



IMPLEMENTATION STRATEGY

for shelburne community improvement plan



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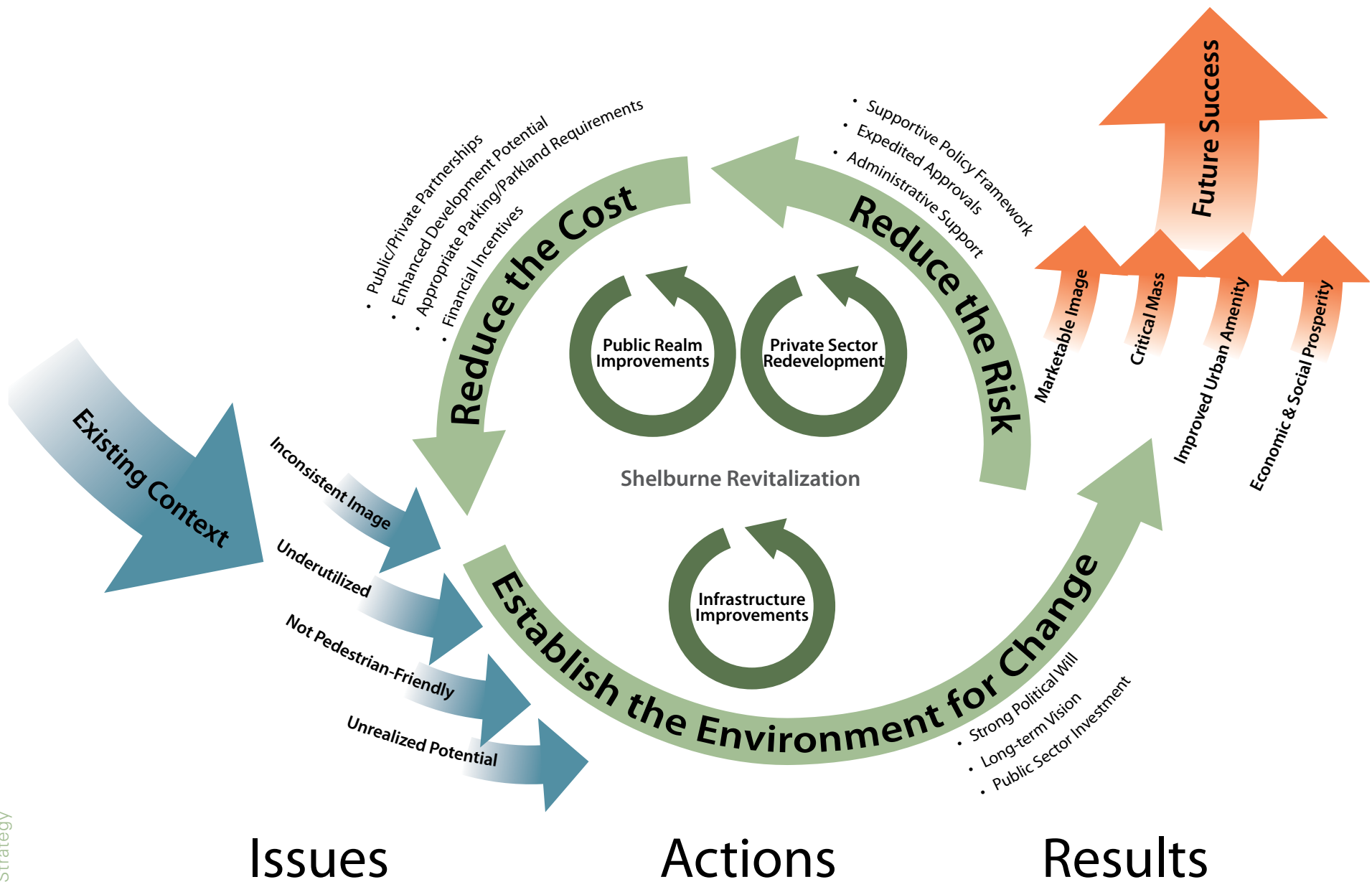






SECTION 1

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.



