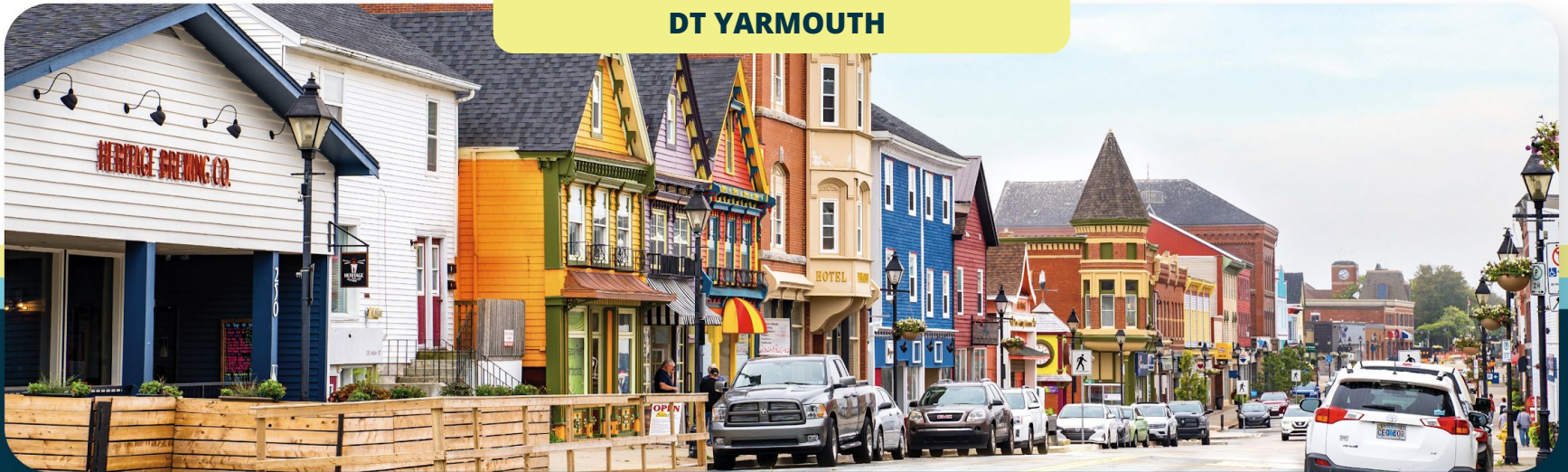


Yarmouth

ON THE EDGE OF EVERYWHERE
PARTOUT, À PARTIR D'ICI

**UNLEASHING THE MARKETING
POTENTIAL FOR
DT YARMOUTH**



We would like to begin by acknowledging that we are in Mi'kma'ki, the ancestral territory of the Mi'kmaq people. We also acknowledge that people of African descent have been in Nova Scotia for over 400 years, and we honour and offer gratitude to those ancestors of African descent who came before us to this land.



Acknowledgement

We extend our deepest gratitude to our partners in the Yarmouth Downtown Market Analysis Project: Yarmouth Chamber of Commerce, Western Regional Enterprise Network (WREN), Town of Yarmouth, CBDC Yarmouth, Yarmouth and Acadian Shores Tourism, and the local businesses of Yarmouth, whose commitment is vital to revitalizing our downtown area. Each contribution is crucial, exemplifying the power of community collaboration towards a shared vision. Thank you all for your dedication and partnership.



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INTRODUCTION



Why an market analysis for DT Yarmouth?

Despite the presence of various retailers and a mix of shops and restaurants, Downtown Yarmouth businesses are struggling to attract sufficient foot traffic and shoppers. The purpose of this study is to understand the current challenges faced by these businesses and to explore how Downtown Yarmouth can be better marketed. In line with this goal, we will answer the following questions:

1. What opportunities exist to increase foot traffic and shopper turnout in Downtown Yarmouth?
2. How can current marketing strategies be enhanced/improved to more effectively attract visitors?
3. What are some of the current challenges and concerns for current businesses? What are their marketing needs?
4. How can the challenges faced by local businesses in achieving strong sales be addressed through improved marketing and community support?
5. How can the insights from this market analysis report be utilized to make informed decisions that will foster economic growth and sustainability in Downtown Yarmouth?



Study Methodology

1. Background Research

Conducted case studies on similar township models and compared them to the challenges faced by Downtown Yarmouth to identify best practices.

2. Engagements

Conducted a set of interviews, focus groups and a DT business survey to understand the business community.

3. Document Review

As part of contextual research ASBB researched and referenced the following plans:

- Downtown Blueprint Plan
- Waterfront Development Action Plan
- Municipal Planning Strategy

4. Funding Model Research

To implement insights from our engagements, we conducted case study research on recognized funding models for municipalities.

5. Recommendations

Putting together steps 1-3, we formulated a set of recommendations broken down in key action items.





Demographics for TOY

Yarmouth's Population Growth is Optimistic Retail Outlook Despite Income Disparities

The Town of Yarmouth (TOY) experienced a 4.8% population growth, while neighboring municipalities saw a slight decline. The Municipality of Yarmouth had a modest population increase of 2.3%. This suggests a positive outlook for downtown Yarmouth retailers, as population growth drives retail sales. The largest age groups in the area are 40-65 and 65+, representing a significant pool of local shoppers.

TOY has the lowest median incomes for both after-tax median income and median income of households with two or more individuals, while the Municipality of Argyle has the highest incomes in both categories. These income levels provide insight into the purchasing power of potential shoppers.

The majority of businesses in downtown Yarmouth are in healthcare and personal services.



Demographics: Population

Table 1: Population change from 2016 to 2021

Geography	2021	2016	Percent change (%)
Town of Yarmouth (TOY)	6,829	6,518	4.8
Municipality of Yarmouth	10,067	9,845	2.3
Municipality Argyle	7,870	7,899	-0.4
Municipality of Clare	7,678	8,018	-4.2

Source: Statistics Canada. 2021 Census of Population.

The Town of Yarmouth (TOY) experienced a 4.8% population growth, while neighboring municipalities saw a slight decline in overall population. The Municipality of Yarmouth also had a modest increase in population by 2.3%. These results suggest an optimistic period for retailers in downtown Yarmouth, as population growth is a key factor in driving retail sales.



Demographics: Age Distribution (2021)

Table 3: Ane Group by Municipality

Age Groups	MOY (%)	TOY (%)	Argyle (%)	Clare (%)	NS (%)
0 to 14	5.3	4.6	5.1	4	5
15 to 19	8.3	11.4	9.1	7.6	12.2
20 to 29	10.2	10.3	9.4	8.2	12.1
30 to 39	11.9	10.3	12.1	10.3	11.9
40 to 49	16.3	13.8	16.2	17.7	14.6
50 to 64	24.8	21.5	25.1	28.5	22.5
65+	25.8	27.1	26.7	31	22.2
Median Age	50.4	48.8	51.6	56	45.6

Source: Statistics Canada. 2021 Census of Population.

The largest age groups are between 40-65 and 65+ over who represent the potential local pool of shoppers.



Demographics: Income Distribution

Table 4: Median Income by Municipality

Geography	Median after-tax income of households 2020	Median total income of two-or-more persons households
Argyle (Municipal district)	\$61,600	\$74,000
Clare (Municipal district)	\$55,200	\$67,000
Yarmouth (Municipal district)	\$60,000	\$73,500
Town of Yarmouth	\$44,400	\$62,000
NS	\$62,400	\$78,000

Source: Statistics Canada. 2021 Census of Population.

Median income is the middle amount of money people earn, with half earning more and half earning less. TOY had the lowest median incomes for both after-tax median income and median income of households with two or more individuals. The municipality of Argyle had the highest income in both brackets. The incomes offer some insight into the purchasing power of potential shoppers.



Downtown Yarmouth Boasts High Occupancy with Predominance of Personal and Professional Services

Chart 1: DT Yarmouth Business Occupancy Mix

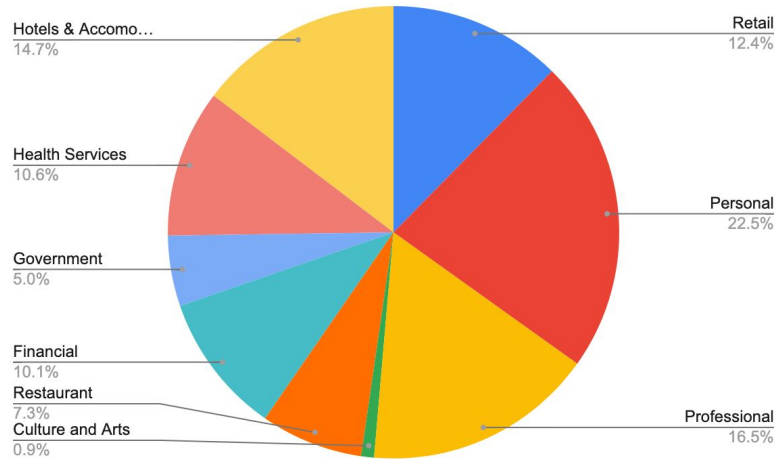


Table 5: Occupancy

Rate of Occupancy	91%
Sites for Sale	6
Sites for Lease	12
Vacant Sites	4
Number of Properties on First Floor	189
Number of Sites on Second Floor	32
Total Number of Sites	221





Case Studies on Small Town DT's

The Value of Case Studies

01 Learning from Successes and Failures

- Analyze what has worked well in other similar cities and consider how these strategies can be adapted for Yarmouth.
- Understand common challenges and mistakes other cities have encountered to avoid repeating them.

02 Relevance to Yarmouth's Context

- Select cities with comparable population sizes and demographic profiles to ensure relevance and applicability.

03 Actionable Insights

- Provide concrete examples of initiatives and programs that have been successfully implemented elsewhere. Identify strategies that can be scaled to fit Yarmouth's specific needs and capabilities.

04 Inspiration and Innovation

- Highlight innovative solutions and creative ideas that can inspire new thinking and approaches in Yarmouth's downtown marketing efforts.

Cases:

1. City of Vassar Marketing Plan ([Link](#))
2. City of Sebring, Florida Downtown Market Analysis & Marketing Plan ([Link](#))
3. Town of Bucksport Marketing Plan ([Link](#))
4. The Future of Maritime Downtowns & Main Streets ([Link](#))



How We Chose Case Studies That Match Downtown Yarmouth

Table 6: Criteria for Selecting Cases

Criteria	Vassar	Sebring	Bucksport	Maritime Downtowns
Population (Under 12k)	✓	✓	✓	x
Geography (North America)	✓	✓	✓	✓
Waterfront	x	✓	✓	✓
Historic Heritage	✓	✓	✓	✓
Similar stages in marketing plan development	✓	✓	✓	✓

When selecting the case studies we wanted to ensure that we found places that could be comparable and that their insights were as relevant as possible to our study. We did this through the criteria outlined below.



01 City of Vassar (USA) - Marketing Plan

Vassar is a city in Tuscola County in the U.S. state of Michigan. Vassar's attractions and uniqueness stem from its small-town charm, historic downtown, agricultural heritage, and strong sense of community. While it may not offer a waterfront, it provides a different kind of appeal centered around its rural character and local culture.

- **Small-Town Atmosphere:** Vassar offers a small-town living experience with less than 3,000 year-round residents, providing a sense of security and familiarity.
- **Safe & Family Oriented:** The city boasts low crime rates, a friendly environment, and a safe school district, making it ideal for raising families.
- **Affordable Housing:** Vassar has a variety of affordable housing options, including single-family and multiple-family developments, with a straightforward permit application process for developers.
- **Growing & Invested:** The city supports new and emerging industries, including the marijuana industry, and is attractive for remote workers due to strong telecommunication partnerships.
- **Staying Active in the Community:** Vassar hosts numerous community activities and events, such as Concert Series in the Park and RiverFest, promoting community engagement.



How Vassar Marketed Their Downtown

Problem	Marketing Priority	Solution
1.1 Lack of a cohesive brand creating challenges in attracting businesses, residents, and tourists	Branding	The City of Vassar developed a branding strategy in partnership with the Vassar Chamber of Commerce, Vassar Downtown Development Authority, Vassar Economic Development Corporation, Tuscola County Economic Development Corporation, and or local businesses.
1.2 Complexity and scope of marketing initiatives	Partnerships	The City of Vassar partnered with businesses, consumers, real estate developers, and other entities to actively market the City of Vassar.
1.3 Lack of a story of who Vassar is	Campaign Marketing	The City of Vassar developed a marketing campaign to express how the City of Vassar is unique. Developed and distributed marketing materials that ‘tells Vassar’s story’ – marketing messages focused on the four Focus Areas. Utilized brochures, packets, newsletters, an email listserv, the web, and social media. Purchased ads in publications (virtual and real) that targeted enthusiasts, retirees, entrepreneurs, and young workers.
1.4 Lack of information online	Online Presence	The City of Vassar currently maintains an online presence with a regularly updated website. Uploading and maintaining the following items on the website: lists for merchants, restaurants, businesses, and available spaces for lease or purchase; an area map; information about special events and projects; brochures and redevelopment site packets; and the type of businesses the city would like to attract.

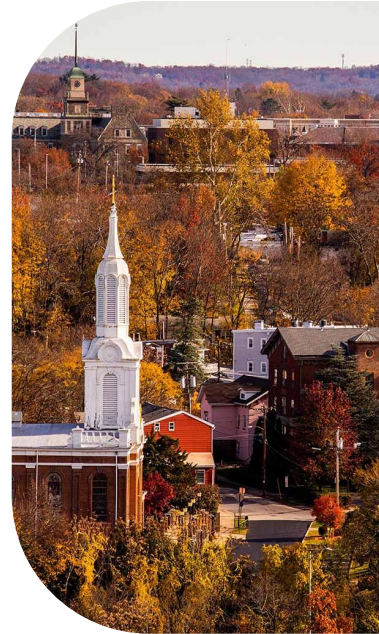
1.1 Branding

Objective: Established a strong, recognizable brand for the City of Vassar to enhance its identity and attract investment.

Action Items:

- **Developed a Brand:** Created a logo and tagline incorporating elements of the current city sign (bridge, river, nature).
- **Campaign Strategy:** Implemented a comprehensive branding campaign across all city materials and promotional items.
- **Visibility:** Used the brand on signs, banners, official documents, and merchandise to ensure consistent citywide presence.

Responsible Parties: Vassar City Council, City Manager, Staff, Chamber of Commerce, Local Business Owners, Downtown Development Authority, Economic Development Corporation, Tuscola County Economic Development Corporation.



1.2 Partnerships

Objective: Leveraged partnerships to promote Vassar’s development and community engagement.

Action Items:

- **Real Estate Collaboration:** Worked with real estate agents to market development sites.
- **Public Art Installations:** Partnered with the arts community for public art projects.
- **Community Organizations:** Collaborated with VFW Post, Lions Club, Chamber of Commerce, and local schools to enhance visibility.
- **Marketing Team:** Created a marketing team for priority redevelopment sites, including marketing packets and social media promotion.

Responsible Parties: City Manager, Staff, Chamber of Commerce, Local Business Owners, Planning Commission, Economic Development Corporation, Tuscola County Economic Development Corporation.



1.3 Campaign Marketing

Objective: Established a strong, recognizable brand for the City of Vassar to enhance its identity and attract investment.

Action Items:

- **Developed a Brand:** Created a logo and tagline incorporating elements of the current city sign (bridge, river, nature).
- **Campaign Strategy:** Implemented a comprehensive branding campaign across all city materials and promotional items.
- **Visibility:** Used the brand on signs, banners, official documents, and merchandise to ensure consistent citywide presence.

Responsible Parties: Vassar City Council, City Manager, Staff, Chamber of Commerce, Local Business Owners, Downtown Development Authority, Economic Development Corporation, Tuscola County Economic Development Corporation.



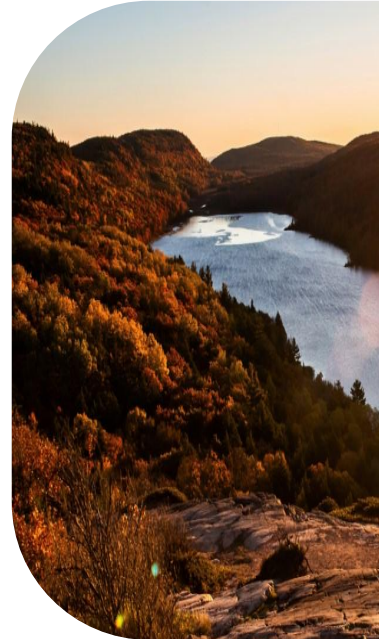
1.4 Online presence

Objective: Leveraged partnerships to promote Vassar’s development and community engagement.

Action Items:

- **Real Estate Collaboration:** Worked with real estate agents to market development sites.
- **Public Art Installations:** Partnered with the arts community for public art projects.
- **Community Organizations:** Collaborated with VFW Post, Lions Club, Chamber of Commerce, and local schools to enhance visibility.
- **Marketing Team:** Created a marketing team for priority redevelopment sites, including marketing packets and social media promotion.

Responsible Parties: City Manager, Staff, Chamber of Commerce, Local Business Owners, Planning Commission, Economic Development Corporation, Tuscola County Economic Development Corporation.



02 City of Sebring, Florida (USA) - Downtown Market Analysis & Marketing Plan

- Sebring, known as "The City on the Circle," boasts a rich history and character, making it a traditional Central Florida downtown. It has a population of 11,379 (2022).
- Sebring is centered around Lake Jackson, with the Downtown Historic District directly on the waterfront. Due to its Florida scrub terrain, Lake Jackson has natural white sand beaches, and is a popular boating and swimming destination.
- Despite economic challenges during the global recession, Sebring remains a destination for locals and tourists alike, anchored by the prestigious auto race "12 Hours of Sebring."
- The downtown area offers a unique blend of old and new, attracting antiquers with cool collectibles and hidden treasures. Sebring's charm lies in its historic feel, serving as a great meeting place and offering a friendly hometown appeal with locally owned businesses, making it more than just a shopping destination but a place for community engagement and memorable experiences.



Problem	Marketing Priority	Solution
2.1 Lack of communication and coordination	Organize Your Troops	The city of Sebring hired a A Downtown Coordinator to manage strategies, events, business retention, and volunteer coordination. Additionally, the city organized committees for tourism, business attraction, business retention, and promotions, led by local groups and supported by CRA staff and board members.
2.2 Unclear story on what makes Sebring unique	Create (Reinforce) a Brand for Sebring “Who is Sebring?”	The city of Sebring established a strong branding message highlighting its historic charm, unique character, and community appeal, delivered through targeted events and marketing strategies. This message emphasized Sebring's diverse offerings and friendly atmosphere, catering to various groups such as seniors, young families, government workers, and antique enthusiasts.
2.3 Unused or uncommunicated tangible and intangible assets	Increase Awareness of Downtown as a Visitor Destination	The city of Sebring highlighted its historical and cultural assets through initiatives like self-guided walking tours, historical plaques, and murals. The city also fostered a visitor-friendly environment by educating business owners and staff, adopting local attractions, and utilizing a visitor center that enhances the downtown experience and encourage repeat visits.
2.4 Lack of communication with Businesses	Strengthen Existing Businesses	The city of Sebring implemented an active retention program, considering the needs of existing customers, expanding operating hours, enhancing communication between businesses, educating about downtown efforts, improving communications between the CRA and downtown businesses, and strengthening relationships with local and regional organizations.
2.5 Lack of ongoing events	Promote Downtown	The city of Sebring developed an ongoing calendar of promotions and events attracting both local consumers and visitors to downtown Sebring, with a focus on aligning marketing materials with the city's vision.

2.1 Organize Your Troops

Objective: Organizing and coordinating efforts to achieve the community vision for downtown Sebring.

- **Hired a Downtown Coordinator:** A dedicated individual was hired to manage and oversee marketing efforts, ensuring the execution of all strategies outlined in the plan.
- **Formed Committees:** Local groups formed several committees:
 - **Downtown Tourism Committee:** Organized by the chamber of commerce, maintained the calendar of regional events, connected businesses to events, and sought new partnerships.
 - **Business Attraction Committee:** Managed by local realtors to address leasing problems and market properties.
 - **Business Retention Committee:** Mentored businesses on buying, accounting, merchandising, marketing, and selling.
 - **Promotions Committee:** Managed the execution of promotions, organized by the events coordinator at the historic hotel.
- **Leadership Roles:** CRA Staff and Board members provided leadership, ensuring effective collaboration among businesses, property owners, and committees .



2.2 Create (Reinforce) a Brand for Sebring “Who is Sebring?”

Objective: Establishing a clear and compelling brand for downtown Sebring.

- **Defined the Message:**
 - **Familiarity:** Highlighted the historic feel of downtown, reminding visitors and locals of their roots.
 - **Great Meeting Place:** Promoted Sebring as a convenient and welcoming place to meet.
 - **Uniqueness:** Emphasized the unique character and feel of downtown Sebring.
- **Tools to Deliver the Message:**
 - Developed consistent branding materials, including a unified logo and tagline.
 - Created a comprehensive brochure featuring a downtown map, business listings, cultural and entertainment highlights, and event listings.
 - Enhanced the website to serve as a central information hub, featuring downloadable directories, event calendars, and promotional materials.



2.3 Increase Awareness of Downtown as a Visitor Destination

Objective: Leveraging history and events to attract visitors to downtown Sebring.

- **Showcased History:**
 - Developed a self-guided walking tour highlighting the historical and cultural significance of downtown.
 - Promoted historical events and cultural offerings to attract cultural and lifestyle tourists.
- **Marketing Campaigns:**
 - Launched a "Come Join Our Circle" campaign to draw visitors from hotels and US-27 into the downtown area.
 - Utilized various promotional tools, including YouTube videos, cable commercials, radio spots, and direct mail to civic groups and homeowners' associations.
 - Organized seasonal events to generate sales and enhance visitor experiences, such as garden events in early spring and food preparation seminars in winter .



2.4 Strengthen Existing Businesses

Objective: Supporting and retaining existing businesses to enhance downtown's economic vitality.

- **Business Support Initiatives:**
 - Regularly engaged with businesses to understand their needs and provided technical assistance for merchandising, marketing, and promotions.
 - Organized workshops and one-on-one coaching sessions to help businesses expand and diversify their merchandise mix.
 - Developed friendly competitions to encourage exceptional service and innovative initiatives among businesses.
- **Promotional Partnerships:**
 - Collaborated with local restaurants to advertise retail shops through table tents, placemats, and other in-restaurant marketing materials.
 - Encouraged businesses to develop customer databases for targeted promotions and customer retention efforts.
 - Created a comprehensive database of key economic indicators to track and promote downtown Sebring's vitality .



2.5 Promote Downtown

Objective: Consistently promoting downtown to attract high-quality consumers and boost economic activity.

- **Comprehensive Marketing Efforts:**
 - Developed a detailed marketing campaign to position Sebring as a premier destination for shopping, dining, and cultural experiences.
 - Produced and distributed brochures and promotional materials highlighting downtown’s unique offerings and events.
 - Launched a downtown website and utilized social media to increase online visibility and engagement.
- **Events and Activities:**
 - Hosted a variety of events throughout the year to draw visitors and create memorable experiences.
 - Promoted downtown through local media, highlighting success stories and new business developments.
 - Encouraged local businesses and organizations to participate in joint marketing initiatives and cross-promotions .

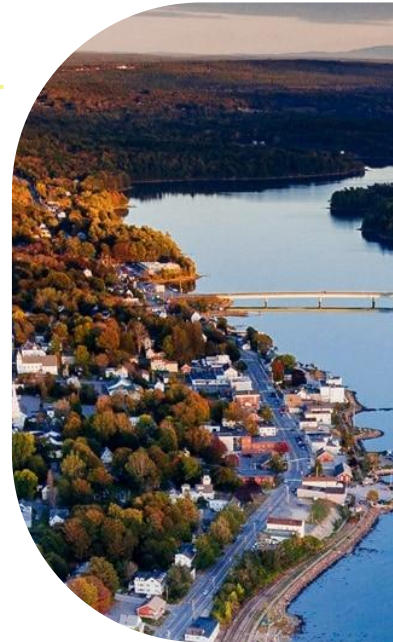


03 Town of Bucksport (USA) Marketing Plan

- Bucksport, Maine is a historic town of approximately 5,000 people. Downtown Bucksport overlooks a beautiful waterfront.
- Since the closure of its paper mill in 2014, the town has diversified its commercial base into aquaculture, mariner training and tourism.
- Bucksport citizens value their close-knit community, safe neighborhoods and school system.
- Located on the Penobscot River at the mouth of the Penobscot Bay, the town is within minutes of the region's employment hubs, service centres and tourism destinations. Bucksport is developing residential and commercial opportunities related to its location in the region.

Bucksport values:

- Resilient
- Practical
- Pragmatic
- Determined
- Friendly
- Friendly
- Modest
- Loyal
- Trustworthy
- Traditional



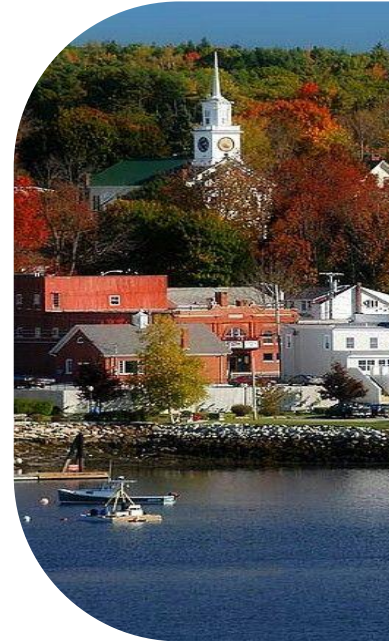
Problem	Marketing Priority	Method
3.1 Lack of communication and coordination	Community Engagement	The town of Bucksport strengthened relationships between Main Street Bucksport, downtown businesses, and the community. The plan also included enhancing interaction between businesses by offering networking events and coordinating group promotional opportunities. Continued outreach to businesses was also a part of this strategy.
3.2 Lack of ongoing events	Event Management	The town of Bucksport offered a diverse and compelling initiatives and events to draw people downtown. This included taking on existing events like the Bridge the Gap Race and the Arts Festival, and adding new events like the International Maritime Film Festival.
3.3 Unclear story on what makes Bucksport unique	Public Relations	The town of Bucksport enhanced public understanding of the value of Main Street. This involved developing a “Start Here” social media campaign targeting young families and using social media platforms to promote the quality of life in Bucksport. The plan also included developing and providing “Opportunity for Life” brochures to the Human Resources departments and local businesses.
3.4 Lack of a cohesive brand	Branding	The town of Bucksport built organizational capacity to carry out the strategic plan. This involved developing the Bucksport Logo and Tagline, ensuring consistency of voice in all internal and external communication, developing a New Resident web page on the current town site, developing a New Town of Bucksport website, and creating retractable banners for use at orientation events and local businesses.

3.1 Community Engagement

Objective: Foster a strong connection between the community and downtown Bucksport to build a sense of ownership and pride.

Action Items:

- **Public Forums:** Held regular forums to gather community input and feedback on downtown initiatives, ensuring everyone's voice was heard.
- **Volunteer Programs:** Encouraged community members to participate in downtown beautification projects and events, creating a hands-on approach to community improvement.
- **Partnerships:** Collaborated with local schools, businesses, and organizations to support community-driven projects, fostering a sense of unity and cooperation.
- **Communication Channels:** Utilized social media, newsletters, and local media to keep the community informed and engaged, promoting transparency and trust.



3.2 Event Management

Objective: Organize and manage events to draw visitors, enhance community spirit, and boost economic activity in downtown Bucksport.

- **Action Items:**

- **Annual Events:** Hosted key annual events such as festivals, parades, and markets to attract visitors and create vibrant community gatherings.
- **Collaborations:** Partnered with local businesses and organizations to co-host events, ensuring broad participation and support, and maximizing resources.
- **Event Calendar:** Maintained a comprehensive calendar of events, accessible via the town's website and social media platforms, to keep everyone informed and involved.
- **Promotional Campaigns:** Developed targeted marketing campaigns for each event to maximize attendance and engagement, using various media channels.



3.3 Public Relations

Objective: Enhance the public image of downtown Bucksport through strategic communication and relationship-building efforts.

- **Action Items:**

- **Media Outreach:** Regularly issued press releases and maintained relationships with local media to highlight downtown activities and developments, ensuring positive coverage.
- **Storytelling:** Created compelling narratives around downtown successes and initiatives to share via newsletters, social media, and the town's website, making the community feel connected and informed.
- **Crisis Management:** Developed a crisis communication plan to address any negative incidents swiftly and effectively, protecting the downtown's reputation.
- **Community Ambassadors:** Encouraged local influencers and community leaders to act as ambassadors for downtown Bucksport, spreading positive messages and rallying support.



3.4 Branding

Objective: Establish a strong, cohesive brand identity for downtown Bucksport to differentiate it from other areas and attract visitors and businesses.

- **Action Items:**

- **Brand Development:** Created a distinct logo, tagline, and visual identity that reflect Bucksport’s unique character and values, providing a recognizable and appealing image.
- **Brand Guidelines:** Developed and distributed guidelines to ensure consistent use of branding across all materials and platforms, maintaining a professional and unified appearance.
- **Marketing Materials:** Produced branded promotional items such as brochures, banners, and merchandise to enhance visibility and create a lasting impression.
- **Digital Presence:** Updated the town’s website and social media profiles to align with the new branding, ensuring a cohesive online presence that attracts and informs visitors.



04 The Future of Maritime Downtowns & Main Streets (CAN)

- The report provides the findings of research carried out in 2023 in concert with 15 downtown and main street business associations throughout the Maritime provinces.
- Seven of them were conducted with Business Improvement Areas [BIAs] in New Brunswick and Prince Edward Island and eight with Business Improvement Districts [BIDs] in Nova Scotia.
- As part of this, a business census was completed for over 4300 businesses, with 1700+ of those businesses completing a survey asking respondents to identify their greatest challenge and their business community's greatest opportunity to grow.



Top 5 Challenges in Maritime Downtowns & Main Streets

- **Staffing:** Keeping and attracting staff is proving to be the number one challenge for our business owners, confirming late 2022 reports from Stats Canada and the Atlantic Economic Council. PEI is having the greatest trouble, but the pressure is felt throughout the region.
- **Inflation:** Current Economic Conditions & Attitudes. It is extremely difficult to rebound from COVID with the cost of materials and services escalating to the extent they are. PEI is feeling this the most with 25% of respondents identifying these issues as a challenge.
- **Parking:** Be it supply, convenience, or cost, parking in downtowns & main streets is perceived to be a problem throughout the region. This is a localized issue which is best addressed by business associations in partnership with their municipalities.
- **Lack of Foot Traffic:** Online Shopping & Competitive Environment. COVID brought about two significant disruptions to downtown and main street life: a dramatic change in the place of work for office employees and a marked increase in online shopping.
- **Security/Street Issues:** Homelessness, addictions, and mental health are playing out in the downtowns and on the main streets of our communities with increasing frequency. The creation of collaborative solutions must be a much higher priority for government, service agencies, and business.



Top 5 Opportunities in Maritime Downtowns and Main Streets

- **District Mix:** A high percentage of respondents from NB – 28% – cited this as an excellent opportunity for addressing the temptation of the 24/7 online shopping option. Many consumers remain dedicated to shopping local, so give them more selection of goods & services.
- **Parking:** A challenge and an opportunity. To thrive as a business district, respondents felt that more flexible parking opportunities and more convenient transportation links must be provided for the consumer to access their downtown or main street more easily.
- **Marketing Support:** Some businesses do exceptional marketing, but our respondents are looking for even more logistical and financial support, over and above the already excellent work which business associations do for their districts. Let's promote taking a stroll!
- **Events:** Downtowns and main streets are renowned for their festivals and events, so much so that respondents would love to add more events, activities, sales, and festivals to strengthen the appeal of shopping and relaxing downtown.
- **Increase Foot Traffic & Shop Local:** Supporting local is not only important for individual businesses, but it is critical to any community's economic and social wellbeing. Businesses and municipalities must work more closely together to accentuate the positive of local!



Summary of Common Themes

Theme	Vassar	Sebring	Bucksport	Maritime Towns	Implemented in Downtown Yarmouth?
Branding	✓	✓	✓	✓	No
Partnerships	✓	x	✓	✓	Informal
Campaign Marketing	✓	✓	✓	✓	Limited
Online Presence	✓	x	✓	✓	Mixed
Increase Awareness of Downtown as a Visitor Destination	x	✓	✓	✓	Mixed/Amongst Partners
Strengthen Existing Businesses	x	✓	x	✓	Mixed/Amongst Partners
Promote Downtown	✓	✓	✓	✓	Limited
Priority for Attracting New Residents	x	x	✓	✓	Yes/Amongst Partners
Plans to Increase Foot Traffic	✓	✓	✓	✓	Yes/Amongst Partners

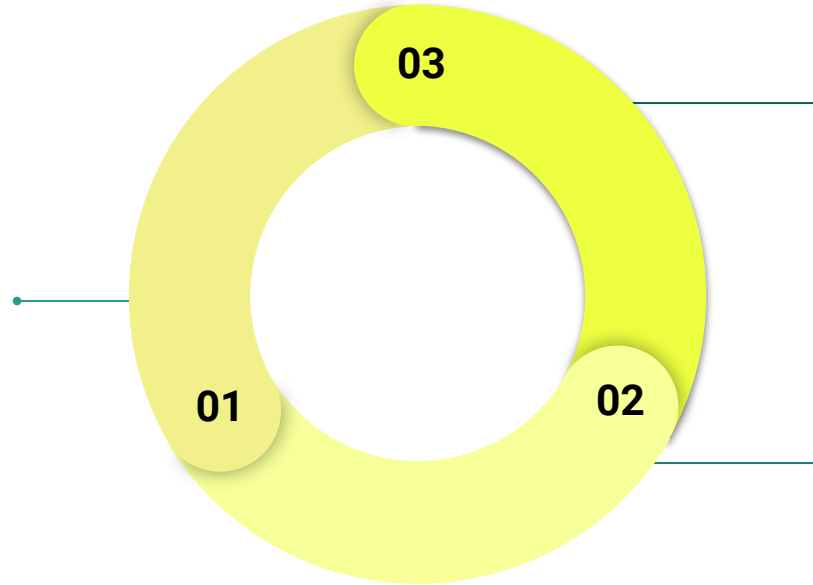
ENGAGEMENT



How did we engage?

1. Business Occupancy

The DT Yarmouth business mix and occupancy was studied by the Town of Yarmouth in Slide 4.



3. Focus Groups/ Engagements

ASBB undertook two focus groups and a set of one-on-one discussions to understand the needs for the DT businesses.

2. Survey

The survey is analyzed using two resources. (i) ASBB has conducted a survey which has been distributed to the business of DT Yarmouth. The total responses of the survey were 27. (ii) The Town of Yarmouth is currently in undergoing an municipal planning process which also conducted a partial business survey, the results of which are references in Appendix 1-2.

The engagements were conducted in three primary phases outlined above.

Summary of Survey

Retail and Small Enterprises Dominate DT Yarmouth; Need for Coordinated Marketing, Events, and Beautification to Boost Foot Traffic and Tackle Inflation and Labor Shortages

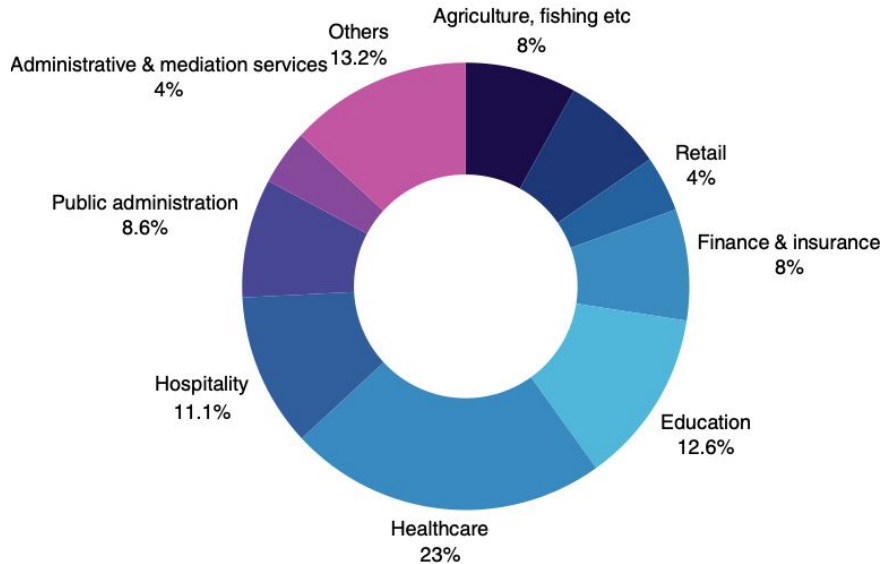
- 1** Most businesses operate in the retail and small enterprise sector, with operational hours being 9 am - 5 pm for meeting the required times for customers (mostly office hours) and find the hours are sufficient.
- 2** Pricing is the most important aspect of driving customer demand along with adequate customer service. Most businesses do feel they are meeting customer needs adequately. Although inflation and labour shortages have been a great challenge for businesses.
- 3** Word of mouth, tourism, local promotions, and events were the most important factors bringing in customers to DT Yarmouth and the business. Improving these are vital for the businesses.

- 4** Most businesses wanted more coordinated marketing help to promote their business and better communication about events/promotions.
- 5** Most businesses feel that the DT Yarmouth could be better marketed through more events promotion, infrastructure upgrades and better signage.
- 6** Businesses felt that local organizations and partners need to have more coordinated communication (central platform), as well as businesses would do better to have more coordinated marketing.



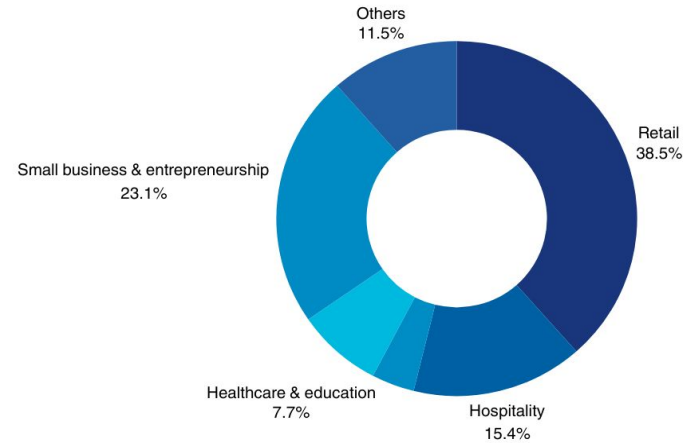
Diverse Business Mix in Secondary Data and ASBB Survey

Graph 1: Town of Yarmouth Business Mix



Source: Statistics Canada

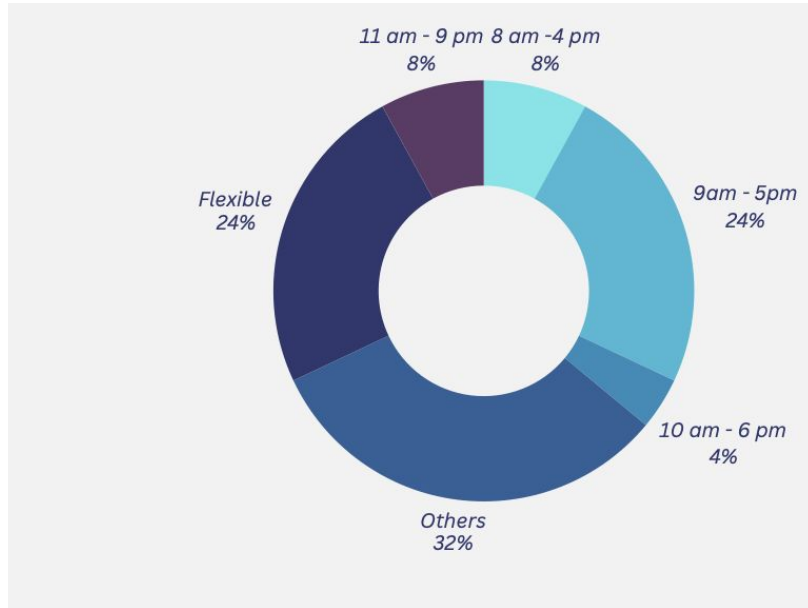
Graph 2: ASBB Survey Business Mix



Source: ASBB Survey, June 2024

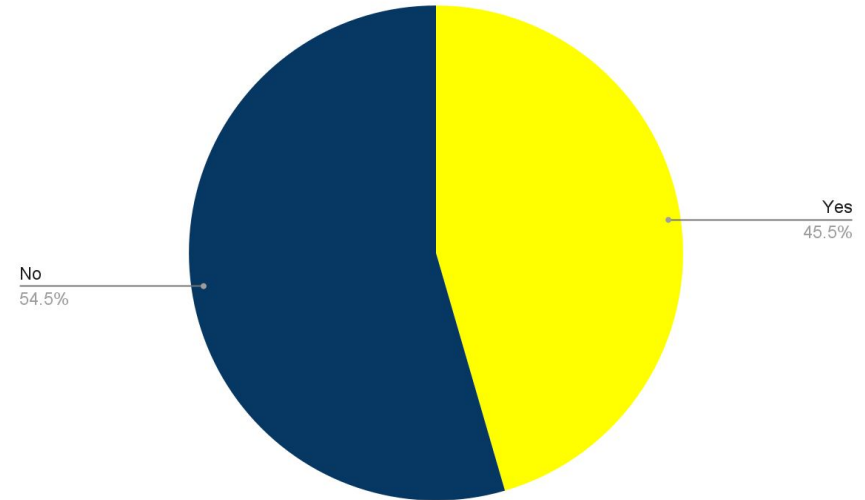
Most Businesses Open Flexible Hours, Consider Extending

Graph 3: What are the normal operational hours/ customer footfall outcomes for these businesses?



Source: ASBB Survey, June 2024

Graph 4: Have you considered extending your business hours?

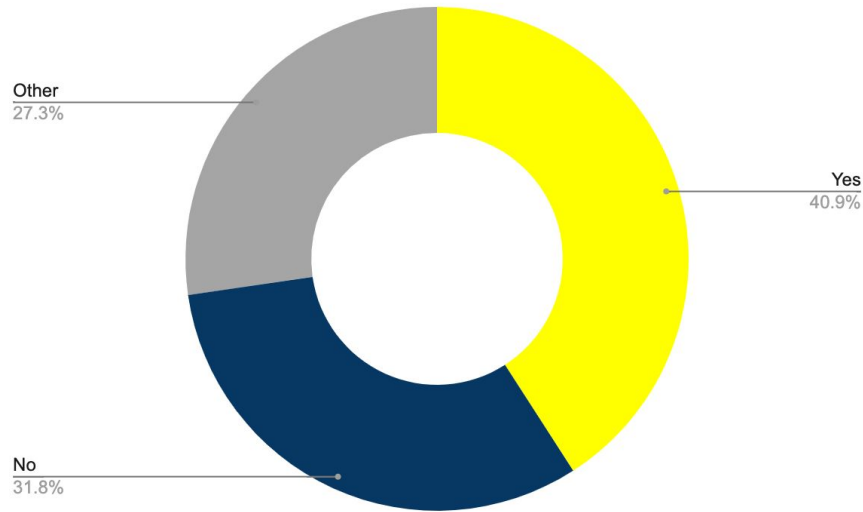


Source: ASBB Survey, June 2024



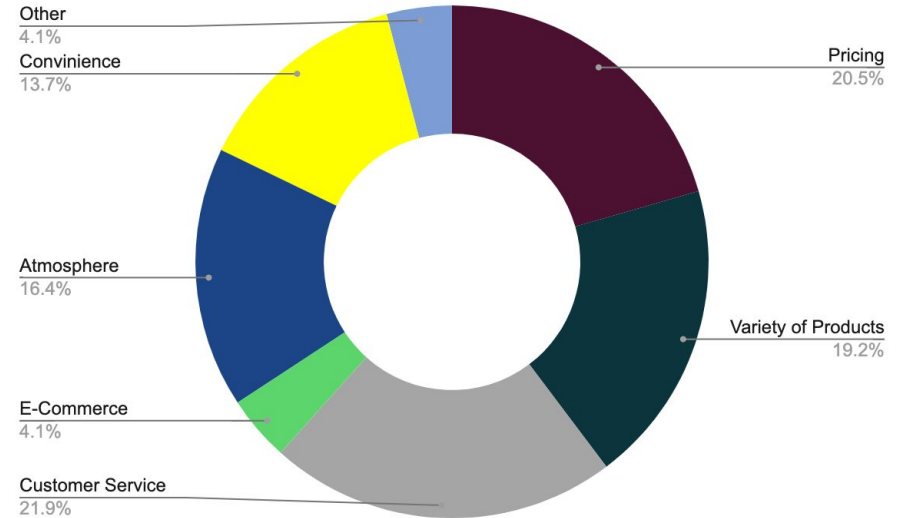
Pricing, Customer Service Key to Business Attraction; Most Businesses Satisfied with Foot Traffic

Graph 5: Do you believe you have sufficient foot traffic during your operating hours?



Source: ASBB Survey, June 2024

Graph 6: What do you think is the most important for making sales?

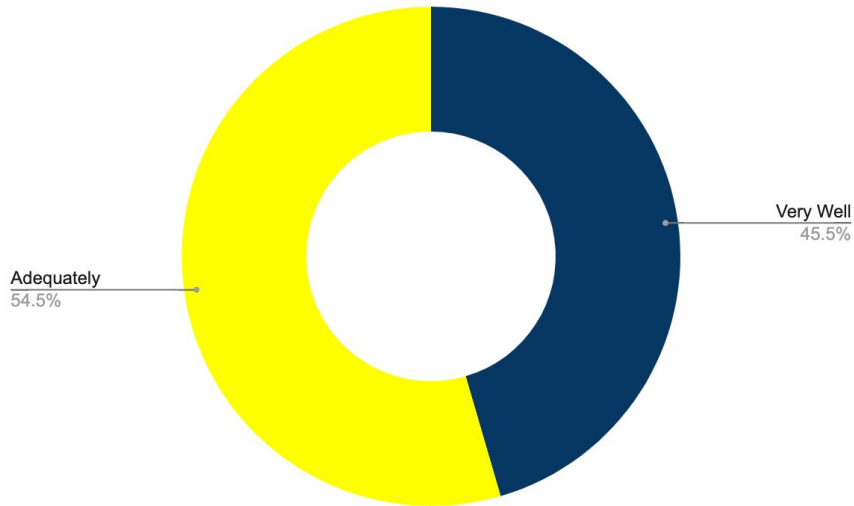


Source: ASBB Survey, June 2024



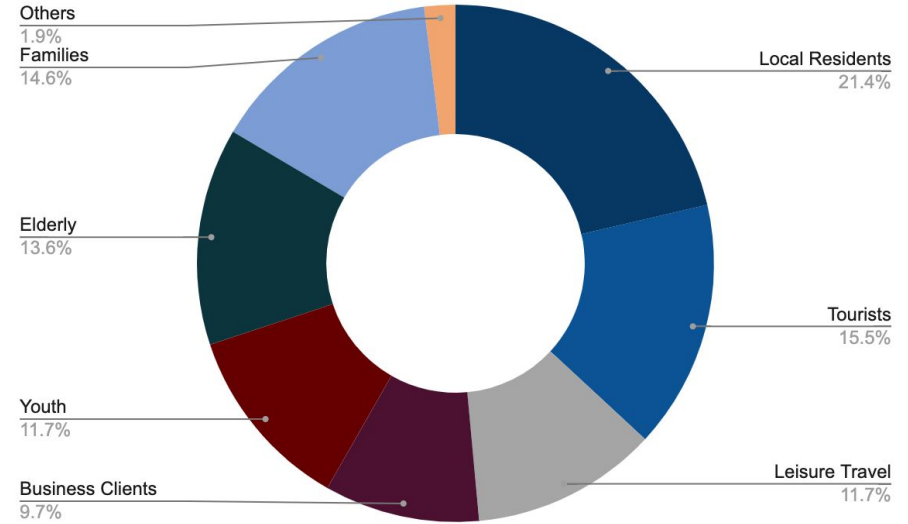
Tourists and Locals Drive Sales; Businesses Meet Needs Adequately

Graph 7: How well do you feel you meet your customers needs?



Source: ASBB Survey, June 2024

Graph 8: Where do your customers come from?

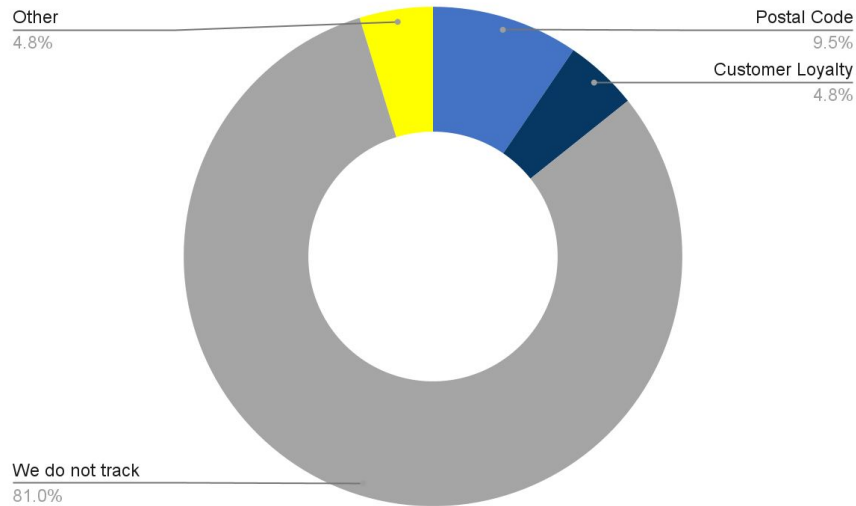


Source: ASBB Survey, June 2024



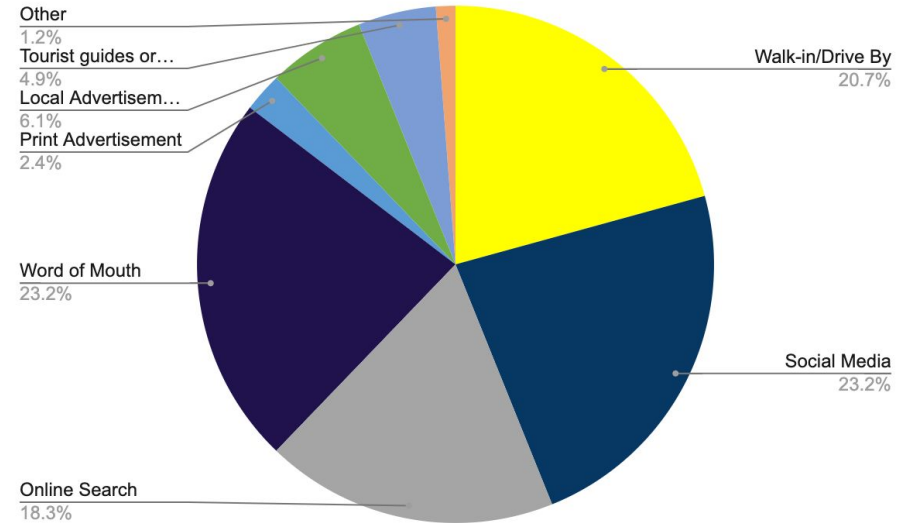
Most Businesses Didn't Track Data; Relied on Walk-ins and Social Media

Graph 9: Do you track any customer data?



Source: ASBB Survey, June 2024

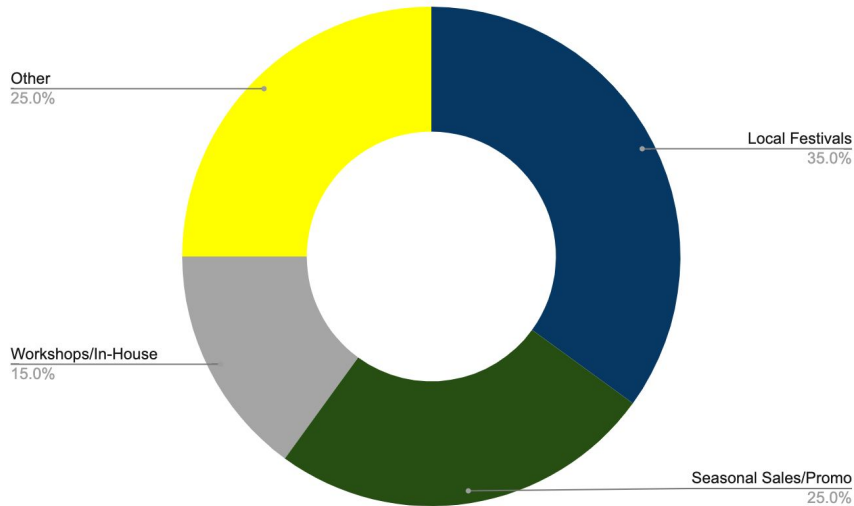
Graph 10: How do consumers discover your business?



Source: ASBB Survey, June 2024

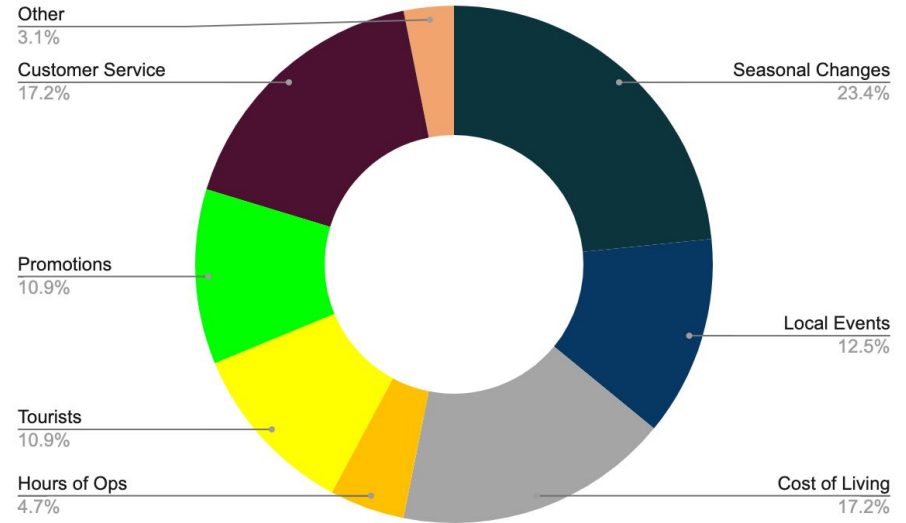
Local Festivals and Seasonal Sales Drive Foot Traffic; Customer Service and Seasonal Changes Influence Behavior

Graph 11: Which events do you find most effective in driving foot traffic?



Source: ASBB Survey, June 2024

Graph 12: Based on your experience, what factors influence the shopping behavior of your customers the most?

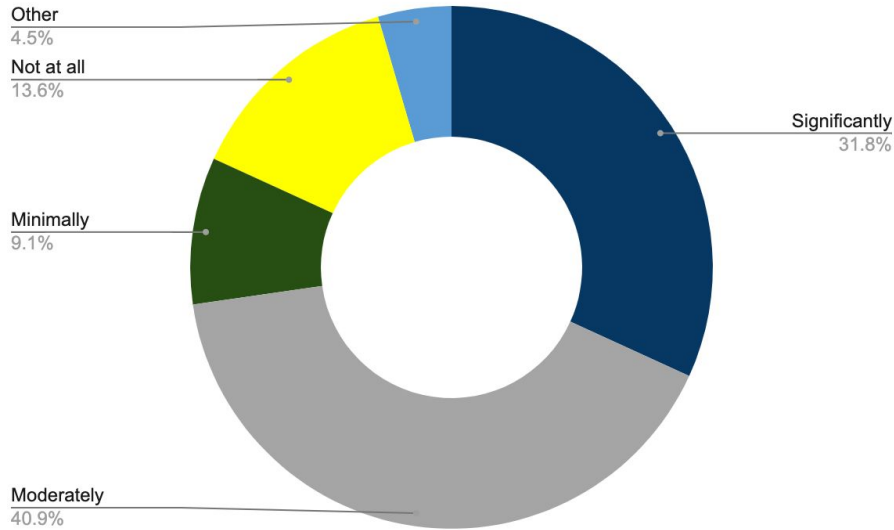


Source: ASBB Survey, June 2024



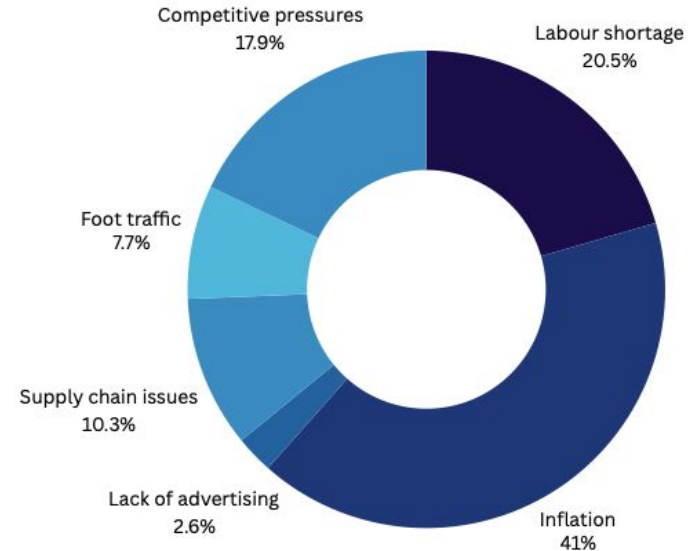
Businesses Benefited Moderately from Ferry; Biggest Challenges: Staff Shortages and Customer Spending Power

Graph 13: Does your business benefit from ferry traffic?



Source: ASBB Survey, June 2024

Graph 14: What are the primary challenges facing your business currently?

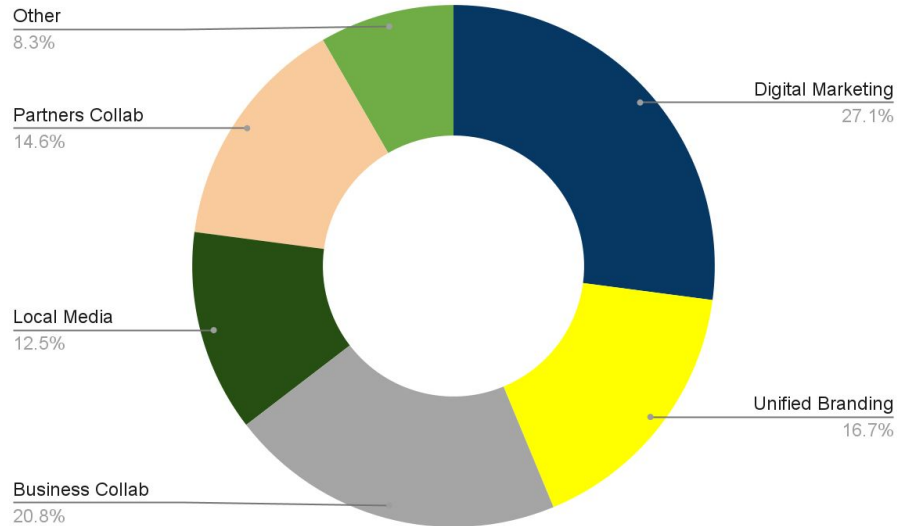


Source: ASBB Survey, June 2024



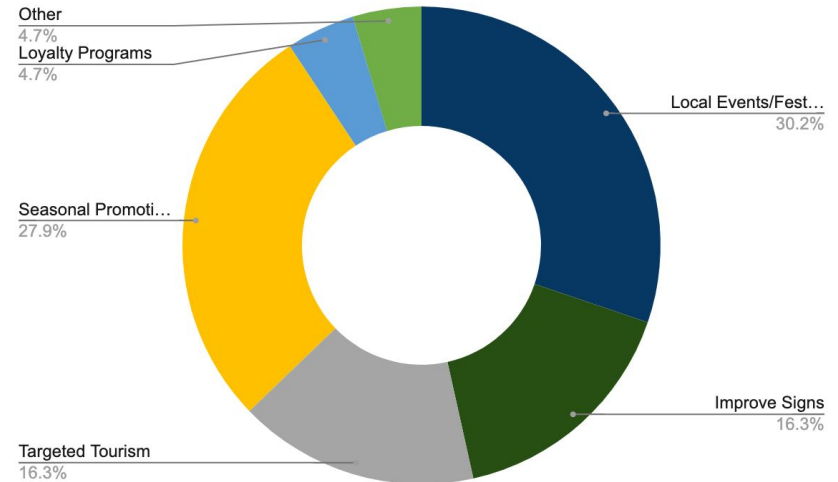
Digital Marketing and Collaboration Key to Downtown Foot Traffic; Local Events and Promotions Also Important

Graph 15: What general marketing strategies would help market DT Yarmouth?



Source: ASBB Survey, June 2024

Graph 16: What events would help drive more foot traffic to the DT Yarmouth?

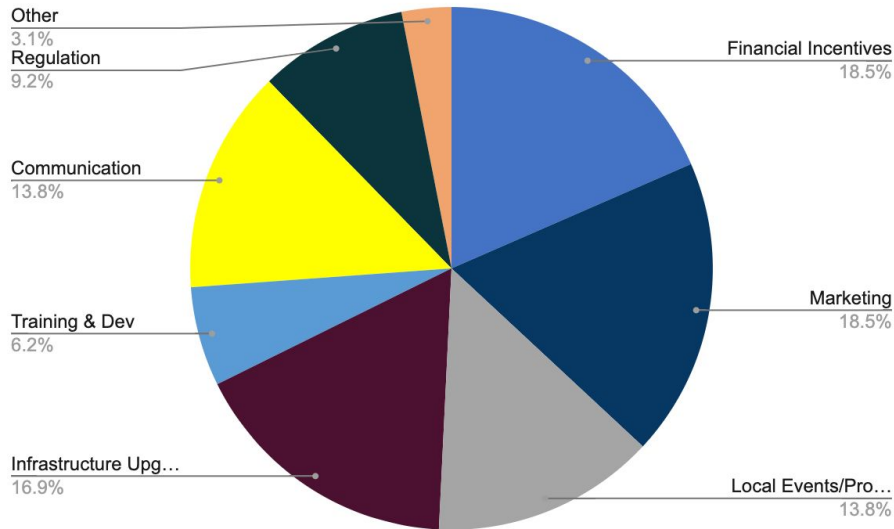


Source: ASBB Survey, June 2024



Financial Incentives, Communication, and Marketing Crucial for DT Yarmouth Businesses

Graph 17: What kind of support or initiatives from local authorities or business associations would most help your business thrive?



Source: ASBB Survey, June 2024



Insufficient Foot Traffic and Labor Constraints as Key Reasons for Not Staying Open Late

1. What are some of the reasons why businesses are not open late?

The most prominent answer of not wanting to be open late was:

- Labour shortages
- Not enough demand.
- Not interested from customers.

3. Are there any specific initiatives or improvements you believe would enhance the attractiveness of Downtown Yarmouth as a business destination?

- Revitalization of the downtown waterfront.
- Better parking.
- Improving look/information of information centre.
- Improving look of commercial properties on Yarmouth DT.
- Better featuring of services/amenities of DT Yarmouth.
- More plants/better esthetics from the town on the overall DT.

2. What have you done to address the needs of businesses?

Business replied on addressing barriers:

- Due to labour shortages operate under reduced hours.
- Expressed downtown organized for a collective meeting on marketing and needs.
- Recruit more actively by posting jobs etc.
- Have hosted late night workshops for late shoppers etc.

4. What do you feel is missing as a business in the downtown of Yarmouth?

- More collaborative/coordinated marketing.
- More downtown shops and amenities.
- More retail stores and boutique shops along the waterfront.
- Improving look/information of information centre.
- Coffee shops and such along the waterfront.



Summary from Engagements

Addressing Foot Traffic Challenges, Improving Communication, and Housing Availability Essential for Business Growth in Downtown Yarmouth

- 1** Businesses struggle with inconsistent foot traffic and attracting customers, especially in the winter months. Promoting events and activities could help.
- 2** Access to information on employment programs and grants is limited. A central information hub or holding workshops to educate businesses could help businesses learn about opportunities.
- 3** Coordinated promotion strategies between businesses and government bodies could help businesses attract more customers. There also needs to be a central platform for communication.
- 4** Housing availability limits the town's ability to attract and retain residents and employees.
- 5** Developing a diverse business mix downtown could attract more consistent customers. Understanding what is the right mix of businesses that might need to be attracted.
- 6** Improving communication on events, cruise ship schedules, and other activities could benefit businesses.



Recommendations from Local Businesses

Addressing Foot Traffic Challenges, Improving Communication, and Housing Availability Essential for Business Growth in Downtown Yarmouth

- 1** Plan more events throughout the year to bring more people to Downtown Yarmouth.
- 2** Offer workshops on hiring practices, available grants for hiring workers, and other important details about finding and keeping staff.
- 3** Create a central platform for communication so businesses can easily find the information they need without having to search for it.
- 4** Create plans to bring in more businesses that operate all year, providing jobs and economic benefits.
- 5** Develop a diverse mix of businesses downtown to draw in steady customers. Figure out the best combination of businesses to attract.
- 6** Organize more networking events for businesses to meet each other and form partnerships, helping them promote one another.



A vibrant street scene in a small town. The street is lined with colorful buildings, including a prominent red brick building and a blue and white building. A white pickup truck is driving towards the camera, and a red car is parked on the right. Pedestrians are visible on the sidewalks, and street lamps with flower baskets are along the left side. A yellow banner with the text "FUNDING MODELS RESEARCH" is overlaid on the right side of the image.

FUNDING MODELS RESEARCH

Examples of Funding Models for Revitalizing Downtowns

Three cities were studied to understand how successful downtown revitalization is financed and to identify key funding partners. The findings are summarized below. The Alternative Funding Mechanism document ([link here](#)) provides an overview of typical municipal funding mechanisms and common funders.

1. City of Edmonton ([here](#))
2. Downtown Fort William Strategic Renewal Plan ([here](#))
3. Washington Main Street Program ([here](#) and [here](#))



Edmonton's 4 Pillars for Downtown Revitalization

P1: Downtown As an Home

Potential Partners: Arts district, Downtown business association, DT Edmonton Community league and City of Edmonton

Total funding requirements: \$ 2.4 M

Goal : Create a thriving and inclusive living space for a high quality life.

P2: Downtown as an Economic Hub

Potential Partners: Innovate Edmonton, City of Edmonton, Government of Alberta, Downtown Business Association, NAIOP

Total funding requirements: \$3.2 M

Goal : A connected and diverse economy where businesses, infrastructure and amenities are coordinated

P3: Downtown as an Destination

Potential partners: DT Business Association, DT Edmonton Community league, Explore Edmonton Corporation, NAIOP, City of Edmonton, BOMA, Explore Edmonton Corporation, Govt of Alberta.

Total funding requirement: \$ 4.2 M

Goal : A thriving culture for tourism, festivals, arts with well-activated public spaces to promote interactions

P4: Downtown as a safe, welcoming space

Potential partners: Edmonton Arts Council, THE WORKS, DT Edmonton community leagues, City of Edmonton, REACH, North Edge Business Association, Urban Development Institute.

Total funding requirement: \$4.4 M

Goal : A DT space which enhances quality of life for everyone irrespective of age, race, gender and identity factors.

P1: Edmonton's Downtown As a Home

The city broke down pillar one into the following action items:

Action 1: Expanding Smart Spaces

- Activate Warehouse Campus Central Park with tactical installations until construction starts.
- Prioritize connections to the River Valley and align temporary commercial opportunities.
- Reduce red tape to facilitate temporary initiatives for residents and organizations.
- Explore public play options like pop-up playgrounds.
- Regularly close roads for pop-up or ongoing events.

- **Resources required:** \$1 M+
- **Lead Partners:** Arts District, Downtown Business Association, Downtown Edmonton Community League, City of Edmonton
- **Potential Partners:** Post Secondaries, Edmonton Community Foundation, Explore Edmonton Corporation and others

Action 2: Optimizing All Season Experience

- Support all season patio opportunities including partnership based campaigns and temporary activations according to Winter City strategy principles
- Provide winterization features through heating elements and fire pits in public places
- Pilot warming huts and shelters
- Explore other temporary opportunities that emerge such as summer patios, dedicated pedestrian walkways and bicycle lanes

- **Resources required:** < \$200 k
- **Lead Partners:** Downtown Business Association, Downtown Edmonton Community League, Post Secondaries, Explore Edmonton Corporation, Government of Alberta, and others.

P1: Edmonton's Downtown As a Home

Action 3 : Making Downtown Living Easy

- Create of a range of housing options that are affordable, accessible and differently-sized
- Analyze lessons learned from the Downtown Economic Recovery Construction Grant to inform potential future incentives
- Explore a housing grant incentive that could include office retrofits
- Expand existing green building incentives to include retrofits and conversions
- Seek opportunities and alignment with the Urban Reserve initiative
- Advocate for increased investment from other orders of government for capital and operational funding for supportive housing
- Support downtown developers through streamlined processes to ensure that the development process is as easy and efficient as possible
- Explore opportunities with school boards to expand grade school offerings downtown

- **Resources required:** \$1 M+
- **Lead Partners:** City of Edmonton
- **Potential Partners:** Government of Alberta, Government of Canada, School Boards

Action 4: Optimizing Welcome Packages

- Create a welcome package for new residents, businesses and startups moving to downtown, with special offers to local attractions and services thus fostering community building
- Create cross-promotional opportunities for businesses
- Develop information packages for realtors who are showing downtown homes and commercial properties to entice housing occupancy

- **Resources required:** < \$ 200K
- **Lead Partners:** Downtown Business Association, BOMA, NAIOP, Downtown Edmonton Community League, Post Secondaries, Innovate Edmonton
- **Potential Partners:** Large Employers, Explore Edmonton Corporation, Edmonton Chamber of Commerce, Edmonton Global and others

P2: Edmonton's Downtown As a Economic Hub

The city broke down pillar two into the following action items:

Action 1: Supporting An Innovative Downtown

- Support growth and diversity in the technology and innovation sector and extends to piloting smart and innovative technology solutions to improve the downtown experience
- Explore options to expand free wifi and digital infrastructure on downtown streets for an elevated experience
- Pilota downtown civic accelerator program
- Explore incentives for startups and scale-ups to return or locate downtown in partnership with realtors/landlords

- **Resource Requirements:** \$200 k - \$1M
- **Lead Partners:** Innovate Edmonton, Telecommunication Companies, Post Secondaries, Government of Alberta
- **Potential Partners:** City of Edmonton, BOMA, NAIOP, Edmonton Chamber of Commerce

Action 2: Customizing strategies for Business Development

- Offer services to downtown businesses, as part of the City business retention and expansion program and in partnership with other organizations
- Work closely with partners to understand the unique needs of the downtown businesses
- Develop an aftercare program to support those businesses already operating downtown
- Implement simple and tactical ideas to support businesses such as a 'gratitude notes' letter to recently opened businesses

- **Resource Requirements:** < \$200 k
- **Lead Partners:** City of Edmonton
- **Potential Partners:** BOMA, Edmonton Global, Innovate Edmonton, Downtown Business Association, Edmonton Chamber of Commerce and others

P2: Edmonton's Downtown As a Economic Hub

Action 3: Supporting in-person Business activity

- Plan for a downtown loyalty card or passport book with special offers from local restaurants and bars
- Aligning cross promotional initiatives between downtown office employers, post secondaries and other local businesses
- Coordinate events and activities centered on return to downtown
- Explore opportunities for large downtown employers to work together on timing and strategies on return to work plans
- Explore opportunities for downtown destinations (libraries, museums, cultural venues) to reopen in a coordinated manner

- **Resources required:** < \$ 200 K
- **Lead Partners:** Downtown Business Association, Large Employers, Post Secondaries, BOMA, NAIOP, Edmonton Chamber of Commerce
- **Potential Partners:** Explore Edmonton Corporation, Innovate Edmonton, City of Edmonton, Arts District, Edmonton Public Library, and others

Action 4: Ensuring Support for Vibrancy

- Undertake a gap analysis of data related to downtown and will establish consistent data collection, analysis and action on measures that directly impact downtown businesses
- Explore and collect new data that needs to be tracked such as pedestrian counts, business openings and closures by sectors, consumer spending etc.
- Develop models to test how economic scenarios downtown impact city-wide property taxes
- Research and analyse what motivates businesses to locate and stay downtown - use findings to support COVID recovery

- **Resources required:** \$ 200 K - 1M
- **Lead Partners:** Downtown Business Association, City of Edmonton
- **Potential Partners:** Post Secondaries, Innovate Edmonton, BOMA, Edmonton Chamber of Commerce and others

P2: Edmonton's Downtown As a Economic Hub

Action 5: Entice Retailers to Operate in Downtown

- Address reasons behind recent closure of a number of retailers
 - Explore grants and tax incentives as tools to entice new retailers downtown
 - Develop tools to support existing retailers
 - Work with landlords to ensure retail remains contiguous and that the vacant storefront effect is minimized
- **Resources required:** \$1 M+
 - **Lead Partners:** Downtown Business Association, City of Edmonton, NAIOP
 - **Potential Partners:** Post Secondaries, Innovate Edmonton, BOMA, Edmonton Chamber of Commerce and others

P3: Edmonton's Downtown As a Destination

The city broke down pillar three into the following action items:

<p>Action 1: Promote Downtown</p>	<ul style="list-style-type: none"> • Design a clearly aligned brand and marketing campaign for downtown is essential for the attraction of talent, promoting inclusivity and drawing visitors of all ages. • Partner to create a multifaceted campaign that showcases all that downtown has to offer • Create a “downtown is for everyone” campaign focus on safety (perceptions/real) from a holistic lens • Work with media outlets to narrate the importance of downtown and stories of the residents, organizations, businesses and nonprofits who are supporting inclusion and equity • Establish an annual State of the Downtown event with downtown partners, to support public awareness, benchmarking and accountability • Establish a consistent ‘look and feel’ between various organizations’ marketing and promotions materials 	<ul style="list-style-type: none"> • Resources required: \$ 200 K - \$1 M • Lead Partners: Downtown Business Association, Explore Edmonton Corporation, Large Employers, NAIOP, City of Edmonton • Potential Partners: Edmonton Global, Post Secondaries, Stanley A. Milner Library, Edmonton Chamber of Commerce, Arts District and others
<p>Action 2: Prioritize Improving the Appeal of Downtown</p>	<ul style="list-style-type: none"> • Work in partnership with local businesses and associations to enable events and experiences throughout the year • Develop a dedicated funding source for fun tactical urbanism • Explore opportunities for a night economy manager or other initiatives that are focused on life at night time • Create digital advertisements showcasing events and activities happening now • Explore opportunities for pop-up or broadcast concerts and events in Churchill Square or other venues. 	<ul style="list-style-type: none"> • Resource Requirements: \$1 M+ • Lead Partners: Downtown Business Association, Arts District, Edmonton Arts Council, The WORKS, Explore Edmonton Corporation, BOMA, NAIOP, City of Edmonton • Potential Partners: Property Owners, Paths for People, Government of Alberta, Government of Canada, Stanley A. Milner Library, Post Secondaries and others

P3: Edmonton's Downtown As a Destination

Action 3: Position downtown Vibrancy as a Continuous Goal

- Hold events like competitions for the student population, for adopt a block initiatives and for new festivals and events etc.
- Support social media conversations and speaker series
- Encourage the short term activation or interim-uses of vacant or underutilized properties and parking lot and development sites etc.

Action 4: Enable Easy and Safe Transit Options

- Encourage multi-use of transit spaces for commercial, community activation and arts and cultural programming
- Create an integrated marketing campaign and contest(s) for transit users to cross promote downtown businesses and amenities
- Work with transportation innovators to expand access to bicycles, e-bikes, e-scooters, electric skateboards, shared bicycles, etc. as well as solutions for reducing clutter
- Target parking initiatives to encourage visitation and longer-term stays
- Ensure that road and sidewalk closures as a result of construction are done as quickly as possible to make it as easy and efficient as possible to move downtown

- **Resource Requirements:** under \$200 k
- **Lead Partners:** Edmonton Arts Council, Edmonton Heritage Council, Downton Edmonton Community League, Post Secondaries, Explore Edmonton Corporation, City of Edmonton
- **Potential Partners:** NAIOP, Arts District, Stanley A. Milner Library, Downtown Business Association , Edmonton Chamber of Commerce and others

- **Resource Requirements:** \$200 k - \$1 m
- **Lead Partners:** Edmonton Arts Council, The WORKS, Explore Edmonton Corporation, multi-modal vehicle hire providers, private parking operators, City of Edmonton
- **Potential Partners:** Arts District, Downtown Business Association, Downtown Edmonton Community League, Stanley A. Milner Library, Government of Alberta, Government of Canada, Post Secondaries, Edmonton Chamber of Commerce

P3: Edmonton's Downtown As a Destination

Action 5: Implement Improved Technological Facilities in Public Spaces

- Initiate with an audit of downtown's public spaces and light-touch solutions over the short term
 - Paint worn streetlights, fences, walls, bike racks and other surfaces
 - Provide temporary fixes to longer term challenges using tactical solutions and creativity
 - Provide an inventory of creative materials and supplies to organizations to contribute in specific areas or through specific projects
- **Resources required:** \$200 k - \$1 m
 - **Lead Partners:** Downtown Edmonton Community League, City of Edmonton
 - **Potential Partners:** Downtown Business Association

P4: Edmonton's Downtown As a Safe space

The city broke down pillar four into the following action items:

Action 1: Expanding Connected, Walkable Space

- Establish a grant program for enhancing lighting and security in publically accessible spaces including alleys.
- Explore an adopt a block program for local engagement and empowerment, to make the streets feel safer.
- Implementing tactics from the Downtown Public Art Guide like transitory art installations, funded expanded murals and street art.
- Bring a GBA+ lens to the audit of public spaces.

- **Resources required:** \$1 M+
- **Lead Partners:** Edmonton Arts Council, The WORKS, Downtown Edmonton Community League, Post Secondaries, City of Edmonton
- **Potential Partners:** Arts District, Explore Edmonton Corporation, Downtown Business Association, BOMA, Government of Alberta, Stanley A. Milner Library

Action 2: Enhancing Safety

- Develop bystander training for business owners and organizations through partnership.
- Offer training for Transit Peace Officers on how to respond to sexual violence.
- Engage diverse stakeholders on how safety on transit can be improved.
- Extend the opportunity for front-line security personnel in public and private properties to be trained in de-escalation of situations involving marginalized citizens.
- Review the network of security groups and communications for enhancing information sharing and best practices between major public and private properties.

- **Resources required:** < \$ 200K
- **Lead Partners:** Edmonton Police Service, Private Security Firms, Neighbourhood Empowerment, City of Edmonton
- **Potential Partners:** Downtown Business Association, Post Secondaries and others

P4: Edmonton's Downtown As a Safe space

Action 3: Expanding Urban Wellness Practices

- Dedicate resources within existing programs to focus work on downtown urban wellness.
- Build on the learning from the City of Edmonton's Recover's Gallery prototype which is testing new ways of connecting the business community with street-involved people.
- Support the Socially Active Business Network which is endeavouring to develop healthy reciprocal relationships. between businesses and marginalized community members
- Extend the Safety Outreach prototype currently underway.

- **Resources required:** \$200 k - \$1 M
- **Lead Partners:** Downtown Business Association, Neighbourhood Empowerment Team, North Edge Business Association, REACH
- **Potential Partners:** Stanley A. Milner Library, Downtown Edmonton Community League, Urban Wellness Agencies, Property Owners, City of Edmonton, Edmonton Chamber of Commerce

Action 4: Empowering Stewardship of Public Spaces

- Align public and private resources to coordinate snow removal, street cleaning and litter collection.
- Encourage attractive and safe construction sites by focusing on ways to strengthen wayfinding, add lighting, use hoarding for art and colour and apply a Crime Prevention Through Environmental Design lens to site designs.
- Public education campaigns to encourage reporting of concerns through 211, 311 and 911 as situations may require.

- **Resource Requirements:** \$1 M+
- **Lead Partners:** Urban Development Institute, Downtown Edmonton Community League, City of Edmonton
- **Potential Partners:** BOMA, Large Employers, Post Secondaries

P4: Edmonton's Downtown As a Safe space

Action 5: Formalize a Working body for M&E

- Form a collaborative to steward, and lead the strategy actions in alignment with the Economic Action Plan and City Plan.
 - Measure success of actions in this strategy and recommending refinements and adjustments.
 - Represent a unified front for funding or support opportunities with aligned story telling and branding strategies.
 - Advocate for funding from other orders of government.
- **Resources required:** under \$200 k
 - **Lead Partners:** Downtown Business Association, City of Edmonton, NAIOP
 - **Potential Partners:** Post Secondaries, Innovate Edmonton, BOMA, Edmonton Chamber of Commerce and others

Fort William's Plan for Strategic Renewal

P1: A revitalized, green city connecting people and places

Potential Partners: Downtown Fort William Renewal Advisory Committee, Fort William transit system, local municipal bodies, City of Thunder Bay & key departments

Goal : Create a thriving and green living space for a high quality life as well as venues improving tactical urbanism.

P2: DT Fort William as an improved living space

Potential Partners: Downtown Fort William Renewal Advisory Committee, Fort William Housing development Board, Downtown Business Association, City of Thunder Bay & key departments .

Goal : An upgrade on building facades and existing vacant spots to address housing affordability as well as attract newcomers.

P3: Downtown as an entertainment & culture hub

Potential partners: Downtown Fort William Renewal Advisory Committee, Fort William Housing development Board, Downtown Business Association, Thunder Bay Community Economic Development Corporation, City of Thunder Bay & key departments.

Goal : A thriving culture for tourism, festivals, arts and activities with interactive spaces for public engagement.

P4: Downtown as an education hub

Potential partners: Thunderbay district school boards, Thunder Bay Community Economic Development Corporation, City of Thunder Bay & key departments.

Goal : A DT space which enhances quality of life for everyone irrespective of age, race, gender and identity factors.

P1: Fort William As a Green, Revitalized Space

The city broke down pillar one into the following action items:

Action 1: Revitalizing Victoria Avenue	<ul style="list-style-type: none">• Upgrade building facades for those buildings with entrances enclosed in Victoriaville Centre.• Allow renewed right-of-way along Victoria Avenue with facilities for automobiles, cyclists and pedestrians.• Build “pedestrian table” that allows pedestrians to cross Victoria Avenue at Syndicate Avenue with no change in grade while encouraging vehicles to slow down for a safer and more welcoming environment.• Make multi-purpose spaces on Syndicate Avenue north and south of Victoria Avenue to accommodate a range of casual and programmed uses.	<ul style="list-style-type: none">• Resources required: Not specified• Lead Partners: Downtown Fort William Renewal Advisory Committee, Fort William transit system, local municipal bodies, City of Thunder Bay & key departments
Action 2: Converting Vacant Buildings into Business Space	<ul style="list-style-type: none">• Create hotels, lodging areas that would allow for tourists, visitors and remote workers to take advantage of the range of services and amenities both within and surrounding the renewal area.	<ul style="list-style-type: none">• Resources required: Not specified• Lead Partners: Downtown Fort William Renewal Advisory Committee, Fort William transit system, local municipal bodies, City of Thunder Bay & key departments.

P1: Fort William As a Green, Revitalized Space

Action 3 : Enabling Active Transportation and Proper Parking

- Select routes through Downtown Fort William to be upgraded to include All Ages and Abilities (AAA) cycling infrastructure such as Vickers Street
- All streets should be upgraded to a pedestrian-oriented standard that incorporates street trees, room for public seating and bump-outs to shorten crossing distances

- **Resources required:** not specified
- **Lead Partners:** Downtown Fort William Renewal Advisory Committee, Fort William transit system, local municipal bodies, City of Thunder Bay & key departments

Action 4: Creating Spaces for Culture and Care

- Engage the community in placemaking exercises around the perimeter of McKellar Mall and the parkade to improve its impact on the surrounding streets and neighbouring properties
- Convert blank walls facing Donald Street and Centennial Square through public art, landscaping, planter boxes or other features to add interest to the parkade
- Upgrade Syndicate Avenue Parkade to a pedestrian or cyclist only space.

- **Resources required:** not specified
- **Lead Partners:** Downtown Fort William Renewal Advisory Committee, Department of transit and roadways, local municipal bodies, City of Thunder Bay & key departments

P2: Fort William as an Improved Living Space

The city broke down pillar two into the following action items:

Action 1: Building a Green Network

- Create and strengthen connections between the parks around the area and Downtown Fort William.
- Implement upgrades to the existing green space, such as street and boulevard renewals, can incorporate landscaping and design features that improve climate resilience and water quality while also improving comfort, safety and convenience for pedestrians.

- **Resources required:** Not specified
- **Lead Partners :** Downtown Fort William Renewal Advisory Committee, Fort William Housing development Board, Downtown Business Association, City of Thunder Bay & key departments.

Action 2: Reallocating/Redeveloping Living Spaces

- Create a plan after removal of Victoriaville Centre and a return to the traditional public streetscape along Victoria Avenue, for increasing residential density will help to ensure the long-term vitality of the downtown
- Prioritize new development, through adaptive reuse and renovation of existing buildings, and through other models like extended stay rentals and hotel accommodations.
- Explore opportunities to draw new residents to live in a neighbourhood with a vibrant, walkable public realm, affordable housing and housing options that suit the specific needs of smaller households

- **Resources required:** Not specified
- **Lead Partners :** Downtown Fort William Renewal Advisory Committee, Fort William Housing development Board, Downtown Business Association, City of Thunder Bay & key departments.

P3: Fort William as an Entertainment & Culture Hub

The city broke down pillar three into the following action items:

Action 1: Investing in Public Realm Improvements

- Install ergonomic furniture to invite people to linger and allow them to move into sun or shade, or to sit alone or in a larger group.
- Install creative or artistic lighting arrangements add interest and improve visibility and safety after dark.
- Set up City- or BIA-operated public washrooms would allow all visitors to Downtown Fort William.

- **Resources required:** Not specified
- **Lead Partners:** Downtown Fort William Renewal Advisory Committee, Fort William Housing development Board, Downtown Business Association, Thunder Bay Community Economic Development Corporation, City of Thunder Bay & key departments

Action 2: Implementing Regulatory Changes for Easy Business

- Create a fast-track permit process to allow businesses to apply for on-street patios would allow restaurants, bars and breweries to capitalize on warm weather.
- Apply blanket liquor license for a central area at or near Victoria and Syndicate to allow customers to visit different establishments to pick up food and drink, and then gather in a common area.

- **Resources required:** Not specified
- **Lead Partners:** Downtown Fort William Renewal Advisory Committee, Fort William Housing development Board, Downtown Business Association, Thunder Bay Community Economic Development Corporation, City of Thunder Bay & key departments

P3: Fort William as an Entertainment & Culture hub

Action 3: Organizing regular events

- Programming regular events – live performances, rotating art installations, or public speakers series to improve public engagement.
- Create potential partnerships between events at the Fort William Gardens arena and programming at or near local businesses in Downtown Fort William, to create a vibrant arts and culture scene.
- **Resources required:** Not specified
- **Lead Partners:** Downtown Fort William Renewal Advisory Committee, Fort William Housing development Board, Downtown Business Association, Thunder Bay Community Economic Development Corporation, City of Thunder Bay & key departments.

P4 : Fort William as an Education Hub

The city broke down pillar four into the following action items:

Action 1: Creating a Downtown Campus

- Work with stakeholders to establish a post-secondary urban campus in Downtown Fort William.
- Create a downtown campus and student housing facility to attract young people and contribute to a virtuous cycle of artistic, cultural and academic expression in turn attracting a more diverse population to the neighbourhood.

- **Resources required:** Not specified
- **Lead Partners:** Thunder Bay district school boards, Thunder Bay Community Economic Development Corporation, City of Thunder Bay & key departments, Developers.

Action 2: Enabling education for a diverse population

- Explore partnership opportunities with existing Indigenous education institutions in the area and the city to ensure that programs meet the needs of Thunder Bay's diverse population.
- Provide educational support initiatives and funding for diverse populations.

- **Resources required:** Not specified
- **Lead Partners:** Thunder Bay district school boards, Thunder Bay Community Economic Development Corporation, City of Thunder Bay & key departments, Developers.

Washington Main Street Program for Downtown Revitalization

P1: Main Street Program Tax Incentive

Potential Partners: Tax creditors such as individuals, sole proprietors, businesses, corporations.



Goal : Development of downtown and neighbouring commercial districts with long term goals.

P2: Designation of Local Revitalization Programs

Potential Partners: Private investors, local government bodies, nonprofits and corporations



Goal : Revitalization programs for downtown, neighborhood commercial district and official local main streets.

P3: Establishment of Washington Main Street Trust Fund Account

Potential partners: Private contributions, federal funds, legislative appropriations



Goal : Expenditures from the account to be used only for the operation of the Washington Main Street program

P1: Washington Main Street Program Tax Incentive

The city broke down pillar one into the following action items:

Action 1: Creating a Business & Occupation Tax Credit

- Secure capital for city development and revitalization for downtown and commercial districts
- Provide technical assistance and training to local governments, business organizations, downtown and neighborhood commercial district organizations, and business and property owners to accomplish community and economic revitalization and development of business districts
- Certify a downtown or neighborhood commercial district organization's use of available tax incentives.

- **Resources required:** Variable (based on revitalization scope)
- **Lead Partners:** Local revitalization organizations, Department of Archaeology
- **Potential Partners:** Historic Preservation's Main Street Trust Fund

Action 2: Operating and Implementing the Mandates of the Program

- Selection of tax exemption criteria under which credits will be provided
- Designation of departments who can avail these upon receiving investments.
- To the extent funds are made available, provide financial assistance to local governments or local organizations to assist in initial downtown or neighborhood commercial district revitalization program start-up costs, specialized training, specific project feasibility studies, market studies, and design assistance

- **Resources required:** Variable (based on revitalization scope)
- **Lead Partners:** Department of Housing, Department of Archaeology
- **Potential partners :** Local museums, art galleries

P2: Designation of Local Revitalization Program

The city broke down pillar two into the following action items:

Action 1: Restoration and Maintenance of DT Spaces

- Restore downtown and neighborhood commercial districts in both rural and urban communities.
- Address business changes due to a shifting population base, changes in the marketplace, and greater competition from suburban shopping malls, discount centers, and business transacted through the internet

- **Resources required:** Variable (depending on project scope)
- **Lead Partners:** Downtown Business Association, municipal and local governments, federal departments
- **Potential Partners:** Community Foundations, Development corporations and others

Action 2: Supporting Best Practices for Economic Development

- Stop the economic decline that has made it hard for businesses and property owners to fix up and improve their shops and homes.
- Promote local economies in order to provide goods and services to adjacent residents, to provide employment opportunities, to avoid disinvestment and economic dislocations, and to develop and sustain downtown and neighborhood commercial district

- **Resources required:** Variable
- **Lead Partners:** Downtown Business Association, municipal and local governments, federal departments
- **Potential Partners:** Community Foundations, Development corporations and others

P3: Establishment of Washington Main Street Trust Fund Account

The city broke down pillar three into the following action item:

Action 1: Creating a State Treasury Fund

- Gather all the money received from private donations, federal money, government funds, and fees for services, if there are any, and put it all into one account.
- The money in the trust account can only be used to run the Washington Main Street program.
- **Resources required:** Variable (depending on revenue source)
- **Lead Partners:** State department of treasury, Federal department of treasury.
- **Potential Partners:** Chamber of Commerce, Local business chambers and others

Alternative Funding Mechanisms

The National Guide to Sustainable Municipal Infrastructure: Innovations and Best Practices is intended to be a decision-making and investment planning tool as well as a compendium of technical best practices and innovations. This best practice description focuses on alternative funding, with 3 main focus areas -

P1: Special Levies

Potential Partners: Local municipalities, provincial taxation departments

Total funding requirements: variable (fee for service model)



Goal : Creating economic instruments that ensure a funding source exists to cover needs that are difficult to fund through user pay, and for which there is a benefit in explicitly identifying them separately from the general tax levy

P2: Development Fees

Potential Partners: Local municipalities

Total funding requirements: Variable (cost-recovery mechanism for generating revenue or receive fund source)



Goal : Establishment of an economic instrument that ensures municipalities have a revenue source to fund the municipal infrastructure (e.g., roads and buried systems) required as a result of new private developments

P3: Utility Models

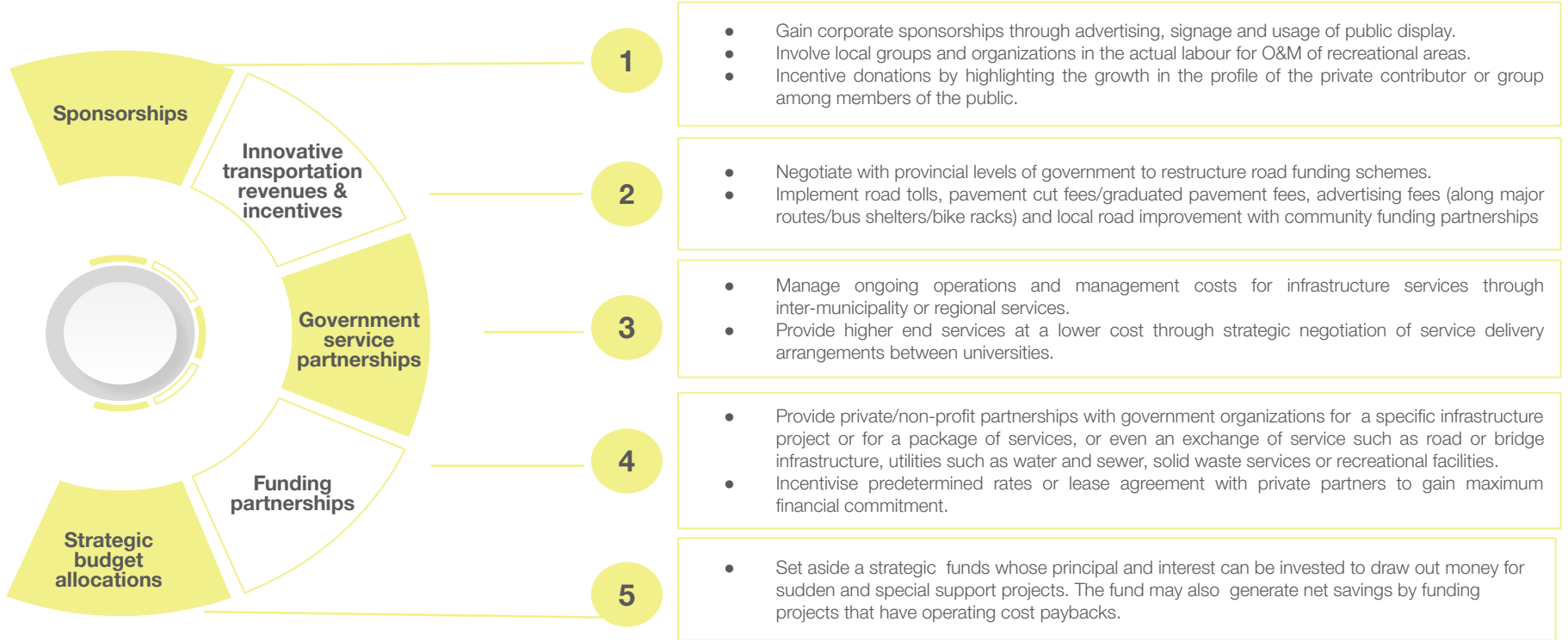
Potential partners: Municipalities and departments like potable water services, waste management services, private utility operators

Funding source : variable (fee for service model)



Goal : Management of capital assets, operations and maintenance on a cost-recovery basis through fees for service

Exploring Alternative Funding Methods for Infrastructure and Community Needs



Source: [Alternative funding mechanisms](#)

Summary of Funding Models

- 1** All model cities studied have a common interest in developing housing and education infrastructure to generate business opportunities.
- 2** Redesigning city spaces to make them ergonomic, safe and welcoming act as an incentive to attract more businesses as well as customer traffic to downtown spaces. Ease of access to downtown spaces through accessibility accommodations, parking, walkable spaces improve the allure of the downtown to locals and visitors.
- 3** An innovative method to attract funding for these initiatives is to collaborate with local stakeholders, governments and residents. Offering tax incentives, ease of business features and cross communication is a good strategy to attract corporate funding.
- 4** Exploring alternative methods of funding through special levies, utility models, government service partnerships, strategic budget allocation can also create surplus budget for reinventing and operating better business strategies.





FINAL RECOMMENDATIONS

Recommendations for Marketing DT Yarmouth

The engagements, secondary research and survey have outlined four key recommendations for the project summarized below. We have broken down each of the recommendations by three key action items, lead partners, and a soft deadline in the following coming sections.

01	Equip Businesses for Staffing Challenges	<ul style="list-style-type: none">• Partner with Southwest Employment Services on Workshops• Help businesses with attracting/retaining full time staff.
02	Have an Integrated Communication Strategy	<ul style="list-style-type: none">• Have an central platform for communications for businesses to tap into.• Have more frequent and timely communication to businesses• Share partners' action plans with the business community to engage, build trust, and foster future relationships.
03	Identify The Ideal Business Mix for Downtown Yarmouth	<ul style="list-style-type: none">• Conduct a detailed retail study for DT Yarmouth to understand the ideal business mix required for downtown revitalization.• Develop an action plan to attract ideal business mix.• Continue working on the DT Yarmouth Waterfront Action Plan.
04	Promote Year-Round Promotions and Networking Events	<ul style="list-style-type: none">• Create and promote more events throughout the year.• Establish a central events calendar to help businesses plan for capacity.• Create more networking opportunities for businesses.
05	Consider a Dedicated Downtown Marketing Association	<ul style="list-style-type: none">• Review potential funding streams for a Dedicated Downtown Marketing Association.• Consider establishing a Dedicated Downtown Marketing Association.
06	Measure Results	<ul style="list-style-type: none">• Set up a method to measure business engagement.• Monitor foot traffic and business growth after implementing the action plan.

Recommendation 1: Equip Businesses for Addressing Staffing Challenges

Recommendation 1 is broken down into two key action items and the recommended partners.

Action 1: Customer Service Workshops	<ul style="list-style-type: none">● Figure Out Needs: Talk to businesses to find out what skills they need to improve.● Partner with CBDC for Workshops Regarding Customer Service: Possible topics could be handling money better, understanding digital ads, and customer service. Finding a time where businesses can attend is crucial.	<ul style="list-style-type: none">● Lead Partners: CBDC, Southwest Employment Services, Yarmouth Chamber of Commerce, YASTA
Action 2: Help Businesses Find and Keep Employees	<ul style="list-style-type: none">● Collaborate with Southwest Employment Services: Organize a series of brief workshops to inform businesses about available hiring programs and grants, such as START, New Grad Program, and Summer Student. Schedule these workshops at convenient times for businesses and offer pre-recorded versions for flexibility.● Training on Recruitment Practices: Provide training sessions on how to create effective job postings and job descriptions, and share strategies for attracting and retaining employees.● Utilize WREN's Connector Programs: Work closely with the Western Regional Enterprise Network (WREN) to make the most of connector programs that help match employers with job seekers.● Regular Job Fairs: Host frequent job fairs in Downtown Yarmouth to facilitate direct connections between employers and potential employees.	<ul style="list-style-type: none">● Lead Partners: WREN, Yarmouth Chamber of Commerce, and Southwest Employment Services

Recommendation 2: Have an Integrated Communications Strategy

Recommendation 2 is broken down into three key action items and the recommended partners.

Action 1: Establish a Central Place for Communication

- **Develop a Central Communications Platform:** Choose a simple, user-friendly platform where communications and promotions from all four partners are centralized, making it easy for businesses to access information. Ensure that this platform is accessible to all businesses and clearly specify how often updates will be provided.

- **Lead Partners:** CBDC, Southwest Employment Services, Yarmouth Chamber of Commerce, TOY, YASTA, Various Sports Groups

Action 2: Communicate Frequently and Timely

- **Share Tourism Information:** Create a system to share news about tourism events, promotions, cruise ships, and the ferry on a regular schedule. This helps businesses plan their hours and staffing ahead of time.
- **Ask Businesses for Preferences:** Find out from businesses when and how they prefer to get updates. This makes sure the information is useful and easy for them to access.
- **Set Up a Communication Channel:** Start a common way to share news with downtown businesses, like a newsletter or an online platform. Make sure all businesses are getting and reading these updates.

- **Lead Partners:** WREN, Yarmouth Chamber of Commerce, TOY, CBDC, YASTA

Recommendation 2: Have an Integrated Communications Strategy

Recommendation 2 is broken down into three key action items and the recommended partners.

Action 3: Share Partner's Action Plans and Progress

- **Communicate and Update Businesses on Partner's Action Plans:** The downtown businesses of Yarmouth have often expressed their concerns about not knowing what each partner is doing and being unaware of their action items or strategies. Regular communication to share these action plans would be beneficial.
- **Create a Central Progress Dashboard:** To stay informed about action plans and accomplishments, and to build greater trust, consider creating a live dashboard that tracks and displays milestones as they are achieved.
- **Lead Partners:** CBDC, WREN, YASTA, Yarmouth Chamber of Commerce, TOY

Recommendation 3: Identify the Ideal Business Mix for DT Yarmouth

Recommendation 3 is broken down into two key action items and the recommended partners.

Action 1: Conduct A Retail Study

- **Analyze the Current Landscape:** Examine the existing businesses in Downtown Yarmouth to identify what types of stores and services are present and where there are gaps.
- **Gather Community/Customer Input:** Conduct surveys and hold focus groups with local businesses, residents, and visitors to understand their needs and preferences.
- **Understand Ideal Retail Mix:** Identify the right retail mix for revitalizing Downtown Yarmouth.

- **Lead Partners:** CBDC, WREN, YASTA, Yarmouth Chamber of Commerce, TOY

Action 2: Develop an Attraction Plan for Ideal Business Mix

- **Identify Target Businesses:** Use the retail study findings to pinpoint the types of businesses that would thrive in Downtown Yarmouth and fill existing gaps.
- **Create Incentive Programs:** Develop incentives such as tax breaks, grants, or subsidized rent to attract the desired businesses to Yarmouth.
- **Launch Marketing Campaigns:** Promote Downtown Yarmouth as an attractive location for new businesses through targeted marketing efforts, highlighting its unique features, community support, and economic potential.

- **Lead Partners:** CBDC, YASTA, Yarmouth Chamber of Commerce, TOY

Recommendation 3: Identify the Ideal Business Mix for DT Yarmouth

Recommendation 3 is broken down into two key action items and the recommended partners.

Action 3: Continue Working on Yarmouth Waterfront Action Plan

- **Enhance Amenities:** Improve amenities like lighting, seating, and signage to ensure the waterfront is attractive and accessible for tourists and locals alike
- **Establish an Working Waterfront Committee:** Promote and expand the already in place waterfront committee who comes together to revitalize the waterfront. Identify some priorities and timelines.
- **Create Public Art Displays:** Commission local artists to create murals, public art displays, sculptures, and other art installations that reflect the unique culture and history of Yarmouth in addition to the work being conducted by Facade & Mural society already in place.

- **Lead Partners:** Yarmouth Chamber of Commerce, TOY, CBDC, YASTA, WREN

Recommendation 4: Promote All Season Events and Networking

Recommendation 4 is broken down into four key action items and the recommended partners.

Action 1: Create and Promote Year Round Events

- **Organize All Seasonal Events:** Plan and host a variety of events throughout the year in Downtown Yarmouth, such as seasonal festivals and cultural celebrations, to attract visitors regularly.
- **Engage the Community:** Involve local businesses and community groups in the planning and promotion of these events to ensure widespread participation and support, enhancing community spirit.
- **Market Widely Using Central Communications Platform:** Use social media, local newspapers, radio, and community bulletin boards to promote events and maximize attendance, ensuring everyone knows what's happening in Downtown Yarmouth. Tie into Recommendation 2 for an integrated communications strategy.

- **Lead Partners:** Yarmouth Chamber of Commerce, TOY, YASTA, CBDC

Action 2: Establish a Common Events Calendar

- **Develop an Online Calendar:** Create an easy-to-use online calendar that lists all upcoming events in Downtown Yarmouth, providing a central hub for event information. Ensure the calendar is kept up-to-date with the latest event details, including dates, times, and locations, so businesses and visitors can plan accordingly.
- **Promote the Calendar:** Encourage local businesses, community members, and tourists to use the calendar for planning their visits and staying informed about events in Downtown Yarmouth.

- **Lead Partners:** CBDC, YASTA, Yarmouth Chamber of Commerce, TOY, Port of Yarmouth,

Recommendation 4: Promote All Season Events and Networking

Recommendation 4 is broken down into three key action items and the recommended partners.

Action 3: Create Networking Opportunities for DT Businesses

- **Host Regular Networking Events:** Organize monthly or quarterly networking events in Downtown Yarmouth where local business owners can meet, share ideas, and form partnerships, fostering a supportive business community and understanding of the current businesses.
 - **Facilitate Business Workshops:** Offer workshops on topics like marketing, customer service, and business growth specifically tailored to the needs of Downtown Yarmouth businesses, helping them improve and connect.
 - **Encourage Collaboration:** Promote initiatives that encourage businesses to collaborate on events, promotions, and community projects, strengthening the downtown business network and boosting economic growth.
- **Lead Partners:** Yarmouth Chamber of Commerce, TOY, YASTA, CBDC, All Three Municipalities

Recommendation 5: Consider a Dedicated DT Marketing Association

Recommendation 5 is broken down into two key action items and the recommended partners.

Action 1: Review Potential Funding Streams for a Dedicated Downtown Marketing Association

- **Identify Funding Sources:** Evaluate potential grants, sponsorships, and partnerships that align with the association's goals.
- **Engage Stakeholders:** Involve key stakeholders in discussions for potential alignment and support for funding initiatives.

- **Lead Partners:** TOY, CBDC, Yarmouth Chamber of Commerce, WREN

Action 2: Consider Establishing An Dedicated Downtown Marketing Association

- **Review Past Associations:** Analyze successes and lessons from previous associations to assess current demands and sustainability.
- **Conduct Feasibility Study:** Perform stakeholder consultations and market research to ensure a case for setting up an dedicated DT marketing association.

- **Lead Partners:** TOY, CBDC, Yarmouth Chamber of Commerce, YASTA, WREN

Recommendation 6: Measure Results

Recommendation 6 is broken down into two key action items and the recommended partners.

Action 1: Set and Measure Metrics to DT Business Development

- **Develop Metrics:** Create specific metrics to assess business engagement, such as participation in events, feedback on initiatives, and collaboration efforts.
- **Implement Tracking Tools:** Utilize tools like surveys, feedback forms, and engagement software to regularly collect data from businesses.
- **Analyze and Report:** Regularly analyze the collected data and report findings to stakeholders, helping to refine strategies and improve business engagement.

- **Lead Partners:** TOY, CBDC, Yarmouth Chamber of Commerce, WREN

Action 2: Monitor Foot Traffic and Business Growth

- **Consider Installing Foot Traffic Counters:** Consider placing foot traffic counters at strategic locations in Downtown Yarmouth to track the number of visitors. Or getting dataset that already tracks foot traffic.
- **Collect Sales Data:** Work with local businesses to gather sales data and other key performance indicators before and after implementing the action plan.
- **Evaluate Impact:** Regularly review the foot traffic and business growth data to assess the effectiveness of the action plan, making adjustments as needed to ensure continued success.

- **Lead Partners:** TOY, CBDC, Yarmouth Chamber of Commerce, YASTA, WREN

Action Timeline for Recommendations

This soft timeline represents a brief action plan for recommendations 1-6 above.

Recommendation	Action Item	Action Priority	Timeline
Recommendation 1: Equip Businesses with Staffing Challenges	Action 1: Customer Service Workshops Action 2: Help Businesses Find and Keep Employees	High	Next 3 months
Recommendation 2: Having an Integrated Communications Strategy	Action 1: Establish a Central Place for Communication Action 2: Communicate Frequently and Timely Action 3: Share Partner's Action Plans and Progress	High	Next 3-6 months
Recommendation 3: Identify the Ideal Business Mix for DT Yarmouth	Action 1: Conduct A Retail Study Action 2: Develop an Attraction Plan for Ideal Business Mix Action 3: Continue Working on Yarmouth Waterfront Action Plan	Medium	Next 8-12 months
Recommendation 4: Promote Year-Round Promotions and Networking Events	Action 1: Create and Promote Year Round Events Action 2: Establish an Common Events Calendar Action 3: Create Networking Opportunities for DT Businesses	Medium	Next 3-12 months
Recommendation 5: Consider a Dedicated Downtown Marketing Association	Action 1: Review Potential Funding Streams for a Dedicated Downtown Marketing Association Action 2: Consider Establishing a Dedicated Downtown Marketing Association	High	Next 3 months
Recommendation 6: Measure Results	Action 1: Set and Measure Metrics to DT Business Development Action 2: Monitor Foot Traffic and Business Growth	Low	Next 12 months



METRICS

Measuring the Impact of Downtown Yarmouth's Revitalization Plans

To track, update, and understand the impact of the recommendations, ASBB suggests measuring the effects of the revitalization plan. A few suggested metrics are listed below.

Metrics	Measure
Metric 1: Communication	<ul style="list-style-type: none">● Public Awareness: Increase in social media followers and engagement rates.● Community Feedback: Rate of engagements in town halls/surveys/interviews etc.● Media Coverage: Number of positive media mentions and articles on events and promotions.
Metric 2: Events Promotion	<ul style="list-style-type: none">● Event Attendance: Number of attendees at downtown events.● Event Participation: Number of local businesses participating in events.● Online Engagement: Social media interactions related to event promotions.● Number of Events: Total number of events held annually.● All-Season Events: Number of events held in each season.
Metric 3: Measuring Foot Traffic	<ul style="list-style-type: none">● Pedestrian Counts: Number of pedestrians in key downtown areas.● Visitor Duration: Average time spent by visitors in downtown.● Foot Traffic Patterns: Analysis of peak times and areas of highest foot traffic.

Measuring the Impact of Downtown Yarmouth's Revitalization Plans

To track, update, and understand the impact of the recommendations, ASBB suggests measuring the effects of the revitalization plan. A few suggested metrics are listed below.

Metrics	Measure
Metric 4: Networking for Businesses	<ul style="list-style-type: none">● Business Networking Events: Number of networking events organized.● Business Participation: Number of businesses participating in networking events.● Partnership Formation: Number of new business partnerships and collaborations formed through networking events.
Metric 5: Business Growth	<ul style="list-style-type: none">● Business Growth: Increase in revenue for downtown businesses.● New Business Openings: Number of new businesses opening downtown.● Awareness of Promotional Support: Number of businesses aware of and utilizing promotional activities.



APPENDIX

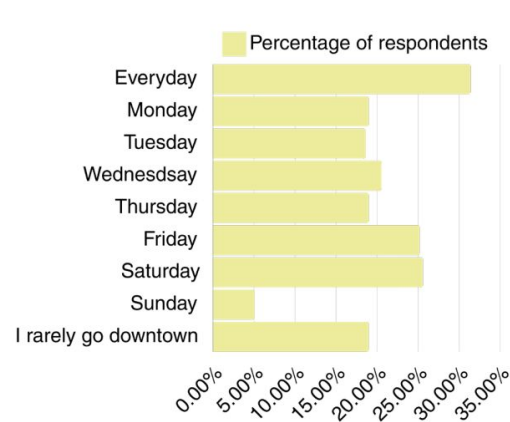
Summary of Upland Survey

- 01** - The upland survey provided some insights into the potential customers that attend DT Yarmouth, as well as business sentiment not covered by the ASBB survey.
- 02** - The results showed that the primary reason for individuals coming to the downtown is to go to the bank followed by wanting to visit the waterfront.
- 03** - Most individuals visited the downtown everyday with the most businesses days being Saturday and Friday evening.

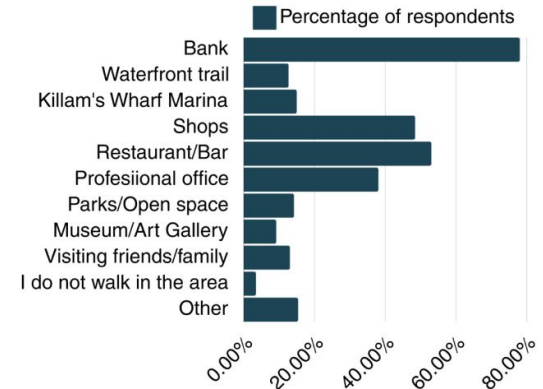


Appendix 1 : What are the Busy Times in DT Yarmouth?

What day(s) of the week do you usually use the downtown area?



What is your usual destination(s) when you go downtown?

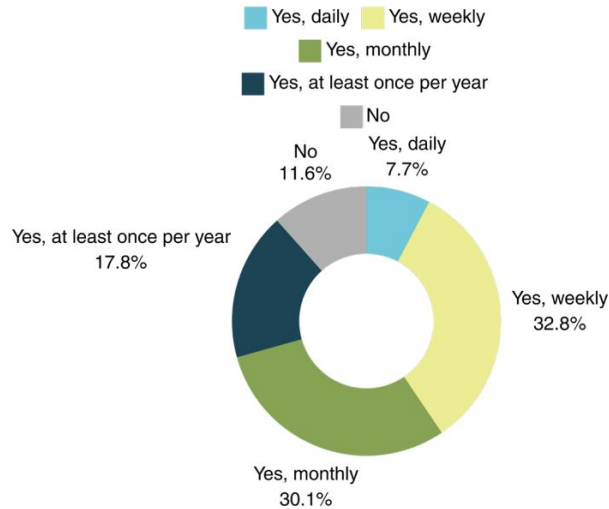


Over 30% respondents visit the Downtown Yarmouth area daily and 80% use the banking services. The two most used sectors are shops (retail) and restaurants/bars (hospitality)

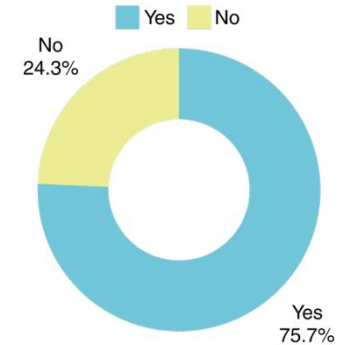


Appendix 1 : How do People Explore DT Yarmouth?

Do you shop in the downtown?



Do you drive to the downtown more often than you walk to the area?

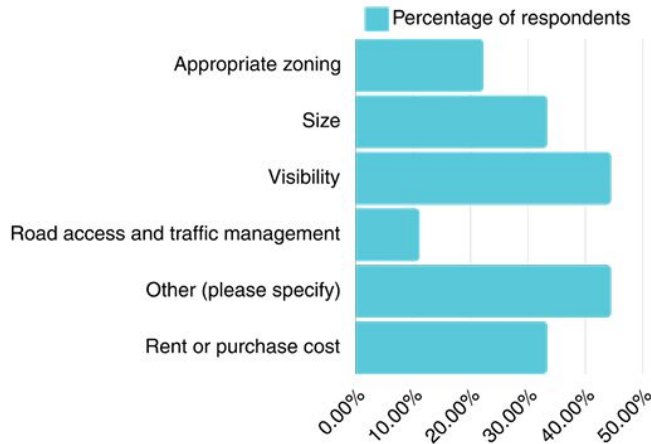


Over 32% respondents shop at the Downtown Yarmouth area weekly (exhibit A) and almost 76% drive there (exhibit B). This suggests a lack of walkability in the DT space



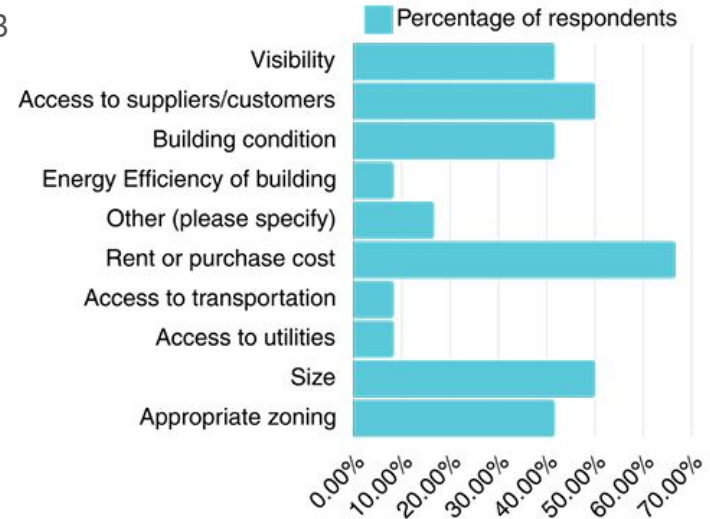
Appendix 2: How do Businesses Choose their Location?

A What factors made you choose your current facilities?



*respondents could choose multiple options

B



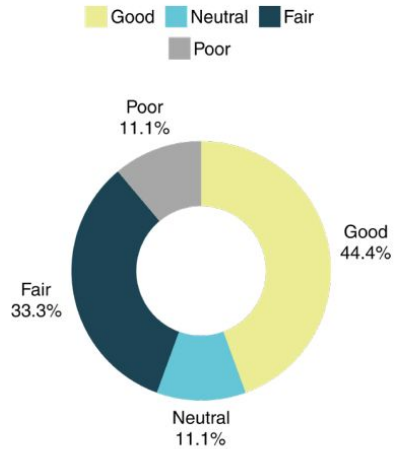
*respondents could choose multiple options

Over 40% of businesses in Downtown Yarmouth are retail because of high visibility (see Exhibit A). Almost 70% of professional services are there due to affordable rent or purchase costs. This shows a preference for doing business in DT Yarmouth, likely because of increased customer foot traffic.



Appendix 2: What is the perception of DT Yarmouth business for Doing Business?

What is your general impression of doing business in Yarmouth?



Over 44% of retail businesses in Downtown Yarmouth find it easy to do business (see Exhibit A), while only 20% of professional services feel the same (see Exhibit B). This suggests that customers may prefer retail services over other types of businesses in DT Yarmouth.





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