



BACKGROUND REPORT

for shelburne community improvement plan



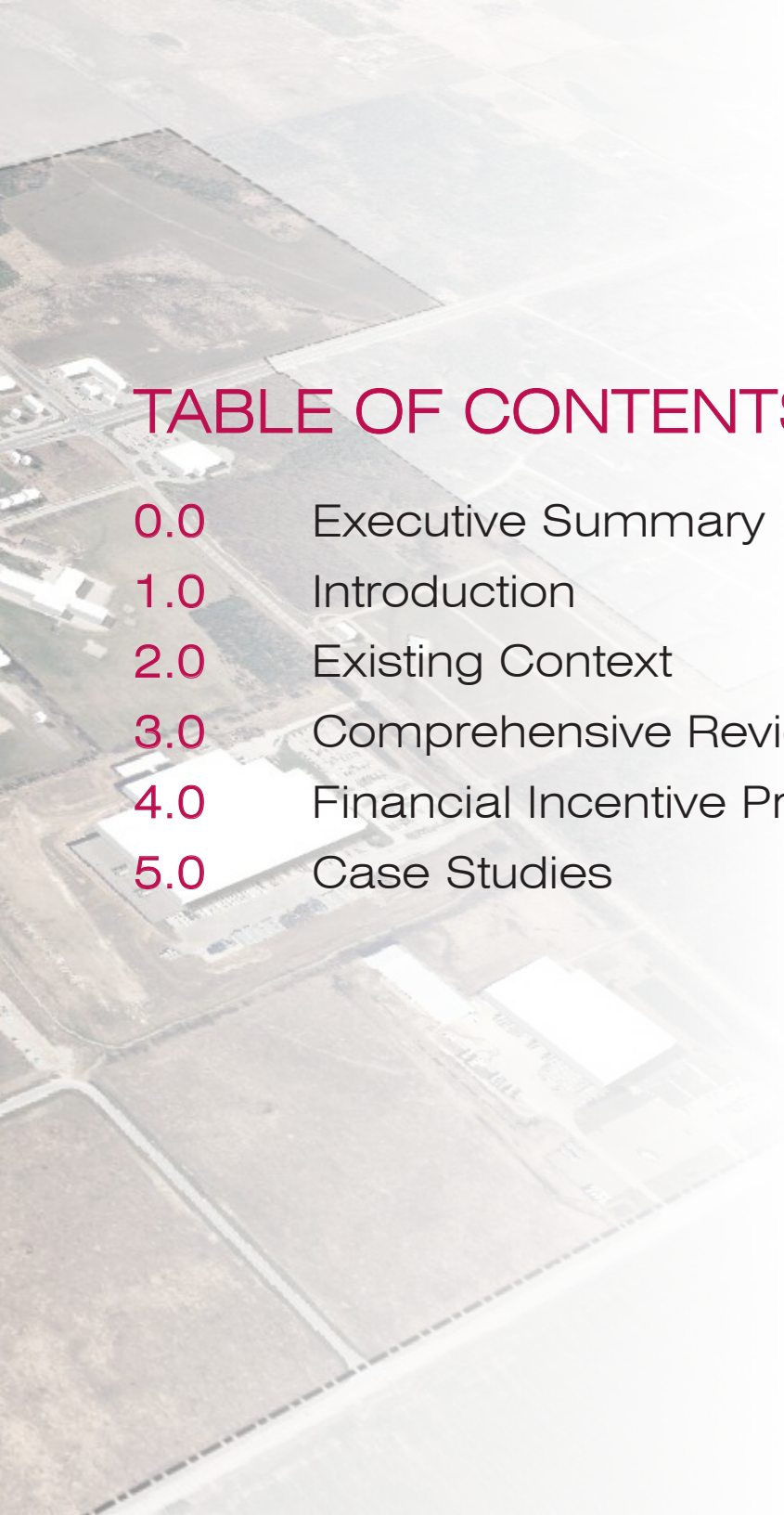


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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

The Town of Shelburne is preparing a Community Improvement Plan that will provide a vision for the Town. Pursuant to the Planning Act, the intent of the Town of Shelburne Community Improvement Plan is to articulate a vision for the community improvement areas and establish a strategy for revitalization, including the use of incentives for the private sector to stimulate redevelopment.

EXISTING CONTEXT

Policy Review

The Town of Shelburne's Community Improvement Plan (CIP) works within a comprehensive Provincial, Regional, and Municipal policy framework, including the Official Plan. With a population that is rapidly growing, the Town of Shelburne prioritizes improvement to community infrastructure and has invested in important work, such as the followings:

- **Town of Shelburne Community Improvement Plan (2007)** – The previous CIP recommended improvements to building facades, landscaping, street lighting/signage, and sidewalks in Downtown Shelburne. It also recommended various incentive programs.
- **Town of Shelburne Parks Master Plan (2009)** – The Master Plan provides guidance for parks and open space development over the 2009-2019 time frame.
- **Shelburne East Area Transportation Study (2012)** – The Study assessed the transportation system in the eastern portion of the Town and recommended a series of road improvement to support the projected traffic and population growth.
- **Town of Shelburne Accessibility Plan (2013)** – The Plan outlines undertaken and planned initiatives to improve Shelburne's overall accessibility.

- **Town of Shelburne Economic Development Strategy 2015-2019 (2015)** – The updated Strategy articulates the necessary steps for Shelburne to improve its competitive position and encourage increased collaboration between community stakeholders.
- **Town of Shelburne Transit Feasibility Study (2016)** – The Study assessed the feasibility of the Town operating a weekday peak period transit connection between Shelburne and the GO Bus stop in Orangeville and concluded that transit might be feasible in the event where the Town is successful at gathering external funding to counterbalance the lack of potential ridership.

Land Use Review

Shelburne already incorporates a wide range of uses including residential, commercial, mixed use, employment, and institutional. The various uses are accompanied with a network of open spaces, trails, and natural heritage systems and a range of community amenities. Shelburne is also set for new major residential developments, alongside commercial and employment developments.

The Town includes two major commercial/retail nodes with its Downtown providing small-scale retail shops and the East Commercial Corridor providing typical arterial commercial services.

Mobility in the Town is car and truck-centric with two arterial roads at its core facilitating extensive traffic, non-conducive for pedestrian-oriented activities. The Town also incorporates a network of municipal lanes and signage welcoming residents and visitors, but generally lacks connectivity between its active transportation facilities (sidewalks, on-road cycle routes & multi-use trails).

COMPREHENSIVE REVIEW AND ASSESSMENT

Shelburne can be generally divided into 7 character areas with distinct private and public realm:

- **Downtown** is characterized by low-rise and taller landmark buildings with a strong built form edge, car-focused arterial roads, minimal public realm with small trees and few planters, and an urban park.
- **Pre-1955 Residential** is characterized by varied residential buildings, local and collector roads providing access to and from residents with a network of municipal lanes, and a public realm that includes large street trees but few sidewalks.
- **1955 - 2000 Residential** is characterized by varied residential buildings in proximity to schools and a health centre, local and collector roads providing access to and from residents, and a public realm that includes large street trees, few sidewalks, and trails.
- **2000 - Now Residential** is characterized by residential buildings with a consistent architecture style, non-linear local roads providing access to and from residents, and a public realm that includes small street trees, few sidewalks, parks, trails, and stormwater management ponds.
- **Proposed Developments** will provide a range of single-detached, semi-detached, and townhouse residential units alongside improvements to arterial roads, open spaces, and trails.
- **East Commercial Corridor** is characterized with extensive parking areas, an inconsistent built form with poor visibility due to orientation of buildings, arterial roads with extensive traffic, and a public realm that is currently lacking.

- **Employment** is characterized with large parcels, extensive parking/storage areas, and vacant parcels under development, arterial roads with both car and truck traffic, and a public realm that includes a trail and two adjacent parks.



FINANCIAL INCENTIVE PROGRAMS

Community Improvement Plans across Ontario provide a range of financial incentive programs including the following:

- **Facade Improvement Grant Program** that promotes the sensitive redesign of existing building facades.
- **Accessibility Improvement Grant Program** that promotes improved accessibility to existing buildings.
- **Landscape Improvement Grant Program** that promotes the establishment of enhanced landscaping.
- **Heritage Building Improvement Grant Program** that provides existing building owners/ building operators with a financial incentive to improve the appearance of existing heritage building facades.
- **Planning and Development Fees Rebate Program** that provides grants/rebates of various municipal development application fees to offset the cost of specific planning and development fees for qualifying redevelopment projects to stimulate new investment.
- **Residential Unit Development Grant Program** that stimulates the development of new residential units.
- **Redevelopment Tax Rebate Program** that provides a per-unit cash incentive for the development of new residential apartment units.

CASE STUDIES

The following five case studies are five successful communities that have used community improvement plans and/or key tools to improve their public and private realm:

- **Orangeville** passed three bylaws (Boulevard Cafe, Heritage Conservation District, Guidelines for Signage on Heritage Properties) and created a Downtown Heritage District Facade Assistance Program with a \$30,000 yearly budget allocation.
- **Hanover** completed a CIP in 2012 with five key programs including the Facade Incentive Program, currently undergoing its fifth iteration, that resulted in \$755,022 in improvements to downtown properties. The Town has also allocated \$57,094 for the 2018 operating budget of the community improvement area with the majority of the funds raised through taxation on downtown properties.
- **St Marys** completed two CIPs. The first CIP focuses on downtown buildings with three programs: Facade Improvement Program and two heritage-related programs. Altogether, these programs were allocated \$60,000 in 2018. The second CIP focuses on job creation and business retention/expansion.
- **Huntsville** completed a CIP in 2010 that includes four programs that allocate fund based on criteria pertaining to sustainability, underground parking, active transportation, public art, affordable housing, amongst others.
- **Georgina** completed a CIP in 2014 for three areas: Sutton, Keswick, and Jackson Point. Since the initiation of the Georgina CIP, a total of 13 businesses have received grant funding to support façade and landscaping enhancements, leveraging over \$275,000 of private investment in the community improvement areas. In the 2018 Municipal Budget, the Town allocated \$40,000 for Economic Development Grants and \$34,200 in the Community Improvement Funds.





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SECTION 1

INTRODUCTION



SECTION 1 INTRODUCTION

1.1 Why is the Town of Shelburne CIP needed?

The Town of Shelburne is a rapidly growing community of 9,200 residents situated in Dufferin County at the intersection of Highway 10 and 89. With a projected population of 12,400 by 2036 and a relatively small size of 6.6 km², the Town has been recognized as the fastest growing town in Ontario and second fastest in Canada in 2016. It has historically been a rural community but its strategic location to the Greater Toronto Area and affordability factors have attracted a diverse range of young, urban, multi-cultural families seeking a higher quality of life outside of the metropolitan area.

The Town of Shelburne continues to experience exciting and positive growth that is driving its potential to further transform the community's vibrancy, sustainability and attractiveness. In 2016, the Town of Shelburne undertook a comprehensive economic development strategy to identify specific actions required to implement the Town's 10-year economic vision to be a progressive, diverse community with a vibrant local economy. As the strategy highlights, the Town presents many competitive advantages, such as steady population growth, availability of commercial/industrial lands, new development, and an incentive to buy local, but also some disadvantages, such as commercial / retail leakage, lack of amenities in the Downtown, buildings and infrastructure in disrepair, and disconnected business supports. In order to capitalize on Shelburne's potential, the strategy identifies a Community Improvement Plan (CIP) as a strategic need for the Town. The new CIP will build onto the previous one, completed in 2007, while highlighting Shelburne's contemporary opportunities and challenges.

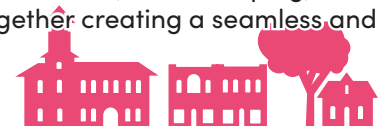
1.2 What is the purpose of the Town of Shelburne CIP?

Pursuant to the Planning Act, the intent of the Town of Shelburne Community Improvement Plan is to articulate a vision for the community improvement areas and establish a strategy for revitalization, including the use of incentives for the private sector to stimulate redevelopment.

The primary purpose of this Community Improvement Plan is to establish an environment that can support an evolution in the structure and image of Shelburne's community improvement areas. This evolution is necessary to ensure these areas can be an asset for the entire Town, contribute to a complete community, and support the Town of Shelburne in achieving its potential to attract residents, visitors and new businesses.

A key focus of the Community Improvement Plan is to help support efforts by the Town and local businesses / investors to revitalize and intensify community improvement areas as mixed use community hubs. This is an opportunity to promote positive change as Shelburne's growth shifts towards intensification and redevelopment to meet the diverse needs of a growing population. Working towards the development of a complete community, the Community Improvement Plan will support the achievement of the following:

- **Walkability** through improved pedestrian and multi-modal infrastructure;
- **Safety** through appropriate wayfinding, lighting, and increased activity;
- **Affordability** through the provision of financial incentives for both redevelopment and intensification;
- **Sustainability** through the addition of landscaping, parks and green infrastructure; and,
- **Design Quality** through façade improvements, streetscaping, and expansion of parks and open spaces, together creating a seamless and cohesive public and private realm.



1.3 Town of Shelburne CIP Process

The Town of Shelburne Community Improvement Plan process is proceeding in three phases:

- Phase 1: Background Review + Assessment
- Phase 2: Design Guidelines
- Phase 3: Community Improvement Plan Report

Phase 1: Background Review + Assessment (ongoing)

During Phase 1, the work program was confirmed and a preliminary background review of existing land use and urban design conditions, and Provincial, Regional and Municipal policies/guidelines was undertaken to gain a general understanding and overview of the Town of Shelburne. This review was complemented with an overview of potential financial incentive programs, precedent case studies of community improvement plans in towns of a similar size across Ontario, and potential built form and public realm improvements. A Background Report was prepared to summarize the findings of the background review and assessment.

A Consultation Strategy was also prepared to identify the stakeholders that were consulted throughout the process, as well as to identify strategies to engage with the public, stakeholders, and staff.

Phase 1 concluded with two workshops on November 2nd and 3rd 2018 with the business community and the public to gain insights regarding potential community improvements and appropriate financial incentive programs. The findings were presented to Council on December 3rd 2018.

Phase 2: Design Guidelines

During Phase 2, the background report was refined to incorporate feedback/edits received from the business community and the public. Design Guidelines were prepared and finalized, and were presented at an Open House on February 7th 2019.

Phase 3: Community Improvement Plan Report

During Phase 3, the Implementation Strategy was prepared and finalized. This report accompanies the Background Report and Design Guidelines to form the final Community Improvement Plan. Supported documents including a Monitoring, Evaluation and Financial Strategy and a Marketing Strategy were also prepared. The final Community Improvement Plan was presented to the public at a statutory public meeting on May 24th 2019.



1.4 Background Report Outline

The Background Report is divided into five (5) main sections:

1. Introduction
2. Existing Context
3. Comprehensive Review & Assessment
4. Financial Incentive Programs
5. Case Studies

Existing Context

The Existing Context Section consists of a review of applicable Provincial, Regional and Municipal policies and guidelines and an assessment of the physical environment in the Town of Shelburne looking at land use, community destinations, and roads/circulation.

Comprehensive Review & Assessment

The Comprehensive Review and Assessment Section provides an overview of the current private and public realms.

Financial Incentive Programs

The Financial Incentive Programs Section speaks to a wide range of financial incentive programs that are appropriate for the Town of Shelburne to achieve economic resiliency.

Case Studies

The Case Studies Section investigates five community improvement plans (ie Orangeville, Hanover, St Marys, Huntsville, and Georgina) in Ontario and highlights lessons learned for the Town of Shelburne Community Improvement Plan.





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SECTION 2

EXISTING CONTEXT



SECTION 2 EXISTING CONTEXT

2.1 Policy Review

The Town of Shelburne's CIP works within a comprehensive Provincial, Regional, and Municipal policy framework. The following section summarizes key policy documents.

2.1.1 Provincial Documents

Provincial Policy Statement (2014)

The Provincial Policy Statement (PPS) is a planning policy document which provides high level policy direction on matters of provincial interest related to land use planning and development. Decisions which affect planning matters "shall be consistent" with the PPS. The latest version of the PPS came into effect on April 30, 2014. Planning strategies to promote redevelopment through an incentives program must be facilitated through a Community Improvement Plan. Under Section 106(3) of the Municipal Act and Section 28 of the Planning Act, municipalities are permitted to adopt official plan policies that permit the designation of a community improvement project area through a by-law. Where a by-law designates a community improvement project area, the municipality can then prepare a Plan to promote redevelopment through financial incentive programs and/or the development of land.

In addition, under Section 1.3.1 of the PPS, the province requires planning authorities to promote economic development and competitiveness by:

- Providing an appropriate mix and range of employment and institutional uses to meet long-term needs;
- Maintaining a range and choice of suitable sites for employment uses and take into account the needs of existing and future businesses;
- Encouraging compact, mixed use development that incorporates compatible employment uses to support liveable and resilient communities; and,

- Ensuring the necessary infrastructure is provided to support current and projected needs (Section 1.3.1).

Growth Plan for the Greater Golden Horseshoe (2019)

The Growth Plan for the Greater Golden Horseshoe (Growth Plan) builds upon the general policy direction established by the PPS and seeks to manage and direct growth and development within the Greater Golden Horseshoe (GGH) area in order to facilitate the building of stronger, prosperous communities. The Growth Plan, 2019 effectively replaced The Growth Plan, 2017 on May 2, 2019.

Under Section 2.2.5 Employment, the Growth Plan directs retail and office uses to locations supported by active transportation and transit, and that the retail sector be supported by compact built form and intensification of retail and service uses, and the integration of these uses to further achieve complete communities (Section 2.2.5, 3.and 15).

2.1.2 Regional Documents

Dufferin County Official Plan (2014)

The Dufferin County Official Plan (County OP) was adopted on September 11, 2014 by Council, and consolidated on June 17, 2017. The document provides direction for land use and development in Dufferin County. The County OP designates Shelburne as an "Urban Settlement Area", which is to "*function as the primary centre for growth, development and urban activities. Urban settlement areas will be the focus of residential, commercial, industrial, institutional, cultural, recreational and open space uses*".



Specific to this undertaking, the County OP states under Section 3.3.2 that: *“Historic downtowns and main street areas should be maintained and/or enhanced through development that is compatible with the existing character of these areas. Mixed use development and an accessible pedestrian oriented streetscape are encouraged.”*

Further, under Section 3.6, it is the general policy of the County to:

- *“Assemble and maintain an inventory of available commercial and industrial properties that can be re-used or re-purposed for creative economy enterprises, and maintaining a suitable range of sites for a diversified economic base.*
- *Encourage opportunities to support local food, and promote the sustainability of agri-food and agri-product businesses by protecting agricultural resources, and minimizing land use conflicts.*
- *Provide leadership and encourage local municipalities, economic development activities and organizations, to promote economic development initiatives and community investment-readiness.*
- *Encourage the development of interesting and accessible public places to generate activity and vitality.*
- *Encourage the use of Community Improvement Plans to proactively stimulate community improvement, rehabilitation and revitalization of areas in need of improvement.*
- *Support the efforts of local municipalities and arts and cultural groups to identify and encourage the use of public space for events and festivals.*
- *Promote major commercial, retail and office employment uses in the urban settlement areas and encourage the creation of strong central business district environments.*
- *Promote the expansion and development of transportation, and telecommunications infrastructure to increase the locational advantage of existing and proposed business and employment uses.”*

The County OP was amended on May 15, 2017 and the amendment provides a revision to the Town of Shelburne’s population and employment growth forecast. The updated population forecast for the Town of Shelburne is 10,000 for 2036 and the employment forecast is now 3,760 for 2036.

Also, as part of the amendment, Section 3.5.1.2 Shelburne Urban Settlement Area Expansion was replaced with the following:

“Further to the County Growth Management Strategy, 2009, and the Town of Shelburne Comprehensive Review & Shelburne West Secondary Plan, 2016, the Town is undertaking preliminary work in support of an environmental assessment to increase municipal sewage service capacity. Upon confirmation of the existing and planned servicing capacity, and satisfying the municipal comprehensive review requirements of Section 3.5.1.1 of this Plan as it applies to lower tier municipalities, the Town will determine the quantity of land needed and, if necessary, the most suitable location to expand the urban settlement area boundary. This assessment will apply, at a minimum, the specified intensification and designated greenfield area targets for the Town as provided in Tables 3.4 and 3.5 of this Plan.

An amendment to this Plan will be required in conjunction with a local municipal official plan amendment that provides for the settlement area expansion, if required. In the event that Shelburne is unable to demonstrate sufficient servicing capacity to accommodate the future reserved population growth prior to the first County review of the Official Plan, the County may allocate the future reserved population growth to urban settlement areas or the community settlement areas, in accordance with Section 3.5.2.1.”



2.1.3 Municipal Documents

Consolidated Official Plan of the Town of Shelburne (2017)

The Town of Shelburne Official Plan (Town OP) was adopted on February 28, 2005 by Council, and consolidated in 2017. Since its adoption, the Town OP has undergone amendments to bring the document in conformity with new important planning documents such as the Growth Plan 2006 & 2017, the Dufferin County Official Plan 2015 and the PPS 2014. In general, the document provides direction to the development pattern within the Town of Shelburne.

In terms of urban design policies, under Section 7.16, the Town OP directs:

- The public realm to incorporate a well-connected fine grained road network, a block pattern of a walkable length with mid-block connections, pedestrian-oriented streetscapes, and underground utilities;
- Public art to be encouraged throughout the Town;
- The built form to be compatible with existing development, promote a continuous streetwall and be universally accessible;
- Overall parking configurations to incorporate consolidated driveway entrances and surface parking areas located to the rear or sides of buildings;
- Service, loading, and storage areas to be located away from pedestrian facilities;
- Landscaping to be provided wherever possible; and,
- Signs along Provincial Highways to be subject to MTO permit requirements.

Under section 7.14, the Town provides policies regarding a Community Improvement Plan in the Town of Shelburne, which this project will adhere to. The following policies were taken directly from the Town OP for future reference:

Goals of a Community Improvement Plan

1. To encourage the maintenance and/or improvement of the residential, commercial and industrial areas of Shelburne.
2. To provide the residents and businesses in the community with an adequate level of municipal services.
3. To encourage the broadening of the economic base of the Town.

Objectives of a Community Improvement Plan

1. To provide a comprehensive analysis and approach to community improvement within Shelburne based upon the improvements required, the prioritization of these improvements and the financial capabilities and resources of the Town.
2. To support and encourage property owners to upgrade existing land and buildings.
3. To continue to improve social, cultural and recreational services and facilities, to a reasonable level within the Town primarily through funding programs of senior levels of government and the support of special interest and service groups.
4. To continue the ongoing program of improvements to the physical services such as water, sanitary, storm water drainage, roads and streetlights.
5. To enhance the viability of the commercial areas of the community through such means as coordinated programs for streetscape and building façade improvements, and the encouragement of the establishment of a business improvement area.



6. To enhance the viability of existing industrial areas through improvements to roads, water and boulevards.

Criteria for the Selection of a Community Improvement Area

The following criteria were used to delineate the community improvement area and are to be considered in the future when community improvements are determined:

1. Deficiencies or inadequacies in physical services such as water supply and distribution during fire flows, water storage facilities, sanitary sewer systems and storm drainage.
2. Deficiencies or inadequacies in the road system such as road condition, curbs, sidewalks, streetlights and trees and/or need for a new road for improved access.
3. Deficiencies or inadequacies in recreational services and facilities such as ball diamonds, tennis courts, playground equipment, benches, etc.
4. Deficiencies or inadequacies in cultural and social facilities and services such as library, banquet room at the Recreation Complex, etc.
5. Existing buildings in need of rehabilitation and/or redevelopment.
6. Existence of properties or buildings of cultural heritage value or interest.
7. Deficiencies or inadequacies in the commercial areas such as the need for improvement to the streetscape, building facades, sanitary and storm sewers, watermains and parking accessibility.
8. Deficiencies or inadequacies in the industrial areas such as the need for improvements to roads, hydrants, storm drainage and to the appearance of the boulevards.

Phasing of Improvements

Except for significantly large vacant parcels the entire area of the Town of Shelburne is designated as a Community Improvement Area. When determining the priority of improvements, the Town shall take into consideration the preceding list of criteria in addition to the following:

1. That the financial situation of the Town will enable improvements to be carried out without resulting in a significant increase in taxes for the ratepayers.
2. That consideration has been given to the availability and criteria of funding from other government programs and grant besides those specifically directed to community improvement as well as funds available from service groups and other special interest groups.
3. That while improvements are to be constructed to a proper standard, they should be organized in such a manner as to cause the least amount of disruption to the least number of ratepayers for the least amount time.
4. That the opinions of the ratepayers received at the public meetings be considered when determining the priority of the improvements.

Implementation Measures

The Town of Shelburne may implement their community improvement program through the use of various implementation measures including the following:

1. The designation, by by-law, of Community Improvement Project areas and the preparation of a Community Improvement Plan for each area in accordance with the provisions of the Planning Act, including provisions for public input.
2. The enactment and enforcement of a Minimum Maintenance and Occupancy Standards By-law.



3. The utilization of federal and provincial government funding programs by the municipality and special groups.
4. The utilization of municipal and senior government funds for the acquisition of land and/or buildings.
5. The acquisition of land.
6. The establishment and support of a Business Improvement Area to strengthen the downtown core.
7. The utilization of local improvement through the Local Improvement Act.
8. The disbursement of information to the ratepayers regarding special government programs designed to provide assistance for the redevelopment, renovation or maintenance of their properties.
9. The encouragement of preservation of properties and buildings having cultural heritage value or interest through the utilization of such measures as the Ontario Heritage Act.
10. The continued co-operation between the Town and special interest and service groups to provide new services and/or facilities for the community.
11. The consideration of the utilization of other programs offered by private organizations such as the program offered by the Ontario Association of Architects.

Town of Shelburne Comprehensive Zoning By-Law (2012)

The Town of Shelburne Comprehensive Zoning By-law (ZBL) was approved in 2012 by Council and incorporates all amendments brought forward to the previous ZBL.

The ZBL is structured based on 5 Residential Zones, 4 Commercial Zones (Downtown Commercial, Mixed-Use Commercial, Service Commercial, Special Commercial), 1 Special Tourism Zone, 1 Employment Zone, 1 General Industrial Zone, 1 Institutional Zone, 1 Open Space Recreation Zone, 1 Natural Environment Zone, and 1 Development Zone.

The following table explores the maximum setback from the street centerline and building height for the Residential, Commercial, and Special Tourism Zones:

Residential Zones

R1 - Residential One	Max. Setback: 17.5m	Max. Height: 9.2m
R2 - Residential Two	Max. Setback: 20.0m	Max. Height: 9.2m
R3 - Residential Three	Max. Setback: 16.0m	Max. Height: 9.2m
R4 - Residential Four	Max. Setback: 16.0m	Max. Height: 9.2m
R5 - Residential Five	Max. Setback: 16.0m	Max. Height: 9.2-12m

Commercial Zones

C1 - Downtown Commercial	Max. Setback: 10.0m	Max. Height: 12.0m
C2 - Mixed-Use Commercial	Max. Setback: NA	Max. Height: 12.0m
C3 - Service Commercial	Max. Setback: NA	Max. Height: 10.0m
C4 - Special Commercial	Max. Setback: NA	Max. Height: 10.0m

Special Tourism Zone

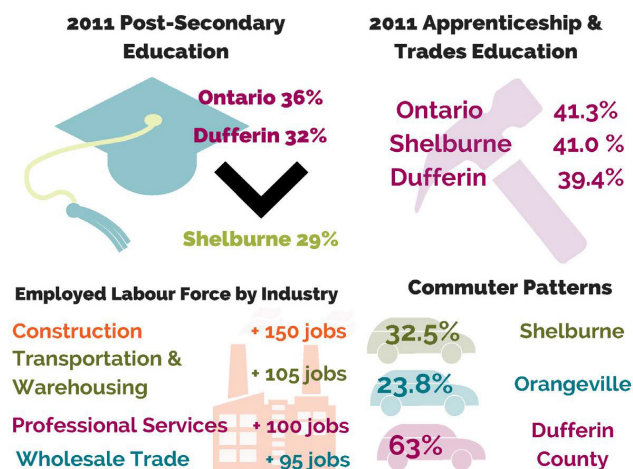
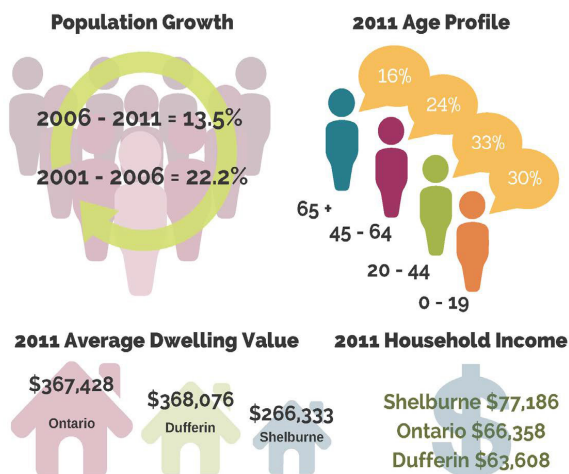
T – Special Tourism Zone	Max. Setback: 20.0m	Max. Height: 9.2m
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Town of Shelburne Economic Development Strategy 2015-2019

The Town updated its Economic Development Strategy in 2015. The new strategic plan represents a guiding document that will clearly articulate the necessary steps for Shelburne to take in order to improve its competitive position, and encourage increased collaboration among the various community stakeholders that will benefit from the town's long term success. Grounded in extensive community consultation and stakeholder feedback, the strategy establishes an economic vision that reflects the desired future state for the town. It acts as a rally point for facilitating collective advancement toward Shelburne's economic development goals. It contains a set of strategic priorities and specific actions that represent the most important steps that the Town must entertain in order to continue to build on the existing momentum. It is important to understand that this strategy is a living document that demands a continuous examination to ensure it ongoing relevancy in a changing global market. Performance measures and an implementation plan support the municipality in tracking its progress, and will inform on required changes as circumstance dictates.

Shelburne Community Snapshot



Shelburne's Competitive Position

SWOT Analysis



Competitive Advantages and Disadvantages

Competitive Advantages	Competitive Disadvantages
• Significant and steady population growth • Availability of industrial and commercial lands • Highway infrastructure and frequently traveled routes • Affordable housing rates and new development • Highly commutable location • Proximity to large urban centres • Positioned halfway between cottage country and GTA • Beautiful natural environment • Numerous parks and trail system for active living • Strong desire for a shop / buy local initiative • Town emphasis on welcoming newcomers • Small town persona with strong desire for growth • Growing multiculturalism and diversity	• Downtown in disrepair and lacking lifestyle / commercial amenities • Increasing cost of fuel / commuting • Limited residential land supply • Potential wastewater capacity limitations on growth • Need for collaboration in economic development • Limited high speed internet access • Lack of unique selling proposition • Lack of public transit connecting settled areas • Disconnected business supports • Relative distance from major markets • Persona as a bedroom community

From Vision to Action

An important element to ensuring the long term success of the Town of Shelburne is fostering unity towards common goals among the various people, businesses, organizations, and stakeholders that make Shelburne the community that it is. Great care was taken to ensure that the vision established in this document reflects the aspirations of the community, and contains key aspects of what the Town of Shelburne should look like in the future. It is based on extensive community, business, and stakeholder consultation and feedback.

Shelburne's Ten Year Economic Vision

The Town of Shelburne is a progressive and increasingly diverse community that is welcoming of new populations and customs. Our economic base supports a vibrant and diverse economy, local employment opportunities, and the necessary physical and social infrastructure that encourages and

supports future growth. Our attractive and liveable downtown area features a range of retail and service offerings with interesting and unique attractions and meeting places that satisfy residents and visitors alike.

How Shelburne will know the Vision is working ...

When we think about the strategy, Shelburne will know that the community is moving closer toward achieving its goals that are embedded in the Economic Vision when the following outcomes are happening:

- Attracting the kind of amenities people want and need in their community
- Balanced industrial/commercial and residential tax assessment
- A sustained and bustling Downtown core
- Opportunities for young families and youth retention



Shelburne's Strategic Priorities

To achieve the vision of a progressive and unique community the Town of Shelburne will need to set out the following four priorities that need to be acted on in the next three to five years. They represent the most important steps that need to be taken during the lifecycle of the Economic Development Strategy 2015 – 2019 in order to move Shelburne closer towards achieving its Economic Vision and goals.

- Development of a common brand
- Local industrial and commercial development in the Town of Shelburne
- Revitalize the downtown area
- Attract new investment and risk takers to the Town of Shelburne

Recommended Initiatives and High Priority Actions

The table below contains the Recommended Initiatives that were identified for the Town of Shelburne to undertake at a ground level in order to operationalize the plan. The highest level priorities are included to highlight what the Town will execute on:

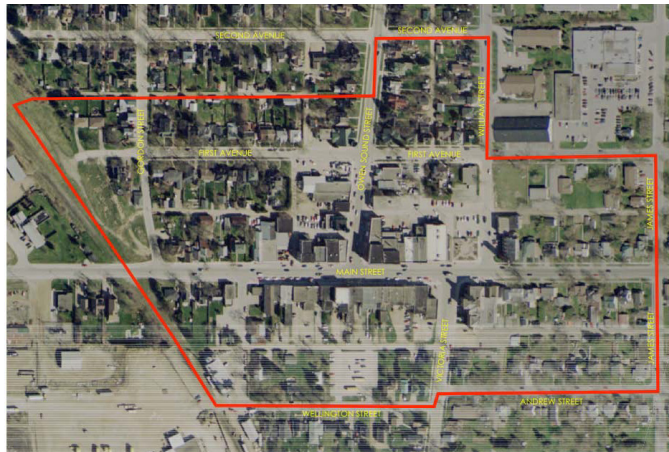
Establish a Dedicated Economic Development Function Within the Town	• Hire a dedicated Economic Development Officer • Establish a Business Retention and Expansion Program • Bring together business stakeholders to engage in actions
Undertake a Comprehensive Downtown Revitalization Program	• Invest in BIA resources and capacity • Build the capacity of Downtown businesses • Establish a Downtown Community Improvement Plan (CIP)
Implement an Integrated Infrastructure and Growth Planning Initiative	• Update the 2006 Town of Shelburne Official Plan • Undertake a comprehensive Lands Needs Assessment • Conduct a comprehensive Infrastructure Master Plan • Develop a Long Term Growth Management Strategy
Create an Economic Development Communications Program	• Expand business / workforce resources available on website • Produce and maintain an updated Community Profile • Establish economic development Communications Strategy • Provide regular updates to the community on strategy progress
Develop a Quality of Place Initiative Focused on Community Building	• Establish welcoming initiatives, cultural events, and recruitment drives with local service providers targeting newcomers • Utilize OMAFRA Newcomer and Youth Community Indicators tool
Increase Entrepreneurship and Small Business Support Programing	• Promote regional business services to local business community • Provide business links on municipal website • Expand entrepreneurship services and workshops offered locally



Town of Shelburne Community Improvement Plan 2007

The Town prepared a Community Improvement Plan (CIP) in 2007. When the document was prepared, the municipality had a population of approximately 5,000. The CIP highlighted the Town's first CIP, prepared in 1991, which led to the creation of new parking lots and replacement of water mains and sidewalks on Main St.

The 2007 CIP project area represents the current boundary for Downtown Shelburne and is generally bounded by the County-owned trail on the west, Second Ave on the north, Wellington St on the south, and James St on the east.



The CIP recommended the following community improvements:

- Building Façade Improvements
 - Along Main Street
 - Along Owen Sound Street
 - Rear and side façades for buildings facing Main Street and Owen Sound Street

- Landscaping
 - Improved street plantings on Main Street, Owen Sound Street and side streets
 - New street furniture
 - Attractive garbage containers
 - Landscaping of parking areas on rear alleys
- Street Lighting/Signage
 - Lighting that is sensitive to dark sky requirements
 - Improved lighting in alleys to parking areas
 - Street signage with historical theme
 - Street signage to identify parking and amenities
- Sidewalks
 - Additional sidewalks leading to municipal parking areas
 - Improved signage
 - Signed crosswalks/pedestrian accesses on Main Street

The CIP also recommended the following incentive programs:

- Planning and Design Program
- Building Façade Improvements (with associated guidelines)
- Improved Signage Program
- Landscaping and Property Improvement Program
- Application Fees Program
- Property Tax Increment Grant Program

The total public improvement cost was estimated to \$94,000.



First Impressions Community Exchange

In 2005, the Ontario government created the First Impressions Community Exchange (FICE) program through OMAFRA. FICE was created to help communities learn about their strengths and challenges as seen through the eyes of first-time visitors. The program provides an opportunity for communities to learn about these first impressions and receive feedback on opportunities to improve. Since 2005, FICE has been successfully implemented in more than 150 communities in Ontario. The average FICE client's satisfaction has been above 85 percent.

FICE works in a straightforward and structured community process following these five steps:

1. FICE will first orient the program to the community.
2. FICE will identify a partner community traditionally 2-3 hours away to participate in the exchange of impressions.
3. FICE will create a visiting team of 5-6 community residents with a mix of backgrounds, occupations, ages, etc. It is important to have a diverse group of volunteers who can assume different roles and assess the exchange community from a variety of perspectives.
4. The team travels together to the exchange community and spend several hours gathering information individually or in pairs, then return to their own community. The visit may include an overnight stay to assess the community's night life and accommodation services.
5. The team then prepares a report and presents it to the exchange community. The exchange community reciprocates with a similar visit and report-back.

Depending on the interest of the two communities, FICE is available in three versions:

- First Impressions Full Picture is designed as a comprehensive guide to help the visiting team evaluate the overall community aspects. This includes entrances, housing, education, health services, businesses, environment, welcoming new residents, etc.;
- First Impressions Tourism is focused on tourism attractions, services, amenities, environment and welcoming to tourists, etc.; and,
- First Impressions Downtown is focused on downtown revitalization, downtown appearance, downtown businesses and infrastructure, entertainment and recreation, etc.

A First Impressions Community Exchange was completed for Shelburne in 2011 by Uxbridge residents. In general, Uxbridge's community members were pleased of their visit and described Shelburne as a quaint Town with great features, such as the wind turbines, good network connections at specific locations, clear wayfinding, large trees, sidewalks, plenty of green space, and great senior residences and amenities. The Report also identifies opportunities for improvement, such as the state of stores' façades and the need for more:

- Clothing stores;
- Recycling options;
- Art/Sculpture;
- Wayfinding to direct to public amenities/points of interest;
- Regular updates on municipal website;
- Drinking fountains;
- Tourist attractions; and,
- Visitor centre.



Town of Shelburne Parks Master Plan (2009)

The Town of Shelburne Parks Master Plan was finalized in 2009 and provides guidance for parks and open space development over ten years in the Town of Shelburne. The Town uses the following hierarchy for parks and open space:

1. Neighbourhood Parks (n=6)
2. Community / Sport Parks (n=3)
3. Special Purpose / Event Parks (n=2)
4. Linkages and Natural Areas (n=6)

The Town currently provides 14.9 ha of parkland per 1000 residents. In order to ensure the Town provides an adequate amount of parkland, the Master Plan outlines the following initiatives to be completed by 2019:

1. Develop a soccer complex;
2. Expand Greenwood Park and incorporate a skateboard facility;
3. Intensify Hyland Park through the upgrade of the existing pavilion to support sport tourism activities;
4. Develop Fiddle Park to host special events and allow for fitness, hiking and cross county trails, while conserving key natural areas;
5. Develop two new neighbourhood parks as part of development proposals, one in Northridge Estates and one in Shelburne North. While Northridge Park is planned to be part of the overall development of Greenwood Park, Shelburne North is planned to host a range of activities such as a children's playground, trails, rest area, large open play area, and appropriate buffering and landscaping features. These parks have since been built, and are called Greenwood Parkette and Summerhill Park, respectively;
6. Develop the Fairground Site as a potential enhanced park and/or open space venue;

7. Develop the current outdoor pool venue as an indoor aquatic / YMCA facility or include the facility within Greenwood Park;
8. Implement the Town of Shelburne's Trail Plan as identified in the Town of Shelburne's Active Transportation Plan;
9. Develop parkettes and landscape features in the downtown area and acquire and develop lands identified within the Town OP as natural open space areas to incorporate compatible uses; and,
10. Improve two of the Town's playgrounds to become accessible to children with disabilities.

Town of Shelburne Accessibility Plan (2013)

The Town of Shelburne Accessibility Plan was completed in 2013 and outlines the initiatives undertaken for the past and upcoming years. In terms of past initiatives that are meant to be ongoing, the Town is:

1. Raising awareness of disability issues;
2. Promote AODA standards;
3. Publish accessibility articles in the Town newsletter;
4. Promote building of Universal Housing Design;
5. Review sidewalks and curbs to ensure usability by people with disabilities;
6. Provide barrier free parks; and,
7. Develop an accessibility resource collection.



The plan also highlights the following 2014/2015 targets:

1. Establish times for meetings with surrounding Accessibility Committee's – potential for partnerships;
2. Raise awareness of disability issues;
3. To obtain up to date information and training regarding current AODA standards and make resources available to residents;
4. Town of Shelburne website to be updated to include the 2014/2015 Accessibility Plan and related public service links as required;
5. Submission of accessibility articles in the town newsletter and investigate the possibility of other media platforms;
6. Request public works to review all sidewalks and curbs to ensure usability for people with disabilities;
7. Continue to work with town staff and council to provide barrier free parks and trails, including recreation programs at the CDRC;
8. Investigate opportunities to work with the fire department regarding the preparation of a list of persons with disabilities that will require special evacuation measures;
9. Development and enhancement of accessibility resource collection to be made available to residents;
10. To assist downtown business owners to make their stores accessible to persons with disabilities;
11. To make all parking lots within the Town of Shelburne accessible; and,
12. Continue developing the Accessible Award Program.

Development Charges Background Study (2015)

The Development Charges Background Study was completed in 2015 and *"provides the basis and background required to update the Town's development charges to accurately reflect the future servicing needs of new development."* The Study looked at the following services: Administration, Library Services, Fire Protection Services, Police Services, Indoor Recreation, Parks, Public Works, Parking Service, Roads and Related, Water Services and Wastewater Services. The Study assessed the development charges on a Town-wide uniform basis and looked at two area-specific development charges: 1) School Road, and 2) East Area. The Study also assesses the accommodation of approximately 445 new households between 2015–2024, representing a population increase of 1,214, and 446 new employees.

Over the longer term, the Town is forecasting to accommodate 1,110 new employees. Through this Study, the Town developed a development-related capital program *"identifying projects that are required to service anticipated development"*, which identified required services amounting \$16.88 million with \$2.91 million potentially recoverable through development charges between 2015–2024.

Town of Shelburne Long Term Well Project (2014)

The Comprehensive Study Report for the Town of Shelburne Long-Term Well Project was prepared by the Canadian Environmental Assessment Agency and was completed in 2014. The Long-Term Well Project's purpose is to *"provide additional drinking water to the Town of Shelburne. This additional capacity is needed as a result of projected population growth of the Town, potential changes to the ODWQS for arsenic, and the declining performance of current water wells."* The Report evaluated the project and its potential impact on Shelburne's environment and ecology. The Report was a mandatory step for the Minister of the Environment to approve the project. It concluded that the project would not have any adverse environmental effects.



Town of Shelburne Transit Feasibility Study (2016)

The Town of Shelburne Transit Feasibility Study was finalized in 2016 and assessed the “feasibility of the Town operating a weekday peak period transit connection between Shelburne and the GO Bus stop in Orangeville”. The Study identifies strong support from the residents for the proposed transit service to Orangeville. The Study specified that such a transit connection is supported mainly for transit to Orangeville for either work/school or leisure, but not to access the wider GO network. The Study recommends that there be multiple stops along the transit route to allow for a wider range of transit users.

The Study also highlighted current transit options in the area:

- Orangeville GO Bus – operates between the Town of Orangeville and the Brampton GO Station;
- Dufferin County Community Support Services – provides medical trips for seniors and persons with disabilities living in the County of Dufferin; and,
- Orangeville Transit – operates throughout Orangeville and consists of three bus routes (blue, orange & green).

The study identified residents’ commuting patterns, as outlined below:

- “69 percent of respondents commute outside of Shelburne at least once a week, with the majority (46 percent) commuting on a daily or almost daily basis.
- Residents between the ages of 18 and 64 that make an income of \$50,000 or more are the most likely to commute on a daily or almost daily basis.
- For those who commute at least once a week, 59 percent commute to Orangeville as their final destination.

- Destinations that can be reasonably accessed by the Orangeville GO Bus include Brampton, Mississauga, Toronto and York Region. These destinations make up to 16 percent of commuter destinations, with Mississauga being the highest at 7 percent.”

Overall, a total of 5,232 total service hours would be required to operate the service annually and would cost approximately \$95 an hour for operating costs, \$125,000–\$175,000 for the purchase of a bus, and \$200–300 per transit stop. The service could attain a revenue/cost ratio varying between 33% and 79% by 2020, and would therefore require yearly municipal investment to support the service.

The Study suggested four next steps for the municipality to consider:

1. Explore other funding opportunities such as the Ontario Trillium Fund, a “Grow Grant” and a “Collective Impact Fund”;
2. Discuss Provincial Gas Tax with Ontario’s Ministry of Transportation;
3. Discuss with potential private contractors to identify the interest in bidding for proposed transit service; and,
4. Discuss with Town of Orangeville and Metrolinx, as well as the public, to refine Service Strategy to refine the transit route and schedule to maximize ridership.



Shelburne East Area Transportation Study (2012)

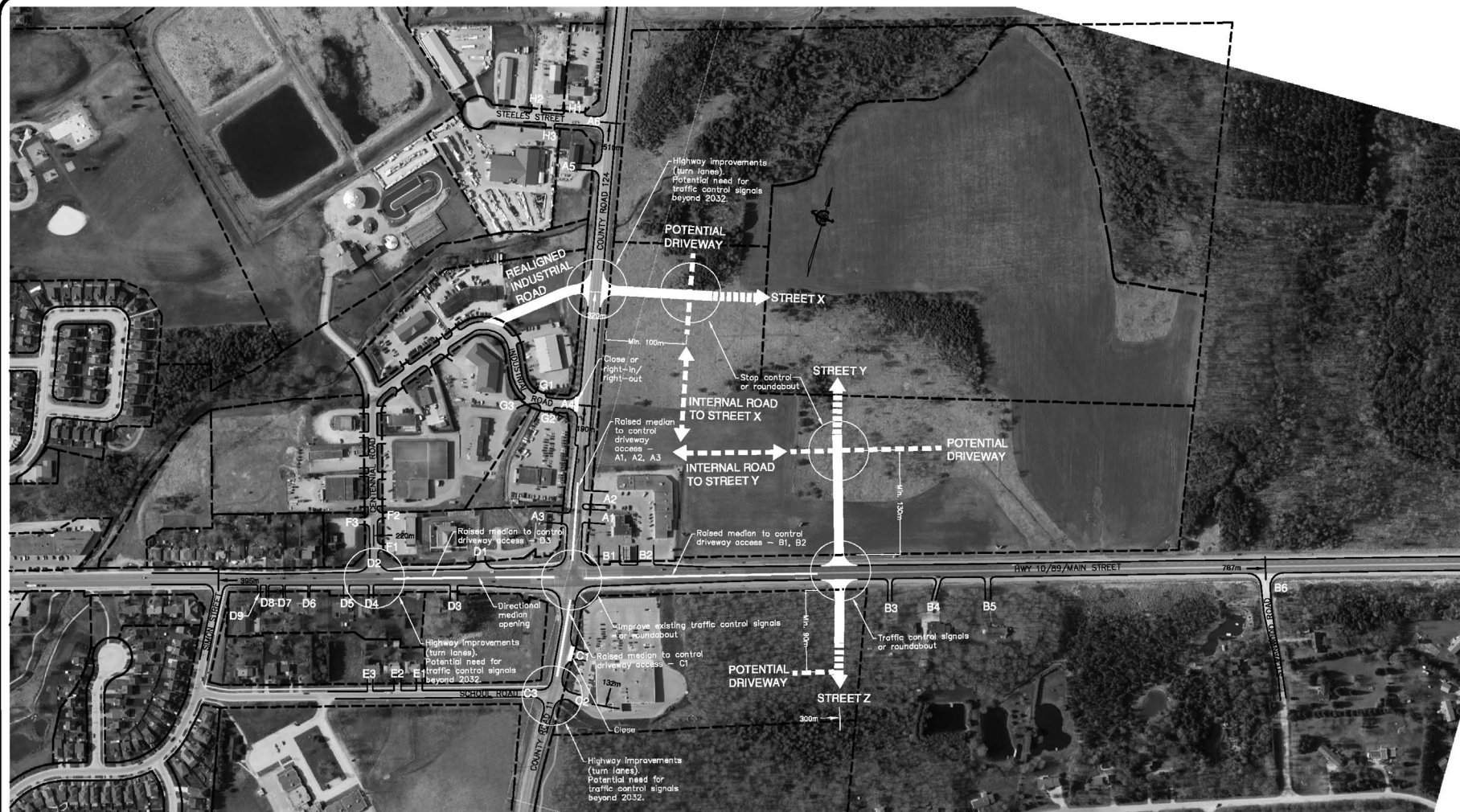
The Shelburne East Area Transportation Study was finalized in 2012 and assessed the transportation system, specifically in the eastern portion of the Town of Shelburne. The objectives of study were to develop a transportation strategic plan, assess existing and anticipated impacts of planned developments, develop and assess alternative transportation solutions, identify a transportation network solution, develop a Highway Access Management Plan, and improve the active transportation network.

The Study forecasts that traffic will grow by 3% per annum on Highway 10/89 from 2012-2022, 2% per annum on County Road 124/11 from 2012-2022, and 1% per annum for the area from 2012-2032.

As part of the Highway Access Management, the Study notes that proposed developments in the area will necessitate access from Highway 10/89, which poses a problem as *"the constraints of the existing road network will limit the ability to apply the MTO's standards for intersection spacing. The MTO's desirable and minimum value for intersection spacing is 1600 m and 800 m, respectively for arterials. Given these values, any proposed road connection to Highway 10/89 in the study area will fall below the minimum requirement. [...] MTO's desirable offset spacing for new public roads from a highway intersection is 400 m. Given this value, proposed road connections from a Highway 10/89 intersection in the study area will fall below the requirement."*

Hence, the Study proposes three alternative road concepts to ensure access points are away from the highway and recommends pedestrian connections to be continuously provided along Highway 10/89 and on the east and west side of 2nd Line. The preferred option is demonstrated graphically in the map on the following page.





NOTES:

1. Feasibility of highway improvements (turn lanes), traffic control signals and/or roundabouts are subject to Environmental Assessment Study.
2. County Road 124/11 is assumed to be widened to 4 lanes.
3. Minimum distances shown from Highway 10/69 to potential driveways at Streets Y and Z are for traffic control signals, and may be reduced for roundabout option.
4. Minimum distance shown from County Road 124 to potential driveway at Street X is for traffic control signals, and may be reduced for roundabout option.

RECOMMENDED SCENARIO
SHELburne EAST AREA TRANSPORTATION STUDY
TOWN OF SHELburne, COUNTY OF DUFFERIN,
MINISTRY OF TRANSPORTATION OF ONTARIO

DATE: JUNE 2012	PROJECT No.: T11-576
SCALE: 1:4000	FIGURE No.: D1



2.2 Land Use Review

2.2.1 Land Uses

Official Plan Land Use Plan Designations

Residential

Residential land uses are mainly located north of Main St with few residential communities located south of Main St. These are residential developments ranging from 1-3 storey single detached houses to mid-rise apartment buildings.

Commercial

Commercial land uses are located mostly along 2nd Line and County Rd 124, at the intersection of 89 and 124 and the intersection of Owen Sound St and Main St.

Mixed Use

Mixed Use land uses are located along Owen Sound St and Main St. A large vacant parcel northeast of County Rd 124 and Main St E is designated for mixed use developments.

Employment

There are two main areas with employment uses in the Town of Shelburne. The largest employment area is located just north of 30th Side Rd with a second employment area located north of Main St on the west side of County Rd 124.

Institutional

Institutional land uses are located throughout the Town of Shelburne and incorporate elementary and secondary schools and the Mel Lloyd Centre.

Open Space Recreation

Open Space Recreation land uses are dispersed throughout the Town of Shelburne and incorporate a wide range of parks and open spaces.

Natural Environment

The Natural Environment System is located throughout the Town of Shelburne, alongside the Town's creeks.

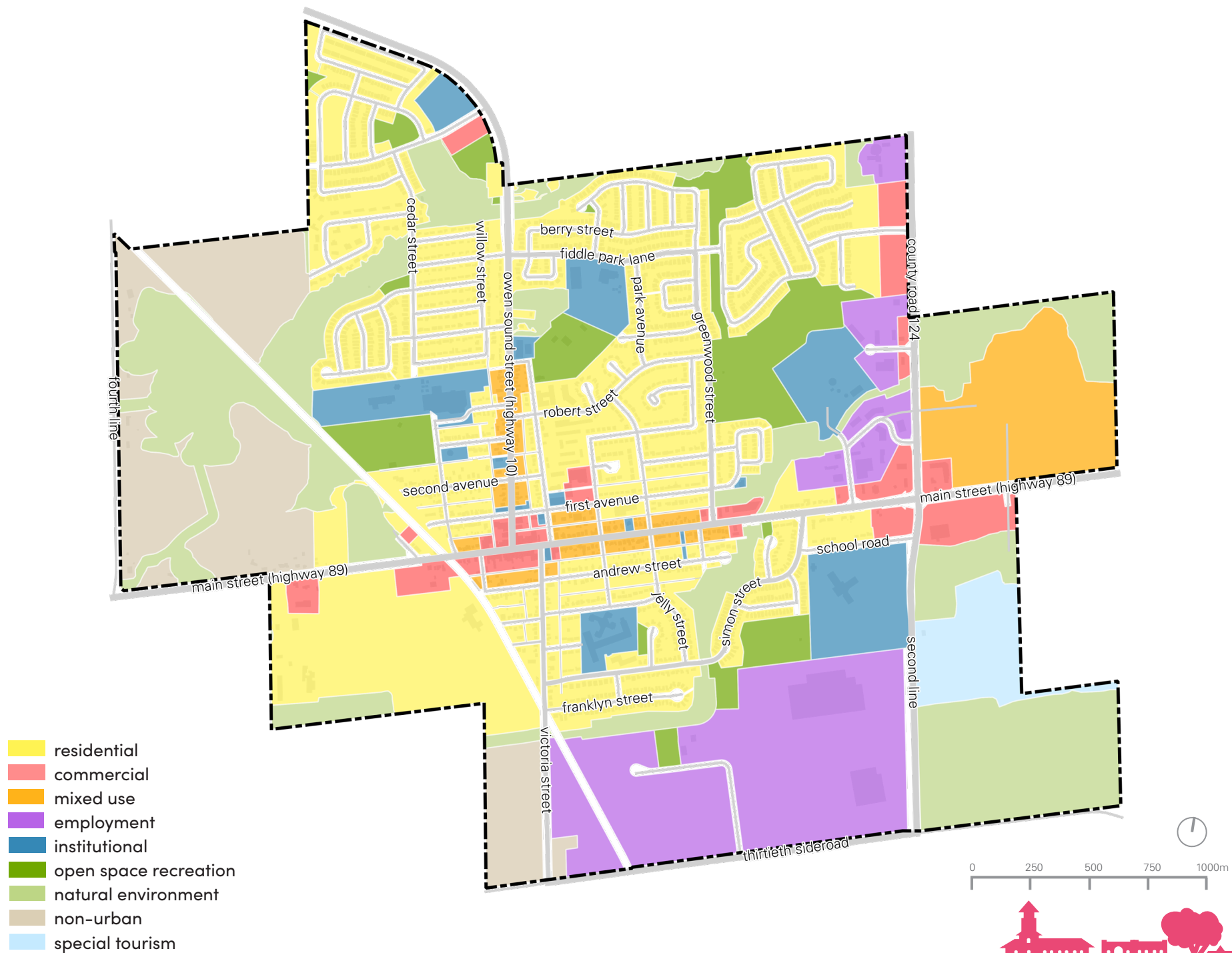
Non-Urban

Non-Urban land uses are located northwest of 30th Side Rd and Victoria St, and northeast of Main St W and 4th Line.

Special Tourism

Fiddle Park has been designated Special Tourism.





2.2.1 Land Uses

Official Plan Structure Plan Designations

Residential Density Designations

- High Density
- Medium Density
- Low Density

Residential density is planned to be mostly low-rise in form but with pockets of higher densities throughout Shelburne. Medium density is planned for the northern portion of the residential development at Cedar St and Colonel Philips Dr, as well as for the parcels located south of Wellington St, amongst other areas. High density is planned to be located in areas close to Main St / Downtown east of William St and north of Main St along the greenlands / creek.

Commercial Area Designations

- Commercial Core
- Community Commercial
- Arterial Commercial

Commercial Area designations are found mostly along arterial roads, with the Commercial Core designation at the intersection of Main St and Owen Sound St, the Community Commercial designation at key parcels along Main St, First Line and County Rd 124, and Arterial Commercial at the intersection of 2nd Line and Main St E.

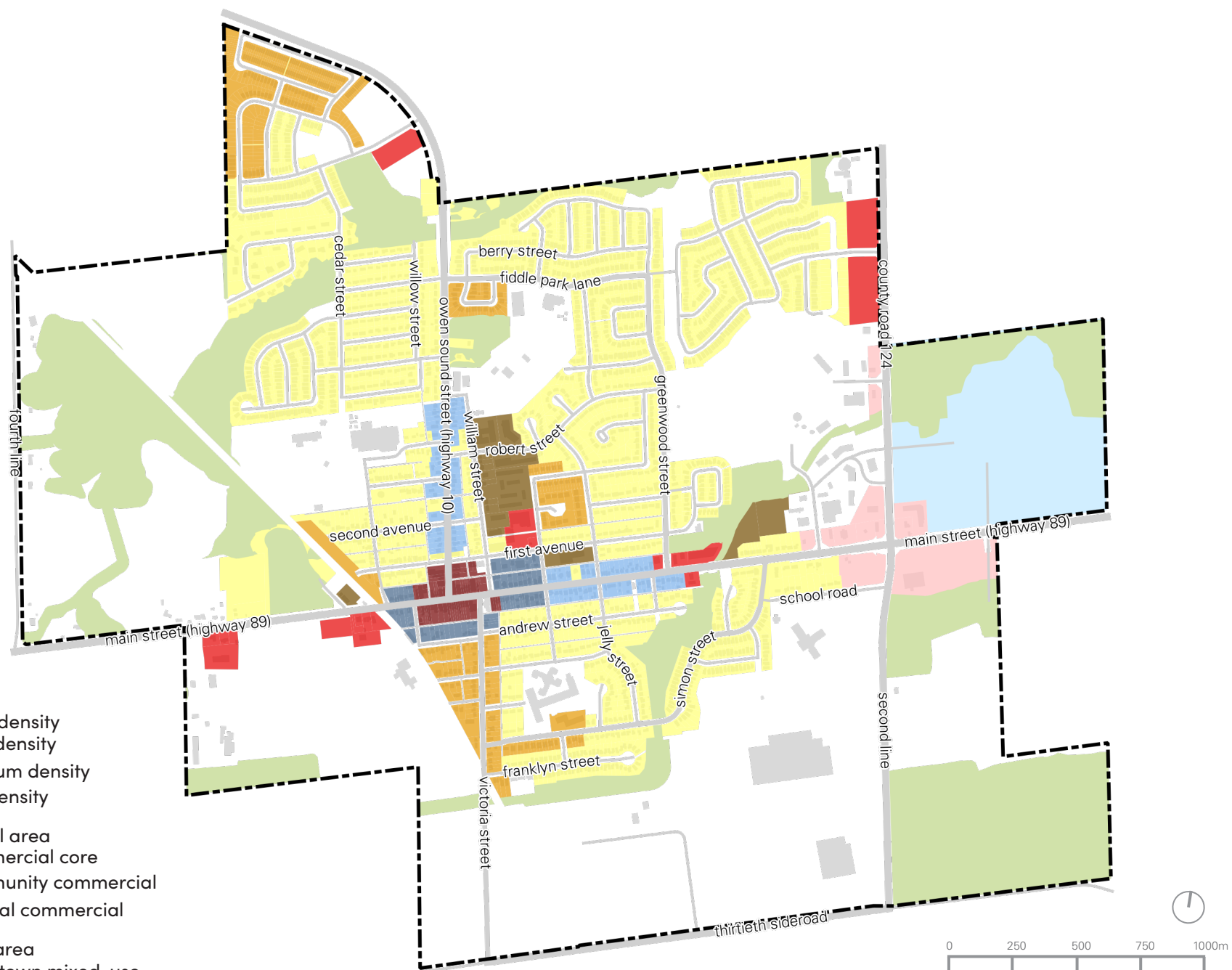
Mixed Use Area Designations

- Downtown Mixed Use
- Mixed Use Corridor
- Mixed Use Centre

Mixed Use Area designations are located in proximity to the Downtown, with the Downtown Mixed Use designation in the Downtown, the Mixed Use Corridor designation alongside Main St and Owen Sound St just outside the Downtown, and Mixed Use Centre designation northeast of Main St E and County Rd 124.



- residential density
- high density
 - medium density
 - low density
- commercial area
- commercial core
 - community commercial
 - arterial commercial
- mixed use area
- downtown mixed-use
 - mixed use corridor
 - mixed use centre



2.2.1 Land Uses

Planned Developments

The Town of Shelburne has seen unprecedented amount of growth in recent years, and this growth is planned to continue over the next few years with under construction and planned developments. The following is a list of planned developments:

Residential Developments

1. Hyland Village – This new residential development currently being built will provide 248 residential dwelling units varying from single detached houses, semi-detached houses and townhouses. The development will also include a neighbourhood park, two stormwater management facilities, and an open space including trails.
2. Stoneridge Condos – 38-40 residential units, townhouse/semi-detached, are proposed for this site along the private trail, south of Hyland Heights Elementary School and Hyland Park.
3. MDM Development – 59 residential townhouse units are proposed on this property that partly fronts onto Main St along the greenlands/ creek.
4. Fieldgate – 320 residential units (single, semi and townhouses) are proposed on this large site designated mixed use.

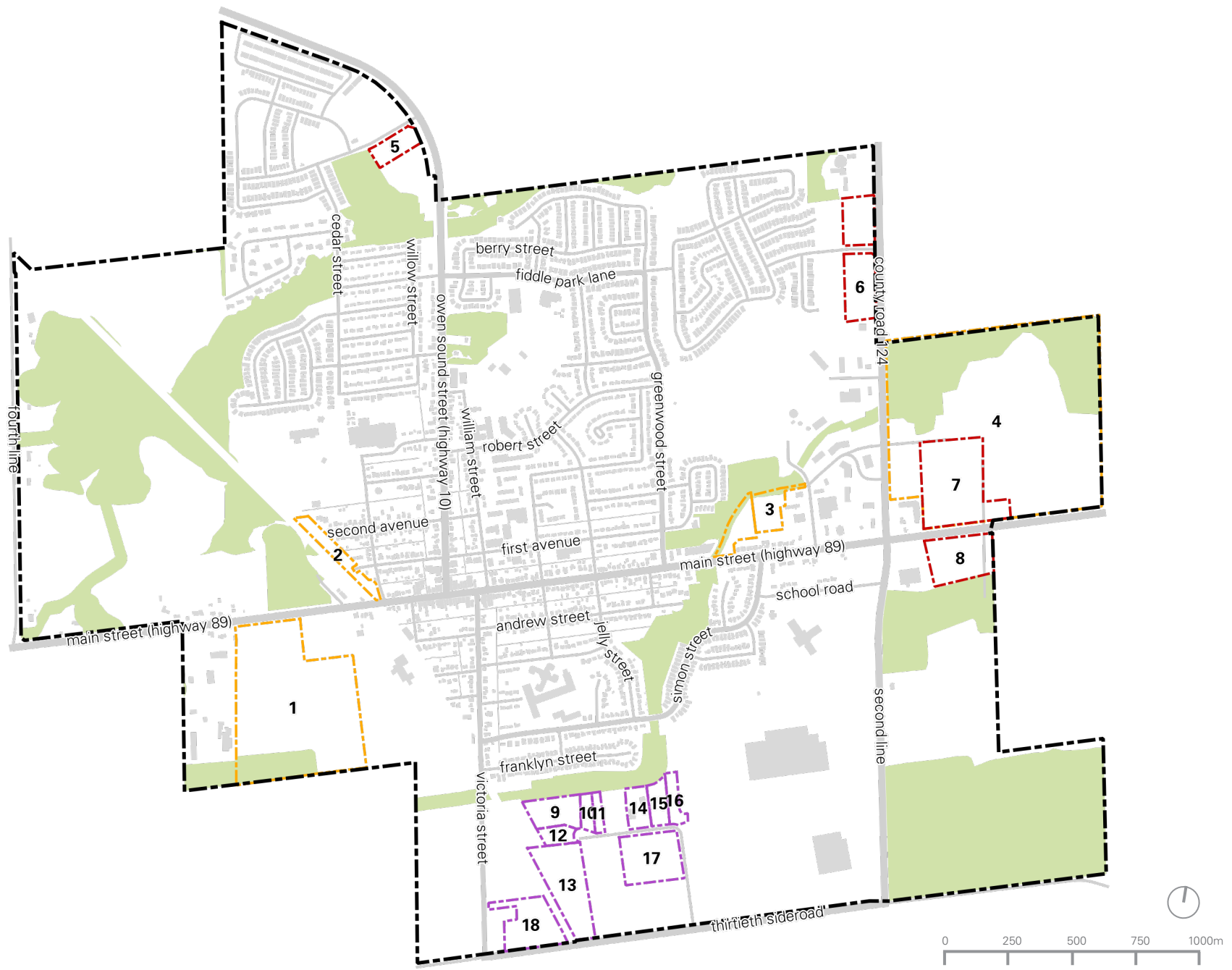
Commercial Developments

5. As part of the Summerhill residential development, a commercial block is planned for the southeast portion of the Summerhill subdivision.
6. As part of the Greenbrook Village development, two properties facing County Rd 124 will be redeveloped with commercial development. The pre-consultation meeting was held in February 2018 and a site plan application has been submitted.
7. As part of the Fieldgate residential development, a commercial block is planned for the portion closest to the Hwy 10 and County Rd 124 intersection.
8. Choice Properties

Employment Developments

9. Medicinal Cannabis Production Facility
- 10-12. Recently Severed Industrial Lots
13. Proposed Light Industrial/Storage Building
- 14-16. 3-unit Industrial/Commercial Building
17. Recently Severed Industrial Lot
18. Turnstone Industrial Mall





2.2.2 Community Destinations

Open Space & Parks

Neighbourhood Parks include facilities such as play equipment, benches/seating areas, informal playing fields and passive open space, paved multi-use courts/informal basketball courts:

- Walter's Creek Park
- Franklyn Street Park
- Shelburne Meadows
- Summerhill Park
- Simon Court Parkette

Community / Sport Parks include a greater range of facilities including facilities for multi-field sports:

- Greenwood Park
- Hyland Park
- KTH Park

Special Purpose / Event Parks include special event venue for a range of events, alongside complementary facilities such as washrooms and picnic spaces:

- Jack Downey Park
- Fiddle Park

Linkages provide connectivity between parks and open spaces and natural area and include extensive vegetation and trails:

- Rintoul Linkage
- Greenwood Linkages
- Berry Street Linkage
- Willow Street Linkage
- Franklyn Street Linkage

Other Green Spaces and Schools include both large open spaces used for schools and smaller green spaces:

- Green Park
- Centre Dufferin District High School
- Hyland Heights Elementary School
- Centennial Hylands Elementary School
- Glenbrook Elementary School





2.2.2 Community Destinations

Community Amenities

★ **Schools** – the Town of Shelburne provides three elementary schools and one secondary school with recreation facilities provided both indoor and outdoor:

1. Centre Dufferin District High School
2. Hyland Heights Elementary School
3. Centennial Hylands Elementary School
4. Glenbrook Elementary School

★ **Recreation Facilities** – the Town of Shelburne provides a large recreation centre that includes an arena, outdoor heated pool and a banquet hall, as well as the Fairgrounds that host a range of events throughout the year, and the Shelburne Curling Club:

5. Centre Dufferin Recreation Complex
6. Fairgrounds
7. Shelburne Curling Club

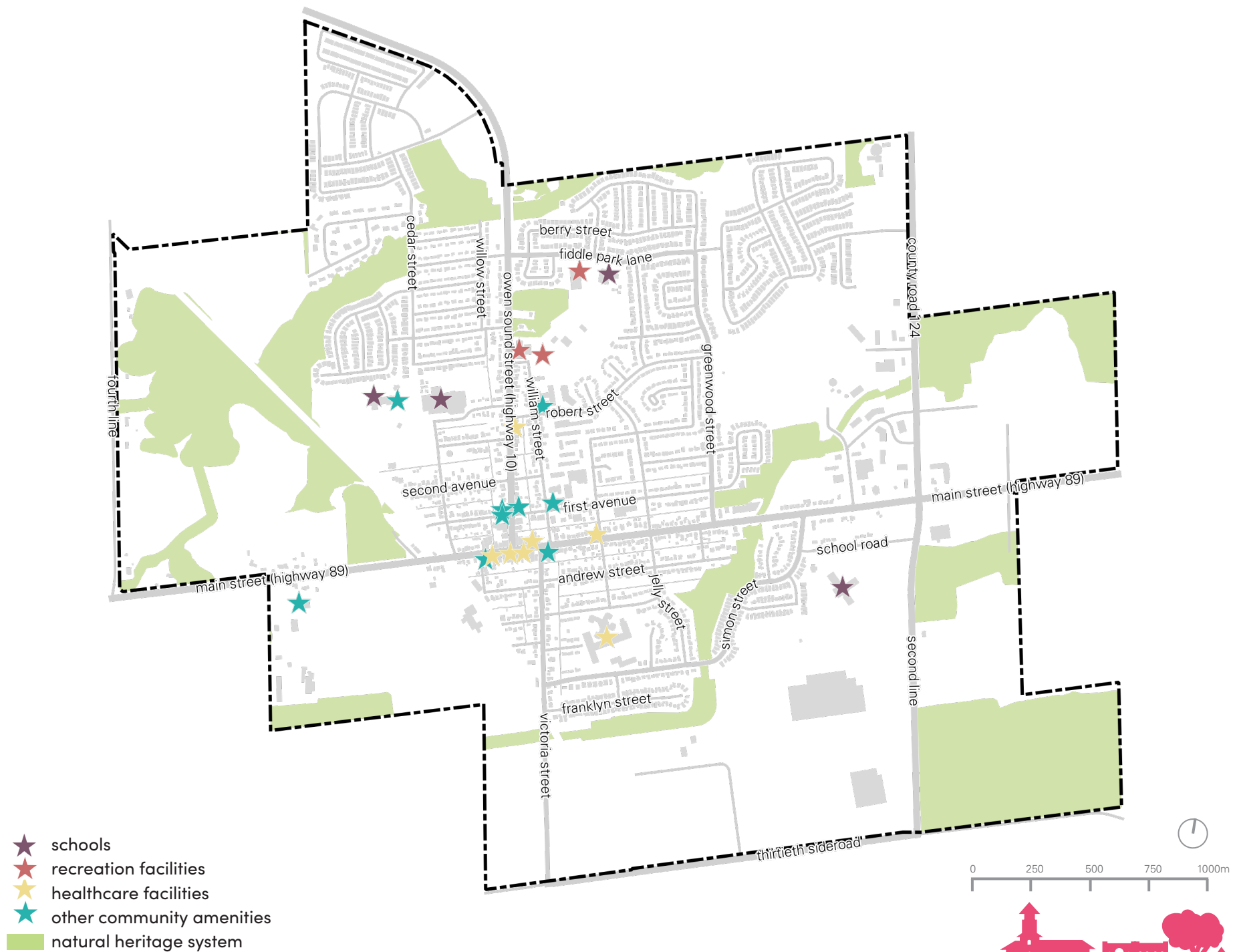
★ **Healthcare Facilities** – the Town of Shelburne has a large healthcare facility, namely the Mel Lloyd Centre, that includes a wide range of healthcare services, as well as individual healthcare providers throughout the Town:

8. Mel Lloyd Centre
9. Healthcare Providers (Shelburne Family Dental, Main Street Dental Centre, Claxton Denture Specialist, Small Town Family Dental, and Asaph Glen Dr)
10. IDA Pharmacy

★ **Other Community Amenities** – the Town of Shelburne also provides a public library, town hall, daycare, and residences for seniors:

11. Shelburne Farmer's Market
12. Shelburne Public Library
13. Shelburne Town Hall
14. Hyland Heights Daycare
15. Shelburne Residence Retirement & Nursing
16. Royal Canadian Legion Branch 220
17. Service Ontario
18. Shelburne Worship Centre
19. Trinity United Church





2.2.2 Community Destinations

Commercial Retail Nodes

[2] Downtown Shelburne is located at the intersection of Owen Sound St and Main St and provides a wide range of retail and commercial shops, such as cafés, restaurants, and health-related offices/shops.



Downtown Shelburne



Retail stores in Downtown Shelburne

[2] Shelburne East Commercial Node – A large concentration of commercial buildings currently exist at the intersection of Main St E and 2nd Line including a grocery store, restaurants, car-related shops, and alcoholic beverage stores.

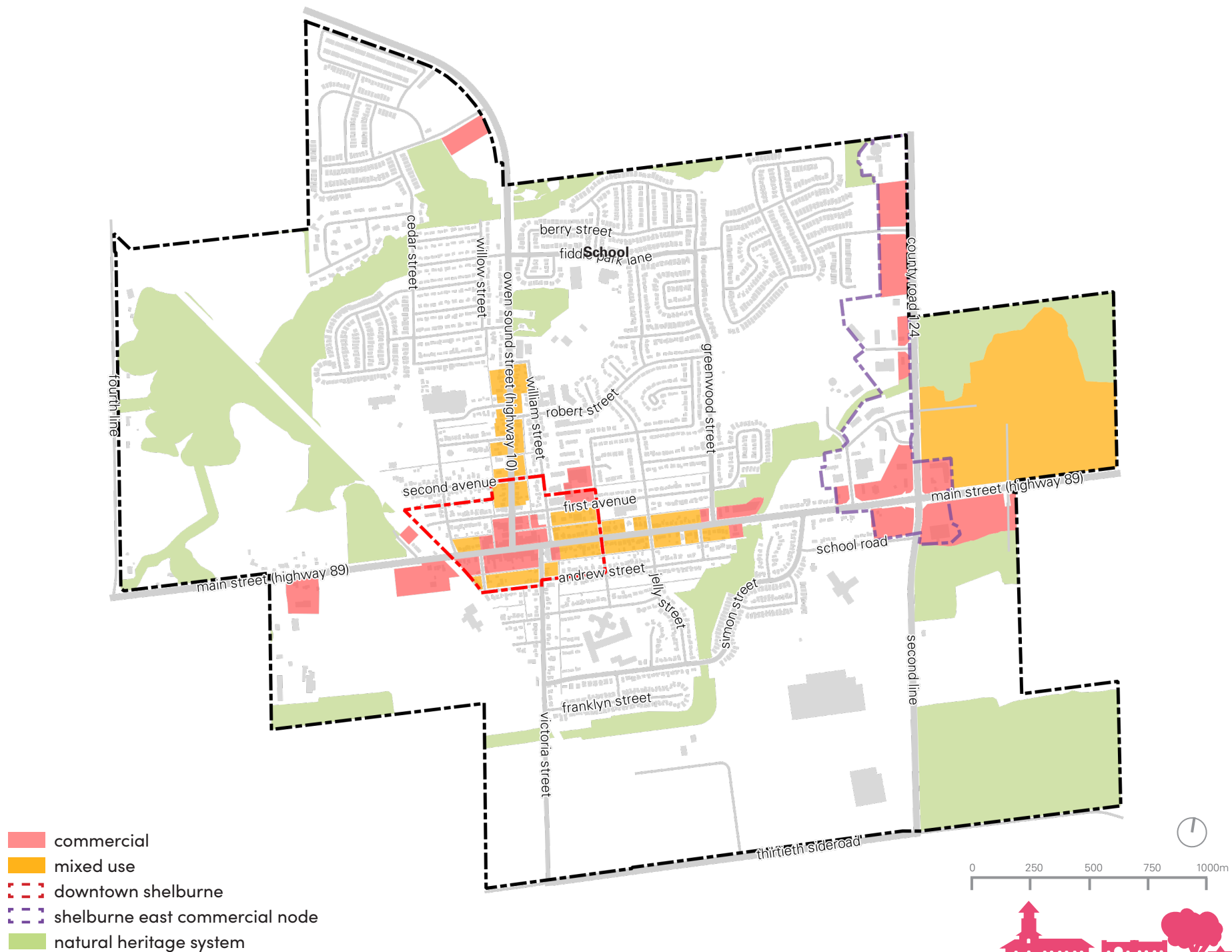


Commercial plaza



Commercial stand-alone store





2.2.3 Roads / Circulation

Pedestrian Connectivity

The Town of Shelburne currently incorporates sidewalks on both sides of arterial roads and on one side of collector and residential roads.

Road Network

 **Arterial Roads** frame the Town of Shelburne and include Main St, 30th Side Rd, 2nd Line, County Rd 124 and Owen Sound St. Both Owen Sound St and Main St are Provincial Highways and are therefore legislated by the Ministry of Transportation of Ontario. These roads accommodate the intensive traffic including large transport trucks, which serve commercial and employment uses within and outside Shelburne.

 **Collector Roads** include Susan St / Fiddle Park Ln, Simon St, Victoria St, Jane St, Cedar St, and Colonel Philips Dr. These roads accommodate a less intensive range of traffic and provide connections through the residential areas.

 **Local Roads** are provided throughout the Town of Shelburne within existing residential developments.

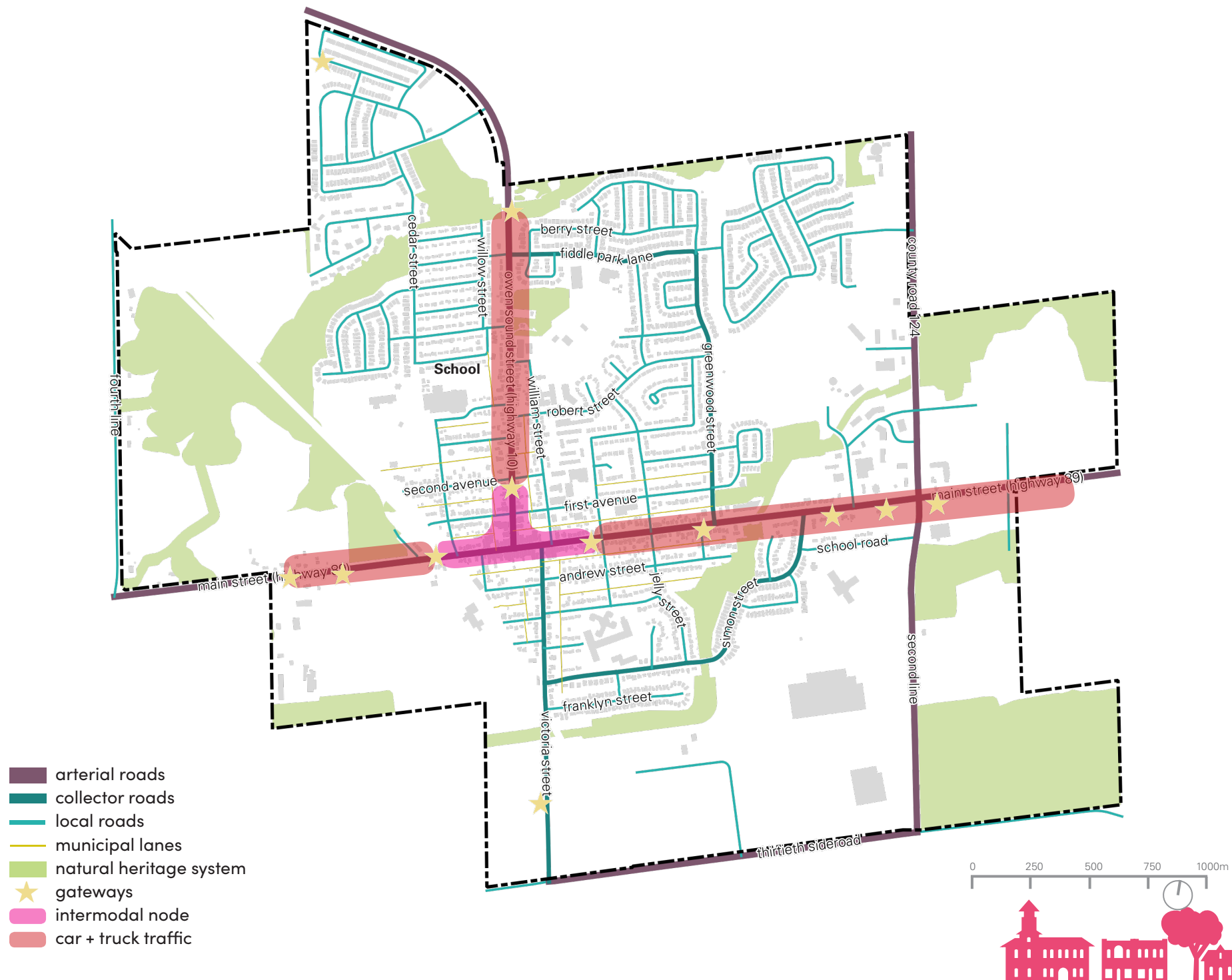
 **Municipal Lanes** are provided behind mixed use & commercial buildings for servicing purposes.

 **Gateways** are provided through signage welcoming residents and visitors to the Town of Shelburne along Main St on both extremities, south of Victoria St, and north of Owen Sound St. In addition, pockets of built form provide visual cues to more urban areas in Shelburne.

 **Intermodal Node** – In the Downtown Core, there is a concentrated amount of car and truck traffic alongside pedestrian traffic.

 **Car + Truck Traffic** – Along arterial roads, namely Main St and Owen Sound St, there is intensive car and truck traffic.





2.2.3 Roads / Circulation

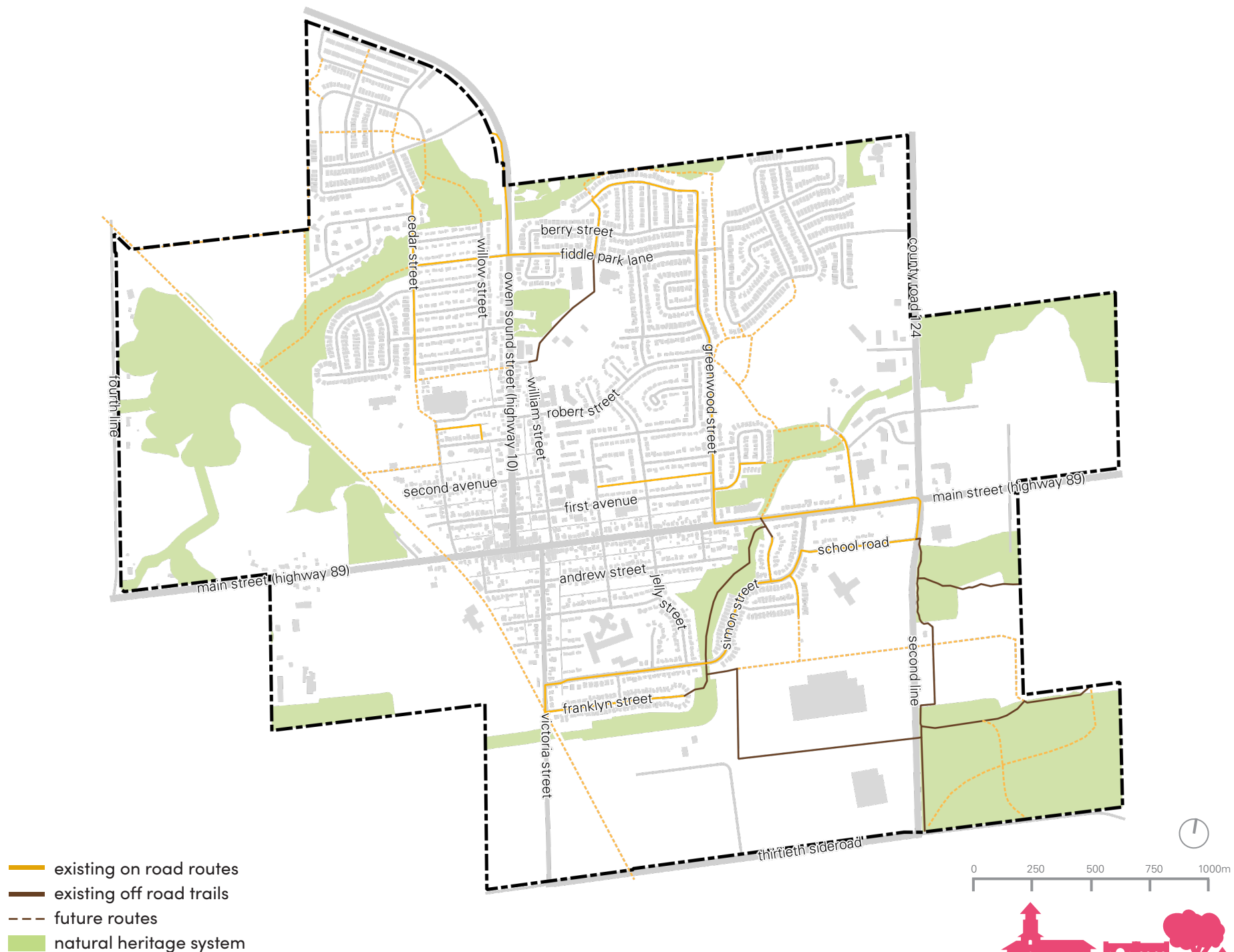
Active Transportation

The Town of Shelburne currently provides two types of active transportation facilities for walking and cycling: Off-Road Trails and On-Road Routes.

— Off-Road Trails are located within and between parks and provide connectivity to on-road routes. Specifically, they are provided in the Fairgrounds, in and around Greenwood Park, in Shelburne Meadows, in Franklyn Street Park and around the KTH Manufacturing Site, and in Fiddle Park.

— On-Road Routes are provided on few streets such as Greenwood St, Franklyn St, Simon St, School Rd, Robert St, Fourth Ave, Jane St, Cedar St, Colonel Philips Dr, and Susan St/Fiddle Park Ln.









SECTION 3

COMPREHENSIVE REVIEW & ASSESSMENT

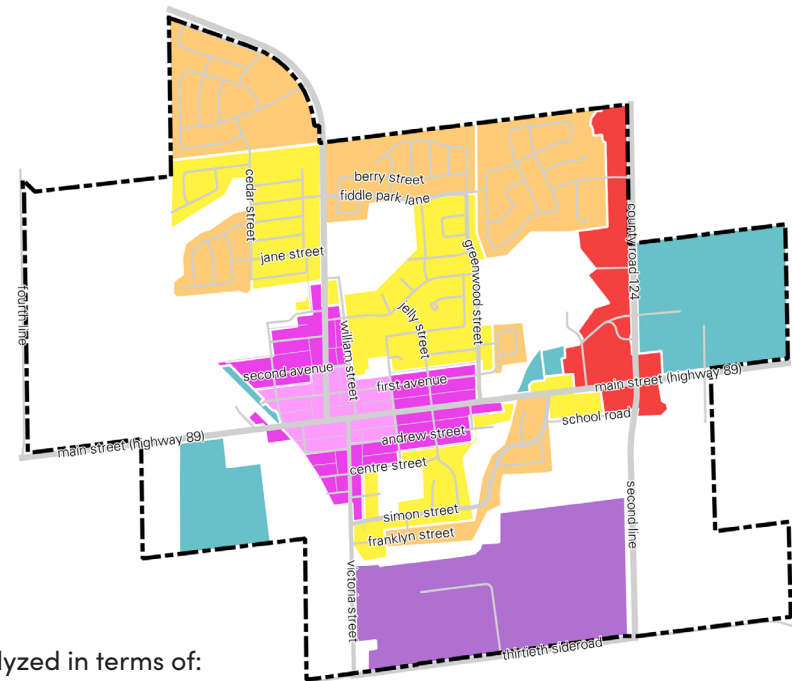


SECTION 3 COMPREHENSIVE REVIEW & ASSESSMENT

For the purpose of the Shelburne CIP, a Comprehensive Review and Assessment was undertaken to define the study area as a whole through an understanding of its component areas. It is based on desktop analyses, and an on-site visual assessment.

Accordingly, based on existing predominant land uses; prevailing area-specific and typology-specific built form conditions; and the recognizable physical qualities of the public realm; the following seven (7) character areas were identified:

-  downtown
-  pre - 1955 residential
-  1955 - 2000 residential
-  2000 - now residential
-  proposed development
-  east commercial corridor
-  employment



Each area is defined as distinct with characteristics alike, and is further analyzed in terms of:

- Private Realm
 - Built Form
- Public Realm
 - Block Structure and Lot Pattern
 - Connectivity
 - Right-of-Ways
 - Public Open Spaces



3.1 Downtown

Private Realm

Built Form

The built form in Downtown Shelburne consists mostly of 1–3 storey buildings. The Shelburne Town Hall and various churches act as visual anchors to the Downtown. The followings are highlights of the built form in this character area:

- **Ground floor transparency:** Most have large windows with good visibility
- **Building character:** Good urban fabric
- **Façade treatment:** Strong built form edge mostly with brick and inconsistent fenestration
- **Signage:** Poor and inconsistent
- **Landscape:** Minimal with few planters



Public Realm

Block Structure and Lot Pattern

The block structure is framed by the two main arterial roads, namely Main St and Owen Sound St, local roads and municipal lanes. In addition, most properties/parcels are narrow, typical of a Downtown.

Connectivity

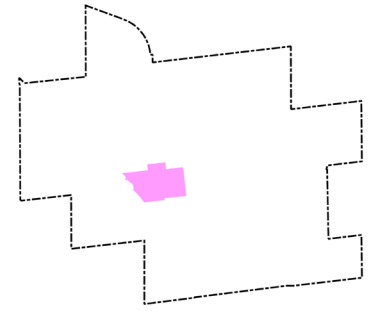
Connectivity prioritizes car traffic with two provincial highways running through its core. In terms of pedestrian connectivity, there are few intersections with traffic lights, but the area lacks midblock connections and there is partial obstruction on southern sidewalks due to light standard placement.

Right-of-Ways

Sidewalks are provided on both sides of arterial roads, First Ave and Victoria St, with the remaining streets with only sidewalks on one side of the road. Municipal lanes consist mostly of pavement and are used primarily for vehicular access. Arterial roads integrate trees, pedestrian facilities, and on street parking along the north side of Main St with some parking lots located off of the laneway. It is important to note that street trees are substantially lacking in the Downtown Core along Main St in comparison to the rest of Shelburne.

Public Open Spaces

Trees are provided throughout the Downtown Core, alongside wide sidewalks, planters, on-street parking, and street lighting. In addition, Jack Downey Park serves as the Downtown's urban park and provides shading, vegetation, and seating areas for the by-passers.





Town of Shelburne Town Hall



3-storey building in Downtown Shelburne



Jack Downey Park



Current state of Downtown buildings



Accessible ramp in Downtown



Seating in Downtown



3.2 Pre-1955 Residential Development

Private Realm

Built Form

The built form consists of 1-3 storey single-detached buildings, mostly designated mixed-use but either residential or commercial in usage. The followings are highlights of the built form in this character area:

- **Ground floor transparency:** NA
- **Building character:** NA
- **Façade treatment:** Varied but interesting
- **Signage:** NA
- **Landscape:** Healthy and lush vegetation including mature trees



Public Realm

Block Structure and Lot Pattern

The block structure is framed by Main St, local roads, and a network of municipal lanes.

Connectivity

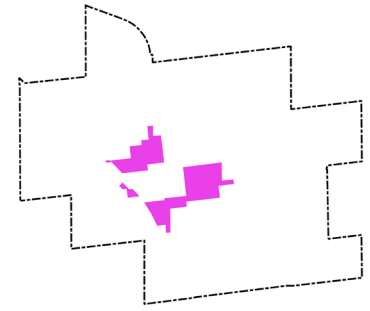
The road network is linear and provides appropriate access to the surrounding residential neighbourhood. However, the arterial roads are currently used for east-west and north-south car and truck traffic. In terms of pedestrian connectivity, there is one intersection with traffic lights at Main St and Greenwood St, one midblock connection at Owen Sound St and Fourth Ave that provides access to the schools located west of the corridor, and another midblock connection at Victoria St and Mill St.

Right-of-Ways

Sidewalks are provided on both sides of arterial roads with sidewalks on one side for collector and local roads. Generally, there is a landscaped buffer between the road and the sidewalks and most roads include one travel lane for each direction. Municipal lanes are designed for functional vehicular access. In terms of vegetation, the area incorporates larger street trees due to maturity of age and adequate soil volume. Main St has on-street parking spaces on the north side of the street.

Public Open Spaces

There is a trail entrance to the Shelburne Meadows and rear lots aligned with public open spaces.





Victoria Street



2-storey residential buildings



2-storey residential buildings



Varied lot setback



Sidewalks along Owen Sound St



3.3 1955-2000 Residential

Private Realm

Built Form

The built form consist of 1-3 storey low to high density residential buildings. These residential developments are located in close proximity to schools, alongside the Mel Lloyd Centre, which incorporates a range of healthcare services and provides housing for seniors. The followings are highlights of the built form in this character area:

- **Ground floor transparency:** NA
- **Building character:** NA
- **Façade treatment:** Varied but interesting
- **Signage:** NA
- **Landscape:** Healthy and lush vegetation including mature trees



Public Realm

Block Structure and Lot Pattern

The block structure is typical of suburban residential neighbourhoods with local roads framing the various residential subdivisions. The lots are of a typical suburban size and oriented towards the various local and collector roads.

Connectivity

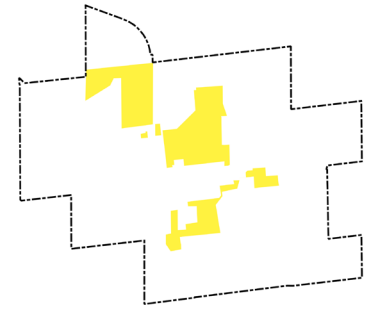
The road network is conducive to minimal traffic and only serves access to and from residents' houses. There is also a comprehensive system of trails that connects the various residential developments to open spaces and natural areas, elevating the connectivity of the overall Town. However, the current road network lacks midblock connections and does not provide many intersections for pedestrians.

Right-of-Ways

Sidewalks are mostly provided on one side of the road and there is a landscaped buffer between the road and the sidewalk. All roads include one travel lane for each direction. In terms of vegetation, older neighborhoods have healthy and mature vegetations; more recent neighborhoods have fewer mature trees due to constrained growing conditions. There are no pedestrian facilities other than sidewalks.

Public Open Spaces

There are various trails that connect the residential neighbourhoods to open spaces, which are plentiful and vary in size and function. Also, rear lots are aligned with public open spaces.





Apartment building



Townhouses in condominium arrangement



Townhouses in condominium arrangement



Street with sidewalk on one side



Small park in residential neighbourhood



Mature tree canopy



3.4 2000-now Residential

Private Realm

Built Form

The built form consists of 1-3 storey single and semi-detached residential units. The architecture is consistent, varies in color and material, but keeps a similar form. The followings are highlights of the built form in this character area:

- **Ground floor transparency:** NA
- **Building character:** NA
- **Façade treatment:** Consistent
- **Signage:** NA
- **Landscape:** Predominance of driveways minimizing greenery opportunities



Public Realm

Block Structure and Lot Pattern

The block structure is framed by arterial, collector, and local roads. The lots are of a typical suburban size and oriented towards the various residential roads.

Connectivity

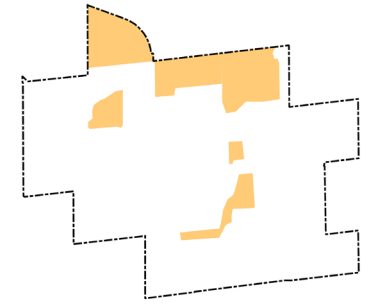
The road network is conducive to minimal traffic with a non-linear network and only serves access to and from residents' houses. As part of the Greenbrook Village, trails were constructed to connect residents to open spaces. However, the current road network lacks midblock connections and does not provide many intersections for pedestrians to cross.

Right-of-Ways

Sidewalks are generally provided on one side of the road and there is a landscaped buffer between the road and the sidewalk. All roads include one travel lane for each direction. In terms of vegetation, the area incorporates young trees with minimal soil volume. There are also no pedestrian facilities other than open spaces and sidewalks.

Public Open Spaces

New residential developments include open spaces. Also, the Greenbrook Village's trail system provides access to the Greenwood Park, which incorporates a wide range of sport facilities and amenities for residents.





Sidewalk condition in newer neighbourhood



Trail and play area close to new development



Sidewalk condition in older neighbourhood



Deep setback



Consistent architecture style



Stormwater management pond and trails



3.5 Future Residential Development

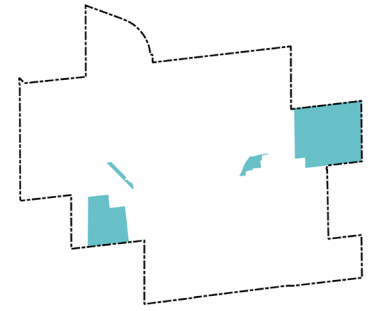
Private Realm

As explored under section 2.3.1 of this Report, future developments will provide a range of single-detached, semi-detached, and townhouse residential units. The developments will mostly be residential in character but will incorporate commercial/retail spaces alongside arterial roads.



Public Realm

Through the future developments, there will be improvements to the arterial roads as those roads are currently lacking active transportation infrastructure such as sidewalks. In addition, the proposed plans incorporate open spaces and trails.





Site under construction



Site under construction



Vision for Hyland Village



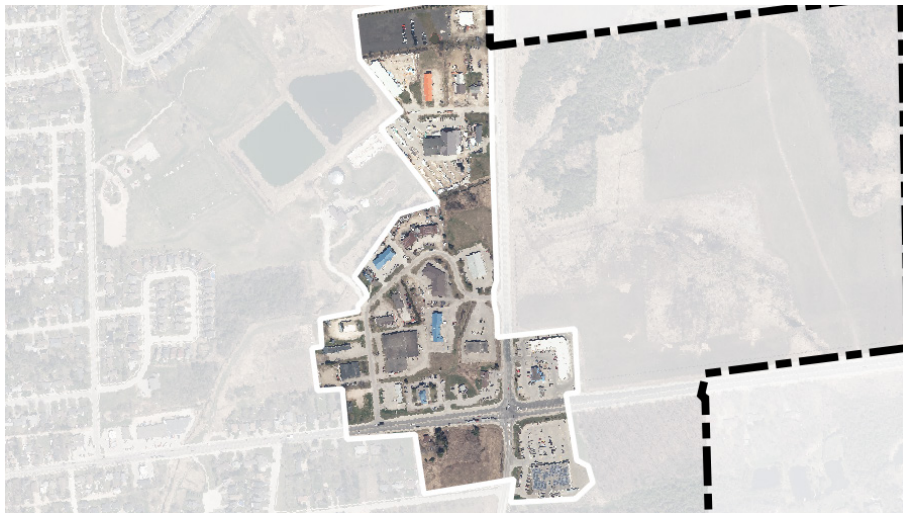
3.6 East Commercial Corridor

Private Realm

Built Form

The built form is typical of arterial commercial areas with 1-2 storey buildings alongside extensive parking spaces. Buildings differ in materiality, fenestration, and overall height, creating no visual consistency. The followings are highlights of the built form in this character area:

- **Ground floor transparency:** Poor visibility due to orientation of the buildings
- **Building character:** Low-rise built form with inconsistent character
- **Façade treatment:** Non-descriptive built form
- **Signage:** Poor and inconsistent
- **Landscape:** Dominated by parking with minimal greening opportunities



Public Realm

Block Structure and Lot Pattern

The block structure is framed by the two main arterial roads, namely Main St and County Rd 124/2nd Line. Moreover, the lots are large to accommodate parking for car users.

Connectivity

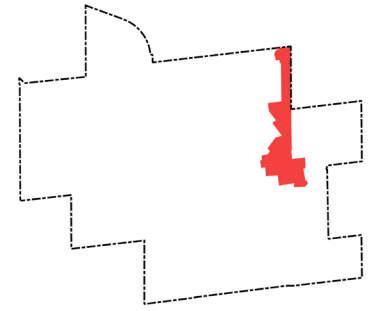
The Corridor prioritizes car traffic with two arterial roads for the various commercial and employment buildings. In terms of pedestrian connectivity, there is only one intersection with traffic lights and no midblock connections.

Right-of-Ways

In general, there is a lack of gateway feature and poor edge definition. Sidewalks are provided on both sides of Main St, west of County Rd 124 but is provided inconsistently on the remaining roads. Servicing roads consist mostly of pavement and lack pedestrian facilities and vegetation. Main St has two travel lanes in both directions, and County Rd 124 has one travel lane in both directions. There are no street trees along the arterial roads.

Public Open Spaces

There are currently no public realm facilities in the Corridor except for the Greenwood Park located in proximity.





Commercial Plaza



Commercial Plaza



Commercial stand-alone store



Commercial stand-alone store



Commercial stand-alone store



Auto stand-alone store



3.7 Employment

Private Realm

Built Form

The built form is typical of employment and industrial areas with a range of large low-scale offices, manufacturing centres, and warehouses. The followings are highlights of the built form in this character area:

- **Ground floor transparency:** NA
- **Building character:** NA
- **Façade treatment:** NA
- **Signage:** Discrete and low scale
- **Landscape:** Naturalized landscape buffer and screening parking from road



Public Realm

Block Structure and Lot Pattern

The block structure is framed by Victoria St on the west, County Rd 30 on the south, and County Rd 124 on the east. Private servicing roads are also provided on each property. The lot sizes vary from property to property.

Connectivity

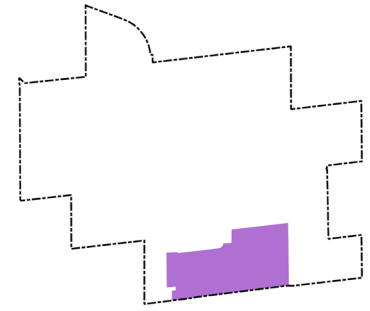
The connectivity in this character area is car and truck-oriented with the main focus being the servicing of the various sites.

Right-of-Ways

The streetscape does not incorporate sidewalks and there's one travel lane per direction. The vegetation found alongside the streets are provided as buffer with the employment uses and/or through overgrown vacant properties.

Public Open Spaces

A trail frames the KTH Manufacturing site and connects the KTH park to the Fiddle Park, both parks in proximity to this character area.





Minimal wayfinding



Sidewalk-less street



Site covered mostly with built form, pavement, and storage area







SECTION 4

FINANCIAL INCENTIVE PROGRAMS



SECTION 4 FINANCIAL INCENTIVE PROGRAMS

A Community Improvement Plan is the vehicle through which a municipality may provide financial incentives to the public and private sector to:

- promote improvements to the existing building stock and private properties; and/or,
- facilitate new development within the Community Improvement Area.

In this section, an overview of financial incentive programs and other sources of funding is provided to illustrate the range of programs that are available. The Shelburne Community Improvement Plan will incorporate programs that are appropriate for Shelburne's context and after an appropriate review, may contain some or all of the following programs.

4.1 Promoting Improvements

Promoting improvements to the existing building stock and private properties can be achieved through the support of various financial incentive programs. In general, applications for these grant programs are considered subject to the availability of funding, as approved by Council. Also, program eligibility should be determined by Staff, in consultation with the Economic Development Committee. Grants approved under these programs would be provided to owners/business operators following the submission of the final invoices for the renovation work completed, indicating that the suppliers/contractors have been paid in full.

In terms of program requirements, applicants must be located within Shelburne. In addition, applicants must submit a program-specific form with a design concept appropriate for each program, respective of the Town's design guidelines. Business operators can have access to the programs if they can provide written consent to conduct the improvements from the owner of the property. Also, the subject property shall not be in a position of tax arrears. All taxes owing shall be paid or canceled, prior to the disbursement of any grant money.

Façade Improvement Grant Program

A Façade Improvement Grant Program promotes the sensitive redesign of existing building façades to enhance the existing image of the area. This program is intended to provide existing building owners/business operators with a financial incentive to improve the appearance of existing building façades. Eligibility for façade improvements include painting (including wall murals), restoring façade masonry and brickwork, restoring architectural features, replacing or repairing windows, improvement of the appearance of entrances, re-design of storefronts, installation of new signs (subject to sign by-law), installation or repair of canopies and awnings, install or repair exterior lighting, and additional façade improvements as approved by the Town.

Accessibility Improvement Grant Program

The Accessibility Improvement Grant Program promotes improved accessibility to existing buildings within Shelburne. Eligibility for accessibility improvements include minimizing curb cuts, articulated crosswalks clearly identifying pedestrian crossing, consistent paving of roads, barrier-free storefront access, ramps or the improvement of business access (eliminating stairs), rear lot parking, enhanced lighting in pedestrian walkways and additional accessibility improvements as approved by the Town.

Landscape Improvement Grant Program

The Landscape Improvement Grant Program promotes the establishment of enhanced landscaping to improve the existing image of the area. Eligibility for landscaping improvements include portable and permanent planters, reconstruction of pedestrian pathways and corridors, modification of existing open spaces, sustainable landscape initiatives, green streets initiatives and additional landscape improvements as approved by the Town.



Heritage Building Improvement Grant Program

The Heritage Building Improvement Grant Program provides existing building owners/building operators with a financial incentive to improve the appearance of existing heritage building façades. Eligibility for heritage building improvements includes general work that conserves or enhances designated attributes, conservation of significant exterior architectural features, recreation of documented historical features, exterior painting in documented historical colours, structural repairs, architectural and/or engineering services, introduction of elements to protect heritage features, historical landscaping projects and additional heritage improvements as approved by the Town.

4.2 Facilitating New Development

Facilitating new development within Shelburne can also be achieved through various financial incentive programs. In general, applications for these grant programs are considered subject to the availability of funding, as approved by Council.

In terms of program requirements, applicants must be located within Shelburne and must submit a program-specific form. The redevelopment must conform to the goals, objectives and policies of Shelburne's Official Plan and Community Improvement Plan, which may be required to be supported with a report. Also, the subject property shall not be in a position of tax arrears. All taxes owing shall be paid or canceled, prior to the disbursement of any grant money.

Planning and Development Fees Rebate Program

The Planning and Development Fees Rebate Program provides grants/rebates of various municipal development application fees to offset the cost of specific planning and development fees for qualifying redevelopment projects to stimulate new investment in Shelburne. The rebate applies to most municipal fees for planning and development applications (except for the building permit fee itself). The rebate of these fees would be paid to the property owner, regardless of who pays the fee. All property owners within Shelburne would be eligible for program participation, subject to program requirements. Payment of fees is usually required by the Town at the application stage for planning approval(s) and demolition permits. Upon final inspection of the completed and occupied project, a rebate is provided in an amount equal to all eligible fees collected from the property owner. This program does not apply to any performance or maintenance guarantees (i.e., letters of credit) posted by the proponent, required professional studies, or expenses, including deposits incurred by the applicant because of the Town's participation at the Ontario Municipal Board or Local Planning Appeal Tribunal (LPAT) proceedings.

Program-Specific Requirements

Fees paid for the following types of applications are typically eligible:

- Official Plan Amendment;
- Zoning By-law Amendment;
- Minor Variance;
- Site Plan Application;
- Demolition Permit; and/or
- Building Inspection Fee.



Residential Unit Development Grant Program

The Residential Unit Development Grant Program stimulates the development of new residential units. The grant should apply to any mixed use development that includes new residential dwelling units in a form that conforms to the policies of the Official Plan and implementing Zoning By-law. The grant is to be paid to the property owner, regardless of who develops the property. All property owners within Shelburne are to be eligible for program participation, subject to program requirements and the required payment of any/all application fees for planning approval(s) and/or demolition permits.

Program-Specific Requirements

Each residential dwelling unit must be new (did not exist prior to the adoption of the Community Improvement Plan), be a self-contained 'dwelling unit' under the definitions of the Zoning By-law and be part of a mixed use development.

Redevelopment Tax Rebate Program

The Redevelopment Tax Rebate Program provides a per-unit cash incentive for the development of new residential apartment units within Shelburne. It is intended to provide financial relief in the form of tax rebates to property owners who undertake redevelopment of their properties in Shelburne. This program mitigates the tax increase that results when a property is redeveloped with a higher value land use/project. However, this program would not exempt property owners from an increase/decrease in municipal taxes due to a general tax rate increase/decrease, or a change in assessment for any other reason.

In order to minimize cost and financial risk to the Town, this program can be structured as a "pay-as-you-go" program – where the property owner/developer first pays the total taxes owing annually, and then receives a grant from the Town based upon the incremental increase in taxes that results

from the redevelopment project. The Redevelopment Tax Rebate Program would commence on or after the date of approval of Shelburne's Community Improvement Plan, and should be available for a period of approximately ten (10) years. Grant applications should not be accepted after the identified time period, but grants that have been approved would continue to be paid out according to the details of each individual agreement.

As early as possible in the development approvals process, a property owner would register their intent to participate in the Redevelopment Tax Rebate Program by filing an application with the Town. The application would then be evaluated by a staff committee that would be responsible for evaluating and recommending applications for approval based on the program requirements specified in Shelburne's Community Improvement Plan.

All Redevelopment Tax Rebate Applications and implementing agreements must be approved by Council. Based on that approval, staff would then negotiate the required implementing agreements with the applicants. The implementing agreement would specify the terms of the tax rebate, such as the total amount of the rebate, the duration of rebate, the owner's obligations should the owner default on the Agreement, and any other requirements specified by the Town.

The Town would review the redevelopment proposal, suggest modifications, consult with the Property Assessment Office (as necessary regarding an estimated post-project revaluation) and determine an estimated rebate amount.

Program-Specific Requirements

- Any property owner wishing to be considered for a grant under this program must complete and submit a Redevelopment Tax Rebate Application Form to the Town prior to the commencement of any works and prior to application for building permit.



- The property shall be redeveloped such that the amount of work undertaken is sufficient enough to result in an increased revaluation by the Property Assessment Office and further, the total value of the tax rebate provided under this program shall not exceed the total value of work done under eligible program costs.
- Eligible program costs include the costs of:
 - Site preparation including construction/improvement of on-site public works;
 - Demolition; and,
 - Reconstruction.
- Actual costs for any or all of the eligible items may be subject to independent audit, at the expense of the property owner.
- All property owners participating in this program would be required to enter into a Redevelopment Agreement with the Town which would specify the terms of the tax rebate. All Redevelopment Tax Rebate Applications and implementing agreements must be approved by Town Council.

4.3 Other Sources of Revenues

Historically, the Provincial and Federal governments have provided financial assistance to municipalities for the purposes of implementing community improvement and/or infrastructure projects. Typically, this form of financial assistance came in the form of matching grants, where the government agency matched a municipal contribution, or where grants are awarded if matched by the municipality and the private sector in equal increments. The following are some relevant example programs that are, or have recently been offered:

Rural Economic Development (RED)

The Rural Economic Development (RED) program assists with the costs of projects that benefit rural Ontario. In today's economic climate, municipalities can no longer rely on their traditional strengths and advantages to stay competitive in the global market. Communities that succeed in the new economy are those that can attract and retain creative individuals-innovators in technological, cultural and social enterprises. As a province, there is a shared common goal: to create and retain jobs, to revitalize communities, and to train and develop the skills of the workforce. The priorities of the RED program are:

- support the food processing sector;
- community revitalization; and,
- improve access to skills training and enhancement.

The Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) is not currently accepting applications to the Rural Economic Development Program but was accepting applications from July 30, 2018 to September 28, 2018. There has been a strong demand for its continuation, reflecting the benefits of this initiative for the food and agriculture sectors, rural economies and Ontario families.

Business Retention and Expansion Program (BR+E)

OMAFRA also supports local businesses through its Business Retention and Expansion (BR+E) Program that builds locally-based strategies to support businesses, retain and create new jobs, and grow opportunities in Ontario's rural communities. Program happens in four stages and takes approximately two years to complete (www.ontario.ca/page/business-retention-and-expansion-program).



BR+E is a fourteen-step program that provides a structured approach to assist communities with:

- building relationships with existing business;
- building relationships with key organizations;
- addressing urgent business issues;
- retaining businesses and jobs, and supporting business expansions; and,
- developing and implementing effective business, economic and community development strategies.

OMAFRA's regional teams support the implementation of BR+E projects in Ontario's rural communities and they may also help with securing funding assistance through the RED program.

Ontario Trillium Foundation

The Ontario Trillium Foundation may also be an option, but it has a broad reach. One sector this program focuses on is Arts, Culture, and Heritage and aims to:

- preserve, promote and celebrate diverse cultures and heritages;
- broaden participation and engagement in arts and culture;
- foster and strengthen the capacity, vibrancy and growth of the artistic and cultural community; and,
- leverage the power of the arts for positive social change, community building or economic impact.

Southwestern Ontario Development Fund (SWODF)

The Southwestern Ontario Development Fund (SWODF) provides financial assistance and incentives to promote regional economic development. Municipalities may access funding through the Regional Stream, which provides up to 50% of the cost of economic development initiatives. Applications for funding are available for the following projects:

- business attraction that attract investment and/or job creation and retention;
- implementation of priorities identified in planning processes that impact the region (e.g. local/regional strategic plans, completed business cases); and,
- implementation of provincial priorities within the region (e.g. new forms of innovation, participating in provincially led economic development initiatives).

In addition, projects need to:

- Invest more than \$100,000;
- Have private sector support; and,
- Be used for activities that are new to the organization.

Applications are available online and applicants are encouraged to pre-consult with SWODF staff to confirm their eligibility. Notably, if a municipality has been approved for a project under SWODF, it must have successfully completed that project before a subsequent project will be considered. In addition, a municipality cannot have more than two projects funded within a four-year period.



Provincial Gas Tax Revenue

Provincial gas tax revenue is a potential revenue source that the Town of Shelburne may be eligible for if the Town invests in a transit service. Gas tax funds are dedicated to transit and cannot be used for any other purpose. Unless otherwise approved by MTO, gas tax revenues are only provided to support municipal public transportation expenditures above a municipality's baseline spending and not to reduce or replace current levels of municipal public transportation funding. The funding allocation that the participating municipalities receive depends on the total funding envelope available, their transit ridership and the municipal population. To calculate potential gas tax dollars that may be available for a municipality, 70 percent of the funding formula is based on the transit system's ridership compared to the provincial total. The remaining 30 percent is based on the population of the municipality relative to the provincial total (of all participating municipalities) as estimated by the Ministry of Finance through the Census. This formula provides an incentive for ridership growth and provides more support for growing municipalities. For new recipients such as Shelburne, gas tax funding is based solely on the population served in the first year; transit ridership level is then considered for year two and all subsequent years.

Municipal Financial Tools

In terms of working with the financial tools that are available at the municipal level, the Community Improvement Plan may be implemented by any number of, or combination of the following sources:

- funds allocated in the Town's budget, or dedicated reserves;
- implementation of a Special Community Improvement Areas tax levy;
- funds generated from the sale of Town-owned lands;
- donations, gifts, bequests from individuals, corporations or service clubs;
- funds generated through Section 40 of the Planning Act (cash-in-lieu of parking);
- funds generated through Section 42 of the Planning Act (cash-in-lieu of parkland);
- funds generated through use of the Town-owned facilities themselves (parking charges, for example); and/or,
- collaboration with the Shelburne Business Improvement Association.

In terms of collaborating with the Shelburne BIA, there are recent examples where agreements were put in place where the municipality up-fronts the costs for improvements, and the BIA agrees to repay all or some component of that cost through the Community Improvement Areas tax levy. This approach is popular because it shares the costs of the improvements between the municipality and those who stand to benefit the most from the improvements. In some instances, the municipality covers the up-front cost, and the BIA repays the entire amount, plus interest over a set timeframe.







Small Town Family Dent
Dr. M. Gewarges

125
Main Street West
Dr. M. Gewarges
DENTIST



SECTION 5

CASE STUDIES



SECTION 5 CASE STUDIES

The Case Studies Section profiles five communities in Ontario – Orangeville, Hanover, St. Marys, Huntsville, and Georgina – and highlights their community improvement plans or programs, as well as lessons learned, to assist with shaping the Town of Shelburne CIP.



5.1 Orangeville

The Town of Orangeville is located in Dufferin County and has a population of approximately 30,000. The Town's recent population growth is the result of its role as a bedroom community for the Greater Toronto Area. The growth has been in the form of suburban development with businesses, and large format retail, locating outside of the historic Downtown, to support the service needs of the additional population.

In 1976, the Orangeville Business Improvement Area (BIA) was created in an effort to build a stronger business area which can effectively compete with more suburban locations. The BIA represents over 230 businesses and undertakes a number of initiatives, including beautification, improvements and upgrades, promotion, events and marketing, advocacy, and strategic planning. Orangeville established its Central Business District in 1995 to help focus revitalization efforts.



PLAN

Orangeville has yet to prepare community improvement plans but has designated three areas as community improvement areas in its Official Plan (2013). In addition, the Town has established a series of programs and by-laws to revitalize its Central Business District and heritage properties, including the Downtown Heritage District Façade Assistance Program in 2015.

The Town has also put in place three by-laws that have helped revitalize Downtown Orangeville:

1. Boulevard Café, By-law 41-2003;
2. Heritage Conservation District, By-law 22-2002; and,
3. Guidelines for Signage on Heritage Properties, By-law 42-2006.

PROGRAMS

Downtown Heritage District Façade Assistance Program

This grant is applicable to all non-residential and mixed-use buildings within the Central Business District and covers 50% of the total cost of renovating a building's façade, up to a maximum of \$10,000 per property. The renovation project must cost a minimum of \$2,000. The grant is approved and managed by the Downtown Heritage District Façade Improvement Committee and before applying for the grant, the applicant must submit a detailed proposal and at least two cost estimates. The Town allocates \$30,000 every year for this program in its operating budget.

Boulevard Café

The Town of Orangeville passed By-law 41-2003 to permit outdoor cafés on the Municipal Boulevard of Broadway. This by-law permits eating establishments, restaurants or food stores, to extend their services partially or entirely onto the sidewalk. However, there must be a minimum 1.5 metre wide space available for pedestrian traffic.

Heritage Conservation District

A portion of the Central Business District is designated as a Heritage Conservation District, which provides a policy framework to protect heritage resources in the district. The Heritage Conservation District was designated in 2002 and is protected under Bylaw 22-2002 and the Ontario Heritage Act.

Guidelines for Signage on Heritage Properties

The Town of Orangeville passed a sign by-law in 2006, By-law 42-2006, which provides "for the development of signage which is consistent with the 19th century architecture which exists within downtown Orangeville". The by-law was accompanied with guidelines that provide direction as to the placement, design, and lighting of signage.

BROCHURE

A brochure was prepared for property owners planning to renovate their building's façade, titled "Take a Good Look – Maintaining, Restoring and Constructing Building Facades in Orangeville's Central Business District". The brochure was developed by the Town of Orangeville, the Business Improvement Area Board, and the Local Architectural Conservation Advisory Committee, and provides an overview of the key components of a facade, namely the base panel, display windows, storefront entries and floors, storefront doors, awnings, signs, storefront cornice, middle façade, windows, roof cornice, quoins, and pilasters. The brochure provides further direction as to the steps for the improvement of a façade and includes the following:

1. The Evaluation
2. Inquiries
3. Setting Priorities
4. Design Plan – Redesign, Restoration & Renovation
5. Costs and Feasibility
6. Final Concept



7. Hiring a Contractor and Tradespeople
8. Permits

The brochure also provides some high level design guidelines for the renovation of existing buildings or the construction of new buildings:

1. New infill should fit its immediate context
2. New infill should generally be the same height and width as its neighbours
3. New infill should have setbacks similar to its neighbours
4. Maintain proportions of windows and entrances
5. Use similar or fitting materials and colours

The brochure provides a checklist for what constitutes good signage:

1. Avoid clutter
2. Choose a clear, easily read typeface
3. Limit your choice to two or three colours that complement your building
4. Express your message clearly and briefly
5. In designing and placing your sign, target a specific audience
6. Signs on buildings should complement, not obscure, the architectural features
7. Indirect lighting is the most effective for heritage buildings
8. Back lit fluorescent signs are not permitted

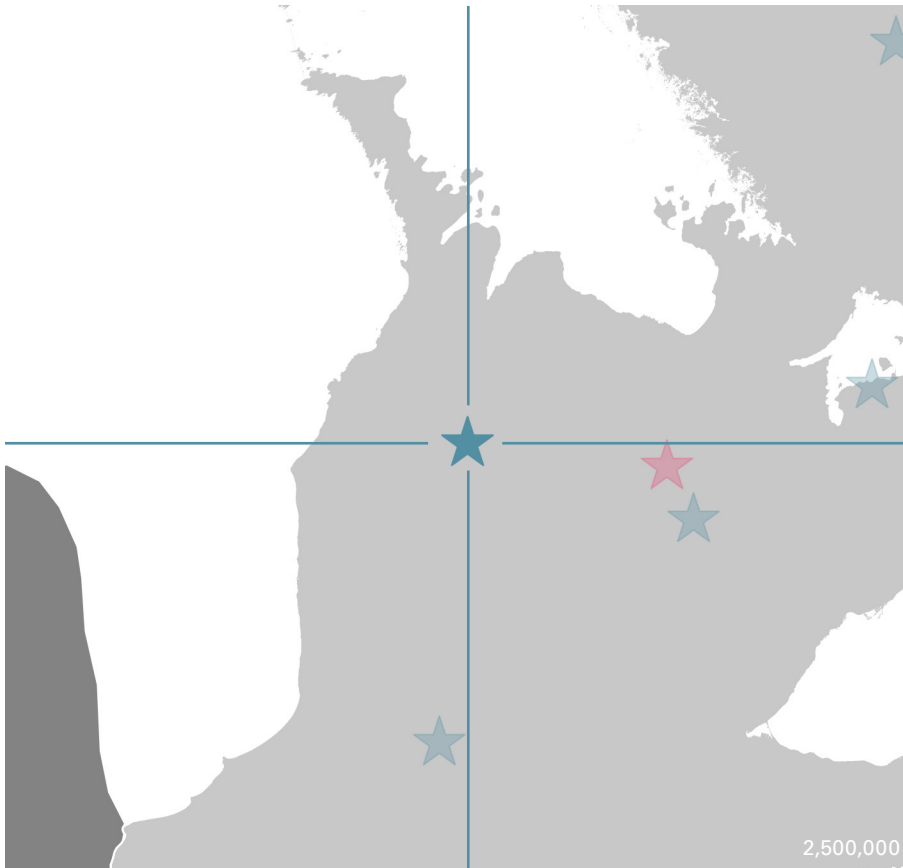




5.2 Hanover

The Town of Hanover is located in southwestern Grey County and has a population of approximately 7,650. The Hanover Downtown Improvement Area was established in 1977 to promote and make physical improvements in the downtown core and is funded through a tax levy. The Town completed a Community Improvement Plan (CIP) in 2012 and a vision and guiding principles for the downtown were developed as part of the study process.

The key challenges addressed through the CIP were centred on creating a critical mass of retail activity and making the historical main street more attractive to patrons by addressing the visible decline of buildings, heritage resources and public spaces, as well as high levels of truck traffic along the street. The CIP is managed by the Downtown Revitalization Implementation Committee, comprised of community members, council representatives and staff.



PLAN

The CIP features design guidelines, evaluation and monitoring programs, financial incentives, quick wins and short-term priorities to assist the Town with downtown revitalization.

Plan Structure

The Plan is structured with the following key sections:

1. Introduction
 - 1.1. Purpose of the Community Improvement Plan
 - 1.2. Study Area
 - 1.3. Study Approach and Process
 - 1.4. Building a Case for Ensuring the Success of Downtown
 - 1.5. Existing Context
 - 1.6. Key Assets to Leverage and Challenges to Overcome
2. The Plan
 - 2.1. Hanover Vision
 - 2.2. Guiding Principles
 - 2.3. Design Framework
 - 2.4. Cross Sections
 - 2.5. Design Guidelines
3. Action Plan / Implementation
 - 3.1. Formula for Success
 - 3.2. The Philosophy of Change
 - 3.3. Seven Key Recommendations
 - 3.4. Recommendations Checklist
 - 3.5. Quick Wins and Short-Term Priorities

PROGRAMS

The initial Hanover CIP incorporated the following financial incentive programs:

- Façade Improvement Grant Program, now called Façade Incentive Program (FIP)
- Accessibility Improvement Grant Program
- Landscape Improvement Grant Program
- Planning and Development Fees Rebate Program
- Residential Unit Development Grant Program

The FIP is currently undergoing its fifth iteration. Over the years, the program has “*had a total investment of \$215,389 [...] resulting in \$755,022 in improvements to downtown properties*”, representing a 3:1 private to public investment. The program has helped revitalize the downtown through upgraded façades, streetscape improvements, mural projects, parkettes, and free parking signage. The program now covers public art.

In the 2018 Municipal Budget, the Town allocated \$57,094 for the operating budget of the Downtown Improvement Area (DIA) with \$45,313 to be raised by means of taxation on properties located in the DIA (total assessment: \$19,146,504), which have a special property tax.

DOWNTOWN STREETScape PLAN

In 2015, the Town completed a Downtown Streetscape Plan, which “illustrates the various types and locations of street enhancing treatments” for different precincts along the main street. The Plan recommends enhanced treatment to the streetscape alongside the main street to create a seamless network of gateways, sidewalks, and traffic lanes with extensive vegetation, benches, pavement, and lighting.



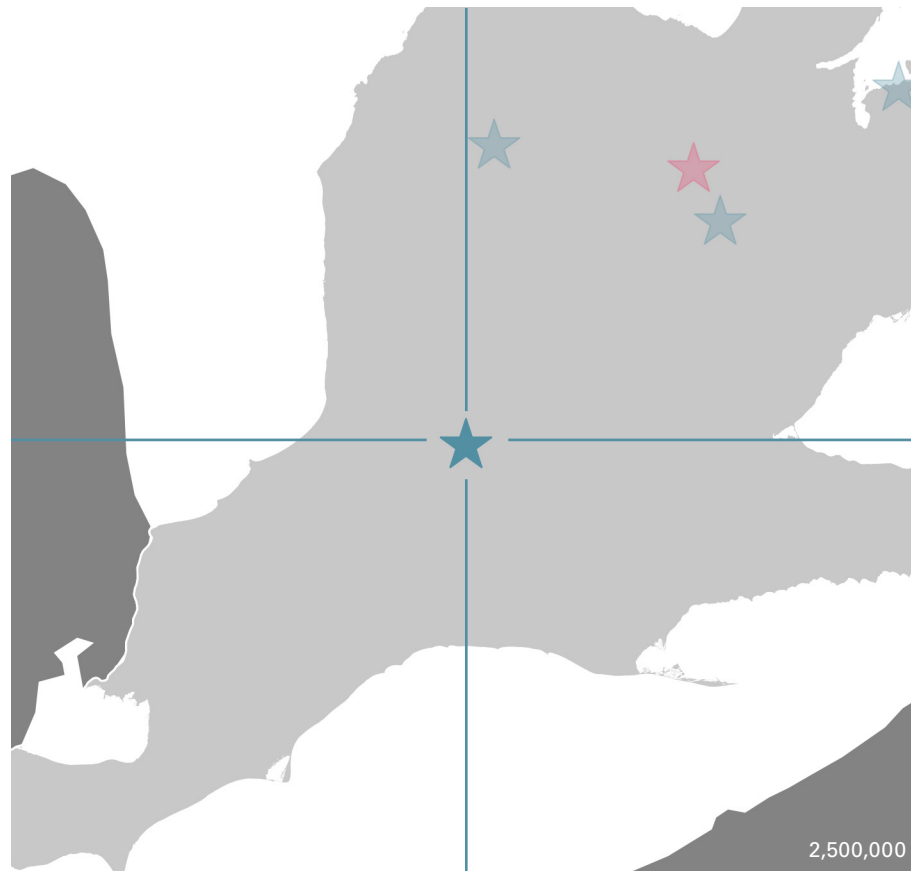




5.3 St-Marys

The Town of St. Marys is located in southwestern Ontario, to the southwest of Stratford, and has a population of approximately 7,000. Due to the abundance of limestone in the surrounding area, St. Marys' downtown and historic areas are characterized by limestone architecture and the town is nicknamed 'the Stonetown'.

In an effort to revitalize the central district of the Town, a Business Improvement Area was established in 1979, today known as the St. Marys Downtown Business Association. The BIA area also significantly overlaps with a Heritage Conservation District.



PLAN

St. Marys currently has two Community Improvement Plans (CIPs) in place. The first is the CIP-Façade Improvement Program, which is intended to preserve and improve the building heritage through grants to owners and tenants undertaking eligible improvements. This CIP applies to the downtown core area. The second is the CIP-Economic Prosperity, which is intended to encourage job creation, business retention and business expansion in the industrial, commercial and retail sectors through grant programs utilizing tax increment equivalent grant incentives. This CIP applies to the entire Town.

Plan Structure

1. Façade Improvement Program – the Plan is structured as follows:

1. Introduction
2. Area of Application
3. Section 28 – Ontario Planning Act
4. Provincial Policy Statement
5. Town of St. Marys Official Plan
6. St. Marys Downtown/Community Economic Revitalization Strategy
7. Community Improvement Plan
 - 7.1. Area of Applicability
 - 7.2. Goals & Objectives
 - 7.3. Plan Parameters
8. Plan Implementation
9. Amendments to the Plan

2. Economic Prosperity – the Plan is structured as follows:

1. Introduction
 - 1.1. Purpose
 - 1.2. Authority
 - 1.3. Ontario Planning Act
 - 1.4. Provincial Policy Statement
2. Municipal Policy Framework
 - 2.1. Town of St Marys Official Plan
 - 2.1.1. Economic Development
 - 2.2. Community Based Strategic Plan
 - 2.2.1. Community Survey Results
 - 2.2.2. Industry Analysis
 - 2.2.3. Sustainable Growth
3. Community Improvement Plan Framework
 - 3.1. Area of Applicability
 - 3.2. Goals and Objectives
 - 3.3. General Definitions
 - 3.4. Plan Parameters
 - 3.4.1. Eligibility Criteria
 - 3.5. Grant Administration
 - 3.6. Role of the Chief Building Officer (CBO) or Designate
4. Financial Incentive Programs
 - 4.1. Financial Incentive Goals
 - 4.2. Business Investment Grant Program
 - 4.3. Business Revitalization/Expansion Grant Program
 - 4.4. Plan Implementation
5. Plan Monitoring



PROGRAMS

The following programs are included in St. Marys CIPs:

- Business Investment Grant Program: a grant for a percentage of the tax increase generated by the eligible development, redevelopment, rehabilitation, or construction of a building or property, to a maximum of \$15,000. Greenfield development is not eligible.
- Business Revitalization/Expansion Grant Program: a grant for a percentage of the tax increase generated by the eligible redevelopment or rehabilitation of an existing building or property to a maximum of \$15,000, applicable only to existing eligible local businesses.
- Façade Improvement Program (See Section 3.0)
- In addition to the CIP-related programs, the Town also provides the following two programs for heritage properties:
- Heritage Property Tax Rebate Program: This program aims at providing support to owners of heritage designated properties located within the Heritage Conservation District. The program provides a rebate for either 20% of the taxes for municipal and school purposes levied on the property assessed in the commercial class or a portion of the approved renovation cost equaling 40% of the taxes for municipal and school purposes levied on the property assessed in the residential, commercial or multi-residential classes
- Heritage Property Grant Program: This program aims at providing support to owners of heritage designated properties located within the Central Commercial District. Specifically, the program “provides a grant of up to 50% of the lowest estimate or up to 50% of the actual cost (whichever is the lesser) of eligible heritage conservation work, to a maximum municipal contribution of up to \$2,500 for eligible façade painting or a maximum up to \$7,500 for eligible work to architectural elements, subject to available funding”.

The budget allocated for both heritage and façade improvement programs have increased from \$40,000 to \$60,000 in 2018.

The Town also recently undertook the reconstruction of Queen Street, the main downtown retail street, for comprehensive infrastructure rehabilitation. To continue to promote the viability of the downtown, the Town also included important accessibility improvements for sidewalks and storefronts, added accessible pedestrian signals at all intersections, added event power for downtown festivals, included boulevard improvements delineating the Heritage Conservation District and installed services for future streetscaping features. In undertaking this major improvement project, it was determined that a proactive approach to preplanning was critical, as well as ongoing and collaborative coordination with the BIA and providing more flexible regulations to mitigate construction impacts.

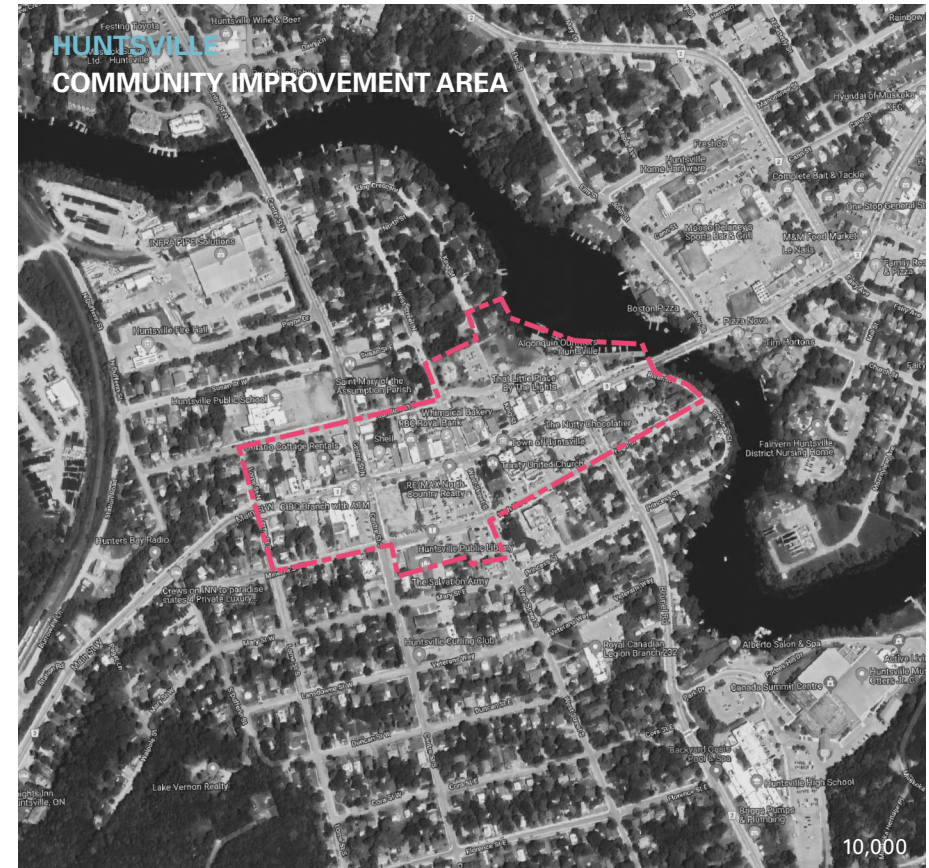




5.4 Huntsville

Positioned as the gateway to Algonquin Provincial Park, the Town of Huntsville is the largest municipality in the District of Muskoka and has a population of approximately 20,000. Huntsville has a significant service economy as a result of the influx of tourists and seasonal residential during the summer months.

To support its Downtown, Huntsville has established a Business Improvement Area with almost 200 members, and undertakes a variety of streetscape improvements, beautification efforts, marketing and promotions and community events. The Town of Huntsville completed a Community Improvement Plan (CIP) for its Downtown in 2010. The framework for the Plan was developed during a three-day workshop in Huntsville.



PLAN

The Community Improvement Plan includes a vision, design guidelines, demonstration plans for key sites, an implementation strategy, a description of funding programs and revisions to planning policy. The Plan received broad-based community support and unanimous Council approval.

Plan Structure

The Plan was structured with the following key sections:

1. Introduction
 - 1.1. Purpose of the Community Improvement Plan
 - 1.2. Consultation Process
 - 1.3. Background Documents
2. Existing Context
 - 2.1. Context
 - 2.2. Planning Framework
 - 2.3. Streets and Parking
 - 2.4. Parks, Community Facilities and Heritage
3. Guiding Principles
 - 3.1. Character Areas and Streets
4. Urban Design Framework
 - 4.1. Urban Design Structure
 - 4.2. Streetscape
 - 4.3. Focus Areas Design Strategies
5. General Façade Guidelines
 - 5.1. Materials
 - 5.2. Colours and Painting
 - 5.3. Cornices
 - 5.4. Signage and Awnings

6. General Urban Design Guidelines
 - 6.1. Orientation and Placement
 - 6.2. Building Height
 - 6.3. Heritage Integration
 - 6.4. Corner Sites and Terminus Treatment
 - 6.5. Grade Level Design
 - 6.6. Sidewalk Cafes
 - 6.7. Pedestrian Mid-Block Connections
 - 6.8. Surface Parking Areas
 - 6.9. Above Grade Parking Facilities
 - 6.10. Loading and Servicing Areas
 - 6.11. Sustainable Design
7. Implementation
 - 7.1. Priority Actions
 - 7.2. Community Improvement Plan Programs

PROGRAMS

The Huntsville CIP incorporates the following financial incentive programs:

- **Tax Increment–Equivalent Grant Program:** This program aims to provide a grant that equals the increase in property tax due to the undertaking of a specific project (development, redevelopment, construction, reconstruction, and/or rehabilitation)
- **Development Charge Grant Program:** This program aims to provide a grant that equals the development charges related to a specific project (development, redevelopment, construction, reconstruction, and/or rehabilitation)
- **Application and Permit Fee Grant Program:** This program aims to provide a grant that equals the application and development fees related to a specific project (development, redevelopment, construction, reconstruction, and/or rehabilitation)



- **Cash in Lieu of Parkland Grant:** This program aims to provide a grant that equals the cost of cash in lieu of parkland charges related to a specific project (development, redevelopment, construction, reconstruction, and/or rehabilitation).

In order to be eligible for the financial incentive programs, the applicant must satisfy certain criteria, with each representing a percentage of the total grant:

- Green Building
 - Alternate Energy/Beyond Building Code
 - Low Impact Development (Drainage)
 - Recycling Materials / Local Materials
- Underground Parking
- Active Transportation
 - Indoor and Outdoor Bike Parking
 - Shower and Changing Facilities
 - Bus Stop Enclosure
 - Streetscaping
 - Mid Block Connection
 - Bicycle or Car Coop
- Public Art
- Affordable Housing
 - 25% of units less than 60m2
- Buildings Facing Rivermill Park
- Landmark Buildings

BROCHURE

In support of the CIP, the Town of Huntsville prepared a brochure, which outlines the goal of the CIP, as well as the CIP's boundaries and its financial incentive programs.



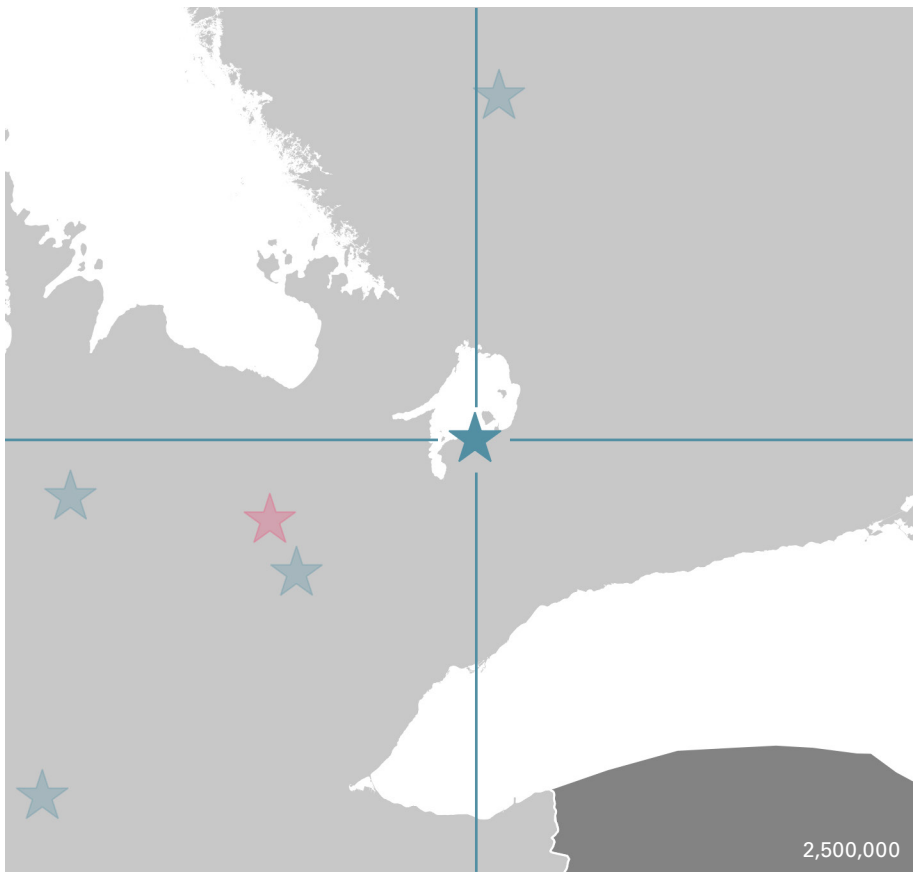




5.5 Georgina

The Town of Georgina is located on the south east shore of Lake Simcoe. Among a number of small lakefront and rural communities, the Town has three larger communities, consisting of Keswick, Sutton/Jackson's Point and

Pefferlaw, with Keswick representing more than half of the Town's population of approximately 45,000.



PLAN

The Georgina CIPs for the Keswick, Sutton and Jackson's Point Areas incorporated a collaborative planning process that identified public realm improvement priorities and programs that provide financial incentives to the private sector. The research and analysis conducted for the Community Improvement Plans provides the Town, local residents, and key stakeholders with an understanding of the financial, social, physical, and environmental implications of different incentive programs available to the Town.

Plan Structure

The Plan is structured with the following key sections:

1. Introduction
 - 1.1. Purpose of the Georgina Community Improvement Plan
 - 1.2. Study Areas
 - 1.2.1. Uptown Keswick
 - 1.2.2. Downtown Sutton
 - 1.2.3. Downtown Jackson's Point
 - 1.3. Community Improvement Planning Framework
 - 1.4. Consultation Process
2. Local Context
 - 2.1. Building a Case for Ensuring the Success of these Downtowns
 - 2.2. Existing Conditions
 - 2.2.1. Land Use
 - 2.2.2. Roads
 - 2.2.3. Parking Supply
3. The Plan
 - 3.1. Uptown Keswick
 - 3.1.1. Key Assets/Challenges
 - 3.1.2. Vision
 - 3.1.3. Guiding Principles
 - 3.1.4. Design Framework for the Public Realm
 - 3.1.5. Cross Section
 - 3.1.6. Design Guidelines for Private Sector Development
 - 3.2. Downtown Sutton
 - 3.2.1. Key Assets/Challenges
 - 3.2.2. Vision
 - 3.2.3. Guiding Principles
 - 3.2.4. Design Framework for the Public Realm
 - 3.2.5. Cross Section
 - 3.2.6. Design Guidelines for Private Sector Development
 - 3.3. Downtown Jackson's Point
 - 3.3.1. Key Assets/Challenges
 - 3.3.2. Vision
 - 3.3.3. Guiding Principles
 - 3.3.4. Design Framework for the Public Realm
 - 3.3.5. Cross Section
 - 3.3.6. Design Guidelines for Private Sector Development
4. Implementation Strategy
 - 4.1. Formula for Success
 - 4.2. The Philosophy of Change
 - 4.3. Key Recommendations
 - 4.4. Quick Wins and Short-Term Priorities
5. Phasing and Costs
 - 5.1. Appendix 1 – Phasing and Costs



PROGRAMS

The Georgina CIP incorporates the following programs (described in further detail in Section 3.0):

- Façade Improvement Grant Program
- Accessibility Improvement Grant Program
- Heritage Building Improvement Grant Program
- Landscape Improvement Grant Program
- Planning and Development Fees Rebate Program
- Redevelopment Tax Rebate Program
- Residential Unit Development Grant Program

Since the initiation of the Georgina CIP, a total of 13 businesses have received grant funding to support façade and landscaping enhancements, leveraging over \$275,000 of private investment in the community improvement areas. In the 2018 Municipal Budget, the Town allocated \$40,000 for Economic Development Grants and \$34,200 in the Community Improvement Funds.

Currently, the Town of Georgina provides the following three economic development programs:

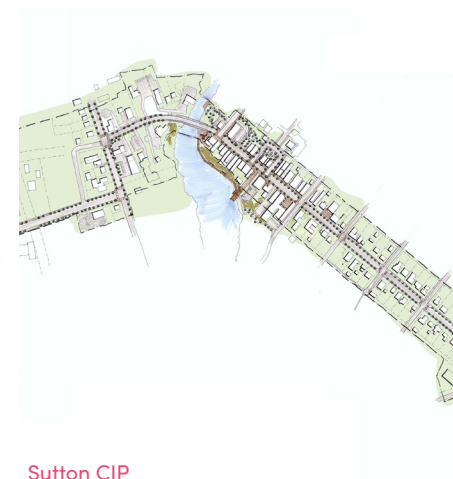
- Community Improvement Plan Programs (listed above)
- Development Application Fee Rebate Program
- Economic Development and Community Building Grant Program: This program was not initially integrated as part of the CIP and aims to financially support events, festivals and other programs that enhance the “identity of the historic downtown business areas, contribute to an increased awareness of opportunities within Georgina, and promote community betterment and create an economic impact for the area in which the event is located.”

BROCHURE

The Georgina CIPs were accompanied by a promotional brochure that highlighted the CIPs, looking at the intent of a CIP, available financial incentive programs, the application process and the vision laid out for each community improvement area.



Keswick CIP



Sutton CIP



Jackson Point CIP





Jackson Point CIP Structure Plan



Keswick CIP Structure Plan



Sutton CIP Structure Plan



