildings and spaces on their website to reach investors - Need a strategy to measure success e.g., metric
B	- City should be responsible for marketing – BDIA doesn’t have the resources
C	- BDIA – committee of the City that may need more guidance
D	<ul style="list-style-type: none"> - Have a better relationship with DBIA and City - Market is run by farmers; City should take on more marketing role - Right now no Market Clerk – enforcing the by-law currently is hands-off - City more involved in event organization and promotion
E	<ul style="list-style-type: none"> - City should get involved with assisting the BDIA - The City should play a major role in marketing the DT - The reason that we need to market the DT is that it defines the City - Investment will increase the tax revenue
F	<ul style="list-style-type: none"> - Increase economic development in downtown core, especially for housing - City owns tremendous properties – develop in partnership with private sector - City has to make it attractive
G	- City needs to play a stronger role – meet with Economic Development

H	- Hand development review in DT to qualified Committee e.g., with an Architect - City holds development back
I	- City has done its part re investment - They have to show support for developers in the downtown - Big role in implementation and having an action plan - Draw people in with ideas generated and return on investment
J	- Don't discourage the private sector - Not creating roadblocks
K	- Facilitate development – more user-friendly by City staff - Phase-in for taxes from improvements to buildings
L	- City should be making the process smoother; too many reports for redevelopment e.g. Phase 1 Environment - Document the history of the DT on its Website with new branding - The DT is not a well written story – need to attract people from Hwy 2 - Further reduce Development Charges

2. What role should be played in economic development for the DT? b) By the Private Sector?

Synopsis:	
<ul style="list-style-type: none"> • Increase private / municipal partnerships • Stakeholders should be part of “think tank” and decision making – the people who can make a difference need to be involved • Property standards and maintenance need to be applied and enforced to existing building owners / absent landowners – buildings should be “turnkey ready” • Promote development amongst the private sector– talk to innovative entrepreneurs who have been successful and spread the message • Attract business / shops that will attract residential development to support the downtown 	
A	- Incentives already exist– apply some property standards and maintenance to existing building owners; absent landowners – new investment – turnkey ready buildings
B	- People buying/selling buildings in the DT - no process to find out about changes in ownership – City should track this
C	- A few innovative entrepreneurs are fixing buildings - Should be a meeting with those building owners with the City
D	- Better relationships with DBIA - More new construction - Customer relations and product development
E	- Many millions in private investment need to come in

	- way more residential development is needed
F	- They have to work with the City
G	- Private / municipal partnerships should be happening to making the final result better
H	- Should be stakeholders, part of think-tank and decision making - City needs to involve people that can make the difference
I	- That's where it has to move forward with City-owned properties
J	- Some "keepers" that are spending money investing in the DT
K	- Through the BDIA – they can steer it / give projects funding
L	- Remove poor quality signs and fix up building façades

3. Would you support the use of municipal incentives to attract investment to the DT core area?

Synopsis:	
<ul style="list-style-type: none"> • Respondents generally support the use of municipal incentives to attract investment to the downtown core area • City needs to provide incentives – greater relief on development charges; tax increases phased in over 10 years; promote/increase the Façade Program • Some are not aware of the programs and criteria so they need to be better promoted • City should consider taking over BIA operation and broaden the extent of the BDIA boundary; and, possibly fund it out of general levy • Provide more opportunities for low interest loans (Trenval) and grants within the BDIA 	
A	- Incentive strategy should be overall / city-wide - aspect of fairness to other landowners / developers
B	- Yes - DC / Façade – Trenval low interest loan / grant within the BDIA – - Broaden the scope of the BDIA boundary to increase revenue and participation by landowners
C	- City needs to provide incentives - Increase in taxes from improving buildings; phase that in over time and not all at once
D	- No
E	- Supports relief on Development Charges; didn't realize these were available - Façade Program - didn't qualify, the rules can be too rigid
F	- Should carry on with any incentives – need façade improvements - Some very good parts, some not as good - Phase in tax breaks over time - with Façade increase \$10K

G	- Support to a point -> reduction in Development Charges - These help us to build facilities; Façade program has helped
H	- Support Development Charges relief
I	- In favour of economic development and whatever needs to be done to make it happen - Has to be viable project though- not just throw money at it - City needs to work with Developer
J	- Yes – parking can be an issue for staff – not easily solved - Taxes are 35% higher with BDIA levy - Geared to retail / restaurant uses - City should take over BDIA operation and fund DT by City out of general levy
K	- Incentives to promote 2 nd , 3 rd floor to residential - Yes, give up land owned by City to developers
L	- Yes

4. How do you think Downtown Belleville is perceived by:

a) Belleville citizens?

Synopsis:	
<ul style="list-style-type: none"> • Overall, Belleville citizens are becoming more favourable / positive of the downtown with the improvements • There is a need for more improvements to make the downtown vibrant; more activities to do during the day and evenings • There is a belief by some that the downtown is unsafe – need to relocate the methadone clinic, street people and drug dealing from the core • Businesses / shops need to be “Open for Business” 	
A	- People want to see more from DT; more than just roads; need vibrancy / activities
B	- DT has fairly good impression by public - Residents that have returned to Belleville are very impressed and have stated that it looks great with improvements
C	- The state of the DT a generational matter; it has been talked about since 1960's - Tradition for DTS to struggle; allot is perception - There is not enough shopping DT
D	- DT is not a place to be at night – not allot going on
E	- Not unanimous – some would say why bother?
F	- Mixed – more negative
G	- N/A
H	- 2 groups – locals, those here for years are more negative

	- New groups – they support downtown
I	- In general, DT becoming more favourable with improvements - Nothing is open at night - Businesses need to be open - Mixed – have to see results of investment that benefit entire community
J	- Allot people won't come DT - Negative news in local papers doesn't help
K	- "Intelligencer has done a disservice to the downtown" - With improvements – very positive results
L	- Belief is it's dangerous / changing - Some ask what's happening - People coming back to Belleville oftentimes are okay with it

b) Visitors?

Synopsis:	
<ul style="list-style-type: none"> • Visitors are more positive about the downtown than residents are; they say it's attractive and they are impressed by what they see • Belleville relies on attracting PEC overnight visitors; PEC visitors use Belleville hotel rooms • Hours of business are an issue • BDIA needs to work with Belleville's strengths – trails, history, restaurants, landscape • Measure DT Belleville against successful downtowns in PEC such as Picton and Wellington 	
A	- Tourists from PEC flow to City for hotel rooms - Measure against successful downtowns in PEC e.g. Picton / Wellington
B	- Not sure – tourists just ask about the broader local market
C	- People think its beautiful and people that have moved here do too - Fresh eyes – inconsistent hours are an issue with shops - BDIA needs to work with strengths, trails, history, restaurants, landscape
D	- Tourists are more positive - Signs near 401 should promote DT and the Market to visitors
E	- Visitors say it's attractive and are positive
F	- Tourists more positive than residents - Need PEC; PEC needs Belleville
G	- Talk with Trolley – lot of positive feedback
H	- Same – entice them to move here
I	- Not sure
J	- Tourists seem to love DT, impressed by what they see - Lower-end of community that is prevalent is a negative

K	- Tourists very positive
L	- Visitors like it

c) Investors?

Synopsis:	
<ul style="list-style-type: none"> • Belleville is lagging behind other downtowns – may not be good investment except near Empire Theatre or at the 4-corners • There is interest among investors that are taking a chance and believing the ROI is there • Some investors are concerned that there is insufficient growth in community • Investment by the private sector has been slow coming – even if you buy inexpensive property, the amount of money to see it improved is huge • Buildings are affordable but very costly to fix up • Taxes are twice as high as Toronto 	
A	<ul style="list-style-type: none"> - Belleville is lagging behind other DTs - May not be a good investment except near Empire or 4 corners - Long stretches of vacant buildings
B	- The BDIA has information package for investors
C	<ul style="list-style-type: none"> - Investors taking a chance and thinking it will work - Allot of new retirees moved here because of what the City offers - DT is the heart of any City
D	- The City should promote the opportunities for investors in DT core
E	<ul style="list-style-type: none"> - Investors have a jaundiced eye and are not jumping in - They are not believing its going to work but they need to put their money up
F	<ul style="list-style-type: none"> - City needs strong relationship with builders - Not sure how City Council is committed though
G	<ul style="list-style-type: none"> - Investors should be impressed by the changes - Many are making changes
H	- Already seen investment interest
I	<ul style="list-style-type: none"> - A bit concerned about it – not sufficient growth in community; increase or return on investment not there - New things coming that will drive investment
J	- Still looking at it and interested in it
K	<ul style="list-style-type: none"> - Investors have been slow coming – even if you buy an inexpensive property, the amount of money to see it improved is huge - Taxes are twice as high as Toronto; income is half without the amenities
L	<ul style="list-style-type: none"> - Internet has changed the retail market and is very tough now - entertainment, restaurants, mysterious / under the radar - See price of buildings reducing; these are good value so affordable

5. Do you have suggestions for the perceived issues in the DT?

a) By the public?

Synopsis:	
<ul style="list-style-type: none"> • Need to dispel the perception of an unsafe downtown – get rid of loiterers, methadone lab, “hoodlums” – a sense of safety and security will encourage more people to live in the downtown and make use of amenities • Amenities need to meet the needs of the people living, working, visiting the downtown, including business hours and proximity (walking distance) • More organized events / festivals with more activity / public involvement to bring people to the downtown day and night • Encourage young adults to locate downtown – College town – satellite campus 	
A	- More summer events e.g. Buskers & Brewers, Hockeytown brought huge numbers to downtown
B	- Complaints about loiterers; shooting up drugs in alleys, smoking, clinic on main street, hoodlums – safety perception
C	- Loyalist should build residences DT - Many DTs rollup at night, conflict with people living there (entertainment)
D	- Provide more casual places for entertainment - More organized events / festivals with more activity / public involvement
E	- Need to program DT to provide reason to come - Relocate street people somewhere else
F	- Get folks there to explore DT by walking - Promote work here / live here - Holiday Tour downtown and tie in the merchants - When you learn about a place, you appreciate it
G	- No response
H	- More public venues – e.g., skating rink, boat show on the water, cars and coffee, ongoing activities, music – especially with newcomers
I	- Business hours – need to be open for business
J	- Provide a grocery store
K	- Perceived issues inherited from generation to generation - More people living downtown
L	- Focusing on events through the downtown – bring people to the downtown

b) By visitors and tourists?

Synopsis:	
<ul style="list-style-type: none"> • Increase security and increase police presence (satellite office) and remove methadone clinic; ban panhandling • Link downtown to the waterfront and public venues such as a rink • More specialty shops, restaurants (breakfast place) and amenities that would be used daily e.g. grocery store • Organizing activities, events, festivals to draw tourists and visitors • Promotion in Quebec 	
A	- More specialty retail; Restaurants
B	- Cameras upgraded, now all 360 degree all hours – police service has increased presence
C	- Have more stores open for business
D	- More organized events / festivals with more thought / activity / public involvement
E	- Better link to waterfront would help – link South Front and Front St
F	- Downtown and uptown should work together
G	- Waiting for finished product - Visitors coming back
H	- More public venues – e.g., skating rink, boat show on the water, cars and coffee, ongoing activities, music – especially with newcomers
I	- N/A
J	- Remove methadone clinic from downtown - Ban panhandling; need to figure out how to solve that
K	- Promote in Quebec – more family-oriented
L	- Need a breakfast place

c) By investors?

Synopsis:	
<ul style="list-style-type: none"> • There has to be a “plan” with investment environment created to instill confidence created and City needs to market the plan • City should provide communications to investors; a “sizzle sheet” “Build Belleville Office” and provide bus trip for investors in the downtown • Need to get absent building owners engaged – fix up buildings and storefronts • City needs to provide incentives and make it easier for investors and developers – remove roadblocks – take the approach “how can we help you” – inspections, approvals, phase-in taxes • Move DBIA levy to City – financial structural issue needs to be resolved • Promote / market / incentives to investors to come to the downtown 	

• Investing DT is a risky venture and City Hall makes it difficult	
A	<ul style="list-style-type: none"> - If looking for investors, what can you do about the Intelligencer building? - Looks down and out / empty buildings
B	<ul style="list-style-type: none"> - Good things happening – The Pinnacle will bring density - Will need to support tourists – 250K upgrade to street lighting - Need to get absent building owners engaged - Free rent/year
C	<ul style="list-style-type: none"> - Balancing tax increases – City Hall needs to help businesses - Building Department makes it difficult
D	<ul style="list-style-type: none"> - DT not a place you want to live in - Landlords need to be accountable - Allow residential rentals to convert (easily) to condo status
E	<ul style="list-style-type: none"> - Too negative at City Hall towards developers - “Find good reason to say yes” – - Staff doesn’t look at end goal / big picture – - Investing DT is a risky venture and City Hall makes it difficult, so they go elsewhere
F	<ul style="list-style-type: none"> - Communications by City to investors - Should provide a “sizzle sheet” “Build Belleville Office” - Bus trip for investors in the downtown
G	<ul style="list-style-type: none"> - City should continue improvements – pressure to match new design - New By-law for City to make it more proactive
H	<ul style="list-style-type: none"> - For new Commercial -> residential has to come first
I	<ul style="list-style-type: none"> - There has to be a “plan” – environment created to instill confidence created - Need to market the plan - Endless potential – need to have Mark F. to coordinate this - OBC issues - Staff should not create problems
J	<ul style="list-style-type: none"> - Move DBIA levy to City – financial structural issue needs to be resolved
K	<ul style="list-style-type: none"> - Few owner/operator restaurants – need to be supported
L	<ul style="list-style-type: none"> - Worry about parking, building inspectors - “how can we help you” - More open-door – interpretation of the building code, welcome package

6. Are there groups that could work together (partnerships) to share resources and maximize efforts in the DT? Programming, Promotion, Advertising, Organizing, Volunteering?

Synopsis:	
<ul style="list-style-type: none"> • DBIA, Chamber, Economic Development, Quinte Tourism work well together • Need to engage with groups like United Way, Gleaners, Rotary Clubs • No cross-department partnerships at City Hall • Architects need to come in to control design of buildings • DBIA and Farmers Market, City should work more collaboratively • Stakeholders need to get engaged • Move BQ Tourism to the DT • Need for better partnerships and an Innovation Centre like Picton • QuinteVation could be a partner; they work with small / medium businesses and these businesses need to know what space is available 	
A	<ul style="list-style-type: none"> • City-wide effort with the Economic Development department • QuinteVation – could be a partner –work with small / medium businesses – they need to know what space is available
B	<ul style="list-style-type: none"> • Be collaborative • City, Bay of Quinte Tourism, Chamber of Commerce, BDIA – need to work to coordinate with these groups – e.g. United Way, Gleaners, Rotary Clubs – more engagement
C	<ul style="list-style-type: none"> • BDIA attached to a number of events – open to building partnerships • Chamber has 7 events next year – “Savour with the Chill” “Hockey Town”
D	<ul style="list-style-type: none"> • DBIA and Market Vendors
E	<ul style="list-style-type: none"> • Chamber of Commerce would be better – more credibility in Belleville • BDIA can’t do it – City needs to market the DT
F	<ul style="list-style-type: none"> • Partnerships – City, Chamber, DBIA, Homebuilders • No cross-department partnerships at City Hall • Need to pitch to publications in the media • Move Bay of Quinte Tourism to the downtown • Add signage on 401 • *problem we have is perception*
G	<ul style="list-style-type: none"> • Work together well with DBIA, Chamber, Economic Development, Quinte Tourism -> respond to customer service
H	<ul style="list-style-type: none"> • Architects need to come in to control design of buildings
I	<ul style="list-style-type: none"> • Collaboration with City Planning, economic development, private sector, BDIA • Stakeholders need to step up!
J	<ul style="list-style-type: none"> • Innovation centre in Picton – try one of those
K	<ul style="list-style-type: none"> • BDIA with Chamber and with City Hall • Pursue a satellite campus or partnership with Loyalist College in the DT
L	<ul style="list-style-type: none"> • BDIA stop the “us / them” • Need for more working together

7. Do new technologies play a role in a revitalized DT?

Synopsis:	
<ul style="list-style-type: none"> • Yes, social media is important and a good way to promote the downtown • Need internet in the downtown - Wi-Fi • Parking apps for pre-paying 	
A	<ul style="list-style-type: none"> - They should – tech in region – groups - Tech in DT core and stay there – pull in volunteers, IT companies
B	<ul style="list-style-type: none"> - Are we providing Wi-Fi – was supposed to – fibre optics are there on Pinnacle
C	<ul style="list-style-type: none"> - Now an expectation for Wi-Fi – 21st Century
D	<ul style="list-style-type: none"> - Wi-Fi - yes
E	<ul style="list-style-type: none"> - Free Wi-Fi, High Tech companies – that would be great – small start-up – City could facilitate that space
F	<ul style="list-style-type: none"> - Need internet in downtown / Wi-Fi - City should provide free Wi-Fi downtown – pull data out from them
G	<ul style="list-style-type: none"> - Potential in the Downtown core for the use of parking apps, pre-pay - We want “less parking” and more transit use - Use City busses for shuttle for employees to reduce the DT parking demand - Wi-Fi and data use– where come from; what type of info looking for; data mining
H	<ul style="list-style-type: none"> - It has to – fibre optics
I	<ul style="list-style-type: none"> - Yes
J	<ul style="list-style-type: none"> - Not sure
K	<ul style="list-style-type: none"> - Yes
L	<ul style="list-style-type: none"> - Social media important – different business models –e.g., market collective

Specific DT Commons Questions:

8. What is your vision for the downtown civic space referred to as the Belleville Commons?

Synopsis:	
<ul style="list-style-type: none"> • Water/riverfront is the biggest attraction and need to capitalize on it (River and Bay) • City Hall is the centrepiece of the space; the area in front of City Hall should be a public gathering place next to the river • Provide a green waterfront park with walkable steps down to the Moira River and a pedestrian bridge connection across to Coleman Street. 	

	<ul style="list-style-type: none"> • 4-season multi-purpose space with ice rink in the winter; rink could be part of the Memorial redevelopment like Brickworks in TO • Could have banquet or entertainment space on a boat moored along the riverfront trail/ park • Provide a Big TV screen in the square like Dundas Square in TO • Provide a game area for outdoor chess, concrete ping pong tables • Provide a mixed-use event space in the downtown core with services for the public –power, water, washrooms, for 1-2000 people. • Rotate stage – to back of “The Salon” building or historic façade facing south • Remove the parking along the river – need a parking garage to free up the waterfront • Use Memorial Arena as Bistro, Artisan Space, Specialty Foods, Craft Brewery • The Farmers Market is a nice, established space; it works well but there is room to enhance it • Tie-in with transit operations to reduce parking demand • Heritage ambiance is what we are providing
A	<ul style="list-style-type: none"> - Belleville needs to utilize the River and be forward thinking - There needs to be a draw to enhance activity - Loyalist College – link it to DT and provide attractions for students
B	<ul style="list-style-type: none"> - DT as a Destination – Memorial Arena reused as bistro, artisan space, specialty foods, shops - There is an opportunity now with the City-owned property - Belleville will have more diverse population in the future with retirees moving here
C	<ul style="list-style-type: none"> - Provide event space, but it needs to have power / water - Push for events in DT core that can house 1,000 – 2,000 people - Rotate stage – to back of Salon building or historic façade facing south - Multi-use 4 seasons space with rink there for winter
D	<ul style="list-style-type: none"> - Want to see more activity and attractions around the market
E	<ul style="list-style-type: none"> - Not enough parking – need to add more than what is taken out - Moving activity into the river would be great - A rink brings the DT into use the winter
F	<ul style="list-style-type: none"> - Sustainability built into downtown core; everything will be sustainable - A maintained outdoor rink always gives someone something to do - Shared multi-use space on the river/water is paramount - Provide multiple entry points / “wow” factor - Need services for events such as washrooms
G	<ul style="list-style-type: none"> - Likes the design shown - Tie transit operation into it more - Add pedestrian access so it fits in.
H	<ul style="list-style-type: none"> - Residential uses along the waterfront - Make Memorial a skating arena – with roof kept, but with part of walls out

	<ul style="list-style-type: none"> - Bring kids downtown - Need a parking garage to free up the waterfront for commercial / residential - Worse thing is to park on the waterfront
I	<ul style="list-style-type: none"> - City Hall centrepiece of the space - Area in front of City Hall should be public space, a gathering place next to the river - Provide a link to Coleman St. - Market is a nice, established space; it works well but there is room to enhance it - Makes sense to provide hub for City public space – redevelop it - but not a parking lot!
J	<ul style="list-style-type: none"> - Worried about how to address parking by removing existing lot - Use for Intelligencer lot? - Provide a Big TV screen like Dundas Square - Banquet Hall on a boat – commercial use on the river – people congregating on the river
K	<ul style="list-style-type: none"> - Water is the biggest attraction and need to capitalize on that - Provide big steps down to the water/river that people can sit on - Like the skating rink – could be recreational skating - Game area for outdoor chess, ping pong tables - Heritage ambiance is what we are providing
L	<ul style="list-style-type: none"> - Like the plan / like criss-cross patterns for walking paths - Green, walkable - Must include the other side of river on Coleman – the developer should help pay bridge or go to art budget - Memorial arena is key ; Craft brewery a good use there

9. Prioritize the elements that the DT Commons should be centred around:

a) Culture? b) Recreation? c) Commerce? d) Residential? e) Experiential?

Synopsis:

There was no clear consensus of what the priorities of the DT Commons should be centred around. Culture, recreation and experiential uses were all emphasized with residential and commerce seen as surrounding elements to drive the DT economy.

- Should be entertainment component to the DT Commons with a theatre (performance space with roof)
- Showcase the history of the area; provide high quality tourism panels in downtown and link to indigenous people
- Important to balance recreation and culture to keep different groups interested
- The downtown and what it offers can impact residential development in a positive or negative way. It's important that what the Downtown Commons offers is strong.

- The DT Commons space must be appealing – trees, lighting, washrooms for public, a safe environment
- There should be building height restrictions – want to maintain 3 – 4 storeys – rooftop access for patios
- Accessible for everyone – wheelchairs, strollers, young and old

10. What are the key elements to a successful Downtown Commons?

Synopsis:	
Key elements to a successful Downtown Commons	
<ul style="list-style-type: none"> • It results in an increase in residential units in the surrounding downtown area • Key to space is versatility – multi-purpose, event space • Proper maintenance of the space by the City – cleanliness etc. • It creates a positive image for the entire City that draws people • Provide a large open green space; size and design is important • Use City money to serve as a catalyst and rejuvenate the buildings around it • Putting it in the hands of people to make it work e.g., not City Hall – to drive it 	
A	<ul style="list-style-type: none"> - Measure the number of events - Number of new residential units bought / sold in a year - Return on investment
B	<ul style="list-style-type: none"> - Feet on the street – need product / activities - Need more events like the Trick or Treat - Change shop hours – Sunday hours increased
C	<ul style="list-style-type: none"> - Key to space is versatility – multi-purpose, site services, shelter, need for fencing for licenses
D	<ul style="list-style-type: none"> - More commerce, activity
E	<ul style="list-style-type: none"> - Use City money to serve as a catalyst and rejuvenate the buildings around it
F	<ul style="list-style-type: none"> - Increased residential units
G	<ul style="list-style-type: none"> - Open space / greenery – calm space - Size of it – bigger open green space - Substantial size important
H	<ul style="list-style-type: none"> - Putting it in the hands of people to make it work and drive it e.g., not City Hall
I	<ul style="list-style-type: none"> - Draw people
J	<ul style="list-style-type: none"> - N/a
K	<ul style="list-style-type: none"> - Maintenance of the space by the City – cleanliness etc. - Create a positive image - Slow down the traffic and be pedestrian friendly - Close streets for events only
L	<ul style="list-style-type: none"> - Quality establishments, need long term planning

11. Does the DT Commons have to be a financial success? How do we measure the success?

Synopsis:	
<ul style="list-style-type: none"> Investing in the DT Commons/park will draw people/ residents/ new investors; that's the inherent success Will provide a great marketing piece for DT and elevates the appeal of the City Measured by creating attractive environment to enhance other development opportunities Measure by increased residential sales in the downtown area, more businesses and increased pedestrian traffic 	
A	- Investing in DT Commons/park will draw people / residents; that's the inherent success
B	- More Restaurants, citizen engagement, need to measure secondary impacts
C	<ul style="list-style-type: none"> Improvement in aesthetic value is important; make more connection to Bay Front / River Will provide a great marketing piece for DT It will attract business investment and increase property value
D	<ul style="list-style-type: none"> Need economic spin-offs from DT Commons Yes, the City cannot subsidize everything Success should be measured by foot traffic
E	<ul style="list-style-type: none"> Increased investment by private sector The City should facilitate this
F	<ul style="list-style-type: none"> Success is beyond financial The value is the asset in the downtown and elevates the appeal of the City It builds on City's cache "Ferris Wheel" territory currently mostly "snow cones" Need to get people into the downtown
G	<ul style="list-style-type: none"> By people / visitors there – by comments / feedback from people Spillover to increase business
H	- Investors will tell the tale – lots of people who have made money but need to give back
I	- Measured by creating environment to enhance other development opportunities
J	- You will know if it is
K	- It will be financial success; it will attract residents, tourists and new investors
L	<ul style="list-style-type: none"> Redevelopment Tax breaks

12. Can you think of other places/downtowns that it might or should be similar to?

Synopsis:	
<ul style="list-style-type: none"> • Small, vibrant towns and cities like – Cobourg, Kingston, Brockville, Barrie, Paris, Gananoque, Kelowna waterfront; Others note American cities such as Fort Myers Florida, Charleston SC, and European cities such as Sageb Hungary, Bern Germany, Basil Switzerland and Milan Italy. 	
A	<ul style="list-style-type: none"> - Kingston - Picton - Cobourg - Paris ON - Kelowna, B.C.
B	- Brighton, Cobourg, Port Hope, Napanee – small Cities
C	- Barrie waterfront; Toronto Queens Quay; Victoria B.C.
D	<ul style="list-style-type: none"> - Kingston – the City Hall surrounded by public attractions - Newmarket redid its Main St a few years ago although not a main artery - Businesses are supported by the town with a few events a year where they close the streets to vehicles and have a street festival
E	- Kingston, Burlington
F	- Cornwall waterfront; Sault Ste. Marie
G	- Cobourg
H	<ul style="list-style-type: none"> - Fort Myers, Florida - Charleston, South Carolina (navigable river) – utilize the riverfront
I	<ul style="list-style-type: none"> - Kingston / Cobourg – beautiful City Hall with events - Trent Port Marina raised profile of Downtown - Sageb, Hungary (rowing venue)
J	- Budapest - river
K	<ul style="list-style-type: none"> - Bern, Germany - Basil, Switzerland - Milan, Italy
L	<ul style="list-style-type: none"> - Brockville e.g. parks, waterfront is important - Canmore – eco-build – learning site, climbing wall, boats - Gananoque

13. What activities / interests / programs could make the DT Commons a popular gathering place or destination?

Synopsis:
<ul style="list-style-type: none"> • A wide variety of family events that relate to the river/Bayshore for all age groups were suggested such as skating, boat show, antique show • Events that utilize the waterfront and enhance the space

	<ul style="list-style-type: none"> • Events with a water focus such as paddleboards, kayaks, fishing, other watersports • Live entertainment, outdoor theatre, festivals • More activities at the Farmers Market at night, with food trucks • Boat or car show; antique show; buskers • Need to find identity -> determine marketing / branding • DT needs to set itself apart e.g. whiskey shipping port – tie back to history • Historical tourism – interactive theatre • Have Cherry Blossom Trees or something that draws people to take selfies
A	<ul style="list-style-type: none"> - Family oriented events - Entertainment, outdoor theatre
B	<ul style="list-style-type: none"> - Brew Pub / restaurants / historical aspects and architecture
C	<ul style="list-style-type: none"> - Don't need more events, but could make existing ones better - Bring Buskers into existing Chamber events rather than separate event - Music concerts e.g., Zwick's Lion's Pavilion - Canada Day celebrations
D	<ul style="list-style-type: none"> - We have space at the Market; there could be other activities, such as a night market with restaurants participating - Skate Park / playground / band shell – kids of various ages and senior fitness
E	<ul style="list-style-type: none"> - Summer festivals
F	<ul style="list-style-type: none"> - Food trucks
G	<ul style="list-style-type: none"> - Musical events like in Peterborough - Some events could move to the DT, like rib-fest - Children's Events, Seasonal Events
H	<ul style="list-style-type: none"> - Skating - Ball hockey - Boat Show - Car Show - Antique Show - Buskers
I	<ul style="list-style-type: none"> - Small music outdoor events; link to other side of the river is key - Hockeyville, rink - Events that utilize the waterfront, enhancing the space - Bring boats up the river to the DT Commons space, watersports
K	<ul style="list-style-type: none"> - Games, events - Walking over the river and tie into the Bayshore
L	<ul style="list-style-type: none"> - Events with a water focus such as paddleboards, kayaks, fishing - Need to find identity -> determine marketing / branding - DT needs to set itself apart e.g. whiskey shipping port – tie back to history - Historical tourism – interactive theatre - Have Cherry Blossom Trees – something that draws people to take selfies

14. What role could youth play? What attractions should be offered in the DT Commons that are focussed on youth?

Synopsis:	
<ul style="list-style-type: none"> Youth can make the downtown vibrant (e.g. Kingston - university town) Possible Attractions –Wi-Fi cafes and patios, offer sports such as skating, theatre or music events, create a casual environment with Café style roundtables with umbrellas; children’s playgrounds, picnic areas, food vendors etc. Promote smaller individual activities that are neighbourhood focussed e.g., yoga in the garden, dog obedience, Halloween event Promote link to Loyalist with satellite College campus; promote Student Cards downtown 	
A	<ul style="list-style-type: none"> - Not just hockey venue, provide other events - Food vendors – from the County e.g. milkshakes, donuts
B	<ul style="list-style-type: none"> - We need to embrace young people, families, millennials - Provide something unique from other spots
C	<ul style="list-style-type: none"> - Enhance the experience - Get a piano downtown - Café style roundtables with umbrellas - Skating - Indie Festival - Bring back diners, food vendors - Add historical markers
D	<ul style="list-style-type: none"> - Loyalist connection with Downtown; promote Student Cards downtown - Students/young people going out for food is their main activity, looking for a place to drink / play board games; the Brake Room is a good example - safety concern can be a threat with youth e.g., City Hotel
E	<ul style="list-style-type: none"> - youth music festival
F	<ul style="list-style-type: none"> - Create a cool space for young people - The Salon building; add a theatre wall there – make it “artful”
G	<ul style="list-style-type: none"> - Provide open space for young families, skating - stages for shows - battle of the bands
H	<ul style="list-style-type: none"> - skating, play structure
I	<ul style="list-style-type: none"> - skating will draw families
J	<ul style="list-style-type: none"> - brew pub / food market - matching young people / seniors - music events
K	<ul style="list-style-type: none"> - playgrounds - smaller accessible individual activities that are neighbourhood focussed e.g., yoga in the garden, dog obedience, Halloween even

15. Do you see a connection with the DT Commons and the Bayshore / Waterfront?

Synopsis:	
<ul style="list-style-type: none"> • Definitely there is a need to enhance the link to the DT Commons to the river and Bayshore • Need more wayfinding – especially for tourists • Facilitate cycling with better connection • Transit shuttle could be provided 	
A	- Yes – like in Cobourg; need to enhance the link
B	- There is a disconnect from S. Front St to Zwicks - Need more wayfinding – especially tourists
C	- Need to focus on that
D	- Signage with wayfinding
E	- No response
F	- Facilitate cycling with better connection
G	- Transit shuttle could be provided to Bayview Mall, Convergys and Loyalist
H	- Start at waterfront and move north to DT Commons
I	- Yes – with the trail, biking paths – inter connected - Leverage the assets
J	- Yes – take advantage of the river - Keep it looking okay
K	- Yes

16. How could the Farmers Market be a bigger draw and success?

Synopsis:	
<ul style="list-style-type: none"> • The Market is historic and should stay where it is situated however there is a need for tie-in to complimentary uses and with the Memorial Arena when it is redeveloped • The Market needs refreshing, with better power supply; improved aesthetics and landscaping, more seating (picnic tables), and more activities such as music performances at the stage • Improve the marketing of the Market using Facebook / "Social Media", online advertising, promotion and link to other events in the DT • Is there an opportunity for more promotion and coordination with the City Economic Development department and/or BDIA? • Farm to table food movement – now is the opportunity to capitalize on this as done in Wellington 	

	<ul style="list-style-type: none"> • Invite new people in – add another day and invite people from PEC • Add more arts & crafts for sale
A	<ul style="list-style-type: none"> - Peterborough redesigned their market - Could they use Memorial to make it bigger? - Look at Wellington Farmer's Market; it has more diversity - There is a need for the Market to be expanded
B	<ul style="list-style-type: none"> - The Farmers Market is dying; the membership needs renewal and there are too many challenges with restrictions
C	<ul style="list-style-type: none"> - Concern about succession with the older vendors - Add a Friday Night Market or add another day - farm to table food movement; bring in more vendors from PEC - Add more arts & crafts
D	<ul style="list-style-type: none"> - The Market is a huge draw in the City ; 200+ years old - The main issue is not enough marketing using Facebook / "Social Media" - Need more online advertising, promotion and linked events to the DT - Better relationship now with City staff but very little funding for promotions; almost half funding is used for insurance - There are issues with power to the market (breakers are on the basement of City hall) - Once Memorial Arena closed, attendance/visitors at the market declined. - Visibility of the Market from Pinnacle Street is obstructed and the presence of the old coffee truck is not up-market
E	<ul style="list-style-type: none"> - Should keep the market; it is unique and good
F	<ul style="list-style-type: none"> - Belleville farmers market doesn't have much cache; there are few resources or no thinking outside the box - Need more events / partner with other organizations - Pop up concerts, e.g. ballet – stage at back, music performances
G	<ul style="list-style-type: none"> - Could be bigger
H	<ul style="list-style-type: none"> - Not all of revenue; not sure it should be expanded
I	<ul style="list-style-type: none"> - Could be tied in more with complementary uses or with a revitalized Memorial? - Parking and access are key
J	<ul style="list-style-type: none"> - Don't feel the market should go inside - Add music performances
K	<ul style="list-style-type: none"> - The Market has its place; its historic - Could be more of a tourist attraction - Use video, online promotion
L	<ul style="list-style-type: none"> - More pedestrians could use the middle area; it could be better utilized with seating/ tables - Connect with Memorial redevelopment

17. Can the DT Commons be a four-season draw - or is the appeal based on warm weather?

Synopsis:	
<ul style="list-style-type: none"> The overall consensus is that the DT Commons be a 4-seasons draw The redevelopment of the Memorial Arena needs to happen if there is likely to be activities all year long 	
A	- Has to be 4 season
B	- Yes could be 4 season - There are lots of winter sports in area; runners on trail / cyclers
C	- It is very important that the DT Commons be multi-use, year round and not used for parking
D	- The Farmers Market could have a specific winter festival but it would have to be for a short period (less than a week)
E	- Year-round use needs to be emphasized
F	- 100% has to be
G	- Absolutely – especially with a rink facility
H	- Has to be 4 seasons
I	- For sure – 4 seasons
J	- It can be but need the Memorial Project to happen to make this happen
K	- Has to be 4-season draw

18. When you hear the reference to “Belleville Commons” what do you think of? Are there historical references? Does it resonate with Belleville?

Synopsis:	
<ul style="list-style-type: none"> A number of respondents didn't know what was meant by the term “Downtown Commons” Some did not like the name – preferred “Plaza” to create sense of neighbourhood Others had heard of the term “Commons” and feel it's a natural for an old City like Belleville since it ties in to cultural history Proper marketing and branding would be needed to inform the public about the name Design elements should also tie in with the name “the Commons” 	
A	- It provides a tie-in to cultural history; a nod to the past
B	- I know the history; this is a warm & fuzzy name reflecting a streetscape built up over time
C	- Not fond of that expression - This is an English phrase that wouldn't attract me
D	- Like the name but need more time to consider it

	<ul style="list-style-type: none"> - This is the first time I have heard the term Belleville Commons so cannot comment. - It doesn't have a connection to anything; proper marketing could solve that to inform people
E	- No comments
F	<ul style="list-style-type: none"> - "sounds interesting" – what is this? - Not always a bad thing - Commons more unique
G	<ul style="list-style-type: none"> - Never heard of it - It's a natural for an old City like Belleville to describe the City Hall grounds
H	- Yes, the name is historical; new architecture should capture this theme
I	<ul style="list-style-type: none"> - Probably the name make sense - not familiar with it
J	<ul style="list-style-type: none"> - The name hasn't resonated yet - NE-US towns built around a "commons" - Originally from England
K	<ul style="list-style-type: none"> - Don't like the name Commons - Should be a "Plaza" with croissants and cappuccino
L	<ul style="list-style-type: none"> - Have heard of a Commons - Other names - quadrangle, campus

19. Could the DT Commons project build strong relationships? Is there a sense of community that can be realized?

Synopsis:	
<ul style="list-style-type: none"> • There was consensus that the DT Commons will build strong relationships and that it will attract people needed to make downtown a draw • People from outside community/visitors would embrace it • Sense of community pride and confidence will be the result from the investment in the DT Commons and by related DT housing by the private sector 	
A	- Agree use of volunteers, service clubs for partnerships
B	<ul style="list-style-type: none"> - Those from outside community would embrace this - Not sure that the "locals" will
C	- Yes
D	<ul style="list-style-type: none"> - Definitely - Sense of community will be the result new investment in housing by the private sector
E	<ul style="list-style-type: none"> - Yes – community building already has made more people proud - The "commons" could be a neat spot that builds community pride
F	- This project could be a catalyst across the board as a civic project; it's relatable

G	- Absolutely – once its there, people will be looking for other places to eat, shop, etc.
H	- Yes – this project will attract people – need to make downtown a draw
I	- The key element is to create the environment where people feel confident
J	- No Response
K	- Yes, this project will create a neighbourhood - This is where it started in 1700s in Belleville

20. What are potential roadblocks to realizing a downtown civic space centred around the City Hall and Market Square?

Synopsis:	
<ul style="list-style-type: none"> • Coming up with a comprehensive plan and economic benefits to justify the investment • Financial – how we could fund it? • Politics – Council may push back; putting money into public spaces and the DT not seen as politically advantageous • Public buy-in – people not seeing the vision and that it's worth the investment • Removing parking lot along the river – need to offset it or build parking structure first to replace it, and get funding for it 	
A	- Financial dollars for funding will make it difficult and time-consuming - Vision can bring buy-in, but that buy-in by the community will be important to its success
B	- Money is the roadblock and getting the private sector involvement in the project
C	- Public appetite; they are tired about hearing about cost for DT; you should compare it to new projects elsewhere in the City - Council may push back; they are leery of putting money into public spaces
D	- The politics; everyone has to get along - What a City wants can be different from what a City needs - Parking is a roadblock - Consider phasing if market has to move and set up a street - Parking meters are a big problem - they should be removed - Negative media coverage
E	- Money - Public sentiment about why spending more money on DT
F	- “money” - City investment that is non-financial -> mindset and political will
G	- Financial – how we could fund it? - People will always say there are other priorities - Will generate far more money than it will cost
H	- Need a new model for implementation of projects in the DT

I	<ul style="list-style-type: none"> - Coming up with a comprehensive plan that people can buy into - Need to show the economic benefit part of it and that investments can be justified - Getting value for money – not just throwing alot of money at it
J	<ul style="list-style-type: none"> - Parking – how to off-set loss of surface parking - Finding the political will and get people rolling in the same direction
K	<ul style="list-style-type: none"> - People not seeing the vision for the DT Commons - Cheaper in the long run to redevelop than to do nothing
L	<ul style="list-style-type: none"> - Is City Hall causing problems? - Funding and public buy-in

Additional Comments:

<p>Synopsis:</p> <ul style="list-style-type: none"> • Downtown is the foundation of Belleville and this project is a foundation of the downtown • Consider a transit shuttle to manage employee parking in the DT; this would be much cheaper that a parking garage • Residential is needed on the east side of Front Street, along the river, south of City Hall • Need to have day docks at Myers Pier so people can park their boats and walk up to DT • Need a funding program for financing redevelopment of older buildings 	
D	<ul style="list-style-type: none"> - Removal of parking meters on the streets in Napanee has a very positive effect
F	<ul style="list-style-type: none"> - Downtown is the foundation of Belleville and this project is a foundation of the downtown - As Downtown goes, the City goes
G	<ul style="list-style-type: none"> - Save millions required by a parking garage - It costs \$60,000 / parking spot - Transit is an alternative that should be promoted - Run a transit shuttle for free to DT employees as a pilot project - They could park their car on empty lots elsewhere (Myers Pier, Bayview, Sports Centre, Zwicks) - During peak times, and with an app, riders will be able to track bus in real time and be provided shuttles to their cars at the more distant lots when its time to go home
H	<ul style="list-style-type: none"> - Need residential on the east side of Front Street, south of City Hall

	<ul style="list-style-type: none">- Need to have day docks at Myers Pier so people can park their boats and walk up; they go to Trenton instead
J	<ul style="list-style-type: none">- Provide incentive to landowner- Bus shuttle to Myers Pier close enough if they also wish to walk to their car- Intel Building – the City should incentivize by taking 60 parking underground spaces to promote redevelopment of that site