



BACKGROUND REPORT

for shelburne community improvement plan



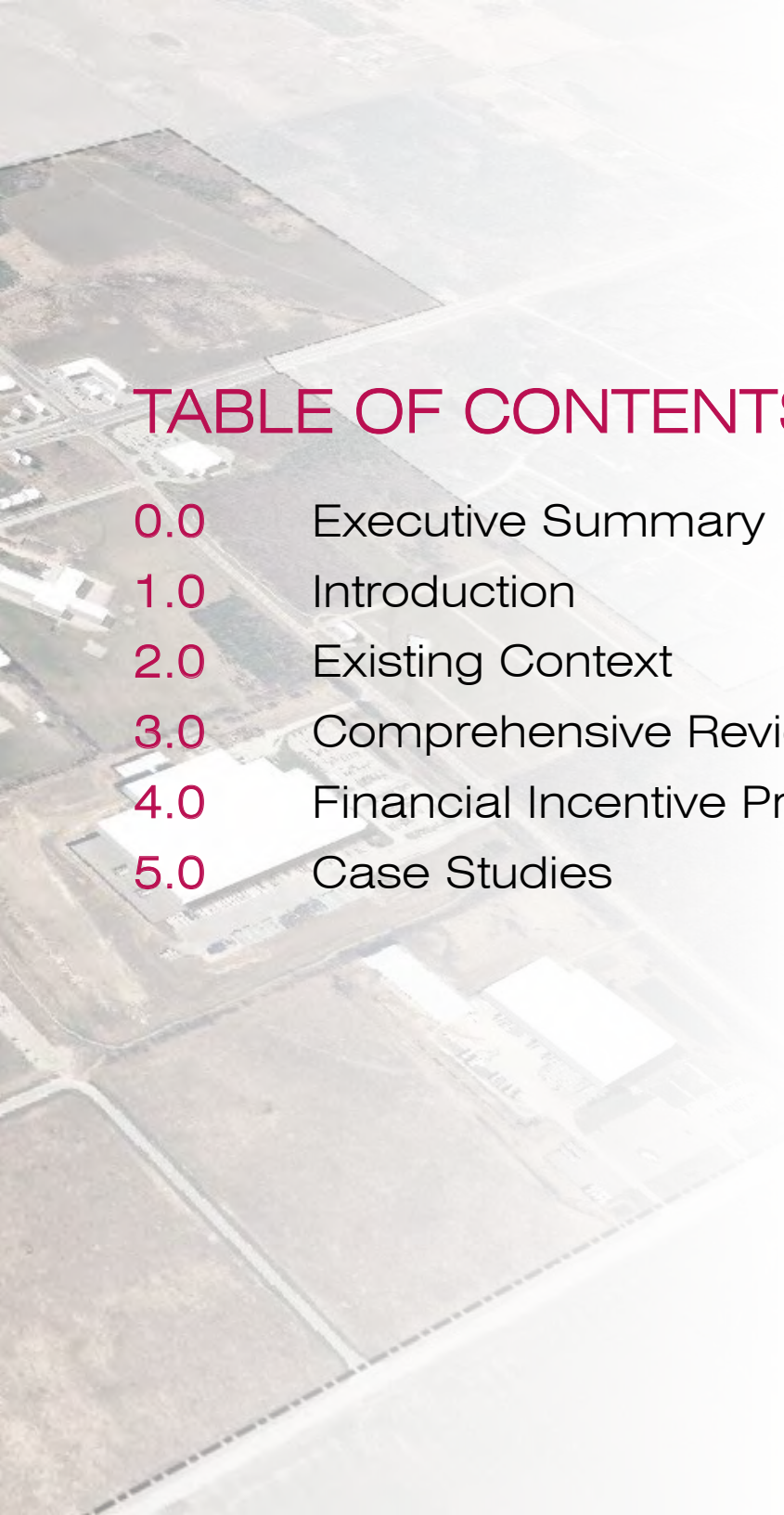


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SECTION 0

EXECUTIVE SUMMARY



SECTION 0 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.

0.1 EXISTING CONTEXT

Policy Review

The Town of Shelburne's Community Improvement Plan (CIP) works within a comprehensive Provincial, Regional, and Municipal policy framework. With a population that is rapidly growing, the Town of Shelburne prioritizes improvement to community infrastructures 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 five 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).



0.2 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.



0.3 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.

0.4 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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SHELBURNE



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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The Mortgage Centre

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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 (2017)

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, 2017 effectively replaced The Growth Plan, 2006 on July 1, 2017, following two years of extensive consultation.

Under Section 2.2.5 Employment, the Growth Plan directs retail and office uses to locations supported by active transportation and transit, 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 12).

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 12,400 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 (2006)

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, Dufferin County Growth Management Study 2009 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

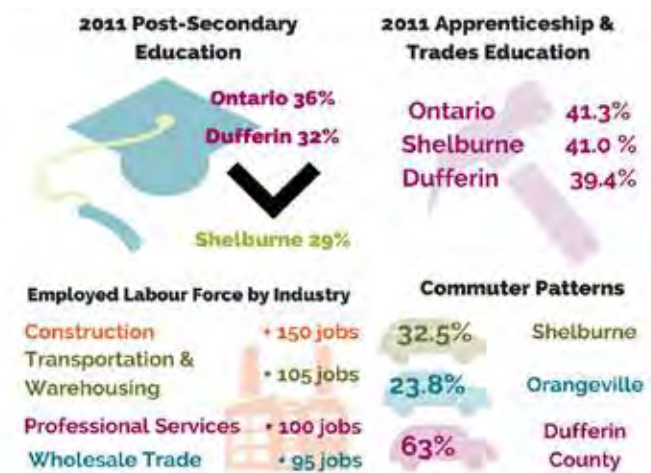
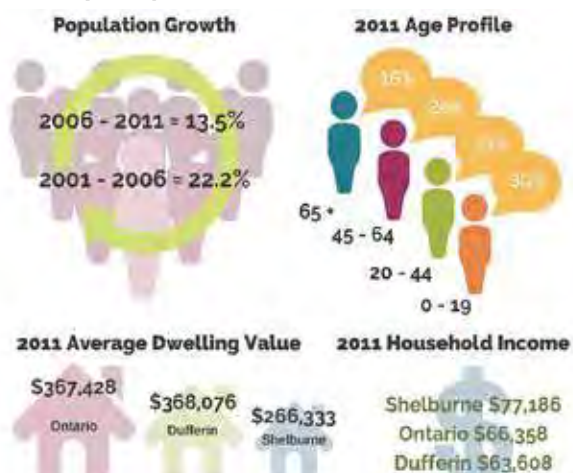
T – Special Tourism Zone	Max. Setback: 20.0m	Max. Height: 9.2m
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Town of Shelburne Economic Development Strategy 2015-2019

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:

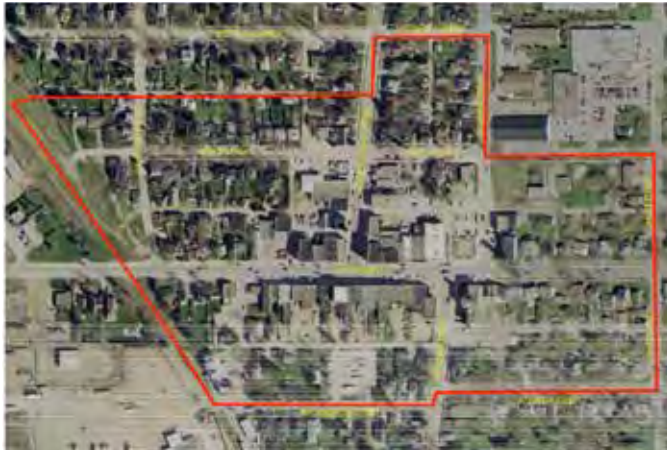
Establish a Dedicated Economic Development Function Within the Town	• Hire a dedicated Economic Development Officer • Establish a Business Retention and Expansion Program • Bring together business stakeholders to engage in actions
Undertake a Comprehensive Downtown Revitalization Program	• Invest in 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 across both KTH Park and Centennial Highland School;
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 children's playground, trails, rest area, large open play area, and appropriate buffering and landscaping features;
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 10/80, 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.





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.

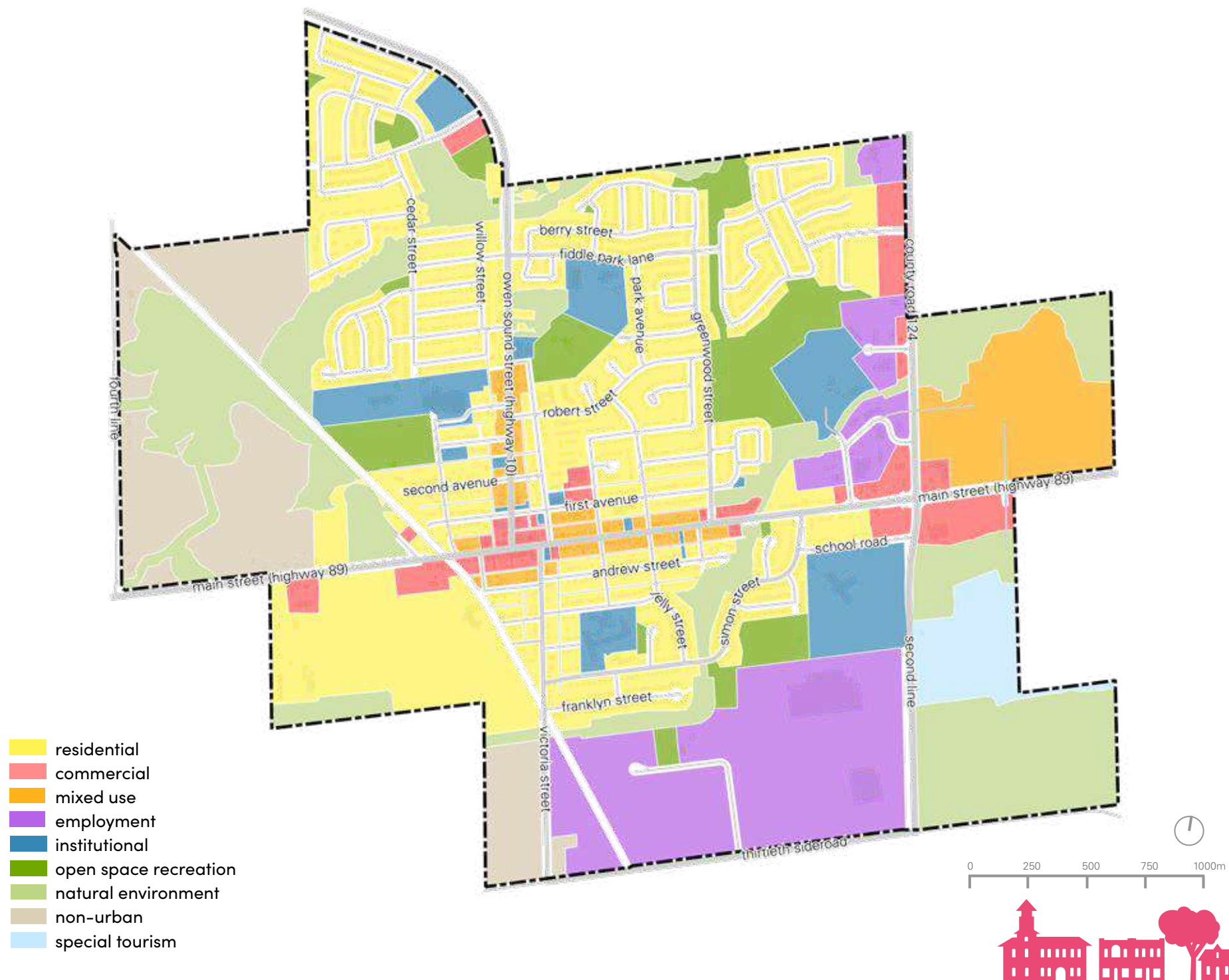
Non-Urban

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

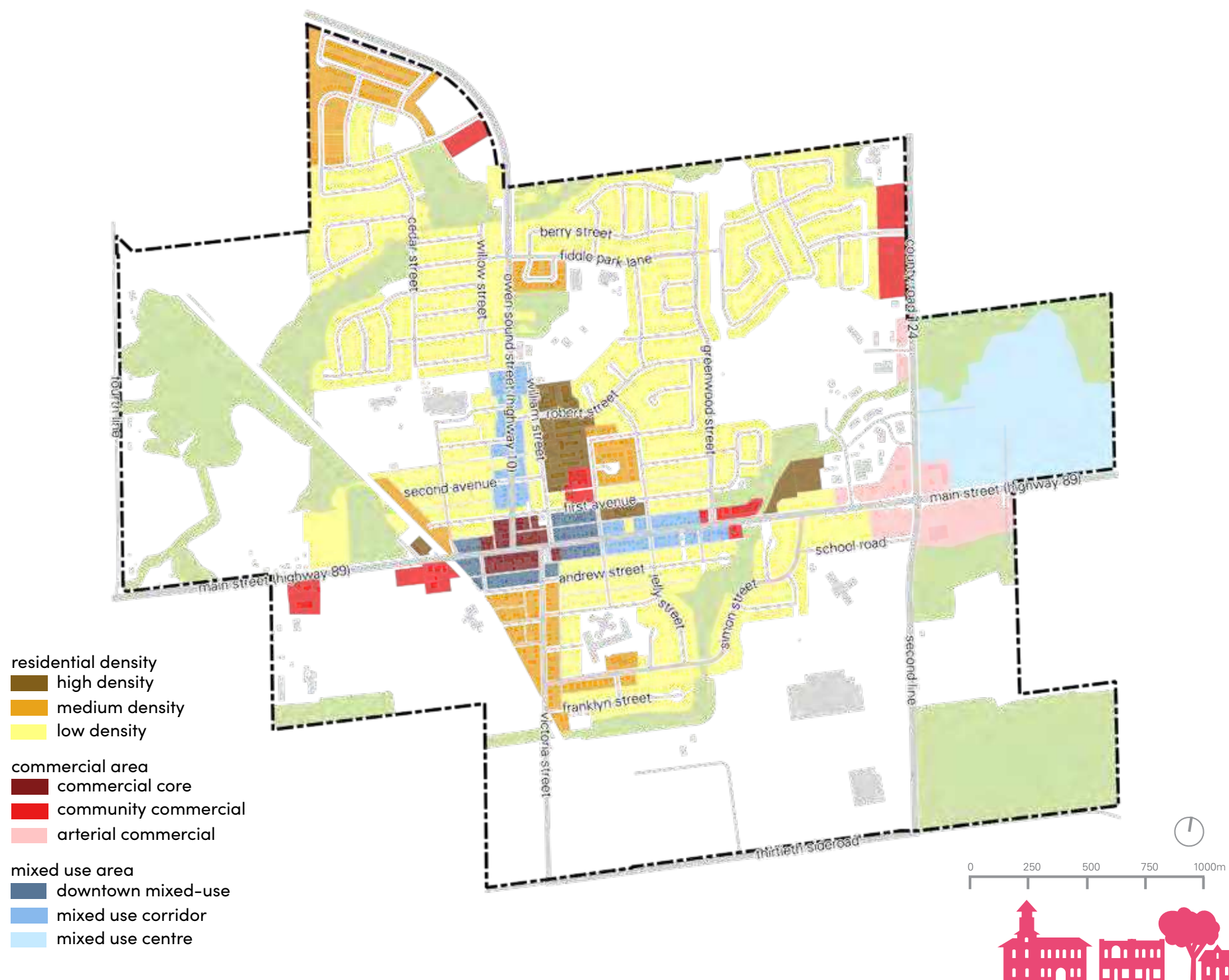
Commercial Area designations are found mostly along arterial roads, with the Commercial Core designation at the intersection of Main St and Owen Sound St, the Community Commercial designation at key parcels along Main St, First Line and County Rd 124, and Arterial Commercial at the intersection of 2nd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





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 approved 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.

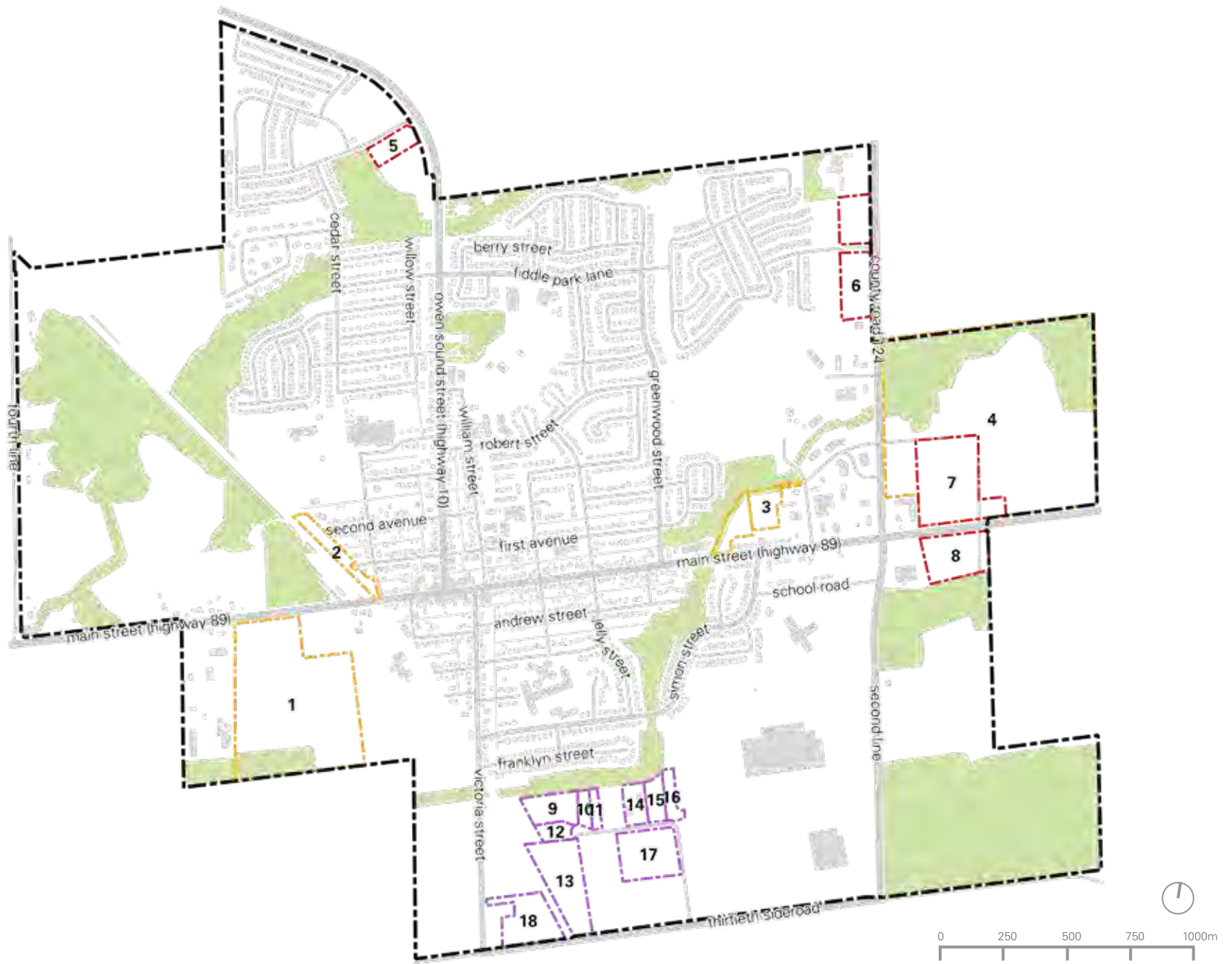
Commercial Developments

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
- Shelburne North (planned)
- 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

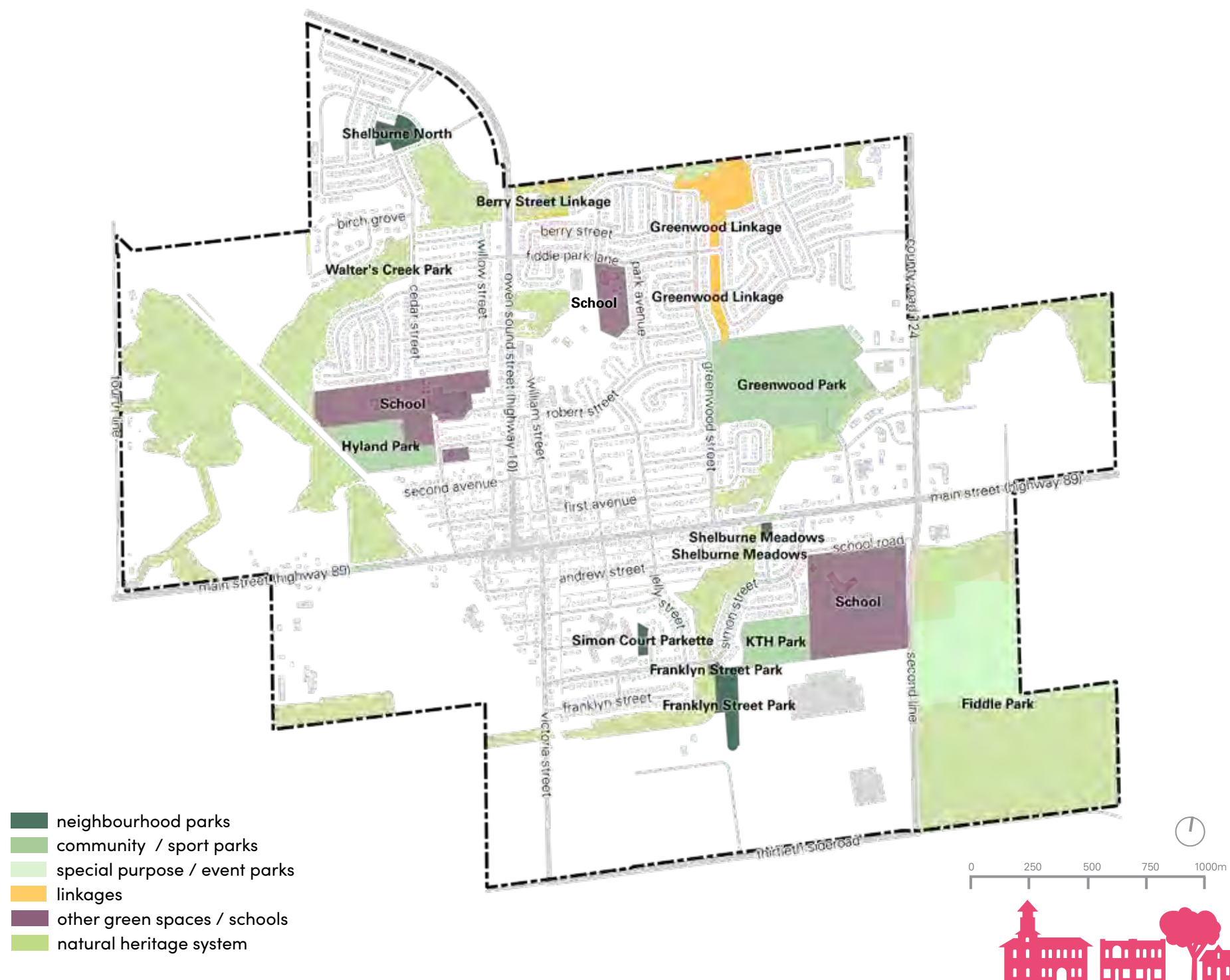
Linkages provide connectivity between parks and open spaces and natural area and include extensive vegetation and trails:

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

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

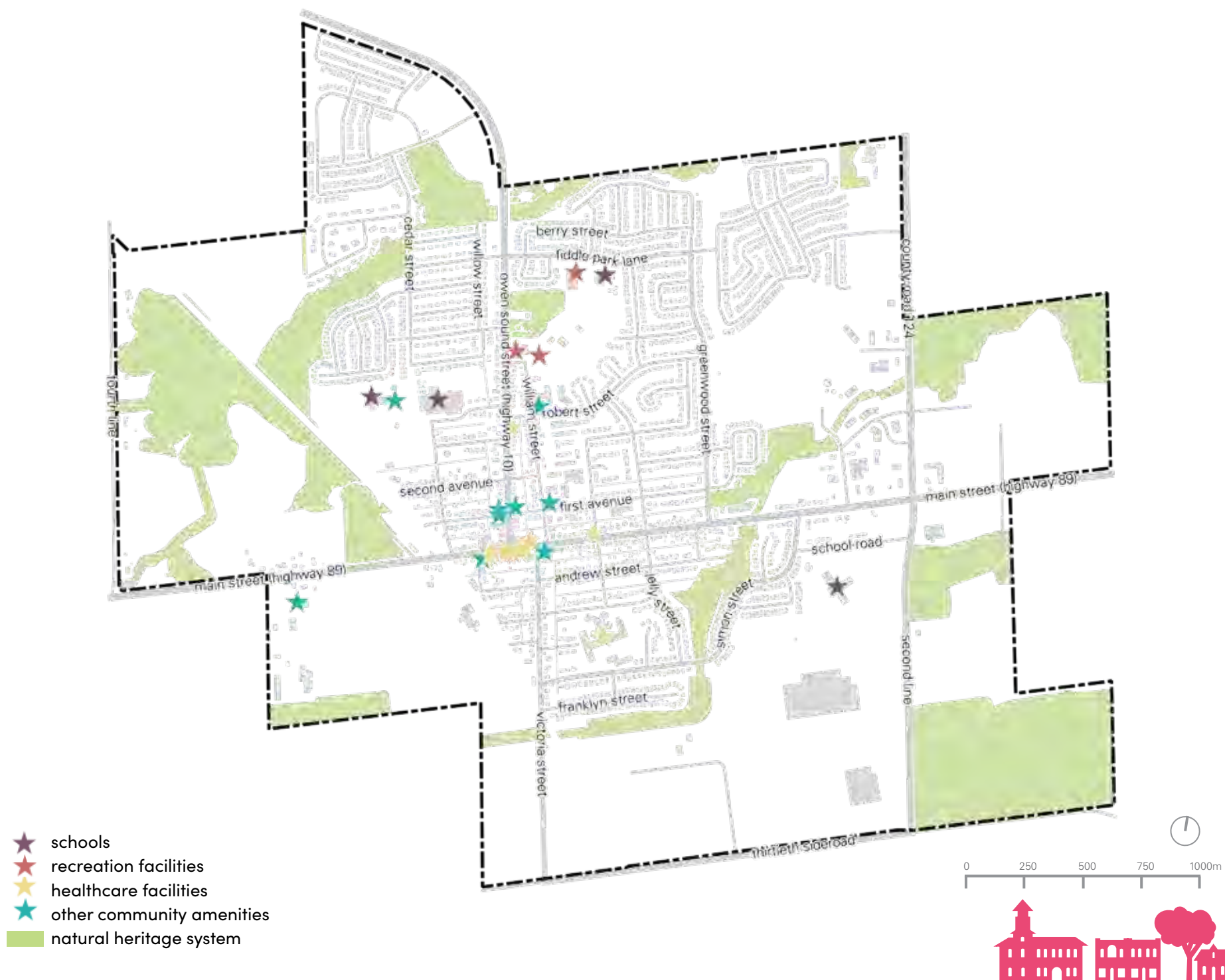
★ **Healthcare Facilities** – the Town of Shelburne has a large healthcare facility, namely the Mel Lloyd Centre, that includes a wide range of healthcare services, as well as individual healthcare providers throughout the Town:

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.

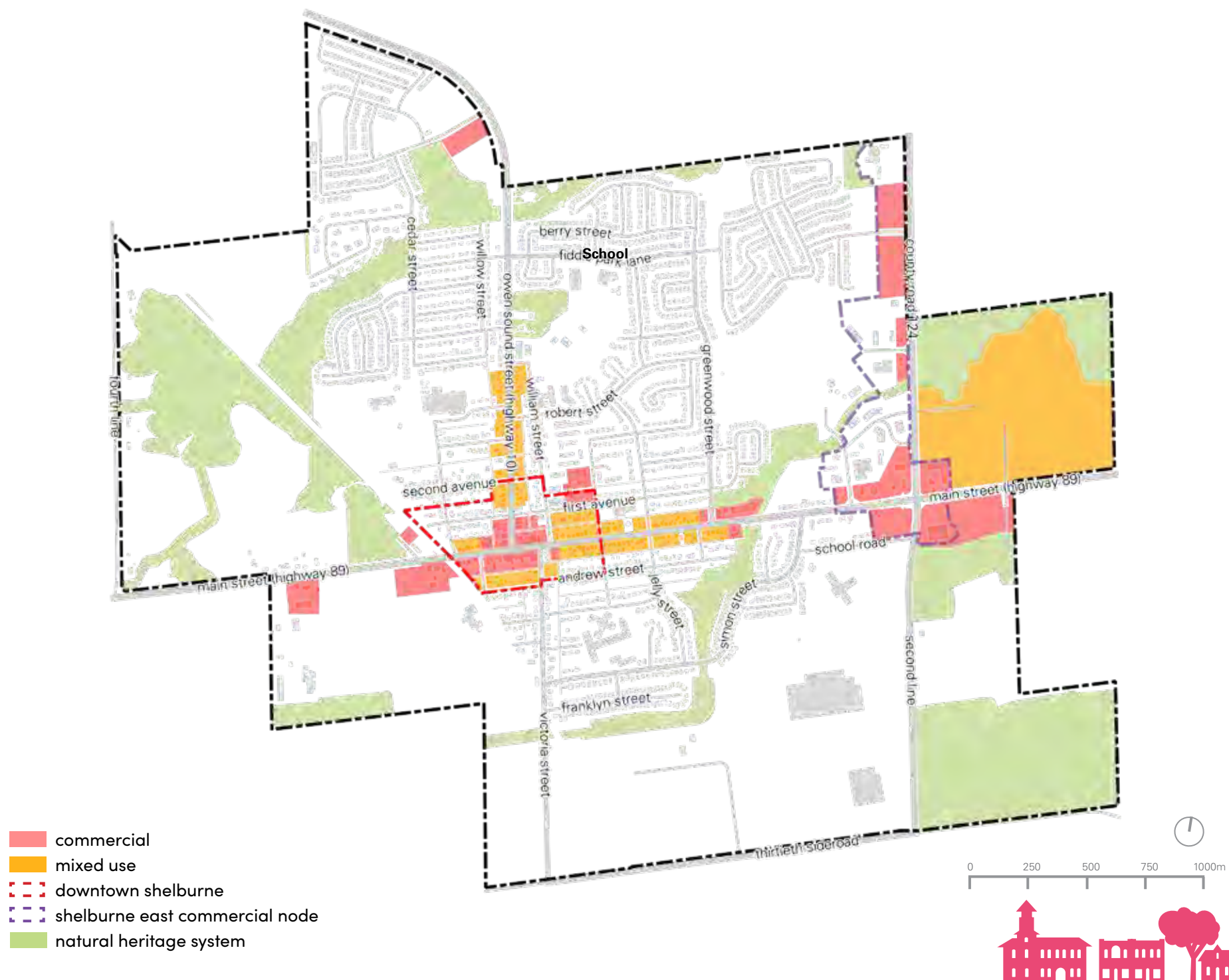


Commercial plaza



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.

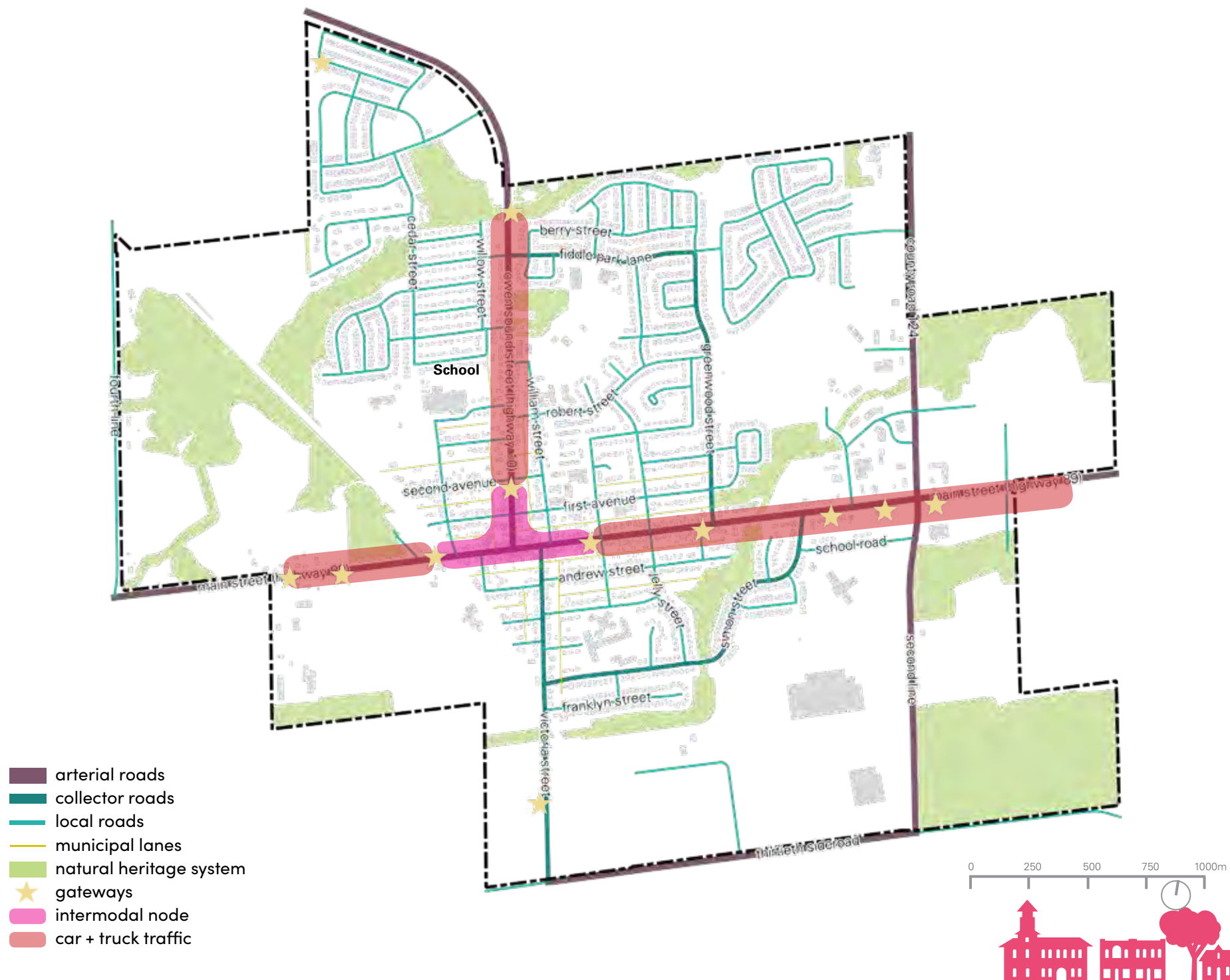
 **Municipal Lanes** are provided behind mixed use & commercial buildings for servicing purposes.

 **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

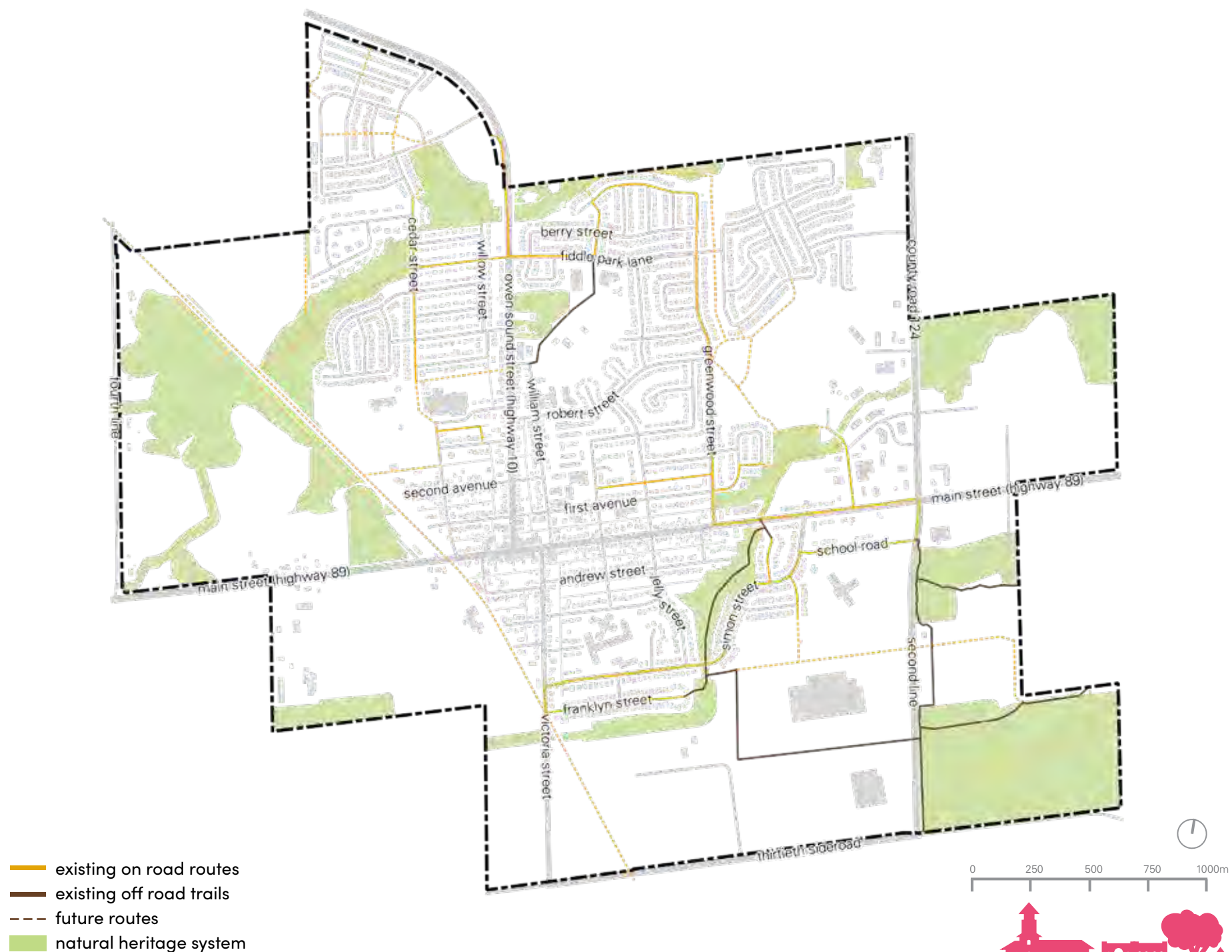
Active Transportation

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.







CAFE & BAKERY



SECTION 3

COMPREHENSIVE REVIEW & ASSESSMENT

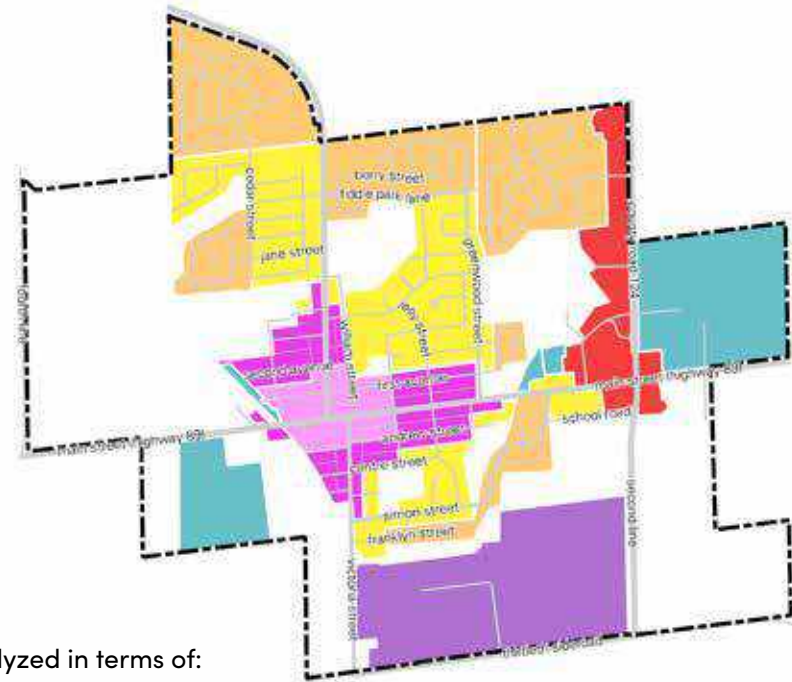


SECTION 3 COMPREHENSIVE REVIEW & ASSESSMENT

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

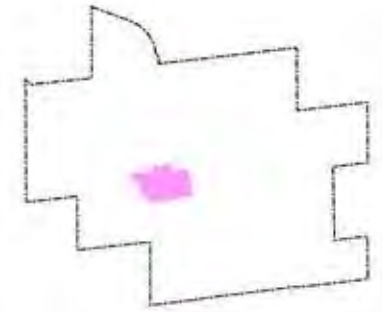
Connectivity prioritizes car traffic with two provincial highways running through its core. In terms of pedestrian connectivity, there are few intersections with traffic lights, but the area lacks midblock connections and there is partial obstruction on southern sidewalks due to light standard placement.

Right-of-Ways

Sidewalks are provided on both sides of arterial roads and First Ave, 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

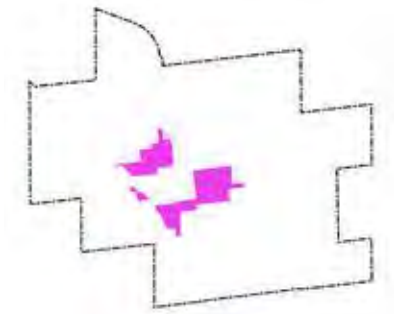
The road network is linear and provides appropriate access to the surrounding residential neighbourhood. However, the arterial roads are currently used for east-west and north-south car and truck traffic. In terms of pedestrian connectivity, there is one intersection with traffic lights at Main St and 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

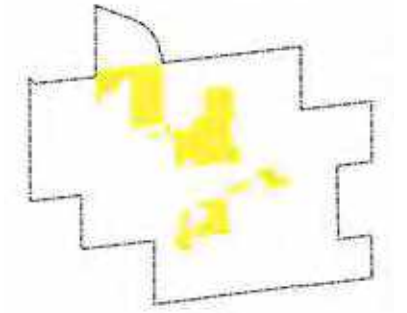
The road network is conducive to minimal traffic and only serves access to and from residents' houses. There is also a comprehensive system of trails that connects the various residential developments to open spaces and natural areas, elevating the connectivity of the overall Town. However, the current 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.

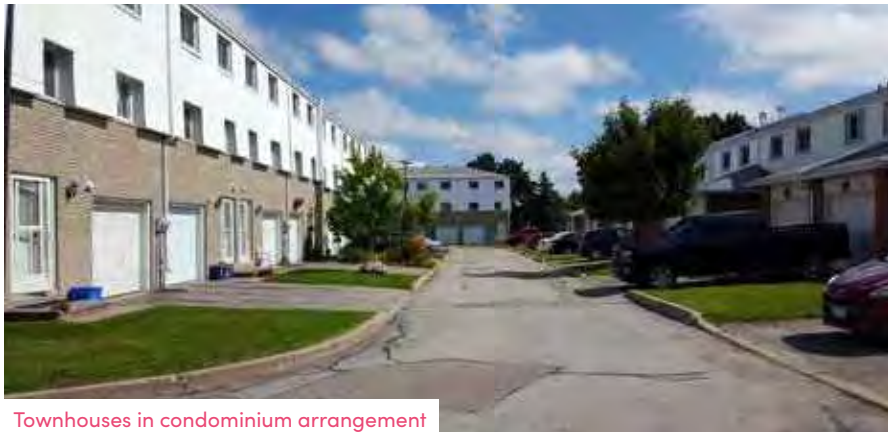




Apartment building



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

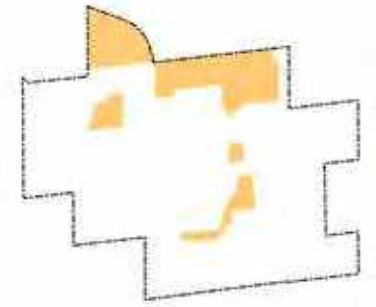
The road network is conducive to minimal traffic with a non-linear network and only serves access to and from residents' houses. As part of the Greenbrook Village, trails were constructed to connect residents to open spaces. However, the current road network lacks midblock connections and does not provide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

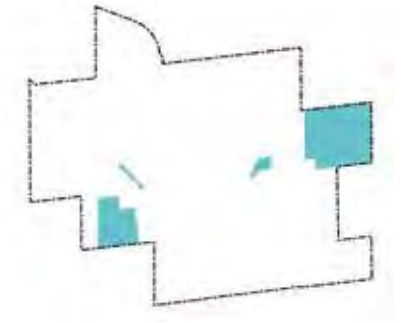
Private Realm

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

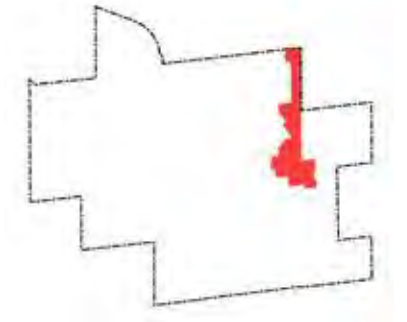
The Corridor prioritizes car traffic with two arterial roads for the various commercial and employment buildings. In terms of pedestrian connectivity, there is only one intersection with traffic lights and no midblock connections.

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



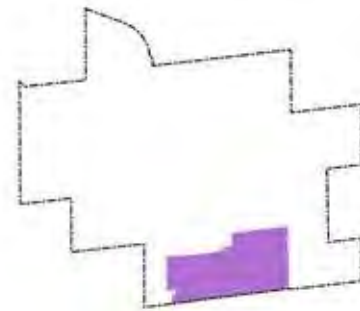
3.7 Employment

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 bylaw. 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), and be a self-contained unit under the definitions of the zoning By-law.

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

Pizzeria



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







DESIGN GUIDELINES

for shelburne community improvement plan



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SECTION 1

INTRODUCTION



SECTION 1 INTRODUCTION

The design guidelines for Downtown Shelburne build upon the Vision Statement for the Town of Shelburne and are the culmination of a collaborative and engaged process involving Town staff, stakeholders, residents and the consultant team. They combine both anecdotal and technical information and ideas and bring together 'best practices' in planning and urban design with 'made-in-Shelburne' solutions.

Through the many conversations and explorations around 'How to Improve the Downtown Neighbourhoods', the community's aspirations and the team's understandings were turned into several actions for the future. The '12 Big Moves' are meant to be impactful and reflect the community's desire for place making, community identity and celebration of its natural and cultural heritage, better connectivity and active transportation opportunities, pedestrian-scaled environments and quality public spaces and buildings. Correspondingly, the Big Moves are organized around three main themes: Built Form, Public Realm and Mobility, and as such, will form the basis of the final Community Improvement Plan for the Town of Shelburne.

VISION STATEMENT

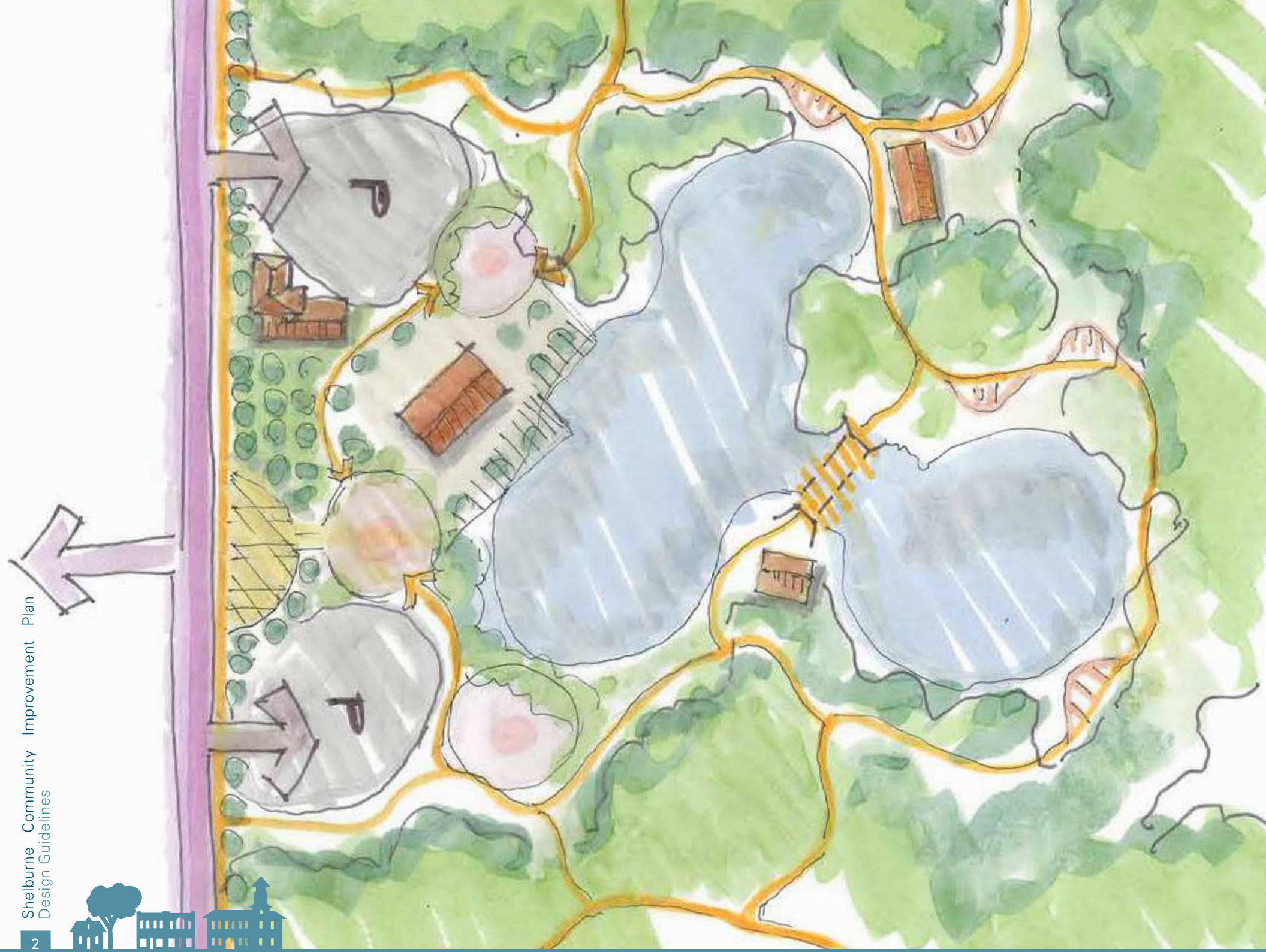
The historic Town of Shelburne is a progressive and diverse community that is friendly, welcoming, and inclusive. Development is sustainable and accessible with parks, recreation facilities and trails that encourage a healthy lifestyle.

Shelburne has a vibrant and growing economy with local businesses and employment opportunities that enhance its heritage. Our businesses are supported with physical and social infrastructure that encourage and support a balanced growth.

Shelburne is attractive and liveable with a range of shops and services with interesting, unique, and cultural attractions and meeting places for residents and visitors.

*Shelburne is a **people place**, a change of pace.*





12 BIG MOVES FOR SHELBURNE

BUILDINGS

- BIG MOVE #1** Restore the fronts of Downtown buildings to reflect Shelburne's heritage
- BIG MOVE #2** Promote the improvement of houses in the historic residential neighbourhoods with financial incentive programs
- BIG MOVE #3** Promote a wider range of retail and commercial services in Downtown buildings
- BIG MOVE #4** Develop a Mural Program as part of a public art program

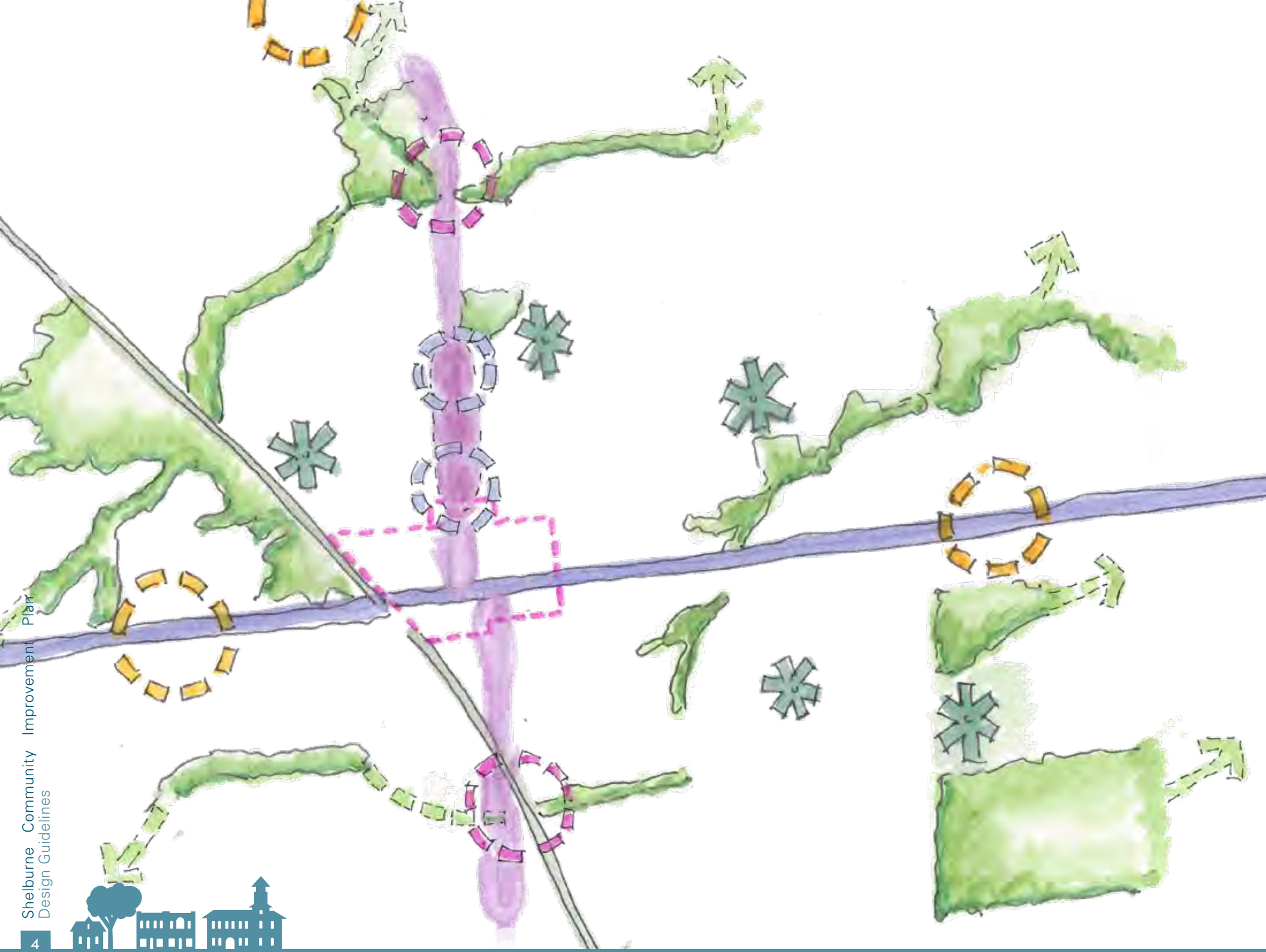
PUBLIC REALM

- BIG MOVE #5** Enhance Main Street with narrower lanes and extensive tree/landscape planting
- BIG MOVE #6** Create entrance feature at key intersections through a combination of landscape and pavement treatment, buildings, and signs to welcome residents and visitors
- BIG MOVE #7** Redesign Fiddle Park as a community hub
- BIG MOVE #8** Redesign Jack Downey Park to become the community's 'living room'
- BIG MOVE #9** Improve commercial buildings along County Road 124 with sidewalks, trails, and landscape/pavement treatment

MOBILITY

- BIG MOVE #10** Reduce truck traffic on Main Street with narrower lanes and clear signs to alternate truck routes
- BIG MOVE #11** Connect Shelburne through trails and sidewalks to promote a connected and healthy community
- BIG MOVE #12** Improve Downtown lanes with special pavement and landscaping to improve use for parking, servicing/loading, pedestrian and cycling connection





GLOSSARY

Awning

A temporary shelter or roof-like projection consisting of non-rigid materials such as canvas or cloth, except for the supporting framework. Awnings must be retractable.

Awning Sign

A sign with copy painted or affixed flat to the surface of an awning which does not extend vertically or horizontally beyond the limits of such awning.

Canopy

A permanent roof like projection which extends from part or all of the building façade and is constructed of metal, glass, plastic, wood or cloth.

Canopy sign

A sign attached to or constructed in or on the canopy.

Cornice

A prominent, continuous, horizontally projecting feature, typically made of ornamental moulding, surmounting a wall or sign band, dividing the building horizontally for compositional purposes.

Datum Line

A line, plane or volume on a building façade to which other elements in new developments can relate.

Display Window

A large window or set of windows displaying items for sale.

Fascia and Banner Signs

A sign attached to, marked or inscribed on, erected or placed against a wall forming part of a building, or supported by or through a wall of a building and having the exposed face thereof on a plane approximately parallel to the plane of such wall.

Ground Signs

A sign directly supported by the ground without the aid of any other building or structure, which includes the names of owner(s) and/or tenant(s) and address and/or advertises goods, products, services or events that are sold, offered, or provided on the premises on which the sign is located.

Lintel

A horizontal support of timber, stone, concrete, or steel across the top of a door or window.

Materiality

The use of various materials in the design of the building.

Moulding

A strip of decorative wood or other material used to frame elements of the façade including the sign band, windows, doors, etc.

Projecting Signs

A sign attached to a building and projecting out horizontally from a building at a right angle to the building and includes an overhanging sign.

Sign Band

A flat horizontal band on the building façade, located above the storefront and below the second storey window, where a sign is attached.

Sills

The lower horizontal part of a window frame or window opening.

Streetwall

A wall or portion of a building façade at ground level, facing the street.

Wall Sign

A sign erected on a sign band or onto the wall of a building façade.

Window Base

The lower portion of a façade below the display windows between the bottom of the window and the ground.

Window Signs

A sign posted, painted, placed or affixed in or on a window exposed to public view, and shall include an interior sign that faces a window exposed to public view; Window signs do not include window displays.







SECTION 2

BUILDINGS

BUILDINGS BIG MOVE #1

Restore the fronts of Downtown buildings to reflect Shelburne's heritage

Shelburne's Downtown consists of 1-3 storey buildings with landmark buildings such as the Shelburne Town Hall and various churches. Due to the redevelopment of various buildings, there are inconsistencies across buildings, such as with fenestration, materiality, and signage. The CIP presents an opportunity to provide a vision for the façades of buildings in the Downtown that not only reflects the Town's heritage but creates a recognizable and unique area.

EXISTING CONDITIONS



applicable area

applicable buildings



Building façades are one of the most significant elements of Shelburne's Downtown. They are the 'first impression' given by Downtown businesses to patrons and visitors, and collectively shape the character of the area. It is of great importance that the Community Improvement Plan assist business owners and developers with building the best possible façades, or improving those that already exist.

In Downtown Shelburne, and especially on Main Street, building façade guidelines should:

- ensure a sense of stylistic unity;
- respect the historic Main Street façade conventions of Downtown Shelburne; and,
- allow for creativity and innovation in individual buildings.

The following guidelines are informed by the 2006 Heritage Façade Improvement Program Guidelines, created as part of the 2007 Community Improvement Plan.

ELEMENTS OF A BUILDING

Roof

The roof condition should be distinguished from the rest of the building and designed to contribute to the visual quality of the streetscape.

Upper Storeys

The middle or body of the building should distinguish the upper storeys from the storefront level with distinct architectural features & window openings.

Storefront

The base should be clearly defined and well proportioned. It is the anchor to the storefront with windows at the pedestrian level, contributing to an animated street.



CHANGES TO EXISTING BUILDINGS WITH HERITAGE VALUE

In general, the original, distinctive qualities and character of a historic building, such as bulkhead details, piers, windows, transoms, entrances, cornices and various façade accessories, shall be preserved, wherever possible. The removal or alteration of any traditional materials or distinctive features shall be avoided. In instances where removal is required due to damage or deterioration, the materials shall be replaced with the same material or with materials that are compatible and/ or complementary to the original architectural character.

Changes to a building of heritage value should:

1. Treat distinctive stylistic features or examples of skilled craftsmanship with sensitivity.
 2. Repair or replace missing architectural features with an accurate duplication of features, substantiated by historic, physical or pictorial evidence, rather than on conjectural design of different architectural elements from other buildings or structures.
 3. Respect changes to a historic building or resource which may have taken place over the course of time and may have acquired significance in their own right. The valid contributions of all periods to a historic building or resource should be respected.
 4. Avoid historical misrepresentation. Buildings tell the story of historical development of the area. It is important that the historical record does not get confused through the mimicry of past architectural styles.
 5. Façade design should be complementary to a building's original materials, as well as to those of adjacent buildings.
6. Ensure the selection of windows be undertaken in a manner that the materials and surrounds be based on those of the original building. The type of window (double hung etc.) and the resulting profile should reflect that of the original building.

GENERAL CHARACTERISTICS OF A BUILDING

Materials

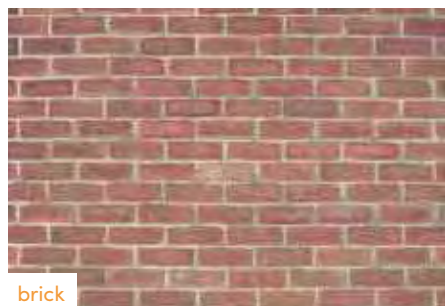
Much of Downtown Shelburne's historic character comes from the preservation and continued use of traditional cladding materials. Appropriate façade cladding materials to ensure the continuation of this character include:

- brick
- stone
- clapboard
- batten board

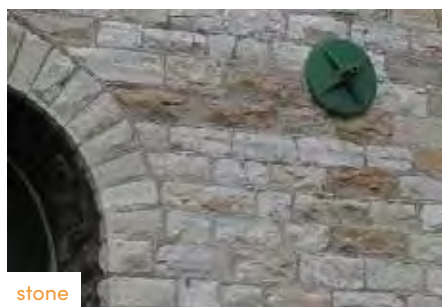
Façades may be made from a single cladding material, or two, with a different material used on the first storey. In the case of the latter, the material should be applied uniformly across the entire first storey façade, including base panels, pilasters and areas above and beside the shop window. First storey façades should be primarily glazed.



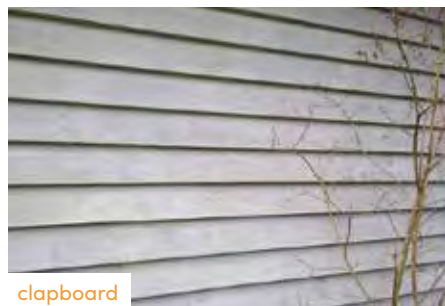
Common materials to be avoided on façades include vinyl or aluminum siding, shingles (wood or asphalt), precast concrete or glass (if used as a curtain wall). Stucco is no longer recommended due to difficulties with its maintenance and the lack of historic application in Shelburne. Wood is discouraged, in favour of brick or stone.



brick



stone



clapboard



batten board

Colours and Painting

Closely related to the range of preferred façade materials is that of colour. Red brick tones strongly characterize the façades of buildings in the Downtown area, especially above the first storey.

Guidelines for colours and painting include:

- Brick and stone façades should be left unpainted to reveal the natural colours of the materials. Efforts should be undertaken to remove paint from painted brick or stone façades.
- Clapboard or batten board should be painted in 'earth tone' colours, including white, beige, brown, red-brown and grey. These colours closely approximate those of the exposed brick or stone.
- Upper cornices and window trims, if not made of brick or stone, should be painted in light colours only, including white, pale grey and pale beige. This will highlight and contrast them against the darker building façades.
- The first storey of façades may be painted in a wider range of colours, in order to express the tastes and themes of individual shops. These colours may include pale yellows, reds, blues and greens.



ELEMENTS OF A FAÇADE

The diagram below and the following guidelines identify various façade elements. For façade renovation or restoration projects, it is encouraged that these elements are preserved or re-introduced, where applicable, in order to fit within the historical character of Downtown Shelburne.





STOREFRONT

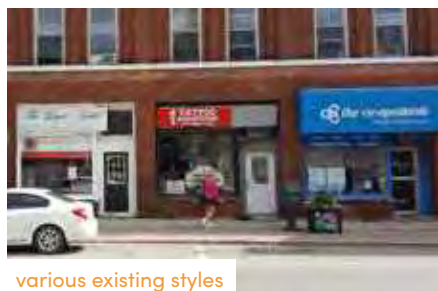
Well-proportioned and designed storefronts can contribute positively to the pedestrian environment by providing animation and visual interest at the sidewalk. A defining characteristic of a main street is the mix and variety of storefront styles and types, in addition to the narrow widths and high level of transparency that lends to the vibrancy and animation of the street. Entryways, doors, windows, window bases, signing bands, awnings, canopy, lighting, and ground signs are all elements of successful storefronts.

Entryways & Doors

1. Doors and doorways should be designed to reflect the scale and character of those found in Shelburne.
2. Traditional doorway surrounds should be incorporated into the façades of buildings including sidelights, clear transoms and vision panels.
3. All entrances and exits should be barrier-free.
4. Storefronts should have access at grade with the sidewalk.



traditional doorway surrounds



various existing styles

Windows

1. Transparent glass is preferred over dark tinted or textured glass to increase visibility into the business.
2. Historic features such as frames, special glass, and decorative mouldings should be conserved.
3. The height and width of transparent glass on a storefront should be maximized.
4. Window frames should be minimized and painted to add a colour complementary to the building.
5. Window signs are subject to the following guidelines:
 - The maximum sign area of any permitted first floor window sign shall not cover more than 20% of the window space;
 - For premises which front on a public right-of-way, the window sign on the second storey shall not exceed 10% of each single window pane or other transparent surface available for display;
 - No window signs shall be permitted above the second story of any building;
 - Window signs no greater than .30 m² (3.0 sq.ft) indicating that the business is 'open' are permitted;
 - Neon tubing, except as a concealed light source forming part of an approved back-lit sign, is prohibited; and,
 - Whole window decals are not permitted i.e. perforated vinyl.



Window Base

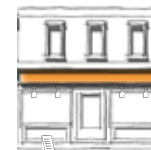
1. Window bases should use high quality and easy-to-maintain materials.
 - High quality materials include stone, brick, concrete, wood, metal panels, ceramic tiles, and other masonry materials.
2. Window bases should be designed for multiple storefronts in a building using consistent materials and resulting in a straight horizontal line.



consistent window size, style, and base

Sign Band, Awning & Canopy

Signs should contribute to the quality of individual buildings and the overall streetscape, and should reflect the unique characteristic of their context. High quality, imaginative, and innovative signs are also encouraged. Commercial storefront signage should be subject to the following guidelines:



Fascia and Banner Signs

1. A fascia sign shall be erected no higher than the upper limit of the first storey of a building.
2. Back-lit or internally illuminated fascia signs are prohibited, except where only the individual lettering is back-lit. Fascia signs shall not be more than 90% of the width of the building's 1st storey façade.
3. Max. height of a fascia sign is 62 cm (2.0 ft.).
4. Copy must not exceed 30 cm (12.0 in.) in height.
5. Individual letters mounted directly to a wall shall be allowed.
6. Sign shall not project greater than 20.32 cm (8.0 in.) from the adjacent wall.
7. Sign shall not exceed a thickness of 15.24 cm (6.0 in.).
8. Fascia signs on the second or third floor are permitted for building identification purposes only and shall only be permitted if:
 - The applicant can provide historical evidence that a similar sign existed in the past at that location;
 - The sign is the name of the building and not a specific business;
 - The lettering is replicated to appear like a faded or ghost-like original historical sign;
 - The sign faces a street or public lane; and,
 - The total sign area for painted fascia wall signs (per location) shall not exceed 65 m² (700.0 sq. ft.).





fascia and banner signs

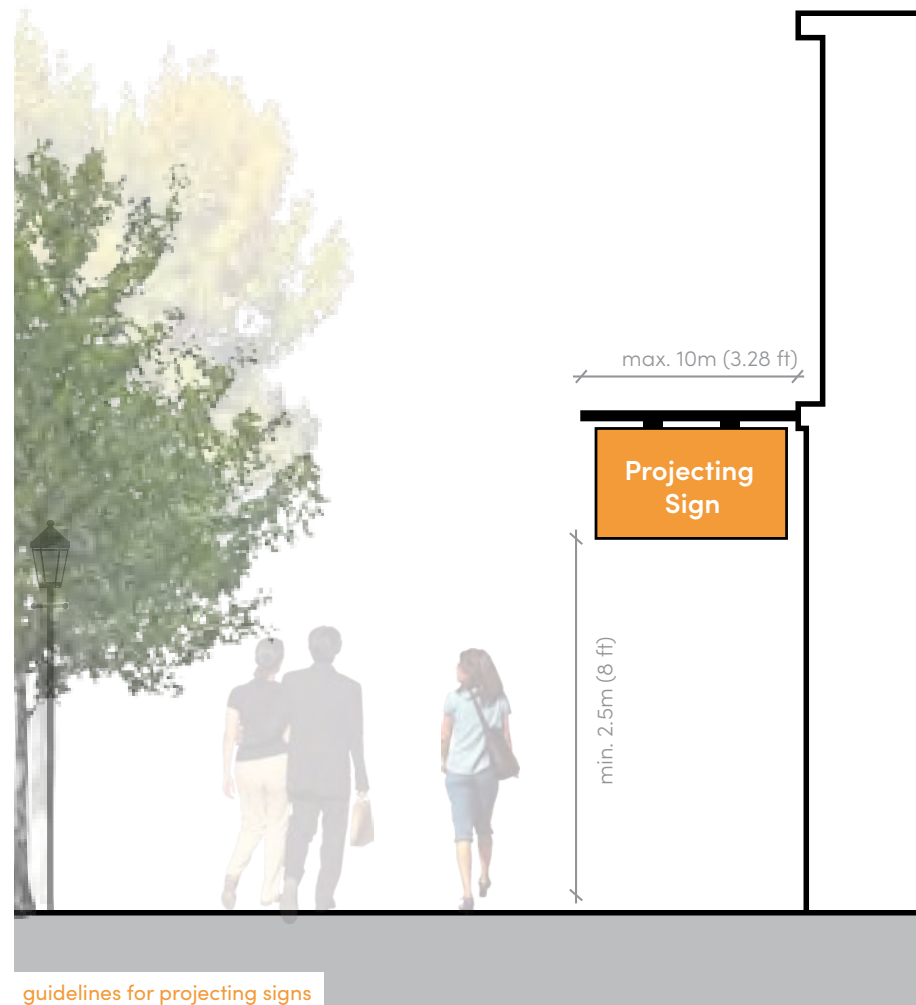


Projecting Signs

1. Min. clearance of 2.5 m (8.0 ft.) above the finished grade or floor level and located between the first and second storey
2. Projecting sign area shall not exceed 0.75 m² (8.0 sq. ft.)
3. Projecting sign shall not project greater than 1.0 m (3.0 ft.) from the adjacent wall
4. Projecting sign shall not exceed a thickness of 10.0 cm (4.0 in.)



projecting signs



guidelines for projecting signs

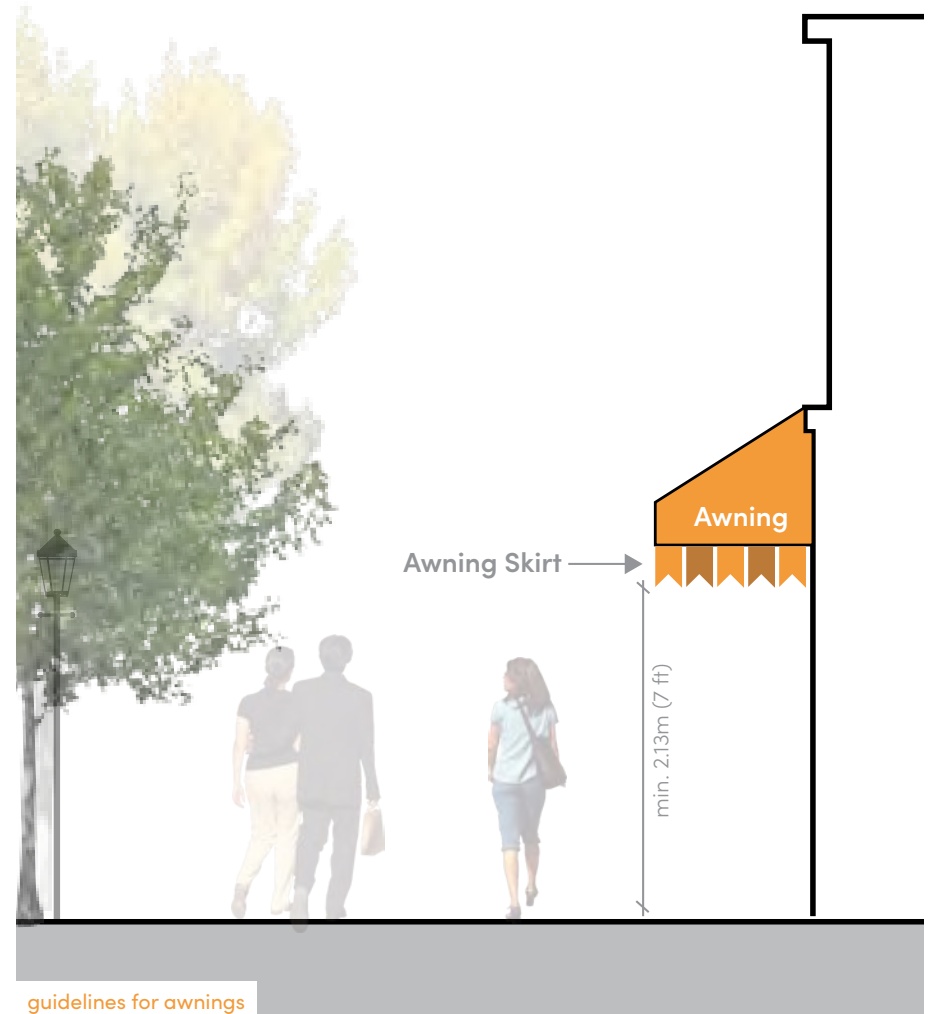
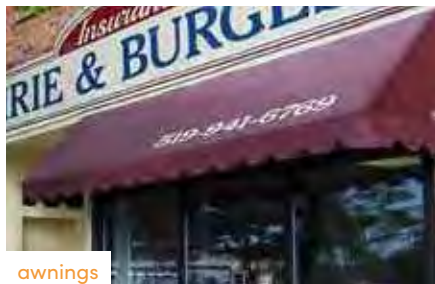


Canopy Signs

1. Canopy signs are prohibited

Awning

1. Maximum of 1 awning per business frontage.
2. The bottom edge of awning shall be a minimum of 2.13 m (7.0 ft.) above the ground surface.
3. New awnings shall have the traditional profile, retractable with a skirt (valance) utilizing canvas or material similar in appearance .
4. No sign shall be suspended from an awning covering or support structure.
5. Canopy, bubble awnings or non-retractable awnings are not permitted.
6. Valence or bottom edge of awning sign shall not exceed 15.24 cm. (6.0 in.) in height.
7. Signs shall be a non-illuminated, painted or stenciled on the fabric surface of an awning.
8. Awning skirt shall not exceed 15.0 cm (6.0 in.) in height.

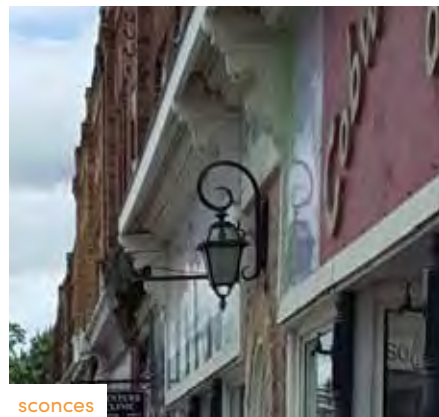


Lighting

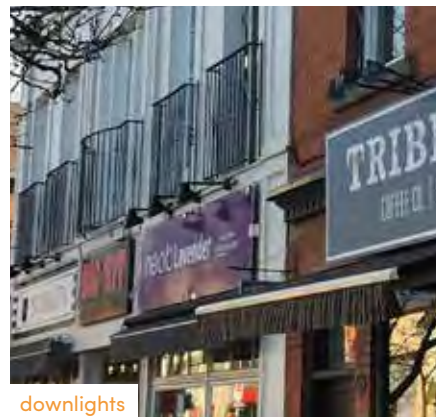
1. Lighting along the storefront is encouraged for safety purposes and to highlight signage.
2. All approved signs may be illuminated only by an external light source.
3. Lighting should be balanced with adjacent buildings' lighting.
4. Lighting should be located above the signband or the window to encourage window shopping without interfering with pedestrian traffic.
5. Fixtures should be of an appropriate size and style to complement the overall architectural expression of the building.
 - Sconces, gooseneck lights and downlights are encouraged.
6. External light sources shall be shielded so that the light source is not visible off the property on which the sign is located.
7. The use of back-lighting is restricted to copy only.



gooseneck lights



sconces



downlights

Ground Sign

1. The maximum height shall not exceed 0.91 m (3.0 ft.)
2. Maximum width shall not exceed 0.61 m (2.0 ft.)
3. Maximum sign area shall not exceed of 0.56 m² (6.0 sq. ft.) per side
4. Maximum 1 sign per street frontage
5. The sign shall be placed directly in-front of a business property and shall not to obstruct pedestrian traffic
6. Sign use - only during operating hours of the business
7. The sign shall not be located on roadways (including paved shoulders), centre medians, medians between main roads and service roads, traffic circles, or any islands/medians separating traffic





UPPER STOREYS + ROOF

The upper storeys and roof of a building most often incorporate key architectural features that make up the Town's historical character. Moreover, elements, like cornices, have the potential to stitch the buildings together, creating a cohesive built form.

Windows, Sill and Lintel

1. The historic window style including the window, sill and lintel should be conserved and promoted.
2. Where possible, the window openings and architectural style should be restored to the historic window style and should maintain datum lines and match the rhythm of the window spacing on the rest of the façade and/or on surrounding buildings.



Cornices

Cornices add a sense of completion and historic ornamentation to storefront buildings. Many older buildings in Downtown Shelburne have had their cornices removed, while newer ones have in some cases been built without cornices. While developing greater unity in cornices should be the goal, this is challenged somewhat by the steep slope of Shelburne's Main Street, which results in varying roof heights.

Guidelines for cornices include:

1. Adjacent buildings of the same height should have a single, unified cornice treatment.



2. Where buildings of slightly different height are adjacent to one another, the use of a false front extension on the shorter building can allow them to share a single cornice.
3. Cornices should be constructed out of wood, pressed metal or stone.
4. Cornices should be of a light colour to provide contrast with the rest of the building.



historic window and cornice style



BUILDINGS BIG MOVE #2

Promote the improvement of houses in the historic residential neighbourhoods with financial incentive programs

Shelburne's historic residential neighbourhoods have over the years become an eclectic mix of houses in varied architecture styles and building conditions. The CIP provides an opportunity for financial programs to improve various aspects of those houses. The following guidelines provide directions for four areas of improvement that will be covered in the financial programs.

EXISTING CONDITIONS



applicable area

applicable buildings



1 MATERIALITY

The materiality of a building refers to the material used to cover the exterior walls. This specific area of improvement looks at providing a “face-lift” to a residential building when it is deemed in need of improvement.



2 ENERGY EFFICIENCY

The energy efficiency of a house can have a large impact on residents’ potential to counteract climate change, and can save money in the long term. However, energy efficiency can be challenging with an older stock of housing. This specific area of improvement looks at modernizing the various components of a house that will make it more energy efficient.



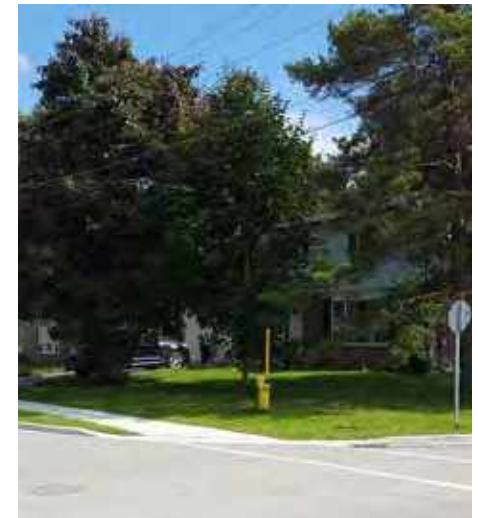
3 ACCESSIBILITY

Improving the accessibility of a building is necessary for a healthy and equitable community, but can become expensive in practice with older buildings. This specific area of improvement looks at helping building owners apply a range of accessibility initiatives to their buildings.



4 LANDSCAPE

The landscape is generally referred to as the green space surrounding the residential building. Specific to this area of improvement, the front yard is the focus. This category aims at improving the general tree canopy of a property.



BUILDINGS BIG MOVE #3

Promote a wider range of retail and commercial services in Downtown buildings

Downtown Shelburne currently provides retail and commercial services from health-related stores to restaurants. As identified in the public consultation component of this project, there is a strong desire for a wider range of retail and commercial services in Downtown buildings.

In support of the Town's ongoing work to attract and create a strong business community, the Town's CIP will provide various programs that will help improve businesses and provide a framework for them to flourish. Specific to this Big Move, there is an opportunity to use Downtown properties more efficiently and intensify key areas to attract services currently lacking (e.g. restaurants and hotels were identified as two lacking services in the Town's Economic Development Strategy, 2016).

Considering the unique cultural landscape of Downtown Shelburne, the following guidelines provide guidance to infill development within Downtown Shelburne.



applicable area



GENERAL BUILDING GUIDELINES

1. All new development in Shelburne's Downtown should be compatible with its character and context. Consideration should be made for exterior design, including the character, scale, colour, building materials, appearance and design features of buildings.
2. Architectural variety is crucial in creating a visually stimulating urban environment. Streetscapes composed of buildings of similar style and form can succeed through subtle variations in the façade treatment and building mass to improve the overall architectural richness, variety, and building articulation in the community.
3. New building design shall:
 - be barrier free;
 - have a textured architectural quality that can be achieved by introducing variation in certain elements of the façade treatment;
 - create a street space that is scaled to the pedestrian and is organized to present an appropriate façade to all adjacent public roads to provide interest and comfort at ground level for pedestrians. Primary pedestrian entrances shall provide direct and universal access to the public sidewalk;
 - have a façade that is articulated with three-dimensional elements, such as balconies, bay windows and porches, cornices, window trim, entrances, canopies and the articulation of the building mass (see façade guidelines);
 - employ architectural details and/or a step-back at the upper storeys that is established in the implementing Zoning By-law;
- include pedestrian weather and sun protection systems such as awnings, canopies, colonnades, or front porches along the sidewalk edge of important pedestrian roads and adjacent to the urban squares and at entrances to buildings;
- have any visible mechanical equipment appropriately screened and located in a manner that has a minimal physical and visual impact on public sidewalks and accessible open spaces; and,
- where feasible, have all transformers and other above ground utilities located within the building, or on private property located away, and/ or screened, from public view.
4. In the design of development that includes a heritage resource, the compatible use of significant heritage elements shall be encouraged, while not adversely affecting the character of the building or surrounding area.



sketch of an infill building



INFILL-SPECIFIC GUIDELINES

Façade Articulation

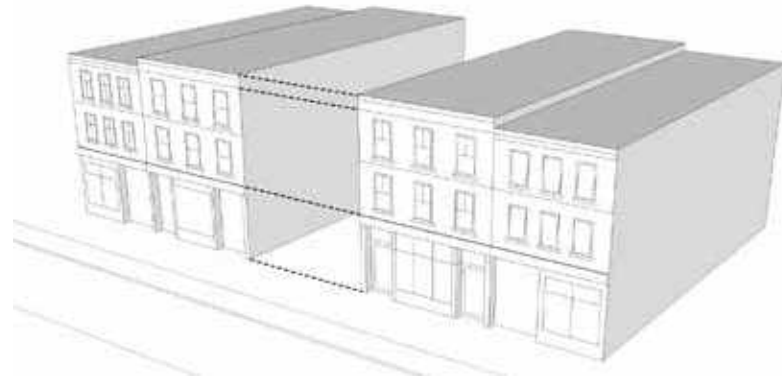
New buildings should:

1. Consider and respect the height and massing of adjacent buildings reflecting the base, middle and top of those buildings.
2. Respect the pattern of façade division by ensuring the horizontal and vertical architectural orders are aligned with neighbouring buildings.
3. Include a cornice that is aligned with neighbouring buildings and of similar proportions.
4. Should locate windows to be vertically aligned from floor-to-floor and horizontally aligned with the neighbouring buildings.
5. Have entries and display windows at regular intervals consistent with the established pattern on the block.

Orientation and Placement of Buildings

Orientation and placement of buildings along the street helps to reinforce the public realm by enhancing the pedestrian environment by creating a sense of enclosure. This is achieved by framing the street with parallel aligned buildings. New buildings should:

1. Ensure consistent setbacks with existing buildings from the street curb.
2. Be oriented to address the street and located close to the street edge, if on corner lots.
3. Have a relatively consistent building edge to provide spatial definition and containment to the street. The front and exterior side walls of buildings should be located within a defined zone on the lot.



Horizontal and vertical architectural features should be aligned with neighbouring buildings





Barrier-free access can be accomplished using recessed entries



Storefront entrances should be visible

Storefronts

New development should reinforce the storefront characteristics according to the following guidelines:

1. Barrier-free access should be accomplished in a manner that does not impede passage in front of the store. Ramps are encouraged to be incorporated within vestibules or where entries are set back from the storefront.
2. To ensure an attractive visual presence on the street and a high quality retail space at grade level:
 - storefronts should have a high-level of transparency, with a minimum of 75% glazing to maximize visual animation;
 - clear glass should be used for wall openings (e.g., windows and doors) along the street-level façade. Dark tinted, reflective or opaque glazing should be discouraged for storefronts;
 - an identifiable break or gap should be provided between the street-level uses and the upper floors of a building. This break or gap may consist of a change in material, change in fenestration, or with the addition of a cornice line. The identifiable gap or break can emphasize the storefront while adding visual interest and variety to the streetscape;
 - on corner sites, storefronts should address both street frontages through entries or glazing;
 - storefront signage should be consistent with the signage guidelines (see signage section), but generally should add diversity and interest to the street and not overwhelm either the storefront or the streetscape;
 - Storefronts should reflect the existing character and context;



- weather protection for pedestrians is encouraged through the use of awnings and canopies; and;
- where retail frontages are greater than 8.0 metres, they should articulate narrow storefronts in the design of the façade.

Materials

New development should be mindful of ensuring excellence in architectural design and in the use of high-grade materials, particularly at street-level. A key objective of the Design Guidelines is to achieve a balance between consistencies in design quality and street interface, while enabling individual expression in new developments.

1. New buildings should respect the materials of adjacent buildings and consider the palette of materials and colours evident in nearby existing buildings.
2. Building materials should be selected for their functional and aesthetic qualities and exterior finishes should exhibit quality of workmanship, sustainability and ease of maintenance. Materials should also be durable.
3. Shelburne has a rich history of architectural styles, colours, and material quality from which to draw from. New developments should seek to contribute to this mix and variety.
4. Building materials recommended for new construction include brick, stone, wood, glass, in-situ concrete and pre-cast concrete.
5. Shelburne has a tradition of yellow brick and red brick buildings. New development should be consistent with this tradition.
6. In general, the appearance of building materials should be true to their nature and should not mimic other materials.
7. Vinyl siding, plastic, plywood, concrete block, darkly tinted and mirrored

glass and metal siding utilizing exposed fasteners should be discouraged.

Encroachments

Encroachments ensure a comfortable pedestrian environment and part of that comfort is weather protection. It is important to promote the provision of building elements that provide shade and/or shelter from the rain through permissions for encroachments into the pedestrian realm. In addition, street activity/animation is promoted. Street cafés and outdoor seating for restaurants should be considered. Subject to the approval of Council, buildings may incorporate:

1. Awnings or canopies.
2. Outdoor cafés and seating for restaurants.
3. Semi-permanent structures over the sidewalk, including entry features, arcades and perpendicular signage and/or lighting fixtures attached to the building.
4. Temporary seating/tables to replace some on-street parking.

OUTDOOR CAFES & PATIOS GUIDELINES

Outdoor cafés and patios provide for a lively main street and provide the opportunity for restaurants to increase their capacity and activities. Subject to the Town's By-Law 31-2017, the following guidelines should be considered when planning for outdoor cafés and patios:

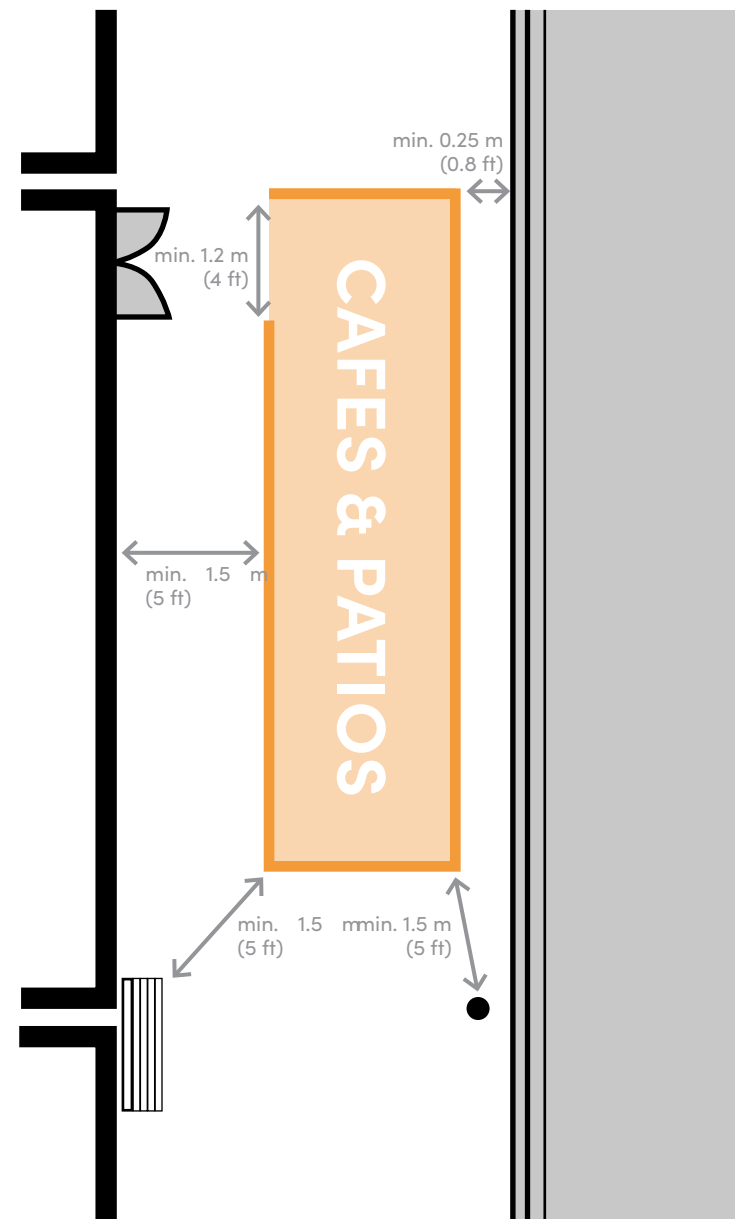
1. Outdoor cafés and patios should not encroach on a 1.5m clearance right-of-way.
2. Outdoor cafés and patios are encouraged to be located at the curb edge.



3. Outdoor cafés and patios' entryway should have a minimum width of 1.2m and should align with the respective restaurant's door.
4. Outdoor cafés and patios should have a minimum 0.25m buffer with the curb.
5. Outdoor cafés and patios should have a minimum 1.5m clearway with the nearest street bench.
6. Outdoor cafés and patios should have a minimum 1.5m clearway with the nearest fire hydrants.



outdoor temporary street café encroaching onto the sidewalk



Infill Buildings on Larger Lots

There are opportunities for infill development in two areas north and south of Main Street on larger lots. Infill development on these lots must ensure the building scale and character contributes to the fine grained texture of the built form in Downtown Shelburne and is compatible with its surroundings. Buildings should define the street edge with parking and service located at the rear to ensure the pedestrian focus of streets.



1. Where the setbacks of existing buildings are greater than 5 metres, the front yard setback of new buildings will be a maximum of 5 metres.
2. Side yard and rear yard setbacks should be developed in keeping with the historic configuration of buildings along common streets.
3. Side yard setbacks may be minimized to generate a continuous street wall.
4. Height should be limited to three storeys.
5. The Town should, for significant infill development, continue to waive parking requirements for non-residential development. For residential development, the Town should require between 0.75 and 1.0 spaces per unit, depending on the nature and intended market for the development.
6. Density should be measured through a Floor Space Index. The maximum density for infill development in Downtown should be between 2.5 to 3.5 FSI (building floor area/lot area).
7. All new infill development within the Downtown area shall be subject to site plan control.



ADDITIONS-SPECIFIC GUIDELINES

The building height within Downtown along Main Street varies between 1 to 3 storeys with opportunities for additions to provide for a continuous building wall, of up to 3 storeys, and additional retail, commercial, and residential spaces. Subject to Site Plan Approval and the façade guidelines previously mentioned, the following guidelines should be followed when a building owner is considering additions to a building:

Architectural Expressions

The addition should have a consistent and/or complimentary architectural expression with the existing building.

Materiality

The addition should have a consistent and/or complimentary materiality with the existing building.

Horizontal Elements

The building should use horizontal elements to break up the height, through the use of:

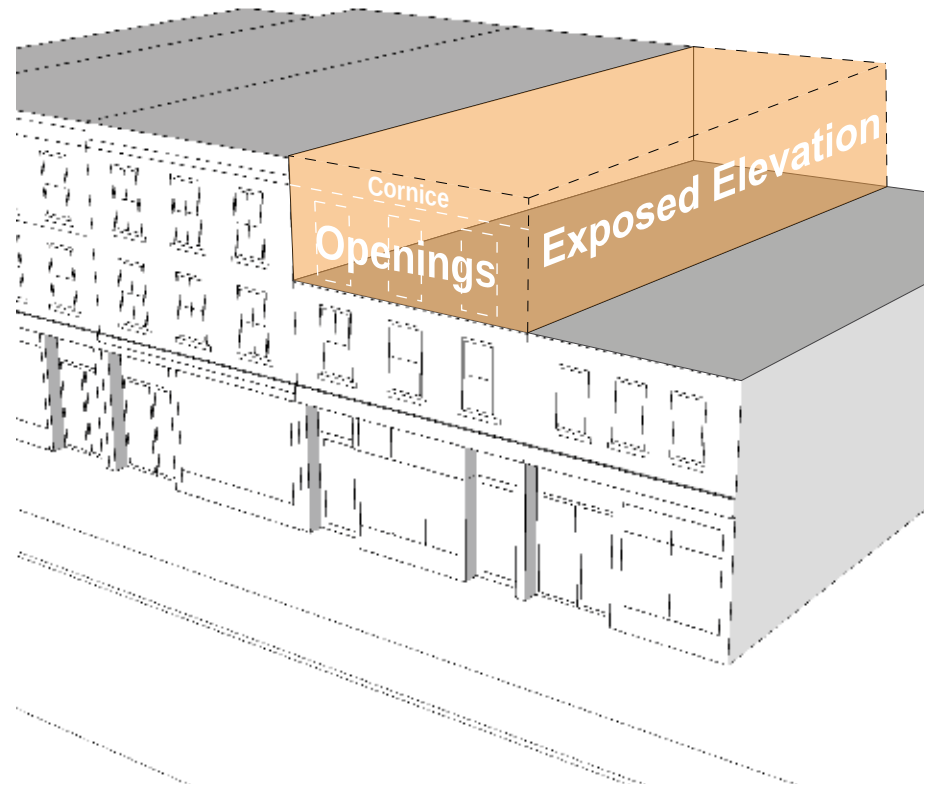
- Cornices;
- Setbacks;
- Materials;
- Balconies; and,
- Architectural Details.

Relationship to the Street

The design of the addition should incorporate openings, such as with windows with proper sills and lintels, to add architectural interest.

Exposed Elevations

In the event where there are exposed elevations with the new and/or existing addition(s), the building owner should ensure that there is a consistent and continuous façade treatment. In order to prohibit blank walls, the building owner should provide for openings and/or interesting features, such as murals or other forms of public art.



BUILDINGS BIG MOVE #4

Develop a Mural Program as part of a public art program

Murals have the potential to animate walls that lack openings and general interaction with the public realm. This type of public art is quite flexible in that it can be applied to any wall size and can be customized to the artist and the specific location.

Shelburne has many opportunities for murals and therefore, should consider creating a Mural Program, as part of a Public Art Program.

For the purpose of the Community Improvement Plan, site location is crucial to the visibility of the mural and its potential to impact the public realm. As such, murals should be focused within gateways, further discussed under Big Move #6. These areas will become hubs with various pavement and landscape treatments, and murals, alongside other forms of public art, which will add colour and character to these areas.

The murals can be placed on numerous canvases, such as:

- Sides of building;
- Exposed elevation;
- Temporary structure; and,
- Construction site fence.

In addition, murals can be painted directly on a building or fastened as 'mural panels' to allow for ease of install and future maintenance.





exposed elevation



temporary structure



sides of a building







SECTION 3

PUBLIC REALM

PUBLIC REALM BIG MOVE #5

Enhance Main Street with narrower lanes and extensive tree/landscape planting

Main Street, or Highway 89, bisects Shelburne from east to west and connects the Town with all modes of transportation. The current state of the street is vehicle-centric and does present opportunities for pedestrian and cyclist-oriented interventions. As the street is long and presents different characteristics, it was divided into the following three sections:



DOWNTOWN MAIN STREET

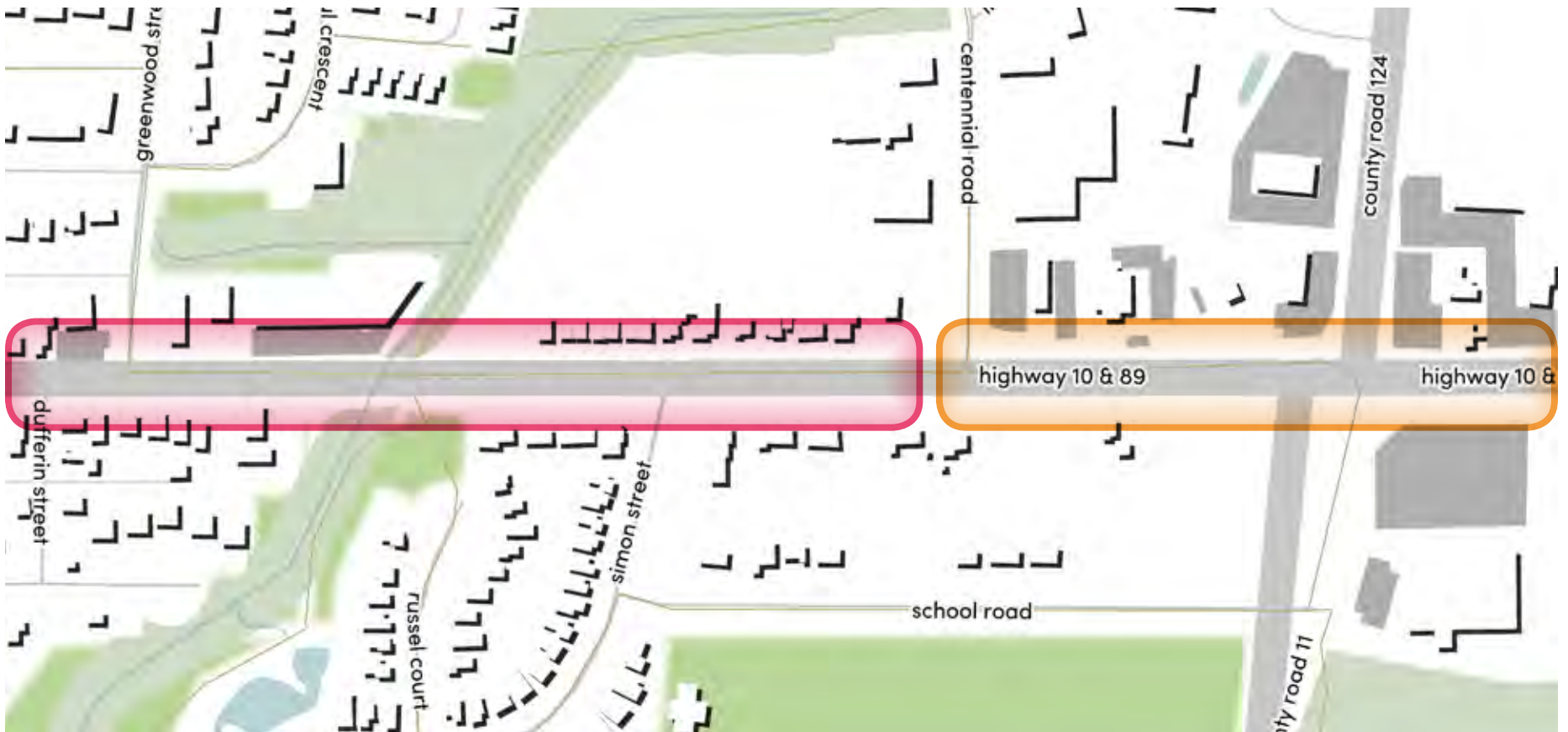


RESIDENTIAL MAIN STREET

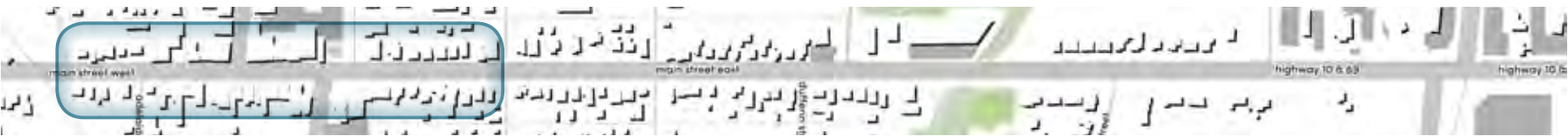


COMMERCIAL MAIN STREET





DOWNTOWN MAIN STREET

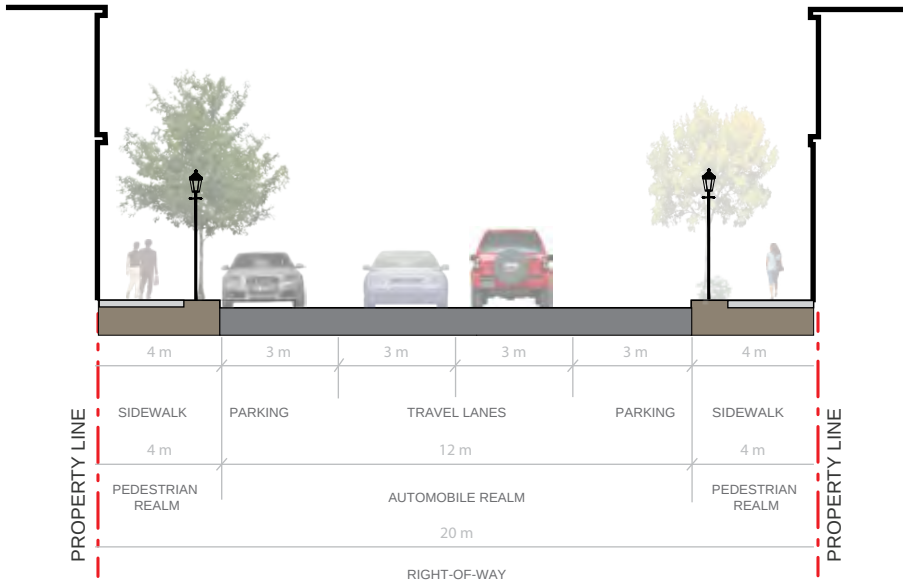


The Downtown portion of Main Street currently hosts the most activities and acts as the Town’s downtown core. It has a Right-of-Way (ROW) of 20.0m and incorporates two (2) traffic lanes, street parking, and sidewalks and trees on both sides of the street.

This section of Main Street holds the potential for a more extensive and flexible public realm through the use of parking spaces as temporary parklets, creating the opportunity for patio spaces when deemed appropriate, alongside bike lanes, street furniture, and additional vegetation on both sides of the street.



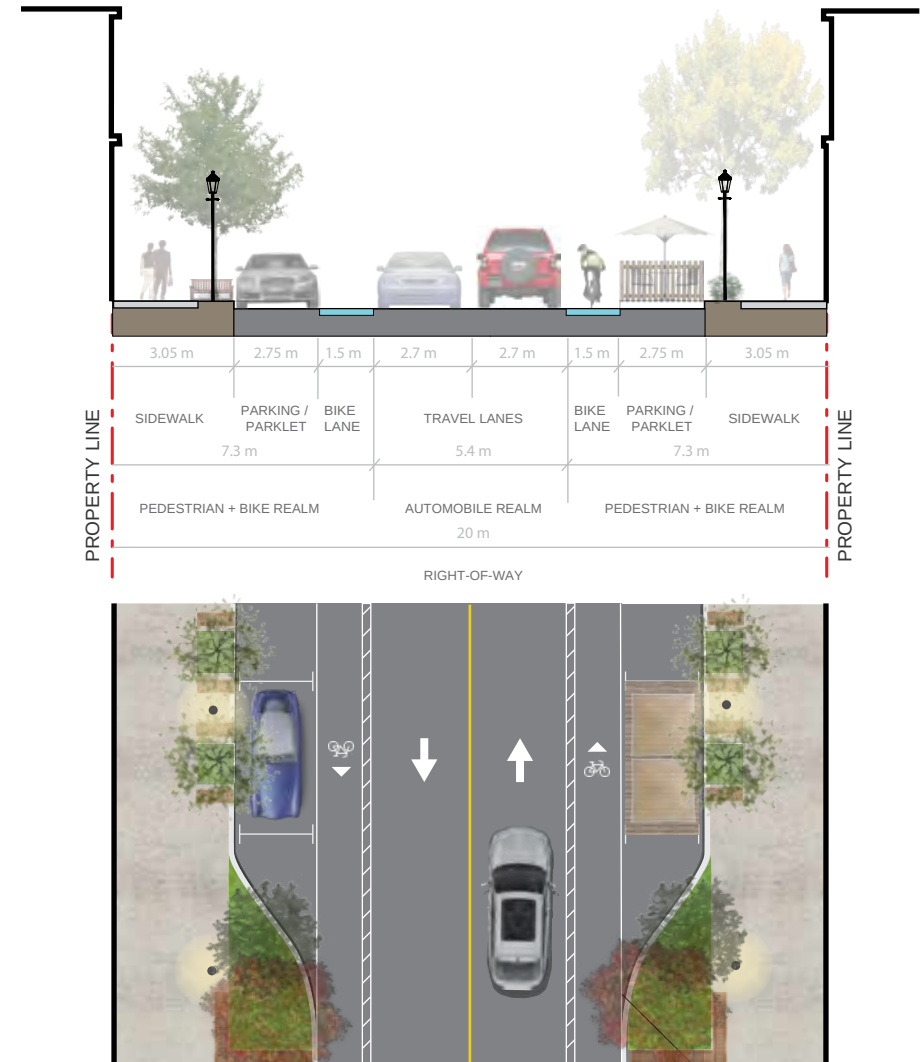
EXISTING CONDITIONS



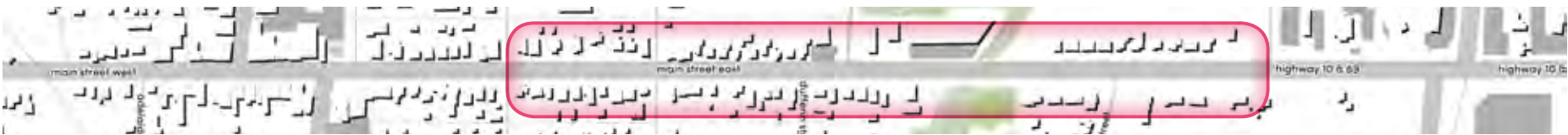
DESIGN ELEMENTS



DOWNTOWN SECTION & PLAN (20.0m)



RESIDENTIAL MAIN STREET

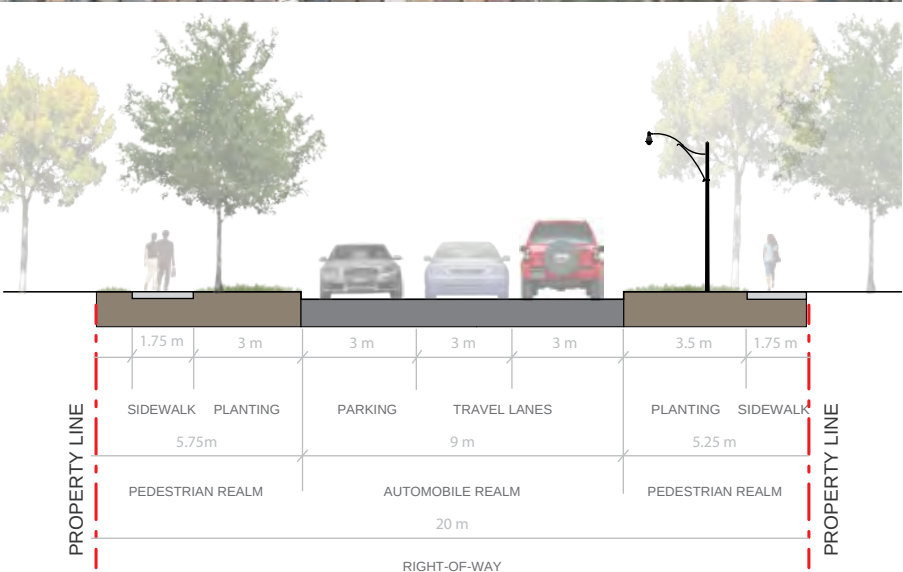


The residential section of Main Street currently consists of a Right-of-Way (ROW) of 20.0m that incorporates two (2) traffic lanes, street parking on the north side of the street, and sidewalks on both sides of the street with a landscaped vegetative buffer with mature trees.

With a residential character, this section of Main Street holds the potential for improved active transportation facilities and traffic calming measures



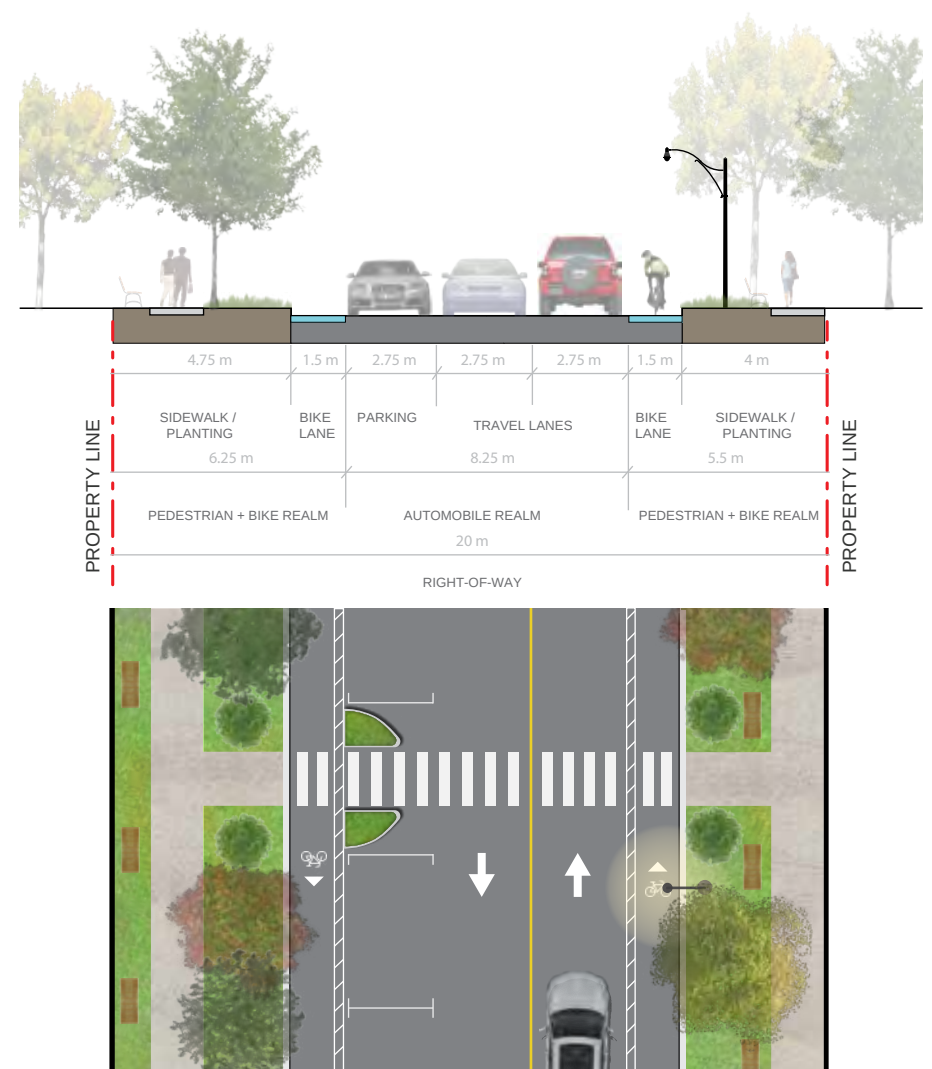
EXISTING CONDITIONS



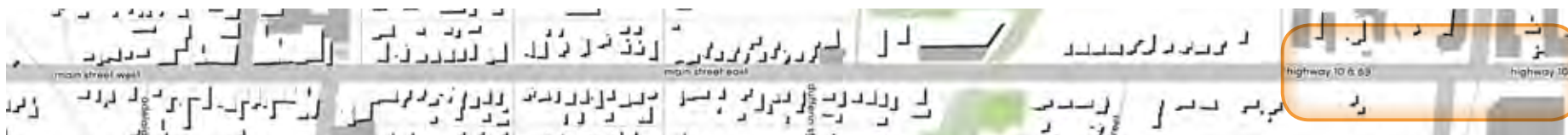
DESIGN ELEMENTS



RESIDENTIAL SECTION & PLAN (20.0m)



COMMERCIAL MAIN STREET

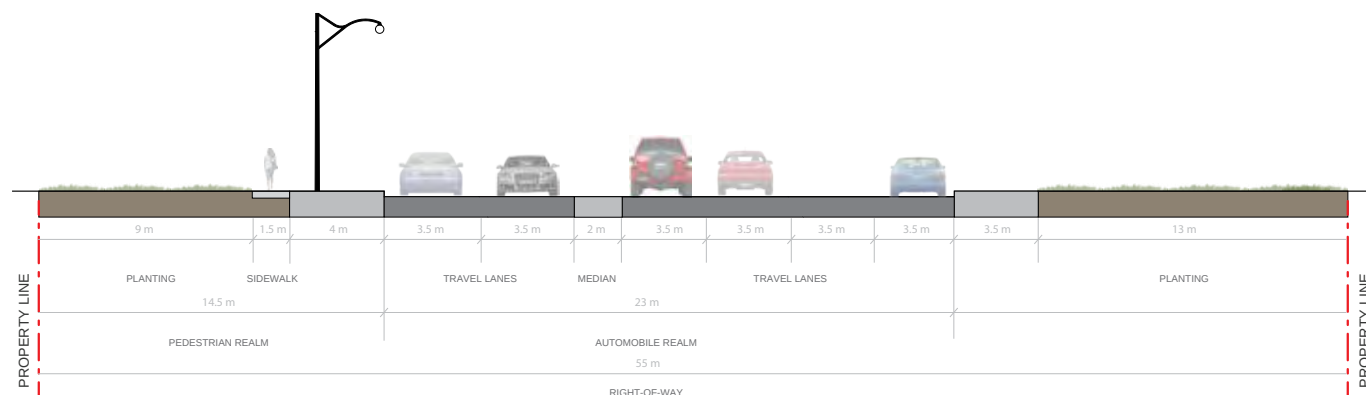


The eastern section of Main Street, specifically at the intersection with County Road 124, currently consists of a Right-of-Way (ROW) of 55.0m that incorporates six (6) traffic lanes with a median, sidewalks on one side and grassed area between the property lines and the ROW.

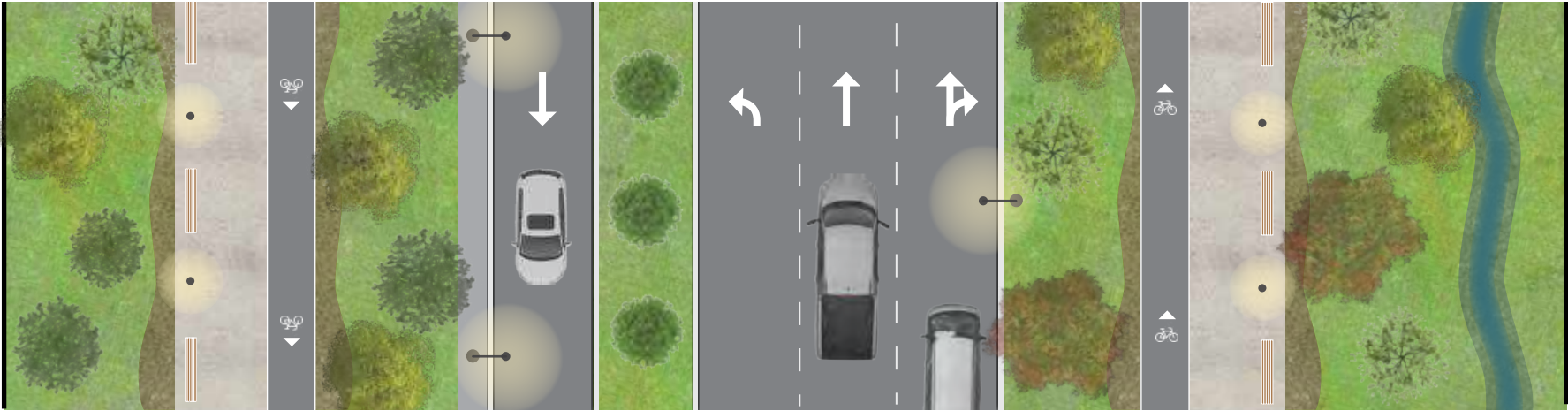
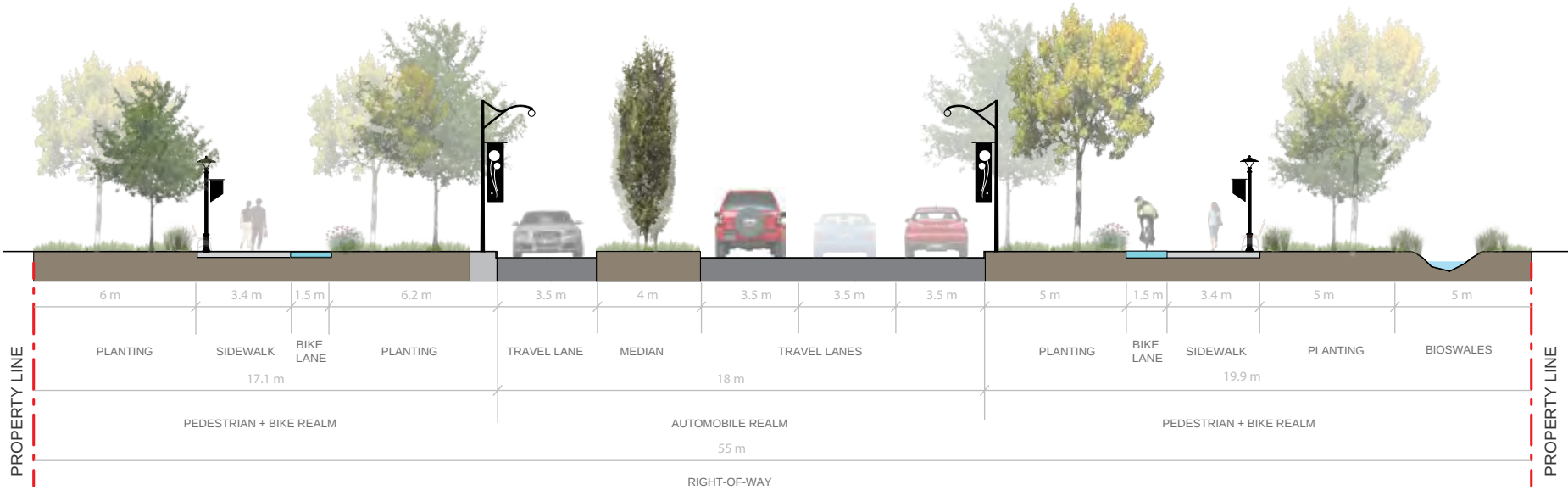
This section of Main Street holds the potential for separated multi-modal movements with active transportation facilities provided on both sides of the street alongside street furniture and extensive vegetation that acts as buffer to traffic, creates a sense of safety, adds visual interest, and improves the overall tree canopy of the area.



EXISTING CONDITIONS



COMMERCIAL SECTION & PLAN (55.0m)



STREET FURNITURE FOR MAIN STREET

Street furnitures, including lighting, seating, and planters among others, is crucial to placemaking and provides important amenities to pedestrians and cyclists. Street furniture should be selected cohesively as one family that represents the heritage character of Shelburne with materials such as wood and metal. It is important that each piece of the family is incorporated throughout Main Street, especially at key intersections and gateways. The street furniture will humanize the street and promote walking and biking as reliable and healthy modes of transportation. The following section provides a street furniture family appropriate for the three Main Street sections previously explored.

LIGHTING



pedestrian lighting

□ DOWNTOWN □ RESIDENTIAL



boulevard lighting

□ COMMERCIAL



trail lighting

□ DOWNTOWN □ RESIDENTIAL □ COMMERCIAL



light bollards

□ DOWNTOWN □ RESIDENTIAL □ COMMERCIAL

SEATING



two-person benches

□ DOWNTOWN □ RESIDENTIAL □ COMMERCIAL



one-person benches

□ DOWNTOWN



long benches

□ DOWNTOWN



tables

□ DOWNTOWN



PLANTERS



standalone planters

■ DOWNTOWN ■ RESIDENTIAL ■ COMMERCIAL



dual planters

■ DOWNTOWN ■ RESIDENTIAL ■ COMMERCIAL



planter + seating

■ DOWNTOWN



planter + seating

■ DOWNTOWN

OTHER



garbage+recycling

■ DOWNTOWN ■ RESIDENTIAL ■ COMMERCIAL



garbage- only

■ DOWNTOWN ■ RESIDENTIAL ■ COMMERCIAL



bike rack/locks

■ DOWNTOWN ■ RESIDENTIAL ■ COMMERCIAL



bollards

■ DOWNTOWN ■ RESIDENTIAL ■ COMMERCIAL



PUBLIC REALM BIG MOVE #6

Create entrance feature at key intersections through a combination of landscape and pavement treatment, buildings, and signs to welcome residents and visitors





TOWN GATEWAY

The Town currently has signage posts at the extremities of its boundary. There is an opportunity to either complement or replace those signs with a combination of landscape and pavement treatment, and public art.



welcoming signage



entrance signage



public art



DOWNTOWN GATEWAY

Shelburne's Downtown is a community hub that incorporates a wide range of amenities. There is an opportunity to welcome residents and visitors with a unique built form alongside appealing wayfinding.



luminous planter



gateway arch



wayfinding



DOWNTOWN NODE

Within Shelburne's Downtown, there are three special nodes that incorporate most of the traffic and activities. There is an opportunity for pavement treatment and parklets to add more flexibility for community events, and to redesign Jack Downey Park.



pavement treatment



parklets



design for jack downey park



PUBLIC REALM BIG MOVE #7

Redesign Fiddle Park as a community hub

Fiddle Park was identified by the Public as a key location for public realm improvements to create a neighbourhood park that incorporates a wide range of recreational amenities. The design for the park includes a lake that could be used for water sports during Summer and ice skating during Winter. Other features include a trail system, reforestation of certain parts of the park, additional parking, community gardens, and a pavilion for special events.

The vision for the park is a community hub that acts as a gathering space for the Town that incorporates year-long community-based programming, while allowing residents to connect with Shelburne's nature. In addition to creating a central hub for shared experiences for the community, developing Fiddle Park into a rural destinations and public tourism facility will attract tourist, and increase community beautification.

EXISTING CONDITIONS



POSSIBLE DESIGN



DESIGN RECOMMENDATIONS

Key design recommendations for Fiddle Park include:

- A lake/pond that would provide a range of water sports during the Summer season and ice skating during Winter;
- A community garden that can be used throughout Spring, Summer and Fall;
- A pavilion to provide shelter for events;
- Additional vehicle and bicycle parking spaces to improve accessibility;
- A trail system that provides access to many parts of the park including the lake/pond and the natural heritage system;
- Flexible spaces to host outdoor activities; and,
- Reforestation of key areas to complement the natural heritage system.



lake / pond



community garden



pavilion



PUBLIC REALM BIG MOVE #8

Redesign Jack Downey Park to become the community's 'living room'

Jack Downey Park is Shelburne's downtown park, elevating its potential as the community's living room. It currently incorporates trees, statues, a gazebo, and some seating. With its strategic location, there is an opportunity to expand the park northward over the existing parking lot with a flexible pavilion that could host the Town's farmers market, while still providing parking spaces along additional paths and vegetation. Reinforcing the idea of a flexible space, the park could expand onto William St during special events and could incorporate a special pavement and treatment, creating a 'spill over' effect and a shared street. Finally, the key intersection of Main St and William St could incorporate traffic calming measures to reinforce the pedestrian scale of Jack Downey Park and the direct surrounding area.

POSSIBLE DESIGN



EXISTING CONDITIONS



DESIGN RECOMMENDATIONS

Key design recommendations for Jack Downey Park include:

- The creation of an overall flexible space for a wide range of community-based programming;
- The extension of the park over the parking lot north of the park;
- The addition of a flexible pavilion that provides parking spaces and can host community events such as the farmers market;
- Special pavement over William St to extend the park during special events;
- Traffic calming measures, such as crosswalks identified by pavers, at the intersection of Main St and William St to improve the human scale; and,
- An extensive tree canopy and a complete family of street furniture.

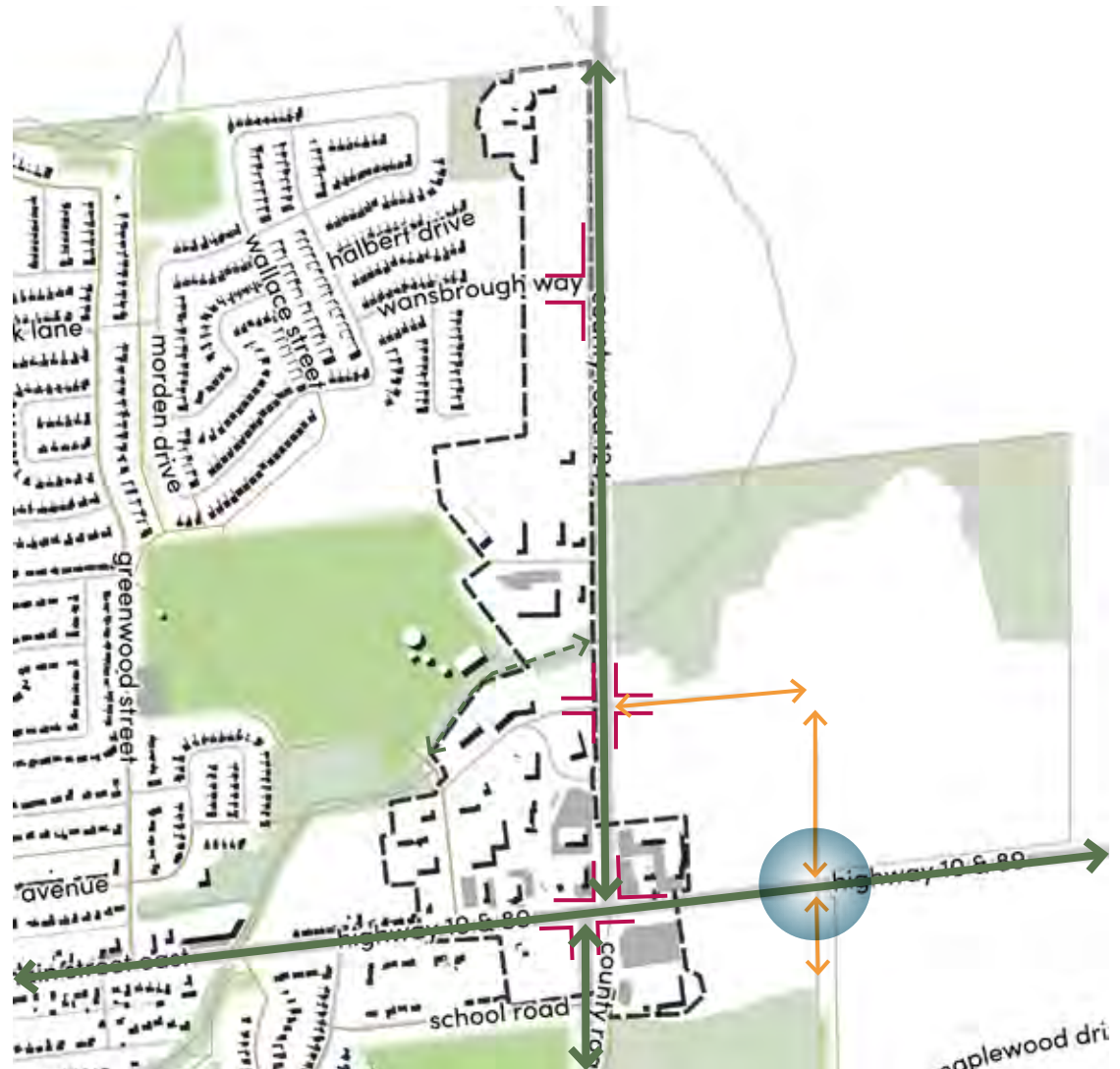


PUBLIC REALM BIG MOVE #9

Improve commercial buildings along County Road 124 with sidewalks, trails, and landscape/pavement treatment

The eastern boundary of the Town is composed of commercial buildings with extensive parking and storage surfaces and minimal public realm facilities. With a strategic location and upcoming residential developments, the eastern commercial corridor has the opportunity to incorporate streetscape improvements alongside the main arterial roads with gateway features at the eastern entrance of the Town along Main Street. In addition, buildings along the main arterial roads should be redeveloped and intensified to provide a continuous building wall with a street presence and extensive public realm. Buildings found at the three key intersections along the corridor should minimize front yard setback and locate parking at rear. The three intersections should incorporate traffic calming measures.

EXISTING CONDITIONS



↔ potential future routes



↔ STREETScape IMPROVEMENT

Main Street and County Road 124 / Second Line, should be improved with pedestrian and cyclist amenities such as sidewalks, bike lanes, and street furnitures.



←----> NATURAL TRAIL

Natural Trails should be integrated along Shelburne's creeks to connect its off-road trails to its on-road trails.



└ BUILDING EDGE

Buildings at key intersections should have a street presence with minimal front yard setbacks and parking at rear. In general, there should be a clear and continuous 'wall' of buildings along the street edge.



● GATEWAY

The new intersection provided through the Fieldgate development and the intensification of the No Frills property should be elevated as an important gateway with a combination of signage, pavement and landscape treatment.





A photograph of a person riding a bicycle on a paved path, viewed from behind. The path is lined with green trees and bushes. In the background, a car and a yellow vehicle are visible on a road. A large, thick, dark blue curved line sweeps across the right side of the image. A white rectangular box is positioned in the lower-left corner, containing the text 'SECTION 4' in a bold, dark blue font.

SECTION 4

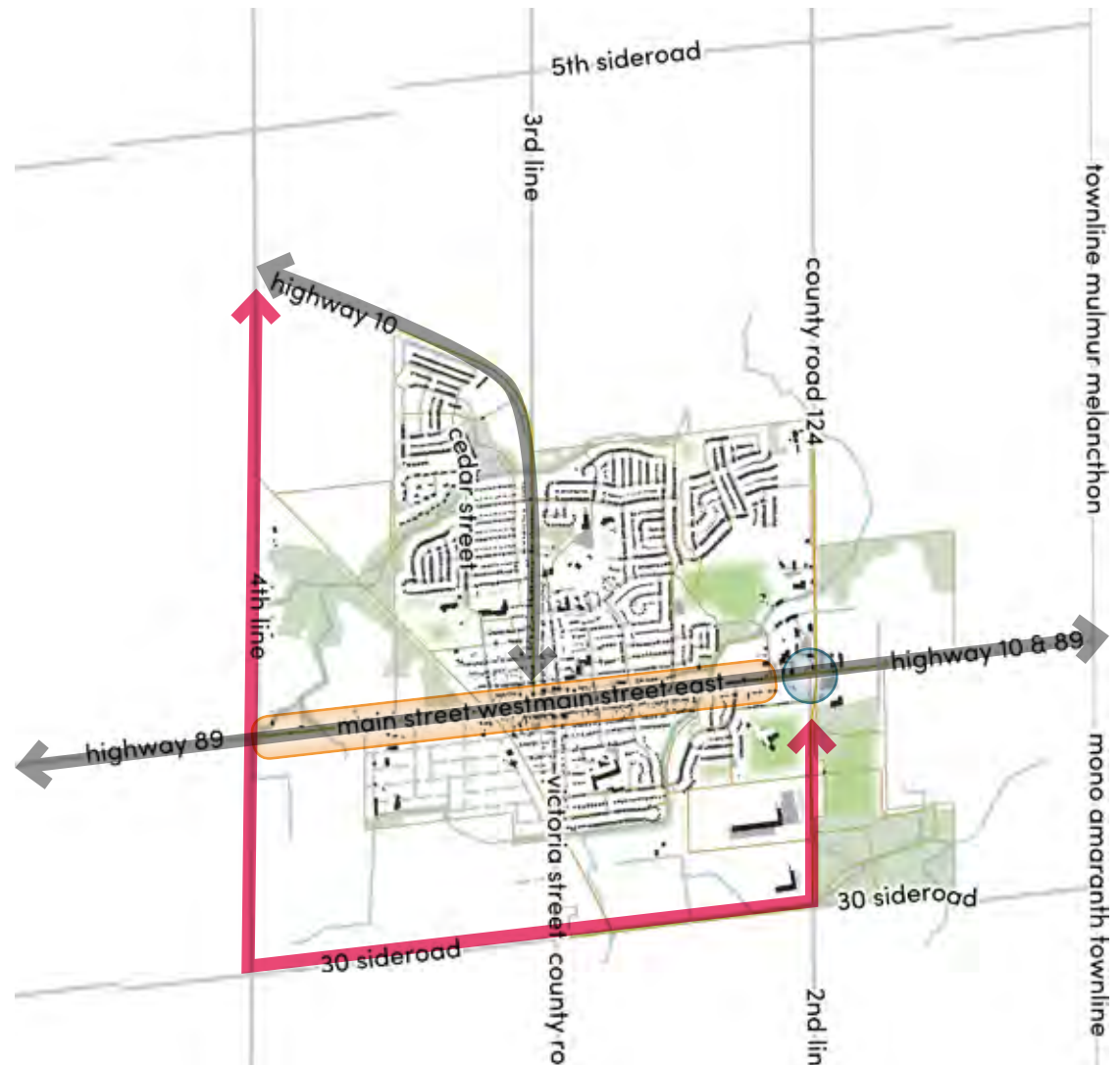
MOBILITY

MOBILITY BIG MOVE #10

Reduce truck traffic on Main Street with narrower lanes and clear signs to alternate truck routes

Shelburne is at the intersection of two highways, Highway 10 and Highway 89, and is experiencing large amounts of truck traffic, not conducive to a pedestrian-oriented street network. Although the Town is currently discussing potential solutions to reduce truck traffic, such as a by-pass, there is an opportunity to disincentivize trucks to pass through the Town and promote an alternative road such as 30 Side Road and 4th Line. This can be achieved through narrower lanes and clear signage.

EXISTING CONDITIONS



↔ existing truck routes

↔ alternate truck route



REDUCE TRUCK TRAFFIC

Alongside the work the Town is currently undertaking to reduce truck traffic, the CIP has identified several strategies to incentivize truck drivers to utilize alternate truck route and to provide a sense of priority to pedestrian, cyclists, and car drivers in Shelburne.

ENHANCED MAIN STREET

As identified under Big Move #4, Main Street has the potential to become the true “main street” of Shelburne. The followings are key recommendations to realize the street’s potential:

- Decrease lanes’ width;
- Incorporate a wide range of traffic calming measures; and,
- Incorporate bike lanes.



WAYFINDING

Wayfinding at the Main Street and County Road 124 intersection should provide clear and explicit directions to alternate truck routes.



MOBILITY BIG MOVE #11

Connect Shelburne through trails and sidewalks to promote a connected and healthy community

Active transportation is a key component in promoting a healthy community. The existing active transportation network is widely used by the community and improved connections can provide another means by which to move around Shelburne. Possible connections are identified to link the existing and planned trails to local destinations. Arterial roads are also identified as key corridors for improved pedestrian and cyclist mobility.

EXISTING CONDITIONS





EXISTING DESTINATIONS

The Town incorporates a wide range of destinations, such as schools, recreation facilities, healthcare facilities, and commercial/retail nodes, that should be connected through active transportation facilities.

EXISTING + FUTURE TRAILS

The Town already incorporates a range of trails and is planning to expand this network even further in the near future.



ARTERIAL ROADS

Arterial Roads incorporate most of the traffic and should therefore have separated active transportation infrastructure for pedestrians and cyclists to move freely and safely.

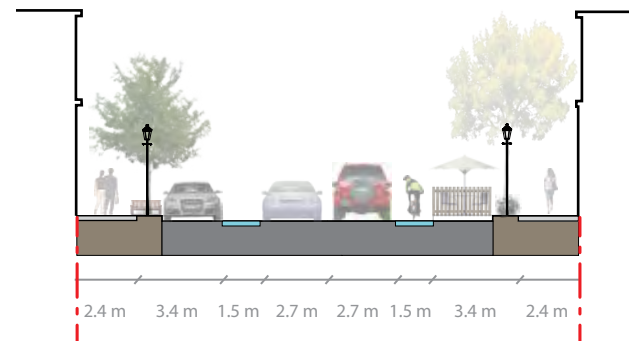
POSSIBLE CONNECTIONS

There are opportunities for improved connectivity between existing and future trails, and existing destinations. Such comprehensive network would promote a healthy community.

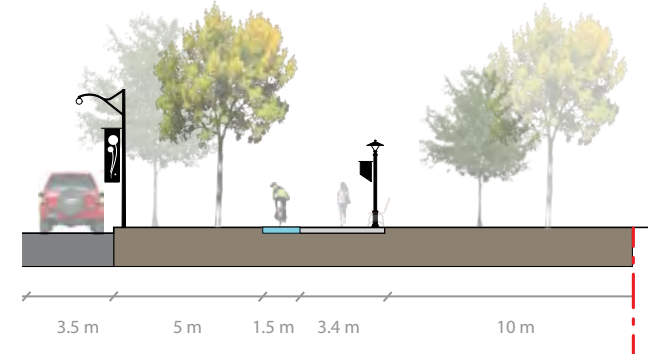
POSSIBLE ACTIVE TRANSPORTATION FACILITIES

Different active transportation facilities should be considered and assessed based on the road type (ie arterial, collector, or local), the intensity of traffic, and the environmental context (eg downtown vs natural heritage system). A context-based approach would ensure that the active transportation network promotes walking and biking as safe and reliable alternatives to the car.

separated bike lane for arterial roads



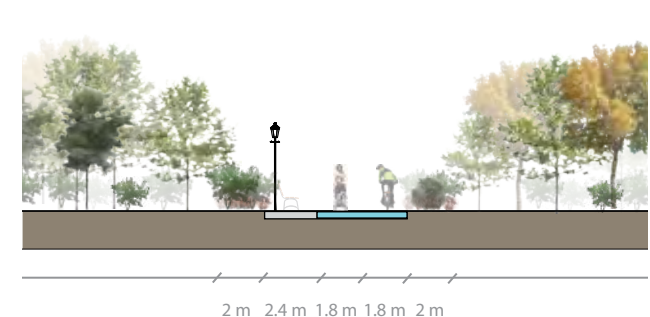
multi use trail for arterial roads



sharrows for local and collector roads



multi-use trail / natural trail



MOBILITY BIG MOVE #12

Improve Downtown lanes with special pavement and landscaping to improve use for parking, servicing/loading, pedestrian and cycling connection

Municipal Lanes were initially designed as part of residential development in the Town prior to the 1950s. They are currently used for both servicing and access to the back of residential properties where garages are generally located. There is an opportunity to intensify those spaces to include special pavement and landscaping, pedestrian and cycling connections.

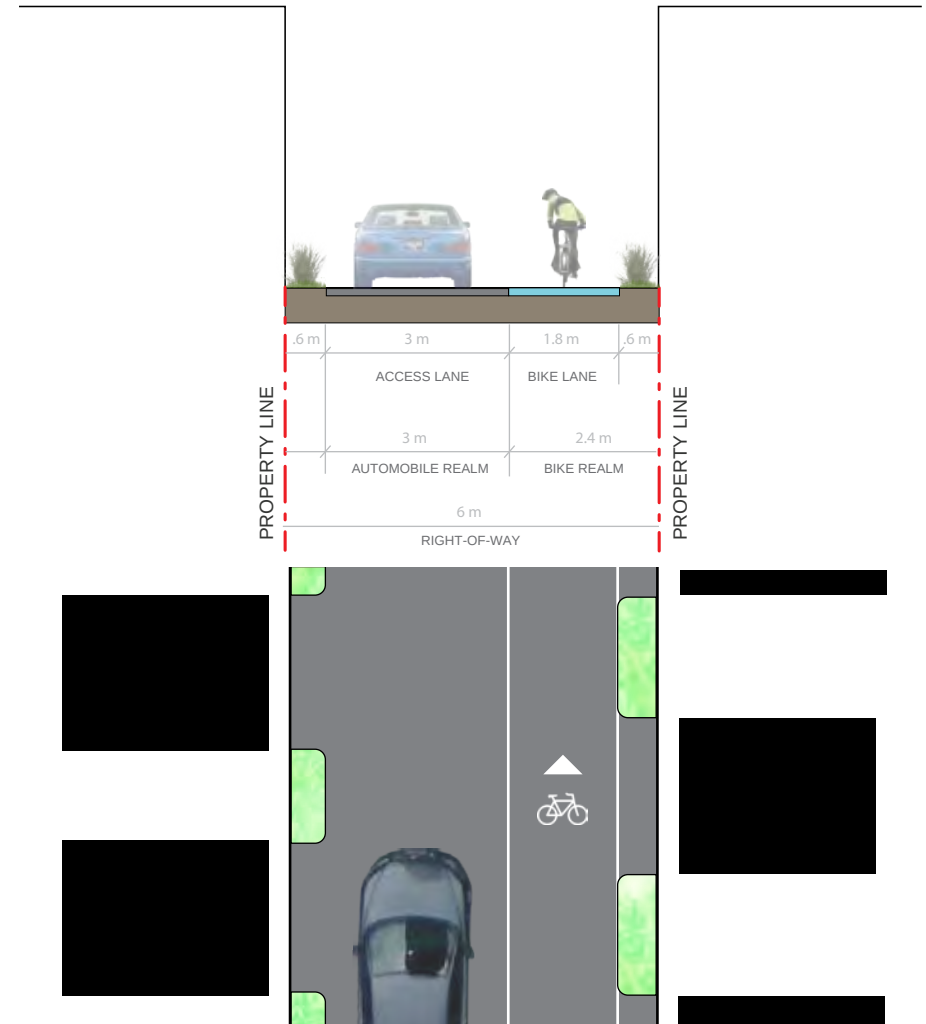
EXISTING CONDITIONS



PRECEDENTS



LANE SECTION & PLAN







IMPLEMENTATION STRATEGY

for shelburne community improvement plan



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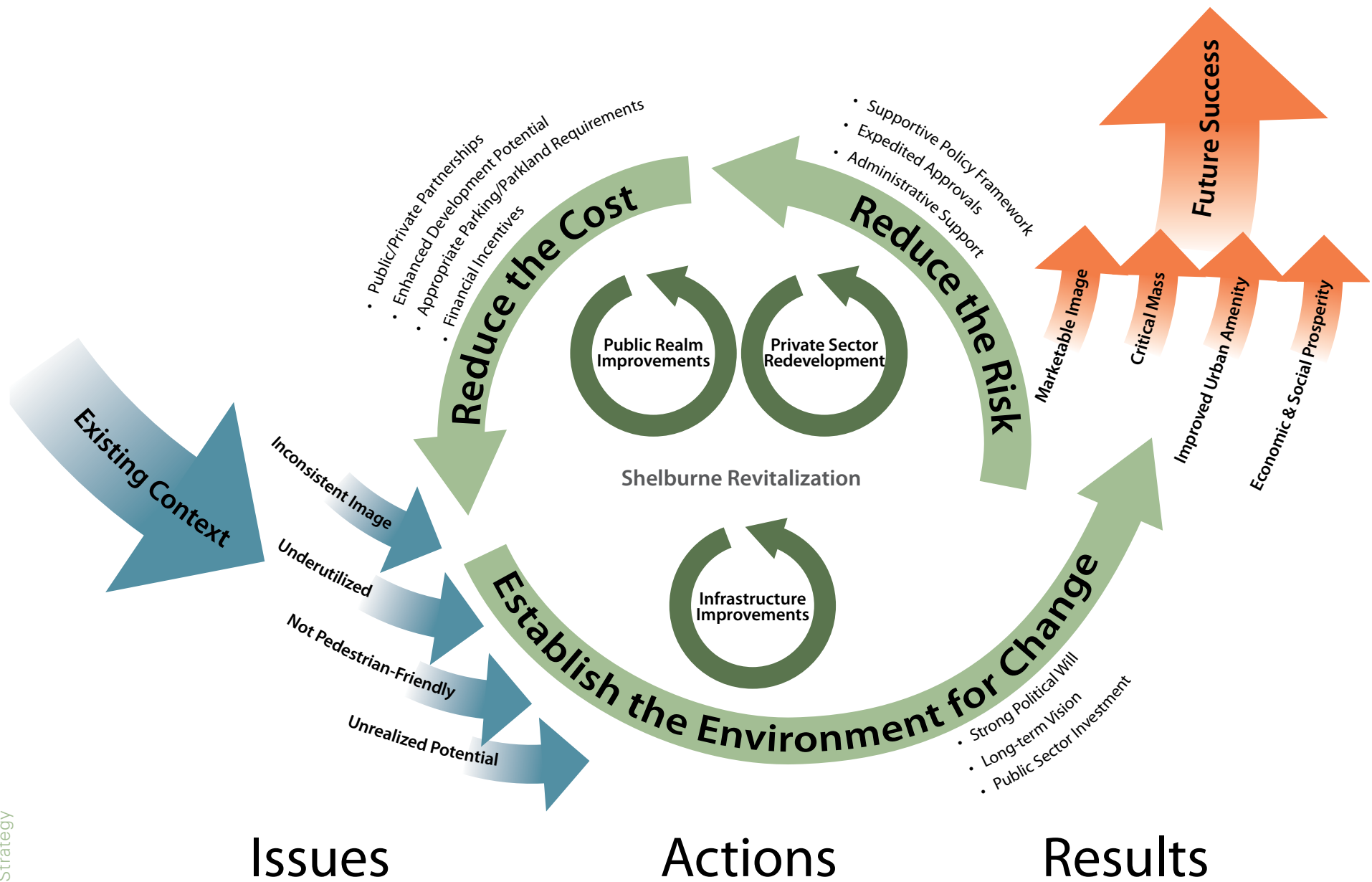






SECTION 1

THE PHILOSOPHY OF CHANGE



Actions to Stimulate Change



SECTION 1 THE PHILOSOPHY OF CHANGE

This Community Improvement Plan represents the ongoing process of establishing Shelburne as a prime location for tourist in the region, complementing Orangeville, the Bruce Trail, and others.

Success will take time and come from a series of activities

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. This Community Improvement Plan has identified a broad array of public sector initiatives and private sector redevelopment opportunities, within the context of an overall vision for the future. The success of this Plan is not related to one specific action, or the development of one large project. It is a series of activities that can be completed over a long period of time. Incremental success will be achieved in direct relation to the ability of the municipality and its partners to invest in public infrastructure and supportive programs, and the ability of the private sector to respond to market demands for redevelopment.

Sustaining strategic partnerships will be crucial

This Plan is intended to identify the implementation toolbox that will assist the municipality in achieving the vision for Shelburne. The role of the public sector is extremely complex. The promotion of the vision will require a high degree of cooperation and leadership in order to achieve success. Key players will include, most directly, the Town of Shelburne and the Economic Development Committee, as well as private sector investors. The importance of establishing and maintaining a strategic relationship cannot be overstated.

As key landowners and funding partners, the activities of the Town and the Economic Development Committee will dramatically influence the long-term evolution of the Town into a successful commercial district, a tourist destination, and a great neighbourhood. Other government agencies will also play a role in the evolution, either as funding partners for key initiatives, or as promoters in other complementary infrastructure components.







SECTION 2

FORMULA FOR SUCCESS



SECTION 2 FORMULA FOR SUCCESS

Ongoing change is a positive sign of a healthy community. In order for the Town of Shelburne to continue to be successful – economically, aesthetically and in terms of quality of life – a Town that includes and supports businesses, administration, culture, social activities and community events, with a focus on pedestrians, must be promoted and, more importantly, achieved.

Variety of Tools to Achieve Success

There are a variety of tools that have been used to help stimulate redevelopment. Across North America, various levels of government have used a vast array of planning, financial and other tools to facilitate the desired mixed-use, pedestrian-friendly environments. However, success is usually a result of a combination of tools and circumstances, as opposed to one critical action. Typically, government intervention beyond infrastructure investment, for example through building programs, incentives and supportive planning policy regimes, is seen as a key development catalyst that can influence private sector investment decisions.

Change Takes Time

Despite the significant change that has already occurred in the community, improving an established Town takes time and will occur incrementally. It is not anticipated that wholesale changes to the Town and consumer lifestyle can occur overnight in Shelburne.

Cooperation and Commitment are Required

It is crucial that all appropriate private sector initiatives within Shelburne be supported by a reciprocal commitment between the Town, the Economic Development Committee and other public agencies to create components of the pedestrian realm, public buildings and infrastructure, as well as to tame the impact of Provincial Highways 10 and 89, as they bisect the community. The improvements to the pedestrian realm and public infrastructure must be developed in coordination with private sector investment.





Three Actions to Stimulate Change

Previous sections of this report have identified an overall vision for Shelburne, and have provided guidance on facilitating public realm improvements and private realm built form development. Experience in other jurisdictions across Ontario, combined with observations in the Town of Shelburne, suggests that a strategy for the successful implementation of the vision for the Town requires that the Town focus their activities. In a general sense, starting and sustaining the successful evolution of the Town will require that public sector partners lead the way. The private sector will respond only when a clear and substantial level of commitment is established by the public sector. There are typically three crucial elements of public sector commitment that are required:

1. Establish the Environment for Change

Establishing the environment for change begins by having a clearly stated and supported “vision” for the future. Public sector investment in streetscape improvements, park spaces and the building of public buildings and facilities also sends an important message of commitment to the development industry. A supportive administrative structure helps remove confusion, and supports the environment for change. The Town must:

- codify the vision through the Official Plan;
- identify and prioritize public realm improvements and include these in the capital improvements plan;
- articulate objectives for private sector development and prepare a strategy to facilitate improvements; and,
- develop a marketing and branding strategy.

The implementation of this Community Improvement Plan will achieve, or will provide direction for these key action priorities.

2. Reduce the Risk of Development

Reducing the inherent risks of the planning approvals process is necessary because the development industry is typically conservative, and averse to risk. The public sector needs to promote and champion private sector redevelopment that achieves the vision. As-of-right planning approvals, created and promoted by the public sector, will reduce the time and risk of the planning approvals process, and will be seen as a key redevelopment incentive. The Town must ensure political will and administrative support for development.

3. Reduce the Costs of Private Sector Development

Reducing the costs of private development is required because in many instances, existing planning and fiscal policy makes redevelopment costly. Indirect cost savings should be promoted within some areas of the Town including reduced parking and parkland standards. More direct financial incentives can include direct grants or loans for appropriate forms of development, as well as façade and landscape improvement grant programs.







SECTION 3

SEVEN KEY RECOMMENDATIONS



SECTION 3 SEVEN KEY RECOMMENDATIONS

The following seven implementation recommendations are crucial actions the Town should consider. All seven of these actions are interrelated and are required, to establish a comprehensive, and ultimately successful transformation of the Town from its past and current state, to a vibrant, accessible, mixed-use centre. Recommendations for financial incentives are included in this chapter.

Recommendation #1: Public Realm Improvements

P1/ Streetscapes

Green Main Street

- Complement existing street trees along Main Street with large canopy trees while taking into consideration utilities and other potential barriers to tree growth.
- Ensure that there are adequate soil volumes in the tree planters or tree pits, approximately 15 cubic meters per tree in combination pits.
- Plant a diversity of trees to ensure that there is natural disease resistance built into the scheme.
- Plant hardy perennials in the planting beds and consider directing storm water from the sidewalks into the planting beds.
- Ensure that the trees and beds are irrigated.
- Consider year round interest.
- Develop a seasonal planting and decorating program for the planting beds along the street.
- Throughout the commercial portion of Main Street, provide for a vegetative median, as well as extensive trees, flower beds, and bioswales framing the multi-use trails.

Trees and shrubs for planting in Shelburne:

Streets

- Acer x freemanii 'Armstrong' - Armstrong Maple
- Acer x freemanii 'Celebration' - Celebration Maple
- Acer x freemanii 'Jeffersred' - Autumn Blaze Maple
- Acer ginnala - Amur Maple
- Acer nigrum - Black Maple
- Acer rubrum - Red Maple
- Acer rubrum 'Armstrong' - Armstrong Maple
- Acer rubrum 'Autumn Flame' - Autumn Flame Maple
- Acer rubrum 'Karpick' - Karpick Maple
- Acer rubrum 'Red Sunset' - Red Sunset Maple (Franksred)
- Acer saccharinum - Silver Maple
- Acer saccharum - Sugar Maple
- Acer saccharum 'Green Mountain' - Green Mountain Sugar Maple
- Acer saccharum 'Legacy' - Legacy Sugar Maple
- Aesculus carnea 'Briotii' - Ruby Red Horse Chestnut
- Amelanchier canadensis - Serviceberry
- Amelanchier x grandiflora 'Autumn Brilliance' - Autumn Brilliance Serviceberry
- Amelanchier x grandiflora 'Robin Hill' - Robin Hill Serviceberry
- Celtis occidentalis - Common Hackberry
- Cercidiphyllum japonicum - Katsura Tree
- Cladrastus lutea - Yellowwood



- *Crataegus crus-galli* var. *inermis* – Thornless Cockspur Hawthorn
- *Ginkgo biloba* ‘Princeton Sentry’ – Princeton Sentry Ginkgo
- *Gleditsia triacanthos* var. *inermis* ‘Skycole’ – Skyline Honeylocust
- *Gleditsia triacanthos* var. *inermis* ‘Shademaster’ – Shademaster Honeylocust
- *Gymnocladus dioicus* – Kentucky Coffee Tree
- *Maackia amurensis* “MaackNificent” – Maackia
- *Ostrya virginiana* – Ironwood
- *Platanus occidentalis* – Sycamore
- *Platanus x acerifolia* Exclamation – Exclamation London Planetree
- *Pyrus calleryana* – Calleryana Pear
- *Pyrus calleryana* ‘Aristocrat’ – Aristocrat Calleryana Pear
- *Pyrus calleryana* ‘Glen’s Form’ – Chanticleer Calleryana Pear
- *Sorbus decora* – Showy Mountain Ash
- *Syringa reticulata* ‘Ivory Silk’ – Japanese Ivory Silk Lilac
- *Tilia americana* – Basswood
- *Tilia cordata* ‘Greenspire’ – Greenspire Littleleaf Linden
- *Tilia x flavescens* ‘Glenleven’ – Glenleven Linden
- *Ulmus x ‘Homestead’* – Homestead Elm
- *Ulmus americana* ‘Princeton’ – Princeton Elm
- *Zelkova serrata* ‘Green Vase’ – Green Vase Zelkova

Parks/Gardens – Trees

- *Acer saccharum* – Sugar Maple
- *Quercus alba* – White Oak
- *Carya ovata* – Shagbark Hickory

Parks/Gardens – Shrubs

- *Amelanchier canadensis* – Juneberry
- *Hamamelis virginiana* – Witch Hazel
- *Aronia melanocarpa* – Black Chokeberry
- *Hydrangea quercifolia* – Oak-Leaved Hydrangea

Provide Active Transportation Facilities

- Connect the existing sidewalks and on-road/off-road trails with various active transportation facilities, which should be assessed based on the road type, the intensity of traffic, and the environmental context (e.g. downtown vs natural heritage system), to create a complete active transportation network. A context-based approach would ensure that the active transportation network promotes walking and biking as safe and reliable alternatives to the car.
- Specific to Main Street, provide separated bike lanes in both the downtown and residential portion of Main Street, while providing multi-use trails in the commercial portion of Main Street with vegetation acting as a buffer with car and truck traffic.
- Specific to the Natural Heritage System, expand existing off-road trails, complement the Bruce Trail and ensure sensitive design is used throughout the trail network.



- Ensure street furnitures, including lighting, seating, and planters among others, are selected cohesively as one family that represents the heritage character of Shelburne, as illustrated in the Design Guidelines, and is incorporated throughout Main Street and other streets, as deemed appropriate, especially at key intersections and gateways. If benches are located against the street, they should face the buildings to create a pedestrian-oriented environment. In addition, benches should be provided in proximity to a street tree to provide shading and/or incorporated as part of a planter, as illustrated in the Design Guidelines.
- Develop a complementary lighting program to illuminate the trees, vegetation and building façades.

Create Space for Cafés and Outdoor Street Edge Retail for Downtown Shelburne

- Allocate a section of the sidewalk for an outdoor retail and café space directly adjacent to the buildings, subject to By-Law 31-2017.
- Provide an opportunity for seasonal cafés (May through October) to be developed in the parking spaces adjacent to restaurants, subject to By-Law 31-2017.

Improve commercial buildings along County Road 124 with sidewalks, trails, and landscape/pavement treatment

- Improve Main Street and County Road 124 / Second Line with pedestrian and cyclist amenities such as sidewalks, bike lanes, and street furnitures.
- Elevate the new intersection provided through the Fieldgate development and the intensification of the No Frills property as an important gateway with a combination of signage, pavement and landscape treatment.

P2/ Laneways

Improve Downtown lanes with special pavement and landscaping

- Pave the laneways in a non-traditional road surface material such as unit pavers or impressed concrete to signal to drivers that they are shared with pedestrians.
- Avoid the use of barrier curbs in favour of flush or roll curbs. Where possible and appropriate, make laneways one-way to provide space for parallel parking and/or active transportation facilities.
- Extend the decorative street lighting from Main Street into the laneways and ensure adequate light levels for safety and security.
- Provide for active transportation facilities, including bike lanes and street furnitures. Shared traffic should also be considered.
- Plant street trees and/or vegetative beds in groupings where space permits and ensure adequate soil volumes to support large canopy trees.

P3/ Parks

Redesign Fiddle Park as a community hub

- Incorporate a lake/pond that would provide a range of water sports during the Summer season and incorporate an ice trail during Winter.
- Include a community garden that can be used throughout Spring, Summer and Fall.
- Build an amphitheatre to host events.
- Add vehicle and bicycle parking spaces to improve accessibility.



- Incorporate a trail system that provides access to many parts of the park including the lake/pond and the natural heritage system.
- Provide for flexible spaces to host outdoor activities.
- Reforest key areas to complement the natural heritage system.

Redesign Jack Downey Park to become the community's 'living room'

- Create an overall flexible space for a wide range of community-based programming.
- Extend the park over the parking lot north of the park with a flexible pavilion that provides parking spaces and can host community events such as the farmers market.
- Apply a special pavement over William St to extend the park during special events.
- Integrate traffic calming measures, such as crosswalks identified by pavers, at the intersection of Main St and William St to improve the human scale.
- Integrate an extensive tree canopy and a complete family of street furniture.

P4/ Residential Streets

Plant Large Canopy Street Trees

- Continue to develop an ongoing and long-term sustained street tree inventory, planting, monitoring and replacement program to ensure green residential streets.
- Plant a tree at the homeowners request in the municipal right of way in appropriate locations that meet Town standards.

Recommendation #2: Transportation Improvements

Two primary roads serve Shelburne, Main Street and Owen Sound Street. These roads provide direct accessibility to the Town land uses as well as connections and linkages to the surrounding rural areas. Observations of existing traffic flows indicate that there is extensive car and truck traffic.

T1/ Promote truck by-pass route

There is an opportunity to formalize a truck route on the south side of the Town to by-pass Main Street. A possible by-pass route would take advantage of:

- County Road 11 (2nd Line) southerly to Main Street;
- County Road 11 (Sideroad 30) Westerly to 2nd Line; and,
- 4th Line northerly to County Road 11 (Sideroad 30) tying directly back to Highway 10 and 89.

This by-pass is important to the improvement of Main Street as the current MTO regulations restrict traffic calming measures, appropriate crossings, bike lanes and other functional/design elements.



Active transportation facilities along Main Street are much needed in order to create a mixed-use pedestrian-oriented environment within Downtown Shelburne, like envisioned in this CIP.

Notwithstanding the complex nature of this by-pass and the extensive efforts the Town has put towards meeting with MTO and promoting a by-pass, the Town should undertake a Transportation Master Plan including a by-pass warrant analysis and justification, route options review and feasibility study.

T2/ Calm Traffic

The highways through Shelburne provide essential access and the opportunity for enhanced business. Traffic should be calmed to provide a more appealing pedestrian environment. Flexibility exists within the existing right-of-way to provide:

- through vehicle travel lane of 2.7 to 3.5 metres in width;
- a parking lane width in accordance to the current Town's standards;
- strategic exclusive left turn lanes;
- additional pedestrian cross-walks at key intersections; and
- mountable curbs and sidewalks as part of urban design treatments including the introduction of wheelchair accessibility efforts at most storefronts.

T3/ Parking Strategy

There is ample parking available in Downtown Shelburne. The parking supply and design can be improved by:

- maintaining on-street parking along Main Street in locations that maximize the supply, while permitting proper intersection operations and the introduction of strategic exclusive left turn storage lanes;
- introducing mountable curb and bump-outs at intersections to reduce the speed of traffic and improve the visual appeal;
- consolidating parking at the rear of buildings; and,
- implementing a signage plan to direct patrons to the available parking spaces.



Recommendation #3: Update Planning Policy to Facilitate Compatible Development

PP1/ Amend the Official Plan and Zoning By-law

An objective for the Town within the Official Plan and Zoning By-Law should be to attract and facilitate the ongoing evolution of Downtown Shelburne and the Highway 89 Corridor with appropriate regulation that facilitates change. For lands adjacent to Downtown Shelburne, opportunities for the intensification of the primarily lower density residential development context should be considered in order to create an expanded walk-in market for the existing and future retail and service commercial uses. Further, connectivity among the various neighbourhoods and the Downtown should be enhanced.

In reviewing the land use planning controls within Downtown Shelburne and along the Highway 89 Corridor, the following recommendations should be considered by the Town:

- The Downtown, and lands within the Highway 89 Corridor should be considered comprehensively as a mixed use - residential and commercial - agglomeration with a range of permitted retail and service commercial uses, office uses and residential uses. In addition, cultural, entertainment and administrative uses should be considered throughout. Permissions for land uses that form part of the “new economy” should also be explicitly identified including maker spaces, artisan studios/retail facilities and brew pubs; and,

- Taller buildings throughout the Downtown and along the Highway 89 corridor should be considered. Uniform building heights may not be appropriate everywhere, but where opportunities exist for building above 3 or 4 storeys, they should be identified and pre-zoned to attract investment and redevelopment interest. In the Downtown the goal should remain that residential uses be permitted on the second floor and above, with non-residential, active uses at grade. Along the Highway 89 Corridor, stand alone residential uses should be permitted, as well as mixed-use buildings with residential and/or office uses permitted on the second floor and above.

PP2/ Amend Parking Standards

The Town must provide appropriate parking standards and related design polices that are consistent with enhanced pedestrian activity. Parking standards for Shelburne must ensure that parking is neither under, nor over-supplied, and provide opportunities to reduce the cost to the private sector.

Parking in the Downtown is a key issue that affects redevelopment viability. Parking requirements can frustrate the reuse of existing floor space, the redevelopment of existing buildings and new development opportunities. The Town should review its parking requirements in the Downtown to consider:

- The long-term role of the Town as a provider of parking - both on-street and off-street - facilities;
- The use of cash-in-lieu of parking to augment the municipal parking supply in the Downtown;
- The opportunity to better utilize the existing parking supply through proper organization and pricing strategies;



- The opportunity to share parking facilities based on the use characteristics of different land uses, as well as among multiple landowners; and,
- The introduction of reduced parking standards, beyond the existing parking reductions already provided.

PP3/ Amend Parkland Standards

Parkland standards must be established by the Town to ensure that the existing public parkland is appropriately augmented by well-designed urban open spaces, and to provide an opportunity to reduce the cost of development. It is recommended that the Town waive the parkland requirement for all non-residential development projects within Shelburne's Downtown Core, or as determined through a Community Benefits By-Law.

Further, for residential development, the parkland conveyance requirement should be capped at 5 percent of the net developable land area.

Recommendation #4: Financial Incentive Programs

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

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

In Shelburne, the desire is both to improve existing buildings and to facilitate new development. As such, the following financial incentive programs are recommended for implementation in Shelburne:

F1/ 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 priorities, the Façade Improvement Grant Program and Sign Improvement Grant Program shall be prioritized over the short term. The remaining four programs should take effect 2-4 years after the adoption of this Community Improvement Plan.



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 Staff.

Program-Specific Requirements

All building owners/business operators who are located within Shelburne are eligible to apply for funding under this grant program, subject to the following requirements, and the availability of funding as approved by Council:

- Applicants must submit a Façade Improvement Grant Program form with a design concept appropriate for the Façade Improvement Grant Program, consistent with the Design Guidelines.
- Business operators can have access to the Façade Improvement Grant Program if they can provide written consent to conduct the improvements from the owner of the property.
- 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.

Sign Improvement Grant Program

A Sign Improvement Grant Program looks specifically at signage provided through private buildings and promotes the sensitive redesign and repair of existing signs, and/or installation of new signs, 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 any forms of signage. Eligibility for sign improvements include the redesign, installation and/or repair of the following types of signage: fascia and banner signs, projecting signs and awnings. In addition, the installation of new signs is subject to the sign by-law.

Program-Specific Requirements

All building owners/business operators who are located within Shelburne are eligible to apply for funding under this grant program, subject to the following requirements, and the availability of funding as approved by Council:

- Applicants must submit a Sign Improvement Grant Program form with a design concept appropriate for the Sign Improvement Grant Program, consistent with the Design Guidelines.
- Business operators can have access to the Sign Improvement Grant Program if they can provide written consent to conduct the improvements from the owner of the property.
- 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.



Accessibility Improvement Grant Program

The Accessibility Improvement Grant Program promotes improved accessibility to existing buildings within Shelburne. Eligibility for accessibility improvements include barrier-free storefront access, ramps or the improvement of business access (eliminating stairs) and other accessibility improvements as approved by Staff.

Program-Specific Requirements

All commercial building owners/business operators who are located within Shelburne's Downtown Core, as identified in the Town's Official Plan, are eligible to apply for funding under this grant program, subject to the following requirements, and the availability of funding as approved by Council:

- Applicants must submit a Accessibility Improvement Grant Program form with a design concept appropriate for the Accessibility Improvement Grant Program, consistent with the Design Guidelines.
- Business operators can have access to the Accessibility Improvement Grant Program if they can provide written consent to conduct the improvements from the owner of the property.
- 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.

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, modification of existing open spaces, sustainable landscape initiatives and additional landscape improvements as approved by Staff.

Program-Specific Requirements

All building owners/business operators who are located within Shelburne are eligible to apply for funding under this grant program, subject to the following requirements, and the availability of funding as approved by Council:

- Applicants must submit a Landscape Improvement Grant Program form with a design concept appropriate for the Landscape Improvement Grant Program, consistent with the Design Guidelines.
- Business operators can have access to the Landscape Improvement Grant Program if they can provide written consent to conduct the improvements from the owner of the property.
- 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.



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 Staff.

Program-Specific Requirements

All building owners/business operators who are located within Shelburne are eligible to apply for funding under this grant program, subject to the following requirements, and the availability of funding as approved by Council:

- Applicants must submit a Heritage Building Improvement Grant Program form with a design concept appropriate for the Heritage Building Improvement Grant Program, consistent with the Design Guidelines.
- Business operators can have access to the Heritage Building Improvement Grant Program if they can provide written consent to conduct the improvements from the owner of the property.
- 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.

F2/ 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, the property subject to the application must be located within the Shelburne's Downtown Core, identified in the Town's Official Plan, and must submit program-specific forms. 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.

These programs should take effect 2-4 years after the adoption of this Community Improvement Plan.

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 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; and,
- Demolition Permit.

Residential Unit Development Grant Program

The Residential Unit Development Grant Program stimulates the development of new residential units within Downtown Shelburne. 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. If an application for a Zoning By-Law Amendment and/or Official Plan Amendment is required to facilitate changes to the property in question, the applicant should await Town's approval of such application prior to applying to this program. The Residential Unit Development grant is to be paid to the property owner, regardless of who develops the property. All property owners within Downtown 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), and be a self-contained unit under the definitions of the Zoning By-Law.

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.

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.

Recommendation #5: Administrative Responsibilities

It is important to establish mechanisms to manage change within the entire Downtown. Further, the entire community needs to work together to establish a strategy to achieve common objectives.

- The Town, the Economic Development Committee and the BIA must collaborate, and assign responsibilities for management and financial contributions, including:
 - marketing Shelburne's uniqueness;
 - increasing the rate of investment in the Town;
 - contributing to capital improvements; and,
 - establishing and managing programs to maintain the physical appearance of its streets and other public spaces.



A1/ Seek or Establish Sources of Revenue for Capital Projects

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. The Town is currently undergoing its third BR+E 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.

With the Town's increased activities in the field of arts, culture and heritage, this funding program should be considered.

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;
- funds provided by Dufferin County, or other levels of government;
- 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.



A2/ Establish an Oversight Committee to Implement this Plan.

This Plan was developed through a collaborative process involving Council, staff, Economic Development Committee, input and feedback from the community and various stakeholders. The recommendations represent their collective vision for the Town. To ensure the successful implementation of this vision, as well as the continued engagement of stakeholders, a Project Oversight Committee that is dedicated solely to the realization of this Plan should be established. The Project Oversight Committee should include members of staff and the Economic Development Committee.

A3/ Support ongoing volunteerism

Based on the interest and enthusiasm encountered at the workshops, there is an existing core of dedicated individuals who have a keen interest in the future success of the Town of Shelburne. The Town needs to recognize and support these individuals and organizations that are working to improve their community. The revitalization of the Town will need to rely very heavily on the existing and, hopefully, expanded contingent of dedicated volunteers.

Recommendation #6: Maintenance/Operations

There are many symbols of pride and self esteem in Shelburne, such as the Jack Downey Square, Town Hall and the library. The Town shops and businesses and their maintenance are also a reflection of how the owners and residents feel about the place where they live, work and play. Enhancing and maintaining Shelburne's downtown should be considered a priority for the community as it impacts the viability of the whole community.

Responsibility for maintenance of the public realm does not solely belong to the Town – it is a shared responsibility among the Town, the BIA, individual business owners and residents. There are many opportunities for sharing maintenance. By taking pride of Shelburne as a community, it exemplifies a unified approach to maintaining not only the properties and neighbouring properties, but also Shelburne as a whole.

01/ Prepare a maintenance framework

An initial task of the Town, in collaboration with the Economic Development Committee and the BIA should be to identify a framework to guide maintenance in Shelburne. The framework should identify the full spectrum of components/elements, desired state of maintenance and responsibilities. The framework should include everything from clearing snow from the road and sidewalk, to emptying waste receptacles, sweeping and cleaning sidewalks to planting. The responsibilities for maintenance should be distributed among the broad range of stakeholders including the Town of Shelburne, BIA, individual shop owners and local volunteers.

02/ Funding for Ongoing Maintenance

Maintenance costs are typically to be funded through:

- funds allocated in the Town's budget, or dedicated reserves;
- revenue generated through use of the Town facilities themselves; and/or,
- collaboration with the Dufferin County and Shelburne Business Improvement Association.



In addition to those traditional funding sources, the Town may pursue a host of other, more innovative approaches to reducing maintenance costs through:

Design for Lower Maintenance

Urban streetscaping, due to its complexity can be expensive to maintain. The Town should promote sustainable streetscapes and parks in the Town that require less maintenance over time. These facilities can be designed with relatively low maintenance paving materials, furniture and plant materials.

Plant material in an urban setting is crucial and requires special attention for maintenance, for example:

- selection of plant species that are drought tolerant once their root systems are established is one example of reducing the maintenance requirements for water;
- understanding the role of soil chemistry, soil volumes and soil types is also important to support lower maintenance plant material and must be specified in tandem with plant material; and,
- pruning requirements of plant material can also be taken into consideration in the design process, to reduce maintenance.

The maintenance requirement for watering of plant material is important to consider early in the design process. Designers can work to identify opportunities for water sources from adjacent buildings, for example, such as recycled rain water from roof tops (which provide the cleanest source of rainwater) that can be stored in cisterns, filtered and reused for irrigation. Even drought tolerant plant material needs irrigation to become established (the first year or two) and maintenance plans also need to prepare for extended drought periods to keep planted areas healthy and attractive.

The Role of the BIA

The Town may not be in a position to provide ongoing streetscape and park maintenance in the Town to the standard that the BIA requires. This will have a tremendous impact on the appearance, and ultimately the property values in proximity.

The Shelburne Business Improvement Association can, as part of their mandate, assist the Town with the ongoing maintenance within the Downtown. Certainly the Shelburne BIA can work with the Town's maintenance staff to augment the maintenance protocols of the Town. At the very least, the BIA and its constituent business owners should be asked to assist in maintaining adjacent public realm components as part of their property maintenance procedures. Maintenance is a team effort. All Downtown stakeholders have a role to play in keeping the area looking and feeling clean.

Adopt-a-Park/Street Program

Local service clubs, school groups, horticultural societies or interested citizens/citizen groups may wish to become involved in specific park/streetscape maintenance events, and/or for ongoing maintenance responsibilities.

The Town should consider establishing an adopt-a-park/street program within Shelburne, where individuals or groups can become the guardian of a specific park or street. The Town would need to establish an individual protocol, and prepare agreements to facilitate this type of intervention. The program could simply be to raise funds to retain a maintenance team, or there could be a strategy to utilize the sweat equity of these groups. Nonetheless, the Town would need to retain management control, while harnessing the tremendous enthusiasm and potential of service clubs, school groups, horticultural societies or interested citizens/citizen groups.



Recommendation #7: Marketing Strategy

The vision and goals contained in Shelburne's Community Improvement Plan are further supported through the Marketing Strategy, attached to this report. This strategy conveys the messaging and imaging that Shelburne is a unique heritage community with a high quality of life for residents and strong appeal for businesses. The strategy is an effective roadmap for a community and its partners (private, non-profit, public sector) illustrating how they can work together to enhance employment, investment and quality of life opportunities that benefit the entire region. As a basis for this recommendation and the following actions, the Marketing Strategy should be executed by the Town and its partners.

M1/ Complete a First Impressions Downtown Report

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:

1. 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.;
2. First Impressions Tourism is focused on tourism attractions, services, amenities, environment and welcoming to tourists, etc.; and,
3. 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.

A second First Impressions Community Exchange should be completed in 2021, 10 years after the first run of the program, by either the Uxbridge residents or a different community. This will allow for an assessment of the evolution of the perception of Shelburne to the eyes of visitors over a decade.

M2/ Prepare Marketing Materials

In order to be 'market ready', all municipal departments and relevant government groups including Council, must be prepared to deal with any expected market demand. Since little has been done to outwardly market the Town area in the past, it is natural to suggest that there may need to be a more responsive mechanism to cope with potential new growth and attraction to the Town.

The level of need is evaluated as part of a self-assessment test that assists communities to identify investment readiness gaps, determine the effectiveness of existing planning and economic development processes and identify ways to add value to those processes.

Tools such as a web-based resources should be developed to profile the quality of the Town, the retailers, the size of the service area, the investment made by the public and private sector, the consumer profile, and prospectus of being a business in Shelburne. Such web materials provide an effective way to engage prospective business owners and investors.

It is recommended that Shelburne develop a specialized toolkit of web-based resources to assist companies considering Shelburne as a potential destination.



M3/ Branding

There is power in branding. Branding can create excitement and renew the community's energy for a project. It can kick-start a vision, and it can effectively position an area to become what it envisions. But branding needs to be supported on many fronts, and the effort expended on implementation over the long term needs to be as great or greater than the effort expended on the initial development.

Branding is not an isolated activity and does not start and end with a logo design. Effective branding occurs when multiple disciplines work together to achieve a clear and focused vision and when visual elements and graphics are applied professionally and effectively with an emphasis on continuity.

To successfully promote, grow and brand Shelburne, it will be necessary to recognize and endorse its individual character (this involves improving façades, signs, streetscapes, festivals and events activities and marketing and promotional efforts). It is recommended that a distinct brand be developed to effectively reflect the character and identity of the Town and the community as a whole.

It is also important for a Downtown to reflect its brand and mix of retail, businesses and services in its marketing efforts. Dissemination channels include:

- the Town's website;
- advertising or articles in local newspapers;
- interviews with business owners on local radio;
- a 'Shelburne Business' booth at regional events;

- a section on the County website about doing business in Shelburne's downtown; and,
- the distribution of brochures about 'Shelburne Business' throughout the county.

M4/ Festivals and Events

Festivals and events serve as an economic stimulator that attracts people to Shelburne. It is recommended that one event is held per season in Shelburne, an ideal location is in Jack Downey Park for smaller events such as the Farmers Market and Fiddle Park for larger events.

Existing Events

In the Fall season, Shelburne has the Treats in the Street with trick-or-treating, a Great Pumpkin search and a vendor's market during the Fall Fair. In the Winter, Shelburne hosts the Santa Claus Parade on Main Street. In the Summer, the Town hosts the Heritage Music Festival, which comes with a range of activities including a Shelburne Fiddle Parade, and its famous farmers market. Other events include the Shelbrrr fest, Easier Egg Hunt, Polar Plunge, Torch Run, Street Festival, BIA Savour Shelburne, Multicultural Day and Canada Day.

Event Ideas

In other Ontario municipalities, some other festivals which are held seasonally by their local BIAs include:

- **Ice Fest in Yorkville** - Held during the winter months, a display of ice sculptures with ice-carving demonstrations and competitions. There are many local restaurants that participate in this event by serving their food on-site. This event is sponsored by local businesses. There is an opportunity to donate to charity by having a photo taken by a photographer in front of an ice sculpture.



- **Festival of Lights in Yorkville** – Features a seasonal light display of local businesses lighting up their storefronts, in addition to a large 20 foot Christmas tree. This event is in support of a local charity.
- **Art Crawl in Hamilton** – Every second Friday of the month, most galleries and some stores have art show openings.
- **Cross Country Ski Race in Huntsville** – The ski race is a 800 metre cross country competition that is held Downtown. This event anticipated between 4,000 to 5,000 people with 400 to 500 of them being competitors in the race itself. After the race, the BIA hosts a mini-winter carnival.
- **Concerts in the Park in Huntsville and Richmond Hill** – During the summer months, in the evenings, bands play in different parks and residents bring their own seating. The event is free for Richmond Hill as it is presented by Tim Hortons, and it is the cost of a toonie for Huntsville to enjoy the music.
- **A Gallery without Walls Street Art in Tecumseh** – Banners and bike racks are created and designed by local artists as a contest and the selected ones are displayed through the Town as public art.
- **Brockton's Busker Festival in Walkerton** – This festival is held by the Walkerton Chamber of Commerce & BIA, and Walkerton Image Committee. Already in its 6th year, this event is held in the summer with professional buskers, carnival games and large inflatables for children.
- **Doors Open in Walkerton** – This event allows for the public to tour select historical or architecturally unique sites which include private homes, town hall and churches. This is an opportunity for people to visit place they wouldn't be able to see normally.
- **Downtown Christmas Open House in Owen Sound** – This annual event features carolers, the Owen City Band, and a horse-drawn carriage. The merchants and businesses in Downtown Owen Sound present this

event and a passport is provided to be stamped by each store for prizes.

- **Farmers' Market in Owen Sound** – This market is open all year round on Saturdays and has vegetables, baked goods, meat, artisans and more.
- **Pumpkinfest in Port Elgin** – This event now attracts approximately 60,000 visitors. Was originally created as part of a recommendation from town business plan study to extend the tourist season. The event started in 1986 and features a pumpkin weigh-off competition of large pumpkins and a two-day car show.
- **Elora Festival Annual Fundraiser – Booksale** – This event is an annual fundraising event for the Elora Festival where second hand books are sold. This spring event is going into its 24th year. The books are donated and criteria is set for which types of books are accepted and which types are not. Over 70,000 books are available at this sale and it is the largest book sale in Ontario.

Similar events can be created as new events for Shelburne or incorporated into existing events that are already held. They can be achieved at the scale appropriate for Shelburne and have the potential to grow to something larger as their popularity grows. These seasonal events provide an opportunity for tourism throughout the year, and not just during the summer season.







SECTION 4

RECOMMENDATIONS CHECKLIST



SECTION 4 RECOMMENDATIONS CHECKLIST

P Public Realm Improvements

Make the public realm more inviting for pedestrians.

- P1 Streetscapes
- P2 Laneways
- P3 Parks
- P4 Residential Streets

T Transportation Improvements

Keep traffic moving, and improve the pedestrian experience at the same time.

- T1 Promote truck-by-pass route
- T2 Calm traffic
- T3 Parking Strategy

PP Planning Policy

Update planning policies to implement the recommendations of this Community Improvement Plan, and facilitate compatible development.

- PP1 Amend the Official Plan and Zoning By-Law
- PP2 Amend Parking Standards
- PP3 Amend Parkland Standards

F Financial Incentive Programs

Support private sector investment in revitalizing the Town by offering a comprehensive set of grant programs and fee rebates.

- F1 Promoting Improvements
- F2 Facilitating New Development

A Administration

Forge partnerships and leverage the efforts of existing advocates to implement this Plan.

- A1 Seek or Establish Revenue Sources for Capital Projects
- A2 Establish an Oversight Committee to Implement this Plan
- A3 Support Ongoing Volunteerism

O Maintenance/Operations

Foster a sense of pride in the appearance of the Town, and explore opportunities for shared maintenance with the local business community.

- O1 Prepare a Maintenance Framework
- O2 Funding for Ongoing Maintenance

M Marketing Strategy

Promote the Town to bring in new visitors.

- M1 Complete a First Impressions Downtown Report
- M2 Prepare Marketing Materials
- M3 Branding
- M4 Festivals and Events



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SECTION 5

QUICK WINS AND SHORT-TERM
PRIORITIES



SECTION 5 QUICK WINS AND SHORT-TERM PRIORITIES

Working in partnership with the local business community and residents, it will be up to the Town's Council to determine an annual implementation schedule for the recommendations, based on available funding and local priorities. Notwithstanding that recognition, a number of Quick Wins and Short-Term Priorities are recommended to kick-start the implementation process, keep the momentum for change going, and demonstrate a commitment by the Town to revitalize itself.

Four Quick Wins

1. Organize a temporary streetscape demonstration project during the next high-profile event. Use paint, planters, benches, patio seating, and other temporary features to liven up the streetscape, and generate excitement for future improvements. The intersection of Main Street and Owen Sound is an ideal location for a demonstration project. The intersections at Main Street and Victoria Street may also be considered.
2. Start a community ramp project to retrofit storefronts with temporary ramps that improve accessibility. Stop Gap (<http://stopgap.ca/>) offers an affordable and attractive design.
3. Introduce a cohesive and attractive family of street furnitures along Main Street.
4. Beginning in the Summer of 2020, start hosting events in the Jack Downey Park to discuss revitalization opportunities, and temporarily convert the parking lot on the north side to a pedestrian-only event space one day a week or month.

Four Short-Term Priorities

1. Amend the Official Plan and Zoning By-law.
2. Establish an Oversight Committee to implement the Plan.
3. Prepare a maintenance framework.
4. Complete a First Impressions Report.
5. Further the discussions with MTO regarding a truck by-pass. Once this is completed, the improvement of Main Street can be undertaken.

Other Top Priorities

1. Allocate funding and implement the recommended financial incentive programs.
2. Brand the Town and prepare marketing materials.





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 Staff.

Applications for this grant program 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.

[INCLUDE MONETARY VALUE HERE]

Program-Specific Requirements

All building owners/business operators who are located within Shelburne are eligible to apply for funding under this grant program, subject to the following requirements, and the availability of funding as approved by Council:

- Applicants must submit a Façade Improvement Grant Program form with a design concept appropriate for the Façade Improvement Grant Program, consistent with the Town's design guidelines.
- Business operators can have access to the Façade Improvement Grant Program if they can provide written consent to conduct the improvements from the owner of the property.
- 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.



General Information and Instructions

1. Before filling out this Façade Improvement Grant Program application form, please read the terms and conditions of the program eligibility and requirements and arrange for a pre-application meeting with Municipal Staff. The purpose of the pre-application meeting is to confirm property and project eligibility and program requirements.
2. If an agent is acting on behalf of the property owner when submitting this application, please ensure that the required authorization is completed and signed by the owner as noted in Section F of the application form.
3. If the applicant is not the property owner, please ensure that written authorization is obtained from the property owner prior to submitting this application and that, said written authorization is attached to the application form.
4. If you find insufficient space on this form to respond to questions, please provide additional information on a separate page and attach to your completed application form.
5. Please attach to this application the required supporting documents as requested by Municipal Staff. Applications will not be considered complete until all required documents have been submitted.
6. A checklist has been provided on page seven (7) of this application, please ensure this is complete prior to submission.
7. Please ensure that the application form is complete and all required signatures have been supplied.
8. Keep a copy of the application for your own records.
9. Please print (black or blue ink) or type the information requested on the application form.
10. You may deliver your application in person or send it by mail to:

Town of Shelburne | 203 Main Street East, Shelburne ON L9V 3K7
Carol Maitland, EDC/Marketing Coordinator
Phone: 519-925-2600 Ext 239 | Fax: 519-925-6134 | cmaitland@shelburne.ca
11. The application will be approved by Staff, in consultation with the Economic Development Committee (EDC).



-Please Print-

Application No. _____ Date: _____
(Office Use Only)

A. Applicant Information

Name of Registered Property Owner

Name: _____
(First) (Last)

If Corporation Name
of Signing Officer _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Name of Applicant (if different from the Registered Property Owner)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Agent Information (if any)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____





Name: _____

(First) (Last)

Mailing Address: _____ ON, _____

(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Incentives

Please indicate any other CIP programs you have received from the Town for the subject property

	Date	Amount Received (\$)
Façade Improvement Grant Program		
Sign Improvement Grant Program		
Heritage Building Improvement Grant Program		
Landscape Improvement Grant Program		
Accessibility improvement Grant Program		
Redevelopment Tax Rebate Program		
Planning and Development Fees Rebate Program		
Residential Unit Development Grant Program		

B. Property Information

Municipal Address of Property	
Assessment Roll Number	
Legal Description of Property (Lot and Plan Numbers)	
Existing Property Use	



Is property designated under Part IV of the Ontario Heritage Act? Yes____ No____
 Are property taxes paid in full on this property? Yes____ No____
 Are there any outstanding work orders on this property? Yes____ No____
 Size of Property _____ acres _____ hectares
 Existing Buildings on Property? Yes____ (If yes, specify building size below) No____
 Building 1 _____sq.ft.
 Building 2 _____sq.ft.
 Building 3 _____sq.ft.

C. Project Description

- (i) Please describe the facade improvement/restoration works that are eligible for the matching grant (see page one for program description).

- (ii) Cost Summary: Eligible Front Façade Improvement/Restoration Works (please attach **two** detailed cost estimates from bona fide contractors for work to be performed).

Type of Improvement/Construction	Cost Estimate 1 (\$)	Cost Estimate 2 (\$)
a. Eligible Front Façade Improvement/ Restoration Work (Insert lowest cost estimate)	_____	_____
b. Other sources of government funding? (Includes: Federal, Provincial, Municipal, Municipal heritage committee, CMHC.)	_____	_____
c. Total Eligible Costs (a and b)	_____	_____
d. Amount of Grant Applied For: (0.5 multiplied by cost item c above) to the permitted maximum identified in the program description section on page one)	_____	_____



(iii) Construction Schedule

Construction of all works must commence within 6 months of approval and be completed within two (2) years of application approval.

Approximate Start Date of Construction

Approximate End Date of Construction

D. Property Indebtedness

(i) Property Taxes and BIA Levies

Type	Annual Amount Levied	Amount in Arrears
Property Taxes		
BIA Levies		

(ii) Other Encumbrances (e.g., liens, covenants, judgments)

(iii) Credit Check

The Town of Shelburne reserves the right to conduct credit checks as it deems necessary. Please provide the following information.

Full Name of Registered Property Owner:

(First)

(Last)

Date of Birth:

Social Insurance Number:

Current Home

Address of Owner:

(Street Address)

(Municipality)

ON,

(Postal Code)



E. Application Checklist

One complete application form signed by appropriate parties Yes____ No____

Two (2) itemized cost estimates Yes____ No____

Ensure that the application is legible; please print in ink or type information onto form Yes____ No____

Supporting Documentation Yes____ No____

- One 11x17 concept design/drawing of proposed improvements
- A front elevation photo of your building.
- Proposed front elevation detailed drawings
- List of what is going to be removed
- List of the proposed additions – new specifications
- If stucco, brick, or other exterior finish products are being considered as part of your project, we will need product samples for colour and texture, and the written specifications for the product. (Note: these usually come with the product, suppliers will loan them to you if you ask).
- Awning/canopy specifications, material swatches and colour samples should be provided. If your awning is being used for signage we will want to see a proposal for your sign showing letter styles, logos, etc. Do you have a permit? Do you have a lighting source?
- Please provide paint swatches. Paint swatches will be used to ensure that we create a harmonious, complementary blend in Shelburne. We hope to protect your investment and your neighbours.



F. Authorization

I/We, _____ are the owner(s) of the land that is subject of this application, and hereby authorize my agent/solicitor _____ to make this application and to act on my behalf in regard to this application.

Dated at the _____, this _____ of _____, _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)

If an agent is authorized in Section F above, all correspondence will be sent to the authorized agent. If no agent is authorized in Section F above, all correspondence will be sent to the Applicant.



G. Sworn Declaration

I/WE HEREBY APPLY for a grant under this program.

I/WE HEREBY AGREE to abide by the terms and conditions of the grant program.

I/WE HEREBY AGREE to enter into a grant agreement with the Town of Shelburne that specifies the terms and conditions of the grant.

I/WE HEREBY CERTIFY that the information contained in this application is true, correct and complete in every respect and may be verified by the Town by such inquiry as it deems appropriate, including inspection of the property for which this application is being made.

I/WE HEREBY GRANT permission to the Town, or its agents, to inspect my/our property to that is subject of this application.

I/WE HEREBY AGREE that if any statements or information in this application or submitted in support of this application are untrue, misleading or there is a material omission, the application may be rejected or not approved, or the grant may be delayed, reduced, cancelled or repayment may be required.

I/WE HEREBY AGREE that the grant may be delayed, reduced or cancelled if the work is not completed, not completed as approved, or if the contractors are not paid.

I/WE HEREBY AGREE the program for which application has been made herein is subject to cancellation and/or change at any time by the Town in its sole discretion, subject to the terms and conditions specified in the Program. Participants in the program whose application has been approved and have entered into a grant agreement with the Town will continue to receive their grant, subject to their grant agreement.

I/WE HEREBY AGREE all grants will be calculated and awarded in the sole discretion of the Town. Notwithstanding any representation by or on behalf of the Town, or any statement contained in the program, no right to any grant arises until it has been duly authorized, subject to the applicant meeting the terms and conditions of the program and the grant agreement. The Town is not responsible for any costs incurred by the Owner/Applicant in any way relating to the program, including, without limitation, costs incurred in anticipation of a grant.

Dated at the _____, this _____ of _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)





Application Form

H. Office Use Only

Economic Development Committee Review

Date: _____

Name of EDC Member

Signature of EDC Member



Sign Improvement Grant Program

A Sign Improvement Grant Program looks specifically at signage provided through private buildings and promotes the sensitive redesign and repair of existing signs, and/or installation of new signs, 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 any forms of signage. Eligibility for sign improvements includes the redesign, installation and/or repair of the following types of signage: fascia and banner signs, projecting signs and awnings. In addition, the installation of new signs is subject to the sign by-law.

Applications for this grant program 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.

[INCLUDE MONETARY VALUE HERE]

Program-Specific Requirements

All building owners/business operators who are located within Shelburne are eligible to apply for funding under this grant program, subject to the following requirements, and the availability of funding as approved by Council:

- Applicants must submit a Sign Improvement Grant Program form with a design concept appropriate for the Sign Improvement Grant Program, consistent with the Town's design guidelines.
- Business operators can have access to the Sign Improvement Grant Program if they can provide written consent to conduct the improvements from the owner of the property.
- 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.



General Information and Instructions

1. Before filling out this Sign Improvement Grant Program application form, please read the terms and conditions of the program eligibility and requirements and arrange for a pre-application meeting with Municipal Staff. The purpose of the pre-application meeting is to confirm property and project eligibility and program requirements.
2. If an agent is acting on behalf of the property owner when submitting this application, please ensure that the required authorization is completed and signed by the owner as noted in Section F of the application form.
3. If the applicant is not the property owner, please ensure that written authorization is obtained from the property owner prior to submitting this application and that, said written authorization is attached to the application form.
4. If you find insufficient space on this form to respond to questions, please provide additional information on a separate page and attach to your completed application form.
5. Please attach to this application the required supporting documents as requested by Municipal Staff. Applications will not be considered complete until all required documents have been submitted.
6. A checklist has been provided on page seven (7) of this application, please ensure this is complete prior to submission.
7. Please ensure that the application form is complete and all required signatures have been supplied.
8. Keep a copy of the application for your own records.
9. Please print (black or blue ink) or type the information requested on the application form.
10. You may deliver your application in person or send it by mail to:

Town of Shelburne | 203 Main Street East, Shelburne ON L9V 3K7
Carol Maitland, EDC/Marketing Coordinator
Phone: 519-925-2600 Ext 239 | Fax: 519-925-6134 | cmaitland@shelburne.ca
11. The application will be approved by Staff, in consultation with the Economic Development Committee (EDC).



-Please Print-

Application No. _____ Date: _____
(Office Use Only)

A. Applicant Information

Name of Registered Property Owner

Name: _____
(First) (Last)

If Corporation Name
of Signing Officer _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Name of Applicant (if different from the Registered Property Owner)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Agent Information (if any)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____



Application Form

Solicitor's Information (if any)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Incentives

Please indicate any other CIP programs you have received from the Town for the subject property

	Date	Amount Received (\$)
Façade Improvement Grant Program		
Sign Improvement Grant Program		
Heritage Building Improvement Grant Program		
Landscape Improvement Grant Program		
Accessibility improvement Grant Program		
Redevelopment Tax Rebate Program		
Planning and Development Fees Rebate Program		
Residential Unit Development Grant Program		

B. Property Information

Municipal Address of Property _____

Assessment Roll Number _____

Legal Description of Property (Lot and Plan Numbers) _____

Existing Property Use _____



Is property designated under Part IV of the Ontario Heritage Act? Yes____ No____
 Are property taxes paid in full on this property? Yes____ No____
 Are there any outstanding work orders on this property? Yes____ No____
 Size of Property _____ acres _____ hectares
 Existing Buildings on Property? Yes____ (If yes, specify building size below) No____
 Building 1 _____sq.ft.
 Building 2 _____sq.ft.
 Building 3 _____sq.ft.

C. Project Description

- (i) Please describe the sign improvement or replacement that is eligible for the matching grant (see page one for program description).

- (ii) Cost Summary: Eligible Sign Replacement and Improvement Works (please attach **two** detailed cost estimates from bona fide contractors for work to be performed).

Type of Improvement/Construction	Cost Estimate 1 (\$)	Cost Estimate 2 (\$)
a. Sign Improvement/Replacement (Insert lowest cost estimate)	_____	_____
b. Other sources of government funding? (Includes: Federal, Provincial, Municipal, Municipal heritage committee, CMHC.)	_____	_____
c. Total Eligible Costs (a and b)	_____	_____
d. Amount of Grant Applied For: (0.5 multiplied by cost item c above) to the permitted maximum identified in the program description section on page one)	_____	_____



(iii) Construction Schedule

Construction of all works must commence within 6 months of approval and be completed within two (2) years of application approval.

Approximate Start Date of Construction

Approximate End Date of Construction

D. Property Indebtedness

(i) Property Taxes and BIA Levies

Type	Annual Amount Levied	Amount in Arrears
Property Taxes		
BIA Levies		

(ii) Other Encumbrances (e.g., liens, covenants, judgments)

(iii) Credit Check

The Town of Shelburne reserves the right to conduct credit checks as it deems necessary. Please provide the following information.

Full Name of Registered Property Owner:

(First)

(Last)

Date of Birth:

Social Insurance Number:

Current Home

Address of Owner:

(Street Address)

(Municipality)

ON,

(Postal Code)



E. Application Checklist

One complete application form signed by appropriate parties Yes____ No____

Two (2) itemized cost estimates Yes____ No____

Ensure that the application is legible; please print in ink or type information onto form Yes____ No____

Supporting Documentation Yes____ No____

- One 11x17 concept design/drawing of proposed improvements
- A front elevation photo of your building.
- Proposed front elevation detailed drawings
- List of what is going to be removed
- List of the proposed additions – new specifications
- Awning/canopy specifications, material swatches and colour samples should be provided. If your awning is being used for signage we will want to see a proposal for your sign showing letter styles, logos, etc. Do you have a permit? Do you have a lighting source?
- Please provide paint swatches. Paint swatches will be used to ensure that we create a harmonious, complementary blend in Shelburne. We hope to protect your investment and your neighbours.



F. Authorization

I/We, _____ are the owner(s) of the land that is subject of this application, and hereby authorize my agent/solicitor _____ to make this application and to act on my behalf in regard to this application.

Dated at the _____, this _____ of _____, _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)

If an agent is authorized in Section F above, all correspondence will be sent to the authorized agent. If no agent is authorized in Section F above, all correspondence will be sent to the Applicant.



G. Sworn Declaration

I/WE HEREBY APPLY for a grant under this program.

I/WE HEREBY AGREE to abide by the terms and conditions of the grant program.

I/WE HEREBY AGREE to enter into a grant agreement with the Town of Shelburne that specifies the terms and conditions of the grant.

I/WE HEREBY CERTIFY that the information contained in this application is true, correct and complete in every respect and may be verified by the Town by such inquiry as it deems appropriate, including inspection of the property for which this application is being made.

I/WE HEREBY GRANT permission to the Town, or its agents, to inspect my/our property to that is subject of this application.

I/WE HEREBY AGREE that if any statements or information in this application or submitted in support of this application are untrue, misleading or there is a material omission, the application may be rejected or not approved, or the grant may be delayed, reduced, cancelled or repayment may be required.

I/WE HEREBY AGREE that the grant may be delayed, reduced or cancelled if the work is not completed, not completed as approved, or if the contractors are not paid.

I/WE HEREBY AGREE the program for which application has been made herein is subject to cancellation and/or change at any time by the Town in its sole discretion, subject to the terms and conditions specified in the Program. Participants in the program whose application has been approved and have entered into a grant agreement with the Town will continue to receive their grant, subject to their grant agreement.

I/WE HEREBY AGREE all grants will be calculated and awarded in the sole discretion of the Town. Notwithstanding any representation by or on behalf of the Town, or any statement contained in the program, no right to any grant arises until it has been duly authorized, subject to the applicant meeting the terms and conditions of the program and the grant agreement. The Town is not responsible for any costs incurred by the Owner/Applicant in any way relating to the program, including, without limitation, costs incurred in anticipation of a grant.

Dated at the _____, this _____ of _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)





Application Form

H. Office Use Only

Economic Development Committee Review

Date: _____

Name of EDC Member

Signature of EDC Member



Accessibility Improvement Grant Program

The Accessibility Improvement Grant Program promotes improved accessibility to existing buildings within Shelburne. Eligibility for accessibility improvements include barrier-free storefront access, ramps or the improvement of business access (eliminating stairs) and other accessibility improvements as approved by Staff.

Applications for this grant program are considered subject to the availability of funding, as approved by Council. Also, program eligibility should be determined by Staff. Grants approved under this program 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.

[INCLUDE MONETARY VALUE HERE]

Program-Specific Requirements

All commercial building owners/business operators who are located within Shelburne's Downtown Core, as identified in the Town's Official Plan, are eligible to apply for funding under this grant program, subject to the following requirements, and the availability of funding as approved by Council:

- Applicants must submit a Accessibility Improvement Grant Program form with a design concept appropriate for the Accessibility Improvement Grant Program, consistent with the Town's design guidelines.
- Business operators can have access to the Accessibility Improvement Grant Program if they can provide written consent to conduct the improvements from the owner of the property.
- 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.



General Information and Instructions

1. Before filling out this Accessibility Improvement Grant Program application form, please read the terms and conditions of the program eligibility and requirements and arrange for a pre-application meeting with Municipal Staff. The purpose of the pre-application meeting is to confirm property and project eligibility and program requirements.
2. If an agent is acting on behalf of the property owner when submitting this application, please ensure that the required authorization is completed and signed by the owner as noted in Section F of the application form.
3. If the applicant is not the property owner, please ensure that written authorization is obtained from the property owner prior to submitting this application and that, said written authorization is attached to the application form.
4. If you find insufficient space on this form to respond to questions, please provide additional information on a separate page and attach to your completed application form.
5. Please attach to this application the required supporting documents as requested by Municipal Staff. Applications will not be considered complete until all required documents have been submitted.
6. A checklist has been provided on page seven (7) of this application, please ensure this is complete prior to submission.
7. Please ensure that the application form is complete and all required signatures have been supplied.
8. Keep a copy of the application for your own records.
9. Please print (black or blue ink) or type the information requested on the application form.
10. You may deliver your application in person or send it by mail to:

Town of Shelburne | 203 Main Street East, Shelburne ON L9V 3K7
Carol Maitland, EDC/Marketing Coordinator
Phone: 519-925-2600 Ext 239 | Fax: 519-925-6134 | cmaitland@shelburne.ca
11. The application will be approved by staff, in consultation with the Economic Development Committee (EDC).



-Please Print-

Application No. _____ Date: _____
(Office Use Only)

A. Applicant Information

Name of Registered Property Owner

Name: _____
(First) (Last)

If Corporation Name
of Signing Officer _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Name of Applicant (if different from the Registered Property Owner)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Agent Information (if any)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____



Is property designated under Part IV of the Ontario Heritage Act? Yes____ No____
 Are property taxes paid in full on this property? Yes____ No____
 Are there any outstanding work orders on this property? Yes____ No____
 Size of Property _____ acres _____ hectares
 Existing Buildings on Property? Yes____ (If yes, specify building size below) No____
 Building 1 _____sq.ft.
 Building 2 _____sq.ft.
 Building 3 _____sq.ft.

C. Project Description

- (i) Please describe the accessibility improvement works that are eligible for the matching grant (see page one for program description).

- (ii) Cost Summary: Eligible Building Maintenance and Improvement Works (please attach **two** detailed cost estimates from bona fide contractors for work to be performed).

Type of Improvement/Construction	Cost Estimate 1 (\$)	Cost Estimate 2 (\$)
a. Accessibility Maintenance and Improvement (Insert lowest cost estimate)	_____	_____
b. Other sources of government funding? (Includes: Federal, Provincial, Municipal, Municipal heritage committee, CMHC.)	_____	_____
c. Total Eligible Costs (a and b)	_____	_____
d. Amount of Grant Applied For: (0.5 multiplied by cost item c above) to the permitted maximum identified in the program description section on page one)	_____	_____



(iii) Construction Schedule

Construction of all works must commence within 6 months of approval and be completed within two (2) years of application approval.

Approximate Start Date of Construction _____
Approximate End Date of Construction _____

D. Property Indebtedness

(i) Property Taxes and BIA Levies

Type	Annual Amount Levied	Amount in Arrears
Property Taxes		
BIA Levies		

(ii) Other Encumbrances (e.g., liens, covenants, judgments)

(iii) Credit Check

The Town of Shelburne reserves the right to conduct credit checks as it deems necessary. Please provide the following information.

Full Name of Registered Property Owner: _____
(First) (Last)

Date of Birth: _____

Social Insurance Number: _____

Current Home
Address of Owner: _____ ON, _____
(Street Address) (Municipality) (Postal Code)





Application Form

E. Application Checklist

One complete application form signed by appropriate parties Yes____ No____

Two (2) itemized cost estimates Yes____ No____

Ensure that the application is legible; please print in ink or type information onto form Yes____ No____

Supporting Documentation Yes____ No____

- One 11x17 concept design/drawing of proposed improvements
- A front elevation photo of your building.
- Proposed front elevation detailed drawings
- List of what is going to be removed
- List of the proposed additions – new specifications





Application Form

F. Authorization

I/We, _____ are the owner(s) of the land that is subject of this application, and hereby authorize my agent/solicitor _____ to make this application and to act on my behalf in regard to this application.

Dated at the _____, this _____ of _____, _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)

If an agent is authorized in Section F above, all correspondence will be sent to the authorized agent. If no agent is authorized in Section F above, all correspondence will be sent to the Applicant.



G. Sworn Declaration

I/WE HEREBY APPLY for a grant under this program.

I/WE HEREBY AGREE to abide by the terms and conditions of the grant program.

I/WE HEREBY AGREE to enter into a grant agreement with the Town of Shelburne that specifies the terms and conditions of the grant.

I/WE HEREBY CERTIFY that the information contained in this application is true, correct and complete in every respect and may be verified by the Town by such inquiry as it deems appropriate, including inspection of the property for which this application is being made.

I/WE HEREBY GRANT permission to the Town, or its agents, to inspect my/our property to that is subject of this application.

I/WE HEREBY AGREE that if any statements or information in this application or submitted in support of this application are untrue, misleading or there is a material omission, the application may be rejected or not approved, or the grant may be delayed, reduced, cancelled or repayment may be required.

I/WE HEREBY AGREE that the grant may be delayed, reduced or cancelled if the work is not completed, not completed as approved, or if the contractors are not paid.

I/WE HEREBY AGREE the program for which application has been made herein is subject to cancellation and/or change at any time by the Town in its sole discretion, subject to the terms and conditions specified in the Program. Participants in the program whose application has been approved and have entered into a grant agreement with the Town will continue to receive their grant, subject to their grant agreement.

I/WE HEREBY AGREE all grants will be calculated and awarded in the sole discretion of the Town. Notwithstanding any representation by or on behalf of the Town, or any statement contained in the program, no right to any grant arises until it has been duly authorized, subject to the applicant meeting the terms and conditions of the program and the grant agreement. The Town is not responsible for any costs incurred by the Owner/Applicant in any way relating to the program, including, without limitation, costs incurred in anticipation of a grant.

Dated at the _____, this _____ of _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)





Application Form

H. Office Use Only

Economic Development Committee Review

Date: _____

Name of EDC Member

Signature of EDC Member



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, modification of existing open spaces, sustainable landscape initiatives and additional landscape improvements as approved by Staff.

Applications for this grant program 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.

The grants will provide financial assistance to those who want to improve the appearance of their properties through landscape plantings.

[INCLUDE MONETARY VALUE HERE]

Program-Specific Requirements

All building owners/business operators who are located within Shelburne are eligible to apply for funding under this grant program, subject to the following requirements, and the availability of funding as approved by Council:

- Applicants must submit a Landscape Improvement Grant Program form with a design concept appropriate for the Landscape Improvement Grant Program, consistent with the Town's design guidelines.
- Business operators can have access to the Landscape Improvement Grant Program if they can provide written consent to conduct the improvements from the owner of the property.
- 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.



General Information and Instructions

1. Before filling out this Landscape Improvement Grant Program application form, please read the terms and conditions of the program eligibility and requirements and arrange for a pre-application meeting with Municipal Staff. The purpose of the pre-application meeting is to confirm property and project eligibility and program requirements.
2. If an agent is acting on behalf of the property owner when submitting this application, please ensure that the required authorization is completed and signed by the owner as noted in Section F of the application form.
3. If the applicant is not the property owner, please ensure that written authorization is obtained from the property owner prior to submitting this application and that, said written authorization is attached to the application form.
4. If you find insufficient space on this form to respond to questions, please provide additional information on a separate page and attach to your completed application form.
5. Please attach to this application the required supporting documents as requested by Municipal Staff. Applications will not be considered complete until all required documents have been submitted.
6. A checklist has been provided on page seven (7) of this application, please ensure this is complete prior to submission.
7. Please ensure that the application form is complete and all required signatures have been supplied.
8. Keep a copy of the application for your own records.
9. Please print (black or blue ink) or type the information requested on the application form.
10. You may deliver your application in person or send it by mail to:

Town of Shelburne | 203 Main Street East, Shelburne ON L9V 3K7
Carol Maitland, EDC/Marketing Coordinator
Phone: 519-925-2600 Ext 239 | Fax: 519-925-6134 | cmaitland@shelburne.ca
11. The application will be approved by Staff, in consultation with the Economic Development Committee (EDC).



-Please Print-

Application No. _____ Date: _____
(Office Use Only)

A. Applicant Information

Name of Registered Property Owner

Name: _____
(First) (Last)

If Corporation Name
of Signing Officer _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Name of Applicant (if different from the Registered Property Owner)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Agent Information (if any)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____



Application Form

Solicitor's Information (if any)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Incentives

Please indicate any other CIP programs you have received from the Town for the subject property

	Date	Amount Received (\$)
Façade Improvement Grant Program		
Sign Improvement Grant Program		
Heritage Building Improvement Grant Program		
Landscape Improvement Grant Program		
Accessibility improvement Grant Program		
Redevelopment Tax Rebate Program		
Planning and Development Fees Rebate Program		
Residential Unit Development Grant Program		

B. Property Information

Municipal Address of Property _____

Assessment Roll Number _____

Legal Description of Property (Lot and Plan Numbers) _____

Existing Property Use _____



Is property designated under Part IV of the Ontario Heritage Act? Yes____ No____
 Are property taxes paid in full on this property? Yes____ No____
 Are there any outstanding work orders on this property? Yes____ No____
 Size of Property _____ acres _____ hectares
 Existing Buildings on Property? Yes____ (If yes, specify building size below) No____
 Building 1 _____sq.ft.
 Building 2 _____sq.ft.
 Building 3 _____sq.ft.

C. Project Description

- (i) Please describe the landscaping improvement that is eligible for the matching grant (see page one for program description).

- (ii) Cost Summary: Eligible Landscaping Improvement Works (please attach **two** detailed cost estimates from bona fide contractors for work to be performed).

Type of Improvement/Construction	Cost Estimate 1 (\$)	Cost Estimate 2 (\$)
a. Eligible Landscaping Maintenance and Improvement (Insert lowest cost estimate)	_____	_____
b. Other sources of government funding? (Includes: Federal, Provincial, Municipal, Municipal heritage committee, CMHC.)	_____	_____
c. Total Eligible Costs (a and b)	_____	_____
d. Amount of Grant Applied For: (0.5 multiplied by cost item c above) to the permitted maximum identified in the program description section on page one)	_____	_____



(iii) Construction Schedule

Construction of all works must commence within 6 months of approval and be completed within two (2) years of application approval.

Approximate Start Date of Construction

Approximate End Date of Construction

D. Property Indebtedness

(i) Property Taxes and BIA Levies

Type	Annual Amount Levied	Amount in Arrears
Property Taxes		
BIA Levies		

(ii) Other Encumbrances (e.g., liens, covenants, judgments)

(iii) Credit Check

The Town of Shelburne reserves the right to conduct credit checks as it deems necessary. Please provide the following information.

Full Name of Registered Property Owner:

(First)

(Last)

Date of Birth:

Social Insurance Number:

Current Home

Address of Owner:

(Street Address)

(Municipality)

ON,

(Postal Code)





Application Form

E. Application Checklist

One complete application form signed by appropriate parties Yes____ No____

Two (2) itemized cost estimates Yes____ No____

Ensure that the application is legible; please print in ink or type information onto form Yes____ No____

Supporting Documentation Yes____ No____

- One 11x17 concept design/drawing of proposed improvements
- A front elevation photo of your building.
- Proposed front elevation detailed drawings
- List of what is going to be removed
- List of the proposed additions – new specifications



F. Authorization

I/We, _____ are the owner(s) of the land that is subject of this application, and hereby authorize my agent/solicitor _____ to make this application and to act on my behalf in regard to this application.

Dated at the _____, this _____ of _____, _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)

If an agent is authorized in Section F above, all correspondence will be sent to the authorized agent. If no agent is authorized in Section F above, all correspondence will be sent to the Applicant.



G. Sworn Declaration

I/WE HEREBY APPLY for a grant under this program.

I/WE HEREBY AGREE to abide by the terms and conditions of the grant program.

I/WE HEREBY AGREE to enter into a grant agreement with the Town of Shelburne that specifies the terms and conditions of the grant.

I/WE HEREBY CERTIFY that the information contained in this application is true, correct and complete in every respect and may be verified by the Town by such inquiry as it deems appropriate, including inspection of the property for which this application is being made.

I/WE HEREBY GRANT permission to the Town, or its agents, to inspect my/our property to that is subject of this application.

I/WE HEREBY AGREE that if any statements or information in this application or submitted in support of this application are untrue, misleading or there is a material omission, the application may be rejected or not approved, or the grant may be delayed, reduced, cancelled or repayment may be required.

I/WE HEREBY AGREE that the grant may be delayed, reduced or cancelled if the work is not completed, not completed as approved, or if the contractors are not paid.

I/WE HEREBY AGREE the program for which application has been made herein is subject to cancellation and/or change at any time by the Town in its sole discretion, subject to the terms and conditions specified in the Program. Participants in the program whose application has been approved and have entered into a grant agreement with the Town will continue to receive their grant, subject to their grant agreement.

I/WE HEREBY AGREE all grants will be calculated and awarded in the sole discretion of the Town. Notwithstanding any representation by or on behalf of the Town, or any statement contained in the program, no right to any grant arises until it has been duly authorized, subject to the applicant meeting the terms and conditions of the program and the grant agreement. The Town is not responsible for any costs incurred by the Owner/Applicant in any way relating to the program, including, without limitation, costs incurred in anticipation of a grant.

Dated at the _____, this _____ of _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)





Application Form

H. Office Use Only

Economic Development Committee Review

Date: _____

Name of EDC Member

Signature of EDC Member



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 Staff.

Applications for this grant program 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.

[INCLUDE MONETARY VALUE HERE]

Program-Specific Requirements

All building owners/business operators who are located within Shelburne are eligible to apply for funding under this grant program, subject to the following requirements, and the availability of funding as approved by Council:

- Applicants must submit a Heritage Building Improvement Grant Program form with a design concept appropriate for the Heritage Building Improvement Grant Program, consistent with the Town's design guidelines.
- Business operators can have access to the Heritage Building Improvement Grant Program if they can provide written consent to conduct the improvements from the owner of the property.
- 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.



General Information and Instructions

1. Before filling out this Heritage Building Improvement Grant Program application form, please read the terms and conditions of the program eligibility and requirements and arrange for a pre-application meeting with Municipal Staff. The purpose of the pre-application meeting is to confirm property and project eligibility and program requirements.
2. If an agent is acting on behalf of the property owner when submitting this application, please ensure that the required authorization is completed and signed by the owner as noted in Section F of the application form.
3. If the applicant is not the property owner, please ensure that written authorization is obtained from the property owner prior to submitting this application and that, said written authorization is attached to the application form.
4. If you find insufficient space on this form to respond to questions, please provide additional information on a separate page and attach to your completed application form.
5. Please attach to this application the required supporting documents as requested by Municipal Staff. Applications will not be considered complete until all required documents have been submitted.
6. A checklist has been provided on page seven (7) of this application, please ensure this is complete prior to submission.
7. Please ensure that the application form is complete and all required signatures have been supplied.
8. Keep a copy of the application for your own records.
9. Please print (black or blue ink) or type the information requested on the application form.
10. You may deliver your application in person or send it by mail to:

Town of Shelburne | 203 Main Street East, Shelburne ON L9V 3K7
Carol Maitland, EDC/Marketing Coordinator
Phone: 519-925-2600 Ext 239 | Fax: 519-925-6134 | cmaitland@shelburne.ca
11. The application will be approved by Staff, in consultation with the Economic Development Committee (EDC).



-Please Print-

Application No. _____ Date: _____
(Office Use Only)

A. Applicant Information

Name of Registered Property Owner

Name: _____
(First) (Last)

If Corporation Name
of Signing Officer _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Name of Applicant (if different from the Registered Property Owner)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Agent Information (if any)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____





Is property designated under Part IV of the Ontario Heritage Act? Yes____ No____
 Are property taxes paid in full on this property? Yes____ No____
 Are there any outstanding work orders on this property? Yes____ No____
 Size of Property _____ acres _____ hectares
 Existing Buildings on Property? Yes____ (If yes, specify building size below) No____
 Building 1 _____sq.ft.
 Building 2 _____sq.ft.
 Building 3 _____sq.ft.

C. Project Description

- (i) Please describe the heritage building maintenance and improvement works that are eligible for the matching grant (see page one for program description).

- (ii) Cost Summary: Eligible Heritage Building Maintenance and Improvement Works (please attach **two** detailed cost estimates from bona fide contractors for work to be performed).

Type of Improvement/Construction	Cost Estimate 1 (\$)	Cost Estimate 2 (\$)
a. Eligible Interior and Exterior Building Maintenance and Improvement Works (Insert lowest cost estimate)	_____	_____
b. Other sources of government funding? (Includes: Federal, Provincial, Municipal, Municipal heritage committee, CMHC.)	_____	_____
c. Total Eligible Costs (a and b)	_____	_____
d. Amount of Grant Applied For: (0.5 multiplied by cost item c above) to the permitted maximum identified in the program description section on page one)	_____	_____



(iii) Construction Schedule

Construction of all works must commence within 6 months of approval and be completed within two (2) years of application approval.

Approximate Start Date of Construction

Approximate End Date of Construction

D. Property Indebtedness

(i) Property Taxes and BIA Levies

Type	Annual Amount Levied	Amount in Arrears
Property Taxes		
BIA Levies		

(ii) Other Encumbrances (e.g., liens, covenants, judgments)

(iii) Credit Check

The Town of Shelburne reserves the right to conduct credit checks as it deems necessary. Please provide the following information.

Full Name of Registered Property Owner:

(First)

(Last)

Date of Birth:

Social Insurance Number:

Current Home

Address of Owner:

(Street Address)

(Municipality)

ON,

(Postal Code)





Application Form

E. Application Checklist

One complete application form signed by appropriate parties Yes____ No____

Two (2) itemized cost estimates Yes____ No____

Ensure that the application is legible; please print in ink or type information onto form Yes____ No____

Supporting Documentation Yes____ No____

- One 11x17 concept design/drawing of proposed improvements
- A front elevation photo of your building.
- Proposed front elevation detailed drawings
- List of what is going to be removed
- List of the proposed additions – new specifications



F. Authorization

I/We, _____ are the owner(s) of the land that is subject of this application, and hereby authorize my agent/solicitor _____ to make this application and to act on my behalf in regard to this application.

Dated at the _____, this _____ of _____, _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)

If an agent is authorized in Section F above, all correspondence will be sent to the authorized agent. If no agent is authorized in Section F above, all correspondence will be sent to the Applicant.



G. Sworn Declaration

I/WE HEREBY APPLY for a grant under this program.

I/WE HEREBY AGREE to abide by the terms and conditions of the grant program.

I/WE HEREBY AGREE to enter into a grant agreement with the Town of Shelburne that specifies the terms and conditions of the grant.

I/WE HEREBY CERTIFY that the information contained in this application is true, correct and complete in every respect and may be verified by the Town by such inquiry as it deems appropriate, including inspection of the property for which this application is being made.

I/WE HEREBY GRANT permission to the Town, or its agents, to inspect my/our property to that is subject of this application.

I/WE HEREBY AGREE that if any statements or information in this application or submitted in support of this application are untrue, misleading or there is a material omission, the application may be rejected or not approved, or the grant may be delayed, reduced, cancelled or repayment may be required.

I/WE HEREBY AGREE that the grant may be delayed, reduced or cancelled if the work is not completed, not completed as approved, or if the contractors are not paid.

I/WE HEREBY AGREE the program for which application has been made herein is subject to cancellation and/or change at any time by the Town in its sole discretion, subject to the terms and conditions specified in the Program. Participants in the program whose application has been approved and have entered into a grant agreement with the Town will continue to receive their grant, subject to their grant agreement.

I/WE HEREBY AGREE all grants will be calculated and awarded in the sole discretion of the Town. Notwithstanding any representation by or on behalf of the Town, or any statement contained in the program, no right to any grant arises until it has been duly authorized, subject to the applicant meeting the terms and conditions of the program and the grant agreement. The Town is not responsible for any costs incurred by the Owner/Applicant in any way relating to the program, including, without limitation, costs incurred in anticipation of a grant.

Dated at the _____, this _____ of _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)





Application Form

H. Office Use Only

Economic Development Committee Review

Date: _____

Name of EDC Member

Signature of EDC Member



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 Local Planning Appeal Tribunal (LPAT) proceedings.

Applications for this grant program are considered subject to the availability of funding, as approved by Council. The property subject to the application must be located within the Shelburne's Downtown Core, identified in the Town's Official Plan. 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.

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; and/or,
- Demolition Permit.



General Information and Instructions

1. Before filling out this Planning and Development Fees Rebate Program application form, please read the terms and conditions of the program eligibility and requirements and arrange for a pre-application meeting with Municipal Staff. The purpose of the pre-application meeting is to confirm property and project eligibility and program requirements.
2. If an agent is acting on behalf of the property owner when submitting this application, please ensure that the required authorization is completed and signed by the owner as noted in Section F of the application form.
3. If the applicant is not the property owner, please ensure that written authorization is obtained from the property owner prior to submitting this application and that, said written authorization is attached to the application form.
4. If you find insufficient space on this form to respond to questions, please provide additional information on a separate page and attach to your completed application form.
5. Please attach to this application the required supporting documents as requested by Municipal Staff. Applications will not be considered complete until all required documents have been submitted.
6. A checklist has been provided on page seven (7) of this application, please ensure this is complete prior to submission.
7. Please ensure that the application form is complete and all required signatures have been supplied.
8. Keep a copy of the application for your own records.
9. Please print (black or blue ink) or type the information requested on the application form.
10. You may deliver your application in person or send it by mail to:

Town of Shelburne | 203 Main Street East, Shelburne ON L9V 3K7
Carol Maitland, EDC/Marketing Coordinator
Phone: 519-925-2600 Ext 239 | Fax: 519-925-6134 | cmaitland@shelburne.ca
11. The application will be approved by Staff, in consultation with the Economic Development Committee (EDC).



-Please Print-

Application No. _____ Date: _____
(Office Use Only)

A. Applicant Information

Name of Registered Property Owner

Name: _____
(First) (Last)

If Corporation Name
of Signing Officer _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Name of Applicant (if different from the Registered Property Owner)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Agent Information (if any)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____



Application Form

Solicitor's Information (if any)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Incentives

Please indicate any other CIP programs you have received from the Town for the subject property

	Date	Amount Received (\$)
Façade Improvement Grant Program		
Sign Improvement Grant Program		
Heritage Building Improvement Grant Program		
Landscape Improvement Grant Program		
Accessibility improvement Grant Program		
Redevelopment Tax Rebate Program		
Planning and Development Fees Rebate Program		
Residential Unit Development Grant Program		

B. Property Information

Municipal Address of Property _____

Assessment Roll Number _____

Legal Description of Property (Lot and Plan Numbers) _____

Existing Property Use _____



Is property designated under Part IV of the Ontario Heritage Act? Yes____ No____
 Are property taxes paid in full on this property? Yes____ No____
 Are there any outstanding work orders on this property? Yes____ No____
 Size of Property _____ acres _____ hectares
 Existing Buildings on Property? Yes____ (If yes, specify building size below) No____
 Building 1 _____sq.ft.
 Building 2 _____sq.ft.
 Building 3 _____sq.ft.

C. Eligible Fees

Eligible Fee Type	Fees Paid
1. Planning Application Fee(s)	\$ _____
2. Sign Permit Fee(s)	\$ _____
TOTAL	\$ _____

D. Application Checklist

One complete application form signed by appropriate parties Yes____ No____
 Two (2) itemized cost estimates Yes____ No____
 Ensure that the application is legible; please print in ink or type information onto form Yes____ No____





Application Form

E. Authorization

I/We, _____ are the owner(s) of the land that is subject of this application, and hereby authorize my agent/solicitor _____ to make this application and to act on my behalf in regard to this application.

Dated at the _____, this _____ of _____, _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)

If an agent is authorized in Section F above, all correspondence will be sent to the authorized agent. If no agent is authorized in Section F above, all correspondence will be sent to the Applicant.



F. Sworn Declaration

I/WE HEREBY APPLY for a grant under this program.

I/WE HEREBY AGREE to abide by the terms and conditions of the grant program.

I/WE HEREBY AGREE to enter into a grant agreement with the Town of Shelburne that specifies the terms and conditions of the grant.

I/WE HEREBY CERTIFY that the information contained in this application is true, correct and complete in every respect and may be verified by the Town by such inquiry as it deems appropriate, including inspection of the property for which this application is being made.

I/WE HEREBY GRANT permission to the Town, or its agents, to inspect my/our property to that is subject of this application.

I/WE HEREBY AGREE that if any statements or information in this application or submitted in support of this application are untrue, misleading or there is a material omission, the application may be rejected or not approved, or the grant may be delayed, reduced, cancelled or repayment may be required.

I/WE HEREBY AGREE that the grant may be delayed, reduced or cancelled if the work is not completed, not completed as approved, or if the contractors are not paid.

I/WE HEREBY AGREE the program for which application has been made herein is subject to cancellation and/or change at any time by the Town in its sole discretion, subject to the terms and conditions specified in the Program. Participants in the program whose application has been approved and have entered into a grant agreement with the Town will continue to receive their grant, subject to their grant agreement.

I/WE HEREBY AGREE all grants will be calculated and awarded in the sole discretion of the Town. Notwithstanding any representation by or on behalf of the Town, or any statement contained in the program, no right to any grant arises until it has been duly authorized, subject to the applicant meeting the terms and conditions of the program and the grant agreement. The Town is not responsible for any costs incurred by the Owner/Applicant in any way relating to the program, including, without limitation, costs incurred in anticipation of a grant.

Dated at the _____, this _____ of _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)





Application Form

G. Office Use Only

Economic Development Committee Review

Date: _____

Name of EDC Member

Signature of EDC Member



Residential Unit Development Grant Program

The Residential Unit Development Grant Program stimulates the development of new residential units within Downtown Shelburne. 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. If an application for a Zoning By-Law Amendment and/or Official Plan Amendment is required to facilitate changes to the property in question, the applicant should await Town's approval of such application prior to applying to this program. The Residential Unit Development grant is to be paid to the property owner, regardless of who develops the property. All property owners within Downtown 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.

Applications for this grant program are considered subject to the availability of funding, as approved by Council. The property subject to the application must be located within the Shelburne's Downtown Core, identified in the Town's Official Plan. 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.

[INCLUDE MONETARY VALUE HERE]

Program-Specific Requirements

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



General Information and Instructions

1. Before filling out this Residential Unit Development Grant Program application form, please read the terms and conditions of the program eligibility and requirements and arrange for a pre-application meeting with Municipal Staff. The purpose of the pre-application meeting is to confirm property and project eligibility and program requirements.
2. If an agent is acting on behalf of the property owner when submitting this application, please ensure that the required authorization is completed and signed by the owner as noted in Section F of the application form.
3. If the applicant is not the property owner, please ensure that written authorization is obtained from the property owner prior to submitting this application and that, said written authorization is attached to the application form.
4. If you find insufficient space on this form to respond to questions, please provide additional information on a separate page and attach to your completed application form.
5. Please attach to this application the required supporting documents as requested by Municipal Staff. Applications will not be considered complete until all required documents have been submitted.
6. A checklist has been provided on page seven (7) of this application, please ensure this is complete prior to submission.
7. Please ensure that the application form is complete and all required signatures have been supplied.
8. Keep a copy of the application for your own records.
9. Please print (black or blue ink) or type the information requested on the application form.
10. You may deliver your application in person or send it by mail to:

Town of Shelburne | 203 Main Street East, Shelburne ON L9V 3K7
Carol Maitland, EDC/Marketing Coordinator
Phone: 519-925-2600 Ext 239 | Fax: 519-925-6134 | cmaitland@shelburne.ca
11. The application will be approved by Staff, in consultation with the Economic Development Committee (EDC).



-Please Print-

Application No. _____ Date: _____
(Office Use Only)

A. Applicant Information

Name of Registered Property Owner

Name: _____
(First) (Last)

If Corporation Name
of Signing Officer _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Name of Applicant (if different from the Registered Property Owner)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Agent Information (if any)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____



Application Form

Solicitor's Information (if any)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Incentives

Please indicate any other CIP programs you have received from the Town for the subject property

	Date	Amount Received (\$)
Façade Improvement Grant Program		
Sign Improvement Grant Program		
Heritage Building Improvement Grant Program		
Landscape Improvement Grant Program		
Accessibility improvement Grant Program		
Redevelopment Tax Rebate Program		
Planning and Development Fees Rebate Program		
Residential Unit Development Grant Program		

B. Property Information

Municipal Address of Property _____

Assessment Roll Number _____

Legal Description of Property (Lot and Plan Numbers) _____

Existing Property Use _____



Is property designated under Part IV of the Ontario Heritage Act? Yes____ No____
 Are property taxes paid in full on this property? Yes____ No____
 Are there any outstanding work orders on this property? Yes____ No____
 Size of Property _____ acres _____ hectares
 Existing Buildings on Property? Yes____ (If yes, specify building size below) No____
 Building 1 _____sq.ft.
 Building 2 _____sq.ft.
 Building 3 _____sq.ft.

C. Project Description

- (i) Please describe the residential unit development works that are eligible for the grant. Include the number and size of existing units to be rehabilitated and/or the number and size of the units to be constructed. Please attach site plan/survey and architectural/design drawings.

- (ii) Construction Cost Breakdown (please attach **two** detailed cost estimates from bona fide licensed contractors for work to be performed).

	Cost Estimate 1 (\$)	Cost Estimate 2 (\$)
a. Total Construction Cost (Insert lowest cost estimate)	_____	_____
b. Other sources of government funding? (Includes: Federal, Provincial, Municipal, Municipal heritage committee, CMHC.)	_____	_____

- c. Please provide details of primary construction lending (if any)



(iii) Construction Schedule

Construction of all works must commence within 6 months of approval and be completed within two (2) years of application approval.

Approximate Start Date of Construction _____

Approximate End Date of Construction _____

(iv) Projected Rental Rates and Sale Prices per unit or per square foot

Rental Rate \$ _____per unit/ \$ _____per square foot

Sale Price \$ _____per unit/ \$ _____per square foot

D. Application Checklist

One complete application form signed by appropriate parties Yes____ No____

Two (2) itemized cost estimates Yes____ No____

Ensure that the application is legible; please print in ink or type information onto form Yes____ No____

Supporting Documentation Yes____ No____

- One 11x17 concept design/drawing of proposed improvements
- List of what is going to be removed
- List of the proposed additions – new specifications





Application Form

E. Authorization

I/We, _____ are the owner(s) of the land that is subject of this application, and hereby authorize my agent/solicitor _____ to make this application and to act on my behalf in regard to this application.

Dated at the _____, this _____ of _____, _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)

If an agent is authorized in Section F above, all correspondence will be sent to the authorized agent. If no agent is authorized in Section F above, all correspondence will be sent to the Applicant.



F. Sworn Declaration

I/WE HEREBY APPLY for a grant under this program.

I/WE HEREBY AGREE to abide by the terms and conditions of the grant program.

I/WE HEREBY AGREE to enter into a grant agreement with the Town of Shelburne that specifies the terms and conditions of the grant.

I/WE HEREBY CERTIFY that the information contained in this application is true, correct and complete in every respect and may be verified by the Town by such inquiry as it deems appropriate, including inspection of the property for which this application is being made.

I/WE HEREBY GRANT permission to the Town, or its agents, to inspect my/our property to that is subject of this application.

I/WE HEREBY AGREE that if any statements or information in this application or submitted in support of this application are untrue, misleading or there is a material omission, the application may be rejected or not approved, or the grant may be delayed, reduced, cancelled or repayment may be required.

I/WE HEREBY AGREE that the grant may be delayed, reduced or cancelled if the work is not completed, not completed as approved, or if the contractors are not paid.

I/WE HEREBY AGREE the program for which application has been made herein is subject to cancellation and/or change at any time by the Town in its sole discretion, subject to the terms and conditions specified in the Program. Participants in the program whose application has been approved and have entered into a grant agreement with the Town will continue to receive their grant, subject to their grant agreement.

I/WE HEREBY AGREE all grants will be calculated and awarded in the sole discretion of the Town. Notwithstanding any representation by or on behalf of the Town, or any statement contained in the program, no right to any grant arises until it has been duly authorized, subject to the applicant meeting the terms and conditions of the program and the grant agreement. The Town is not responsible for any costs incurred by the Owner/Applicant in any way relating to the program, including, without limitation, costs incurred in anticipation of a grant.

Dated at the _____, this _____ of _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)





Application Form

G. Office Use Only

Economic Development Committee Review

Date: _____

Name of EDC Member

Signature of EDC Member





Application Form



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.

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.

The property subject to the application must be located within the Shelburne’s Downtown Core, identified in the Town’s Official Plan. 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.



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.



General Information and Instructions

1. Before filling out this Redevelopment Tax Rebate Program application form, please read the terms and conditions of the program eligibility and requirements and arrange for a pre-application meeting with Municipal Staff. The purpose of the pre-application meeting is to confirm property and project eligibility and program requirements.
2. If an agent is acting on behalf of the property owner when submitting this application, please ensure that the required authorization is completed and signed by the owner as noted in Section F of the application form.
3. If the applicant is not the property owner, please ensure that written authorization is obtained from the property owner prior to submitting this application and that, said written authorization is attached to the application form.
4. If you find insufficient space on this form to respond to questions, please provide additional information on a separate page and attach to your completed application form.
5. Please attach to this application the required supporting documents as requested by Municipal Staff. Applications will not be considered complete until all required documents have been submitted.
6. A checklist has been provided on page seven (7) of this application, please ensure this is complete prior to submission.
7. Please ensure that the application form is complete and all required signatures have been supplied.
8. Keep a copy of the application for your own records.
9. Please print (black or blue ink) or type the information requested on the application form.
10. You may deliver your application in person or send it by mail to:

Town of Shelburne | 203 Main Street East, Shelburne ON L9V 3K7
Carol Maitland, EDC/Marketing Coordinator
Phone: 519-925-2600 Ext 239 | Fax: 519-925-6134 | cmaitland@shelburne.ca
11. The application will be approved by Council, in consultation with the Economic Development Committee (EDC).



-Please Print-

Application No. _____ Date: _____
(Office Use Only)

A. Applicant Information

Name of Registered Property Owner

Name: _____
(First) (Last)

If Corporation Name
of Signing Officer _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Name of Applicant (if different from the Registered Property Owner)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Agent Information (if any)

Name: _____
(First) (Last)

Mailing Address: _____ ON, _____
(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____





Name: _____

(First) (Last)

Mailing Address: _____ ON, _____

(Street Address) (Municipality) (Postal Code)

Telephone Number: _____

Fax Number: _____

E-mail: _____

Please indicate any other CIP programs you have received from the Town for the subject property

	Date	Amount Received (\$)
Façade Improvement Grant Program		
Sign Improvement Grant Program		
Heritage Building Improvement Grant Program		
Landscape Improvement Grant Program		
Accessibility improvement Grant Program		
Redevelopment Tax Rebate Program		
Planning and Development Fees Rebate Program		
Residential Unit Development Grant Program		

Municipal Address of Property _____

Assessment Roll Number _____

Legal Description of Property (Lot and Plan Numbers) _____

Existing Property Use _____



Is property designated under Part IV of the Ontario Heritage Act? Yes____ No____
 Are property taxes paid in full on this property? Yes____ No____
 Are there any outstanding work orders on this property? Yes____ No____
 Size of Property _____ acres _____ hectares
 Existing Buildings on Property? Yes____ (If yes, specify building size below) No____
 Building 1 _____sq.ft.
 Building 2 _____sq.ft.
 Building 3 _____sq.ft.

C. Eligible Fees

i.	Eligible Fee Type	Fees Paid
1.	Planning Application Fee(s)	\$ _____
2.	Sign Permit Fee(s)	\$ _____
	TOTAL	\$ _____
ii.	Eligible Program Cost	Fees Paid
1.	Site preparation including construction/improvement of on-site public works	\$ _____
2.	Demolition	\$ _____
3.	Reconstruction	\$ _____
	TOTAL	\$ _____





Application Form

D. Application Checklist

One complete application form signed by appropriate parties Yes____ No____

One report indicating conformity with goals, objectives and policies of the Official plan and the urban design guidelines found within the Community Improvement Plan Yes____ No____

Property owner(s) participating have entered into a Redevelopment Agreement with the Town Yes____ No____

Two (2) itemized cost estimates Yes____ No____

Ensure that the application is legible; please print in ink or type information onto form Yes____ No____



E. Authorization

I/We, _____ are the owner(s) of the land that is subject of this application, and hereby authorize my agent/solicitor _____ to make this application and to act on my behalf in regard to this application.

Dated at the _____, this _____ of _____, _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)

If an agent is authorized in Section F above, all correspondence will be sent to the authorized agent. If no agent is authorized in Section F above, all correspondence will be sent to the Applicant.



F. Sworn Declaration

I/WE HEREBY APPLY for a grant under this program.

I/WE HEREBY AGREE to abide by the terms and conditions of the grant program.

I/WE HEREBY AGREE to enter into a grant agreement with the Town of Shelburne that specifies the terms and conditions of the grant.

I/WE HEREBY CERTIFY that the information contained in this application is true, correct and complete in every respect and may be verified by the Town by such inquiry as it deems appropriate, including inspection of the property for which this application is being made.

I/WE HEREBY GRANT permission to the Town, or its agents, to inspect my/our property to that is subject of this application.

I/WE HEREBY AGREE that if any statements or information in this application or submitted in support of this application are untrue, misleading or there is a material omission, the application may be rejected or not approved, or the grant may be delayed, reduced, cancelled or repayment may be required.

I/WE HEREBY AGREE that the grant may be delayed, reduced or cancelled if the work is not completed, not completed as approved, or if the contractors are not paid.

I/WE HEREBY AGREE the program for which application has been made herein is subject to cancellation and/or change at any time by the Town in its sole discretion, subject to the terms and conditions specified in the Program. Participants in the program whose application has been approved and have entered into a grant agreement with the Town will continue to receive their grant, subject to their grant agreement.

I/WE HEREBY AGREE all grants will be calculated and awarded in the sole discretion of the Town. Notwithstanding any representation by or on behalf of the Town, or any statement contained in the program, no right to any grant arises until it has been duly authorized, subject to the applicant meeting the terms and conditions of the program and the grant agreement. The Town is not responsible for any costs incurred by the Owner/Applicant in any way relating to the program, including, without limitation, costs incurred in anticipation of a grant.

Dated at the _____, this _____ of _____.

Name of Owner (s)

Signature of Owner (s)

Name of Owner (s)

Signature of Owner (s)





Application Form

G. Office Use Only

Economic Development Committee Review

Date: _____

Name of EDC Member

Signature of EDC Member





Shelburne Community Improvement Plan

Marketing Strategy

May 30th 2019





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1. About the Shelburne Community Improvement Plan

The Shelburne Community Improvement Plan (CIP) provides a roadmap for the Town of Shelburne to achieve the vision of Shelburne as a people place, a change of pace. The Plan outlines what is required for the Town to implement meaningful change and create the environment where public sector leadership and private sector development work together to make Shelburne vibrant, sustainable and attractive to new and prospective residents, businesses and visitors.

In order for a CIP to be effective, it requires dedicated marketing resources before launch, during implementation and after project completion. Initial marketing initiatives are aimed at increasing awareness and creating buy-in from the business community and the community at large. During the CIP implementation, marketing efforts must be sustained to maintain momentum. Lack of sustained marketing and an unfamiliar application process may have been a factor in the limited uptake of incentive programs piloted in Shelburne's previous Downtown CIP.

The Shelburne CIP provides seven key recommendations:

- **Public Realm Improvements:** These are the physical improvements to infrastructure, roadways and other areas including parks, streetscapes and other public spaces that form part of the CIP.
- **Transportation Improvements:** These recommendations refer to parking and traffic flow throughout the community.
- **Update Planning Policy to Facilitate Compatible Development:** The policies and procedures required to allow the CIP to be implemented.
- **Financial Incentive Programs:** The incentive tools that will encourage private sector investment in building and property improvements.
- **Administrative Responsibilities:** These recommendations refer to the roles that each stakeholder must play to manage the successful implementation of the CIP.
- **Maintenance/Operations:** The ongoing planning and execution of shared maintenance procedures to keep CIP projects/areas of implementation attractive.
- **Marketing Strategy:** The marketing strategy is the blueprint for communicating with the various stakeholders and audiences required to successfully implement the CIP. Without the proper implementation of a marketing strategy, community improvement plans and the associated initiatives risk being unknown, misunderstood and underutilized.

This document is devoted to outlining a Marketing Strategy for Shelburne's CIP.



2. Marketing the Shelburne Community Improvement Plan

2.1 Marketing Goals

The marketing goals for the Shelburne CIP define what successful implementation of the strategy will achieve. These goals guide the creation of the marketing strategy and inform the activities. Although they may seem obvious, explicitly stating the goals for marketing the Shelburne CIP is key to ensuring those involved in implementation have a clear understanding of its purpose.

Some of the broader goals for the Shelburne CIP are to establish Shelburne as a tourist and business-friendly destination that is well-planned, active and sustainable. The marketing goals of the Shelburne CIP flow out of these overall goals but are specifically related to the public image and promotion of the plan:

- ***The Shelburne CIP has an established brand***
 - The components of the Shelburne CIP are multi-faceted and will roll out over a number of years and across the Town. It is important that all activities remain connected to the CIP's vision.
- ***The Community is enthusiastic about the Shelburne CIP***
 - Community buy-in is critical for the success of the Shelburne CIP. Residents and businesses must remain optimistic and supportive of the CIP over its lifespan to ensure its success.
- ***Businesses and the private sector are invested in the Shelburne CIP***
 - The successful implementation of the CIP will rely on uptake of the incentive programs from the private sector.

2.2 Target Market(s)

The following section represents key target markets affiliated with the CIP:

Existing Business Owners/Property Owners & BIA

- Existing business and property owners represent the established business community and the greatest potential uptake for the Shelburne CIP. These individuals are already invested in the community and in some cases, may be longstanding tenants or owners who have been involved through upturns and downturns in the economy.

Potential New /Relocating Businesses and Entrepreneurs

- New businesses bring vibrancy to the local economy and have the potential to rehabilitate older buildings and/or underutilized properties. New ventures often come with considerable risk both financial and regulatory. Ensuring that potential investors are aware of possible support and the Town's commitment to the CIP are essential and could be the difference between investing and not.

Real Estate Professionals



- Often overlooked, real estate agents are a key market in terms of community development and community awareness. Real estate agents are often the gateway for a potential resident or business owner and can often provide their clients with a lasting image of your community. By tapping into the real estate community and ensuring they are aware of the Shelburne CIP and the positive vision for the community, you can help to create a positive first impression and turn your real estate professionals into community ambassadors. The Economic Development Committee (EDC) is currently engaged with the real estate community in Shelburne and can further enhance their outreach by engaging with realtors from across the region.

Tourists

- Shelburne is at the heart of the Bruce Trail network. High traffic volumes of cars and tourists stopping and passing through Shelburne add to the community's vibrancy and could also be considered potential residents or regular visitors if they are aware of the opportunity and energy created by the CIP.

Current Residents

- Current residents of Shelburne include both new residents and those who have been established in the community for generations. In order for the CIP to take root and be successful, it is vital that there is broad community awareness and support for the plan. Strong support for the CIP will ensure that they are invested in the project and its success. If residents are aware and invested in the CIP, they will also serve as ambassadors to family and friends who are visiting or when they are abroad.

2.3 Marketing Initiatives

Marketing initiatives represent the various media or technological tools expected to be used to promote the CIP and pursue the three marketing goals specified previously. Key marketing initiatives are summarized here.

2.3.1 Logo/Brand Development

An appealing and consistent Shelburne CIP logo and brand is essential to ensure that all the elements of the CIP remain connected. Many elements of the CIP may not be readily identified as part of a larger vision. For example, road works or short-term loss of parking as active transportation elements of the CIP are implemented may not be fully realized as part of a larger vision but rather as a temporary inconvenience. Consistent branding and logo deployment across all elements of the Shelburne CIP will ensure that the larger vision is not lost on elements that may not readily be connected.

Goal: All elements and activities associated with the Shelburne CIP are easily identified by businesses, residents and visitors.

Metric: Level of familiarity about the Shelburne CIP among community members.

2.3.2 CIP Webpage/Social Media Campaign

A well-developed webpage serves as the single point of reference for all Shelburne CIP information. A Shelburne CIP webpage on the Town's newly developed website should contain general information on the CIP as well as specific sections for residents and potential applicants. Shelburne CIP logos and



branding should be present and information about projects (upcoming, in-progress, or completed) should also be featured on the webpage. Success stories should be featured prominently (detailed below) and the webpage should receive regular updates to ensure that it remains relevant. Web content and success stories (before and after) about the CIP and testimonials should be incorporated into the webpage and used to develop a content bank of social media posts for a minimum of 2-3 posts weekly.

Goal: The Shelburne CIP webpage is a trusted and widely known source of information about the CIP.

Metric: Number of unique visitors to the webpage, Social media metrics and engagement with CIP posts.

2.3.3 Real Estate Conference/Realtor Roundtable

Setting up a booth at a local real estate board event provides staff with face-to-face interaction with the local real estate community to provide information about the Shelburne CIP as well as more general information about the competitive advantages of living in Shelburne. Staff would also be able to engage in one-on-one conversations with real estate professionals to find out what features they are using to sell the community to their clients and hear what clients are looking for. A realtor roundtable with a handful of realtors attending a local economic development committee meeting would also help spread the word and gain individual feedback. Shelburne is actively engaged with the real estate community within the Town and can expand their outreach to realtors from the region who may be bringing inbound clients to the area.

Goal: Increased awareness among the real estate community of the CIP so they can act as ambassadors

Metric: Number of visitors to event booth

2.3.4 Traditional Media Advertisements

While there is a tendency to gravitate towards strictly online and social media advertising due to their ubiquity and cost effectiveness, it is essential that the Shelburne CIP utilize traditional mediums including print advertisements and addressed letter mail. It cannot be assumed that all business and property owners are connected with the Town via the municipal website or social media. Especially in regard to absentee landlords, who would rarely be in the community or be unlikely to regularly check the municipal website. Dedicated mailings to downtown property owners via municipally maintained tax rolls can ensure that all property owners are aware of the opportunities under the CIP and potential impacts.

Goal: Businesses, property owners and interested participants are aware of the Shelburne CIP, even if they are not present in the community or are not active on the web/social media.

Metric: Number of CIP inquiries generated, Total circulation of printed advertisements.

2.3.5 Signage

Closely associated with logo/brand development, an effective signage campaign will ensure that awareness for the Shelburne CIP is created. Prominent signage featuring the Shelburne CIP logo will help to reinforce the revitalized brand for the community that the CIP is fostering. Benches, public bulletin boards and other public spaces are ideal locations for signage related to the Shelburne CIP. Permanent signage or customized before, during and after signage at key locations targeted by the CIP



will also help reinforce the brand. The use of temporary signage at business locations that benefit from CIP funding is an ideal way to showcase the impact of the CIP and inform residents and other businesses about the opportunity. This temporary signage may be a lawn sign with “Project supported by Shelburne CIP” or a window decal for downtown storefronts. Signage should always include the web address for more information.

Goal: All projects have a sign on site that identifies the link of the work to the Shelburne CIP

Metric: Number of CIP signs at business locations, Number of CIP signs at public infrastructure improvements.

2.3.6 Celebrate Success Stories

Especially at the early stages of the CIP implementation, successful CIP projects must be celebrated. Profiling successful CIP applicants is critical to ensuring the program maintains momentum and potential applicants can see the real impact of the program. Too often, CIP’s are regarded as bureaucratic processes and people lack inspiration to even make an application. By profiling successful applicants and encouraging the use of language around the ease of applying, the approval process and the programs’ benefits, new applications will be encouraged and facilitated. Before and after pictures of the projects should feature prominently in these articles which may be profiled on social media, the economic development quarterly newsletter or other local publications.

Goal: Applicants speak highly of the Shelburne CIP and encourage others to participate

Metric: Number of applicants profiled, Social media metrics and engagement with success story posts

2.4 Responsibilities for Implementing the Marketing Strategy

Successful implementation of the marketing strategy will require cooperation and coordination among a variety of stakeholders. Each has a role to play in either directly developing materials, being a champion/spokesperson for the CIP or providing support through referrals to Town staff and/or CIP information.

Organization	Responsibility
Town of Shelburne Staff	Develop marketing materials, Arrange advertisements, Track metrics
Town of Shelburne Council	Champion and promote CIP
Dufferin County	Referrals to CIP program
Economic Development Committee (EDC)	Referrals to CIP program
CIP Applicants	Referrals to CIP program, share their story
Shelburne Heritage Committee	Referrals to CIP program



2.5 Recommended Marketing Collaterals

The following list presents some of the recommended marketing collaterals for the Shelburne CIP. Dependent on available budget, all or some of the following should be considered for successful implementation of the marketing strategy:

Type	Description
Website	Dedicated website or sub-directory page on the Town of Shelburne website
Banners/ Booth Display Materials	Design and production of floor and table top banners, display boards for use at conferences, business networking meetings
Social Media Posts	Developed bank of social media posts related to the CIP including municipal and private sector initiatives
Signage	High resolution standard signage layout that can be easily adapted to lawn signs, buses, benches, window decals or other mediums available
Brochures	1-2 page brochure featuring high level program details and reference to website and contacts
Press Release(s)	Press release for project initiation and stock release that can be adapted for individual projects
Print/Web Advertisements	High resolution, standard advertisements in a variety of formats including website banners, ¼ page or addition sizes that can easily be set for print or digital publication



Shelburne Community Improvement Plan

Monitoring, Evaluation and Financial Strategy

May 30th 2019





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1. Monitoring Strategy

The monitoring strategy provides a framework for identifying the successful implementation of the Shelburne Community Improvement Plan (CIP). The collection of data related to each of the financial incentive programs that are outlined within the CIP as well as the overall financial impact of the CIP is essential for the ongoing success of the CIP. In particular, data collection and monitoring within the CIP is essential to:

- Track the funds provided by the municipality to successful applicants to the CIP
- Evaluate the effectiveness of CIP as well as each of the individual CIP incentive programs
- Determine whether adjustments are required to the program requirements or individual financial incentives
- Provide the basis for regular reporting to Council on implementation of the CIP

1.1 Data Collection

Data collection for the Shelburne CIP should be an ongoing process that begins as soon as the CIP is adopted. Data points and specific measures are outlined in the table below. The frequency of reporting should be on an annual basis with additional reporting required should the incentive programs become overprescribed (more requests for funding than available funds) or other necessary considerations. As with any new initiative, the CIP is subject to economic, social and political forces and changes such as downturns or up swings in the economy, technological disruption and more. It is recommended that a comprehensive review of the CIP take place after a period of five years from adoption.



1.2 Evaluation Measures

The measures outlined below represent recommendations for ongoing monitoring, evaluation and adjustments to the Shelburne CIP. The measures provide baseline data for the implementation of the CIP in the short term and reflect the ramping up over the medium term as awareness of the CIP increases. Initial demand for the CIP is impossible to predict so these measures are simply a guideline and may be adjusted over the life of the CIP. Additionally, based on the baseline measures obtained, Council may decide to ramp up the CIP implementation to capitalize on initial momentum and allocate more funding for the CIP's financial incentives in the short term as opposed to the medium term when demand is more normalized. This would impact the suggested targets for Year 5.

Figure 1: Shelburne CIP Measures

Element of CIP	Objective	Recommended Measure	Suggested Target by Year 5
Establish the Environment for Change	Public sector leadership, administrative support and marketing to ensure the Town of Shelburne is championing the CIP and establishing the vision	# of public realm improvement projects undertaken as part of the CIP including streetscape improvements and park rehabilitation projects # of transportation projects undertaken that support the CIP including traffic calming, active transportation projects and parking initiatives - Implementation of the Shelburne CIP Marketing Strategy	1 major and 2-3 minor public realm improvements undertaken each year (depending on budget) 1 major and 2-3 minor transportation projects undertaken each year (dependant on budget) - Full implementation of the Shelburne CIP Marketing Strategy



Element of CIP	Objective	Recommended Measure	Suggested Target by Year 5
Reduce the Risk of Development	Planning approval processes and policies that support the goals of the CIP and are consistent with its intent	1. Planning and policy changes initiated that support the CIP including streamlined OP, zoning, parking and parkland amendment forms 2. Level of satisfaction with planning processes	▪ Review of all planning application forms ▪ Increased level of satisfaction with planning application processes from Year 1



Element of CIP	Objective	Recommended Measure	Suggested Target by Year 5
Reduce the Costs of Private Sector Investment	Enable the private sector to participate in the CIP by reducing financial barriers	1. # of applications, pre-consultation meetings or direct inquiries received for financial incentive programs 2. # of grant applications received for each of the following programs: a. Façade Improvement b. Sign Improvement c. Accessibility Improvement d. Landscape Improvement e. Planning and Development Fees Rebate f. Residential Unit Development g. Redevelopment Tax Rebate h. Heritage Building Improvement 3. # of applications for financial incentive programs approved each year	▪ 15-25 pre-consultations per year by Year 5 ▪ Year-over-year increase in consultations over the life of the CIP as awareness and marketing plan are implemented ▪ 5-10 applications per year by Year 5 ▪ 5-10 applications approved per year by Year 5



2. Financial Strategy

The Shelburne CIP contains a number of components, both municipally-led and private sector incentives. A financial and funding strategy outlines the required resources for the marketing and implementation of the CIP over its lifespan.

2.1 Funding of Financial Incentives

During the annual budgeting process, Shelburne Council will approve a CIP budget for implementation of the incentives contained within the plan. Council will approve a budget for the total funding amount available for the incentives available within a given year.

2.1.1 Base Funding

Council may choose to fund all, or a portion of the financial incentives within the Shelburne CIP. Total funding or funding allocations for individual financial incentives may be determined based upon the monitoring strategy, uptake of particular incentives, or any other Council determined priority. Council should establish a base level of funding for the lifespan of the CIP. Having a base level of funding for the financial incentive programs within the CIP ensures that the business community can anticipate availability of funds and conduct their business planning accordingly. Base funding also demonstrates the commitment of Shelburne to the vision of the CIP.

2.1.2 Incentive-Specific Funding

Shelburne may choose to allocate the CIP budget to incentive-specific funding envelopes to ensure that all programs are utilized. Incentive specific funding can help ensure that the entire vision of the CIP is achieved rather than all of the funding being directed to one specific financial incentive program (i.e. all CIP funds being used for signage with no uptake on façade improvements). This approach should only be considered in the medium to long-term once overall demand and demand for each financial incentive program from the private sector can be assessed against the monitoring strategy.

2.1.3 Redevelopment Tax Rebate

This funding incentive is designed to mitigate the tax increase from a redevelopment project. The increased tax assessment based on the increased value of a property due to an approved redevelopment project under the CIP may be granted back the property owner as a rebate. This rebate may be one-time or a phased-out approach over a number of years (i.e. 100% rebate in Year 1, 80% rebate in Year 2, etc). Budgeting for the Redevelopment Tax Rebate is very difficult as the size and scope of each redevelopment project can be drastically different. Grants made through an application for a redevelopment tax rebate are funded through the applicants own increase in taxes and therefore, do not require a dedicated allocation of the CIP budget.

2.1.4 Marketing Funding

When approving funding for the CIP, consideration for an annual marketing budget should be considered. The Shelburne CIP Marketing Strategy outlines the process for ensuring the community and businesses are aware of available funding. The initial implementation of the Marketing Strategy will



require some upfront initial expense to fund the required graphic design, web design and advertising materials. While each community is unique in terms of business networks and media landscape, successful CIP's generally allocate a minimum of 10% of the total Year 1 CIP budget to marketing. In subsequent years, a minimum of 5% of the total annual CIP budget should be allocated to sustain and update marketing materials as successful projects are completed and incorporated into collaterals.