



Town of The Blue Mountains Community Improvement Plan

Thornbury, Clarksburg and Craigleith Commercial Core Areas



March 2011



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This document is one of several initiatives which are intended to be part of a comprehensive approach to strategic planning in The Blue Mountains. Council, Staff and Consultants have shared resources and research to ensure consistent and complementary principles and goals among the following:

- Integrated Community Sustainability Plan
- Red Hot and Blue: Economic Prosperity for the Blue Mountains
- **Community Improvement Plan**
- The Blue Mountains Transportation Strategy
- Comprehensive Zoning By-law Review
- Housing Needs Study
- Cultural Mapping Project

Community Improvement Plan Summary

This CIP is based on a community developed vision for the commercial core areas of the Town of The Blue Mountains. The recommendations contained in this CIP have been developed specifically to address the key impediments to revitalization identified during the detailed SWOT Analysis. The preparation of this CIP has benefitted greatly from extensive community consultation through input provided by the project Steering Committee and input provided as the result of three well attended public meetings, two of which included workshop sessions with those in attendance.

The adoption and approval of this CIP will provide the legislative basis and comprehensive policy framework to guide the public realm improvements, incentive programs and other initiatives needed to achieve the vision for the commercial cores of Thornbury, Clarksburg and Craigleith. Similar and other improvements, initiatives and programs may be considered across the Municipality in order to help implement this CIP.

Experience in other municipalities has shown that early and effective implementation of the Marketing Strategy will help to make property and business owners in the community improvement project area aware of the Town's plans and the incentive program opportunities that are available. This will result in a more successful CIP. Ongoing monitoring of the performance of the incentive programs and adjustment of the programs as required will also help to ensure the effectiveness of this CIP.

In summary, the revitalization of the commercial cores of Thornbury, Clarksburg and Craigleith will benefit not only business and property owners in these areas, but also residents, business and property owners in the Town of The Blue Mountains and Grey County as a whole.

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1.0 Introduction

1.1 Purpose

The Town of The Blue Mountains retained RCI Consulting in association with GSP Group Inc. and Enermodal Engineering (the consulting team) to prepare a Community Improvement Plan (CIP) for its three commercial core areas (Thornbury, Clarksburg, and Craigleith).

The consulting team worked closely with Town staff and a project steering committee (**See Appendix A**) that helped guide preparation of the CIP. The CIP was also informed and guided by an extensive program of community consultation, as well as oversight from Town Council.

The purpose of this CIP is to:

- a) Identify the physical, economic, and other strengths, weaknesses, opportunities and threats in relation to the revitalization and redevelopment of the three commercial core areas in the Town;
- b) Articulate a general vision for the Thornbury, Clarksburg and Craigleith commercial core areas;
- c) Define an appropriate community improvement project area;
- d) Specify a planning, design and sustainability strategy that contains recommended public realm improvements and revisions to policy and regulatory documents, and design guidelines that can be used to guide infill development, façade improvement, streetscape design, and greenfield development in a sustainable manner; and,
- e) Develop a toolbox of incentive programs that can be offered by the Town to directly stimulate private sector investment in the revitalization and redevelopment of the three commercial core areas.

1.2 Study Area

The study area for the CIP was identified by the Town in the project terms of reference and is shown in **Figures 1 to 4**. As part of the CIP process, existing conditions within the study area, and those properties immediately surrounding the study area, were assessed to determine those areas most in need of community improvement to private and public lands. This assessment was then used to guide the delineation of the recommended Community Improvement Project Area.

Thornbury

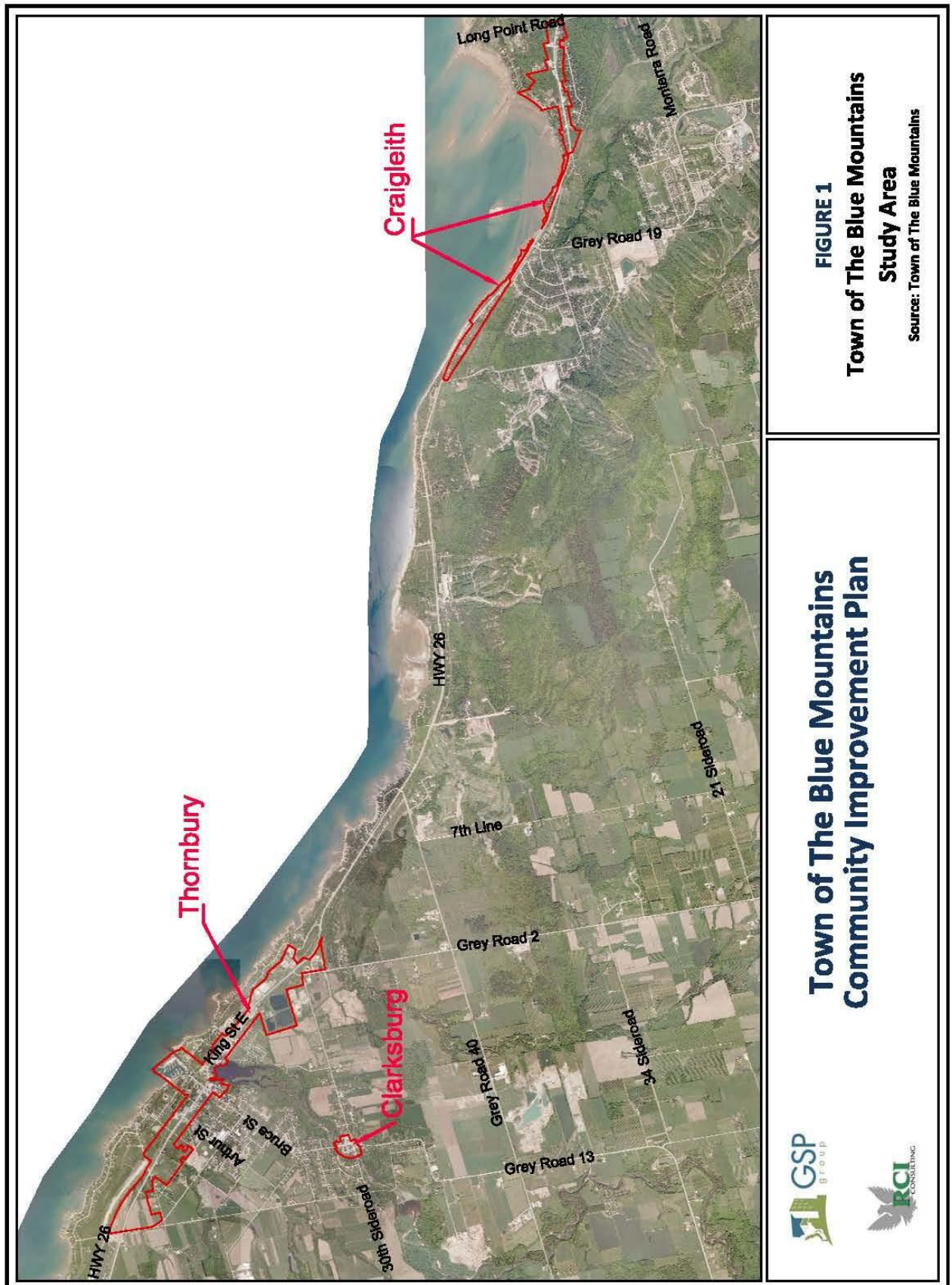


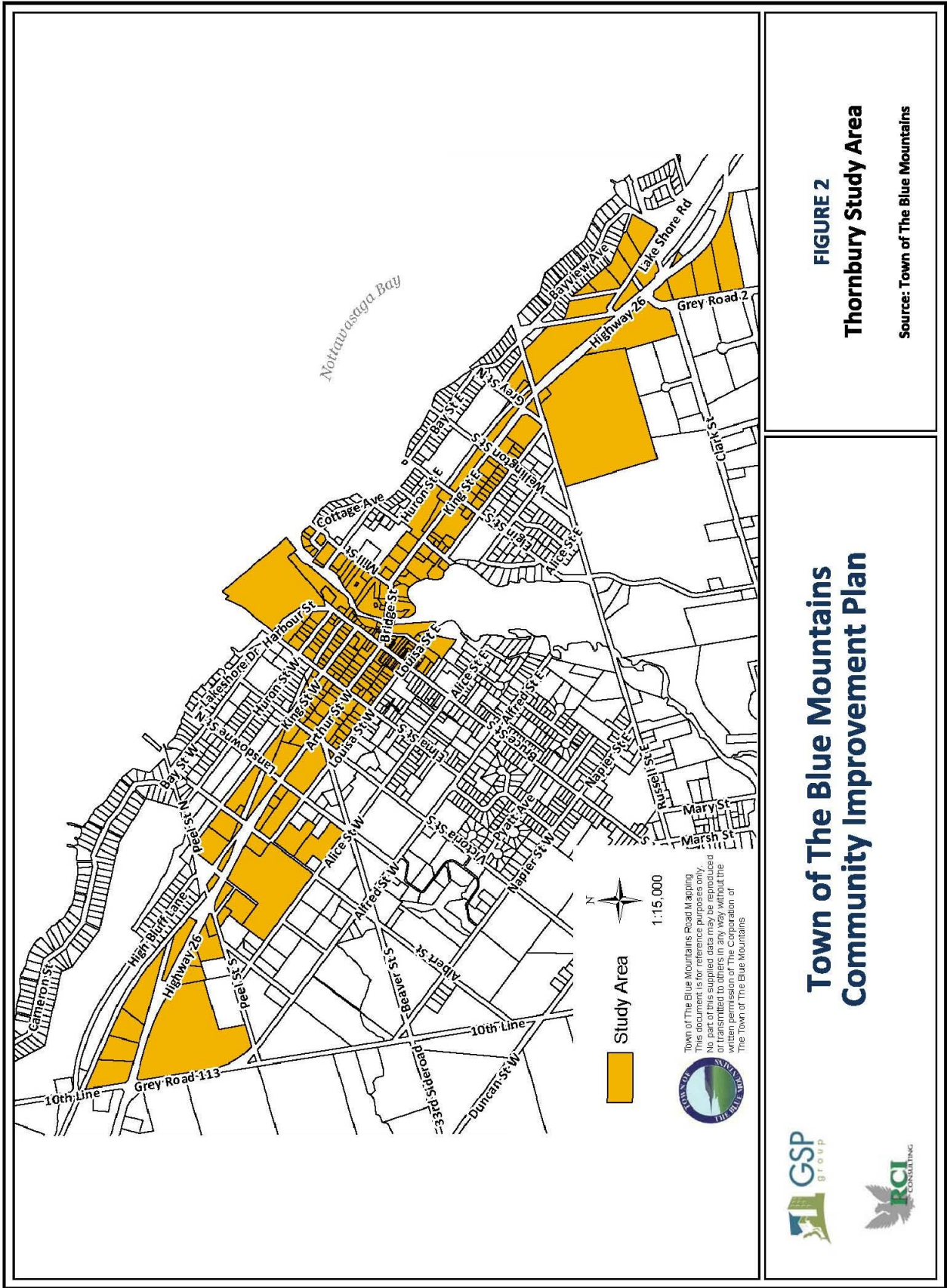
Clarksburg

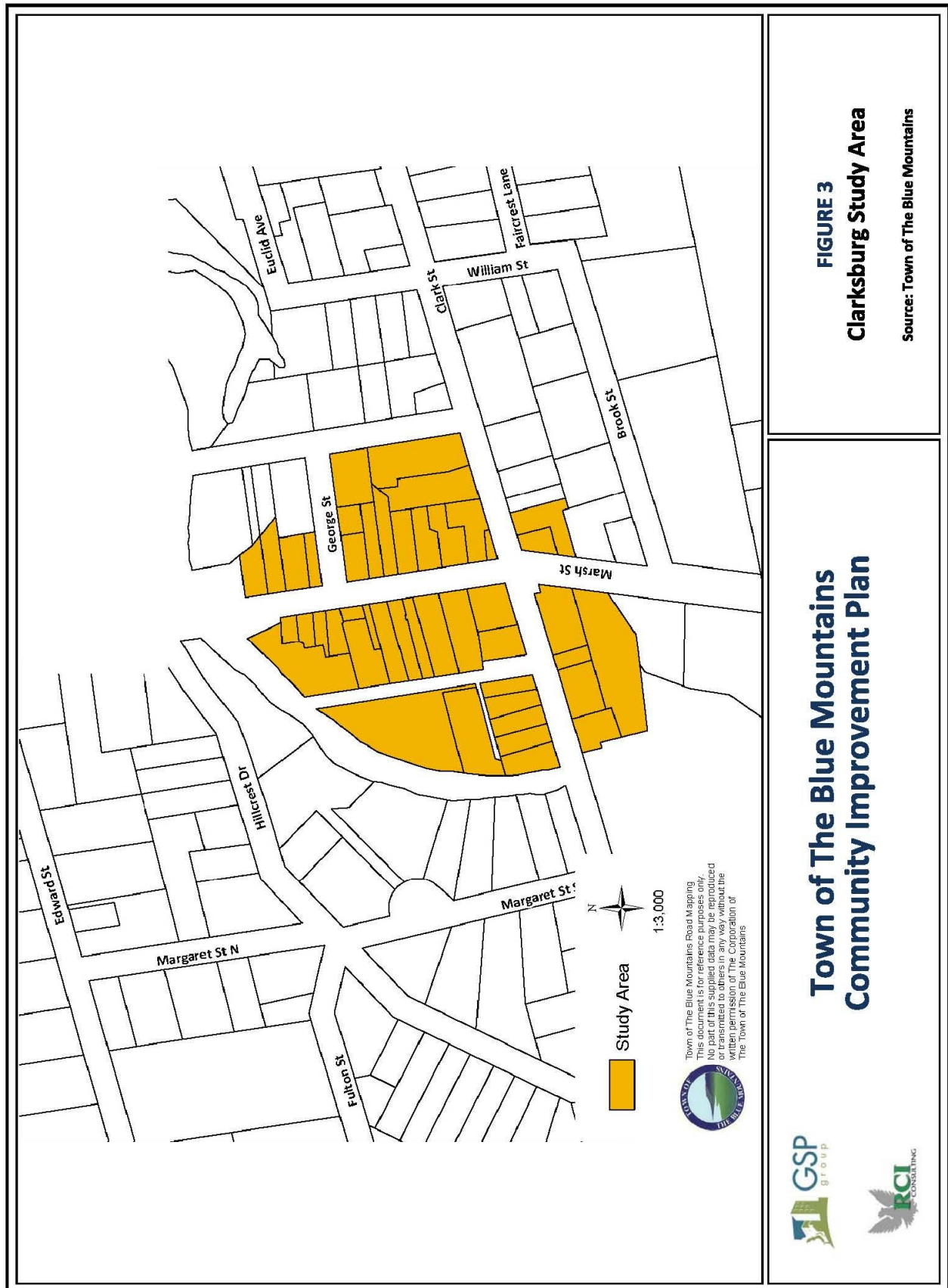


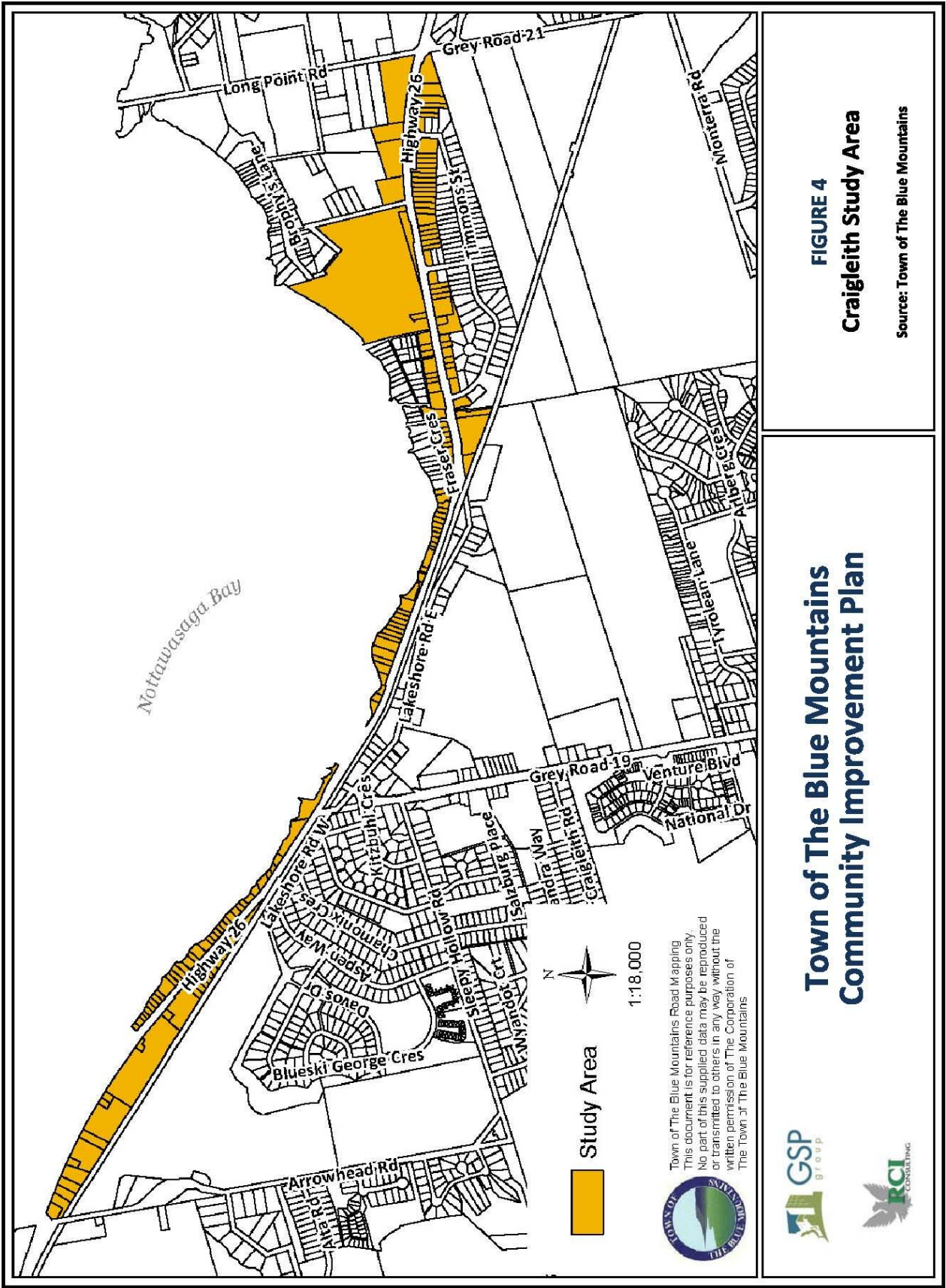
Craigleith











1.3 Methodology and Reports

A number of tasks were completed in order to provide a comprehensive foundation for the preparation of the CIP and to produce the planning, design and sustainability deliverables identified in the project terms of reference. First, a Background Report (June 2009) was prepared. This report includes a review of relevant legislation, and provincial, county and local planning and policy documents. This report recommended revised Community Improvement policies for the Town's Official Plan in order to ensure an appropriate foundation for the preparation of this CIP. The Town adopted Official Plan Amendment (OPA) No. 19 to its Official Plan to include the revised Community Improvement policies, which was approved by the County in May 2010.

Next, an Interim Report (October 2009) was prepared, which included completion of the following tasks:

- a) Walking tours of all three commercial areas in the Town conducted in January, March and July of 2009. During these walking tours, consulting team members took photographs, made observations and took notes with respect to built form, physical characteristics and conditions, land uses and business activity in the commercial areas;
- b) Preparation of a SWOT Analysis of the three commercial areas, including input received from the project steering committee, and from a workshop held at a public meeting on June 3, 2009;
- c) Formulation of a Vision based on input received from the project steering committee, and from a visioning workshop held at the June 3, 2009 public meeting; and,
- d) A review of best practices utilized by other Ontario municipalities to promote revitalization and redevelopment in their downtowns and commercial core areas.

Preliminary planning, design and sustainability concepts were then prepared and presented to the steering committee in September of 2009. These concepts were then refined based on input from the steering committee and presented at a second public meeting on October 13, 2009. A workshop was held at the October 13, 2009 public meeting to obtain input on the planning, design and sustainability concepts. This input was used to prepare a Planning, Urban Design and Sustainability Strategy (July 2010).

Finally, a strategy of municipal leadership containing public realm improvement actions, policy and regulatory initiatives and preliminary incentive programs was prepared to address the key issues identified in the SWOT Analysis. The public realm improvement actions and preliminary incentive programs were presented to the steering committee and Council on May 26, 2010, and to the public at a public meeting held on June 2, 2010. Input received from these meetings was used to revise and finalize the recommended public realm improvements, other initiatives and financial incentive programs contained in this CIP.

In summary, in addition to this CIP, the following project reports have been prepared by RCI Consulting in association with GSP Group Inc. and Enermodal Engineering, and are available under separate cover:

- **Background Report (June 2009);**
- **Interim Report (October 2009);**
- **Planning, Urban Design and Sustainability Strategy (March 2011).**

1.4 CIP Content

This CIP is divided into the following fourteen sections:

- Section 2.0 provides a review of the legislative framework for preparation of the CIP.
- Section 3.0 contains a summary of the general planning and other policies that apply to the three commercial core areas and thereby provide guidance for preparation of the CIP.
- Section 4.0 provides additional detail on the stakeholder and community consultation process that was undertaken to provide input to the preparation of the CIP.
- Section 5.0 provides a summary of the physical and economic characteristics in the Town's three commercial core areas.
- Section 6.0 contains the results of the SWOT Analysis conducted for the three commercial core areas.
- Section 7.0 outlines the vision established for the three commercial areas.
- Section 8.0 describes the community improvement project area for the CIP, including the Thornbury, Clarksburg and Craigleith project areas.
- Section 9.0 contains the planning, design and sustainability strategy, including the recommended public realm improvements and other public initiatives.
- Section 10.0 contains a comprehensive tool kit of municipal incentive programs specifically designed to help achieve the vision for the three commercial areas.
- Section 11.0 contains an implementation strategy that outlines the priority of the various actions recommended in the CIP and key stakeholders who will be involved in implementing these actions.
- Section 12.0 contains a monitoring program designed to assist the Town in monitoring progress on implementation of the CIP and the economic and other impacts of the programs contained in the CIP.
- Section 13.0 contains a basic marketing strategy for the CIP.

The Appendices contain a number of supporting documents, including administrative guidelines for the incentive programs contained in Section 10.0 of the CIP and a detailed table of the recommendations in the CIP.

2.0 Legislative Framework

2.1 Municipal Act, 2001

Section 106 (1) and (2) of the *Municipal Act, 2001* prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses. Prohibited actions include:

- Giving or lending any property of the municipality, including money;
- Guaranteeing borrowing;
- Leasing or selling any municipal property at below fair market value; and
- Giving a total or partial exemption from any levy, charge or fee.

This prohibition is generally known as the “bonusing rule”. Section 106 (3) of the *Municipal Act, 2001* provides an exception to this bonusing rule for municipalities exercising powers under subsection 28 (6), (7) or (7.2) of the *Planning Act* or under section 365.1 of the *Municipal Act, 2001*. It is the exception under Section 28 of the *Planning Act* that allows municipalities with enabling provisions in their official plans to prepare and adopt community improvement plans (CIPs). CIPs provide municipalities with a comprehensive framework for the planning and provision of economic development incentives in areas requiring community improvement.

Section 365.1 of the *Municipal Act, 2001* operates within the framework of Section 28 of the *Planning Act*. A municipality with an approved community improvement plan in place that contains provisions specifying tax assistance for environmental remediation costs will be permitted to provide said tax assistance for municipal property taxes. Municipalities may also apply to the Province to provide matching education property tax assistance through the Province’s Brownfields Financial Tax Incentive Program (BFTIP).

Section 107 of the *Municipal Act, 2001* describes the powers of a municipality to make a grant, including the power to make a grant by way of a loan or guaranteeing a loan, subject to Section 106 of the *Municipal Act, 2001*. In addition to the power to make a grant or loan, these powers also include the power to:

- sell or lease land for nominal consideration or to make a grant of land;
- provide for the use by any person of land owned or occupied by the municipality upon such terms as may be fixed by council;
- sell, lease or otherwise dispose of at a nominal price, or make a grant of, any personal property of the municipality or to provide for the use of the personal property on such terms as may be fixed by council.

In order to encourage good stewardship, maintenance and conservation of locally designated heritage properties, municipalities may, under Section 365.2 of the *Municipal Act, 2001*, pass a by-law to establish a local Heritage Property Tax Relief (HPTR) program to provide tax relief (10 to 40 per cent) to owners of eligible heritage properties, subject to an agreement to protect the heritage features of their property. This financial tool is designed to help owners of heritage properties maintain and restore their properties. An eligible heritage property for this program is a property or portion of a property that is designated under Part IV of the *Ontario Heritage Act* or is part of a heritage conservation district under Part V of the *Ontario Heritage Act* and that is subject to a heritage easement agreement. The province shares in the cost of the program by

funding the education portion of the property tax relief. Municipalities that adopt the HPTR program contribute to the program by funding their portion of the tax relief.

2.2 Planning Act

2.2.1 Section 28 – Community Improvement

Section 28 of the *Planning Act* allows municipalities with provisions in their official plans relating to community improvement to designate by by-law a “community improvement project area” and prepare and adopt a community improvement plan for the community improvement project area. Once the community improvement plan has been adopted by the municipality and comes into effect, the municipality may exercise authority under Section 28(6), (7) or (7.2) of the *Planning Act* or Section 365.1 of the *Municipal Act, 2001* in order that the exception provided for in Section 106 (3) of the *Municipal Act, 2001* will apply.

According to Section 28 (1) of the *Planning Act*, a “community improvement project area” is defined as “a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason”. This definition allows municipalities to address community improvement issues that are both local in nature, e.g., downtown or commercial area revitalization issues, and those issues that are more pervasive across entire municipalities, such as the existence of brownfields. It is also important to note that there are a variety of reasons that an area can be designated as an area in need of community improvement. The criteria for designation cover physical deterioration, faulty arrangement, unsuitability of buildings and any other social or community economic development reasons.

Section 28 (1) of the *Planning Act* defines “community improvement” as “the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable, or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary”. This represents a wide range of municipal actions that a municipality can take.

Once a CIP has come into effect, the municipality may:

- i) acquire, hold, clear, grade or otherwise prepare land for community improvement (Section 28 (3) of the *Planning Act*);
- ii) construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan (Section 28 (6));
- iii) sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan (Section 28 (6)); and
- iv) make grants or loans, in conformity with the community improvement plan, to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the eligible costs of the community improvement plan (Section 28 (7)).

Section 28 (7.1) of the *Planning Act* specifies that the eligible costs of a community improvement plan for the purposes of Subsection 28 (7) may include costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.

Section 28 (7.3) of the *Planning Act* specifies that the total of all grants and loans made in respect of particular lands and buildings under Section 28 (7) and (7.2) of the *Planning Act* and tax assistance provided under Section 365.1 of the *Municipal Act, 2001* in respect of the land and buildings shall not exceed the eligible cost of the community improvement plan with respect to those lands and buildings.

Section 28(11) of the *Planning Act* allows a municipality to register an agreement concerning a grant or loan made under subsection 28(7) or an agreement entered into under subsection 28(10) against the land to which it applies and the municipality shall be entitled to enforce the provisions thereof against any party to the agreement and, subject to the provisions of the *Registry Act* and the *Land Titles Act*, against any and all subsequent owners or tenants of the land.

2.2.2 Section 69 – Reduction or Waiver of Fees

Section 69 of the *Planning Act* allows municipalities to reduce or waive the amount of a fee in respect of a planning application where it feels payment is unreasonable. Municipalities can use this tool to waive all matter of planning application fees to promote community improvement without inclusion in a CIP. Alternatively, a municipality can collect fees and then provide a partial or total rebate of fees in the form of a grant, but this must be done within a CIP.

2.3 Ontario Heritage Act

The purpose of the *Ontario Heritage Act* is to give municipalities and the provincial government powers to conserve, protect and preserve heritage buildings and archaeological sites in Ontario. While the heritage property tax relief program under Section 365.2 (1) of the *Municipal Act, 2001* is designed to assist property owners in maintaining and conserving heritage properties, Section 39 (1) of the *Ontario Heritage Act* allows the council of a municipality to make grants or loans (up-front or tax-increment basis) to owners of designated heritage properties to pay for all or part of the cost of alteration of such designated property on such terms and conditions as the council may prescribe. In order to provide these grants and loans, the municipality must pass a by-law providing for the grant or loan.

Grants and loans for heritage restoration and improvement can also be provided under a CIP. One of the key administrative advantages of Section 39 of the *Ontario Heritage Act* is that it requires only passing of a by-law by the local council rather than the formal public meeting process under Section 17 of the *Planning Act* required for a CIP. One of the disadvantages of the *Ontario Heritage Act* is that unlike the *Planning Act*, it does not allow municipalities to make grants or loans to assignees, e.g., tenants who may wish to undertake heritage improvements.

Another advantage of the *Ontario Heritage Act* is that interpretation of Section 39 (1) of the *Heritage Act* suggests that this section does not restrict grants and loans only to heritage features. Section 39 (1) of the *Ontario Heritage Act* refers to “...paying for the whole or any part of the

cost of alteration of such designated property on such terms and conditions as the council may prescribe.” Consultations with provincial staff and legal experts have confirmed that this section of the Act does not restrict grants and loans only to heritage features.

Section 39 (1) of the *Ontario Heritage Act* can also be used to provide grants and loans for the undertaking of professional design studies as these can be considered “part of the cost of alteration”. A design study is certainly an important precursor to, and key component of, any major heritage feature alteration. Section 39 (2) of the *Ontario Heritage Act* allows the council of a municipality to add the amount of any loan (including interest) to the tax roll and collect said loan in the same way that taxes are collected, for a period of up to 5 years. This section of the Act also allows the municipality to register the loan as a lien or charge against the land.

2.4 Development Charges Act

Section 5 of the Development Charges Act allows a municipality to exempt a type(s) of development from a development charge, but any resulting shortfall cannot be made up through higher development charges for other types of development. This allows upper and lower tier municipalities to offer partial or total exemption from municipal development charges in order to promote community improvement such as downtown/commercial area redevelopment and/or brownfield redevelopment. Because this financial incentive is normally offered before construction, i.e., at the time of building permit issuance, it is a very powerful community improvement tool.

3.0 Policy Framework

3.1 Provincial Policy Statement

The Provincial Policy Statement (PPS) is issued under Section 3 of the Planning Act and is intended to guide municipalities as they make planning decisions. The Planning Act requires that municipal decisions in respect of the exercise of any authority that affects a planning matter “shall be consistent with” the PPS. Municipal official plans are required to be consistent with all applicable Provincial policies by adopting appropriate land use designations and policies. As well, community improvement plans must be consistent with the PPS.

The Province of Ontario adopted a new Provincial Policy Statement in 2005 (PPS 2005). This new PPS is premised on sustainability principles and the stated vision of the PPS is the wise management of growth. For example, section 1.1.3.3 of the PPS states “planning authorities shall identify and promote opportunities for intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs”. Policy 1.7.1 b) of the PPS promotes the maintenance and enhancement of the vitality and viability of downtowns. Other policies in the PPS (sections 1.1.1 a), 1.1.1 g) and 1.6.2) support the management of growth to achieve efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term.

The PPS also supports the remediation and redevelopment of brownfield sites. For example, section 1.7.1 c) of the PPS states that “long-term economic prosperity should be supported by promoting the redevelopment of brownfield sites”. Brownfields are defined in the PPS as “undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant”.

3.2 Strategic Plan

A Strategic Plan for the Town of The Blue Mountains was prepared and adopted in 2005. This Plan is divided into four components: Vision, Mission, Goals, and Strategic Actions

The Community Vision states that, “The Blue Mountains will be a progressive four season community, building on its agricultural and recreational features, offering a healthy and supportive lifestyle to a diverse range of residents, businesses and visitors.” The Vision outlined in Section 7.0 of this CIP is consistent with and builds on the Community Vision in the Town’s Strategic Plan.

The Corporate Mission indicates that, “the Town will realize the community vision through innovative leadership and strong partnerships to provide sustainable services into the future.”

The Strategic Plan sets the following six key goals:

- i) Manage growth to ensure the ongoing health and prosperity of the community;
- ii) Address the Town’s municipal infrastructure needs;

- iii) Preserve and enhance natural and environmental features, and cultural heritage of the community; Provide an influential and well managed government;
- iv) Support the development of social and recreational programs to meet the broad range of needs in the community;
- v) Ensure long-term financial sustainability; and,
- vi) Provide a strong, well managed municipal government.

The Strategic Plan concludes by outlining several specific initiatives and actions the Town must undertake to achieve each goal outlined above. The preparation of a CIP provides a strong foundation for the Town to achieve a number of the goals in its Strategic Plan, in particular the environmental, cultural heritage and growth management goals.

3.3 County of Grey Official Plan

The County of Grey Official Plan was adopted by Grey County Council in May of 1997 and was approved by the Ontario Municipal Board in August 1999 and August 2000. Grey County recently undertook a five year review of their Official Plan and adopted Amendment No. 80 on March 3rd of 2009. Amendment No. 80 has been forwarded to the Ministry of Municipal Affairs and Housing for Approval.

A review of the County of Grey Official Plan suggests that there are two sections with particular relevance to the preparation of the Town of The Blue Mountains CIP. First, Section 3 of the County of Grey Official Plan contains Heritage Policies that encourage local municipalities to develop policies that encourage the conservation of heritage resources. Amendment No. 80 added a new Implementation section to the County of Grey Official Plan on Community Improvement. This new Section 6.16 specifies that a local municipality may designate as a community improvement project area the whole or any part of a local municipality, and prepare a community improvement plan for that area. Section also 6.16.2 outlines a number of objectives for community improvement. The new Community Improvement policies included in the Town's Official Plan via OPA No. 19 that was approved by the County in May of 2010 generally incorporate the objectives for community improvement specified in Section 6.16.2 of the County of Grey Official Plan.

3.4 Town of The Blue Mountains Official Plan

The Town of The Blue Mountains Official Plan ("the Official Plan") provides the general land use framework and policies for the Town that directs the overall growth and development of the municipality. The Official Plan applies to the entire municipality, prepared after the municipal amalgamation and rescinded the official plans of the former municipalities. The Official Plan was passed by the Town of The Blue Mountains in December 2002 and approved by the County of Grey in November 2004. In addition to the Official Plan's goals and objectives, there are three primary policy themes in the Official Plan that are relevant to the preparation of the CIP: land use, urban design, and community improvement. There are a number of other policies in the Official Plan that are also relevant to the preparation of the CIP.

3.4.1 Goals and Objectives

The goals and objectives of the Official Plan are defined in Section 2 of the Official Plan. The Official Plan states that its goals, objectives and policies are designed to reflect the Town's vision. The goals of the Official Plan are classified into four main categories; the environment, the economy, agriculture, and recreation and tourism. All four of these categories contain elements that pertain directly to the pursuit of sustainability, which are summarized below.

The Environment: the environmental goal of the Official Plan is to protect, preserve, conserve and enhance the highly scenic, natural, cultural and heritage amenities of the municipality. The objectives of the environmental section include:

- The minimization of conflict between incompatible land uses;
- The prevention of development on lands with environmental hazards or susceptibility;
- The maximization of environmental quality through the minimization of pollution of water, air and land and the preservation of unique attributes of the physical landscape;
- The establishment of guidelines and programs to dictate the location, density and style of various forms of development that are consistent with the protection, preservation, conservation and maintenance of the environment;
- The preservation, conservation and maintenance of natural or cultural heritage resources, including the Natural Heritage System;
- The development of resources and outdoor recreation for the continuous economic and social benefit of the area residents and visitors in an environmentally sound manner; and,
- The wise management of fisheries and wildlife to provide social, recreational and economic benefits for area residents and visitors, while maintaining health fish and wildlife populations.

The Economy: the economic goal of the Official Plan is to expand employment opportunities and the assessment base of the municipality through the encouragement of economic development in all sectors of the local economy. The economic objectives include:

- The recognition of the importance of the tourism industry, through the facilitation of growth in the recreational/resort industry and corresponding service and commercial industries locally;
- The provision of strategically located commercial opportunities in response to the growth in the recreational industry; and,
- The recognition of the economic importance of agricultural activities through the encouragement of its expansion and the development of secondary industry and commercial uses associated with agriculture.

Agriculture: the agricultural goal of the Official Plan is to protect the agricultural industry and its land base resource in recognition of its contribution to the economy and the overall character of the Town. The agricultural objectives include:

- The maintenance of specialty crop areas;
- The avoidance of future conflicts between agricultural and adjacent uses; and,
- The protection and preservation of agricultural lands in units of appropriate parcel size that will remain viable for agricultural purposes over the long term.

Recreation and Tourism: the recreation and tourism goal of the Official Plan is to enhance the opportunities for tourism and recreational uses and related development. The recreation and tourism objectives include:

- The maintenance of the quality of natural and cultural landscapes;
- The maintenance of existing and establishment of new recreational facilities that diversify the available year-round recreational activities;
- The acquisition by public bodies of areas of natural or environmental significance and the provision of appropriate public access to those areas;
- The development of recreational or cultural function, events and activities that will facilitate four-seasons occupancy and attract additional tourism; and,
- The provision of a broad range of housing accommodation types, including affordable housing, in a variety of settings while directing major residential and recreational accommodation to locate in areas where a higher order of municipal services are available.

3.4.2 Land Use Policies

The Official Plan identifies five “commercial nodes or districts” where new commercial uses are directed. Three of these nodes are within the Community Improvement Project Area:

- a) Thornbury commercial district – *“the primary local retail and service centre for the municipality, as well as some small scale shops, boutiques and other uses related to the travelling public”*;
- b) Clarksburg commercial district – *“intended to serve the needs of the local area residents, as well as some small scale shops, boutiques and other uses related to the travelling public”*; and,
- c) Craigleith commercial district – *“intended to serve the needs of the local area residents and the traveling public”*.

As shown in **Figures B-1 to B-3 in Appendix B**, the commercial core areas of Thornbury, Clarksburg and Craigleith contain a number of different land use designations, including commercial and residential designations, industrial, institutional, open space, and future development designations. The Thornbury area contains the broadest range of land use designations, while the Clarksburg area and Craigleith area contain a more limited number of designations. The following summarizes the general pattern of land use designations in the Official Plan:

Thornbury

- “Commercial” designation along the Highway No. 26 corridor between Peel and Russell Street, and along Bruce Street South through the historic commercial core;
- “Harbour Commercial” designation along Bruce Street North near the shoreline associated with the marina area;
- “Institutional” designation on the Town Hall site;
- “Hazard” designation associated with the floodplain limits of Beaver River; and
- “Residential” designation on the remainder of the properties within the study area between Peel Street and Russell Street;
- “Recreation Residential” and “Shoreline Residential” designations on properties north of Peel Street; and

- “Institutional” and “Employment Land” designations on properties south of Russell Road.

Clarksburg

- “Village Commercial” for the entire Clarksburg area within the study area.

Craigleith

- “Recreational Residential” and “Highway Commercial” designations along Highway No. 26 in the west of the area near Grey Road No. 21; and
- “Recreational Residential” and “Residential Infilling” along the Highway No. 26 corridor generally west of the above area.

Table B-1 in Appendix B provides a summary of the permitted uses and key land use policies for the each of the relevant designations that are identified above. The figures contained in Appendix B are intended for summary and illustrative purposes only, as the Official Plan should be referenced for the complete policies and designation boundaries.

3.4.3 Urban Design Policies

The Official Plan does not contain a specific section that is devoted to urban design objectives, goals or policies. However, there is general urban design direction throughout the general objectives and policies of the Official Plan. Regarding urban design, the Official Plan generally:

- Requires commercial development to be sensitively incorporated with surrounding residential uses and designed as a visual amenity;
- Recognizes Thornbury and Clarksburg as areas with unique architectural features and identifies that the Town will develop urban design guidelines for these core areas;
- Directs that streetscape initiatives will be coordinated with reconstruction and public works of the streets within the core;
- Encourages that landscape amenities be preserved and enhanced as much as possible;
- Encourages infilling on existing lots within built-up areas where there is conformity with the style and character of the surrounding area;
- Requires buffering where appropriate between different land uses to reduce impacts;
- Limits building heights generally to 11 metres throughout the Town in keeping with the character of the area, and identifies commercial, residential, and industrial generally not to exceed 3 storeys;
- Identifies that maximum heights only to be applied where new buildings are compatible with the nature and character of the surrounding area;
- Encourages a variety of building heights are encouraged to improve the visual effect and community identity of different parts of the Town;
- Identifies that the bonus height provisions of the Plan will be generally used for resort commercial areas, but also where necessary and appropriate for developments that accommodate the Official Plan’s intent;
- Encourages the separation of vehicular and pedestrian traffic as much as possible through walking system between development areas and open space network; and
- Encourages improving public access to the shoreline of Nottawasaga Bay and Niagara Escarpment.

Additionally, some land use designations contain general design-related policies for new development within that particular designation. More specific urban design direction and guidance related to the commercial core areas is provided by additional Town design and policy documents as discussed later in this section.

3.4.4 Community Improvement Policies

As previously mentioned, the Town adopted OPA No. 19 on March 22, 2010. This amendment introduced revised Community Improvement Policies and new Potentially Contaminated Sites Policies into the Town's Official Plan. The County of Grey approved OPA No. 19 on May 13, 2010.

The revised Community Improvement Policies enable the Town to prepare a more comprehensive and effective CIP. Section 10 of the Town's Official Plan now specifies the purpose of a CIP and the goals of community improvement. Section 10.3 outlines the objectives of CIPs that may be prepared and adopted by the Town. Objective 10.3 (g) specifically references improving and maintaining the physical and aesthetic amenities of the streetscape, especially in the commercial core areas of Thornbury, Clarksburg and Craigleith. Objective 10.3 (j) specifically references establishing an atmosphere through revitalization and improvements within the commercial core areas of Thornbury, Clarksburg and Craigleith that will encourage existing business and property owners to make improvements to their facilities and new business to locate in these areas. Most of the other objectives in Section 10.3 of the Official Plan also support the preparation of a CIP for the commercial core areas in Thornbury, Clarksburg and Craigleith.

Section 10.4 of the Official Plan specifies the conditions that must be present in order for the Town to designate a community improvement project area. These include things such as buildings and building facades in need of restoration, deficiencies in physical infrastructure, vacant and underutilized lots, and poor visual quality of the built environment. Section 10.4 also specifies that priority for the designation of a community improvement project area and preparation of a CIP will be given to the Thornbury, Clarksburg and Craigleith commercial core areas.

Section 10.6 of the Official Plan specifies a range of actions the Town can undertake to implement a CIP. These explicitly include the acquisition and preparation of land and/or buildings for community improvement, the provision of grants and loans to owners of land and their assignees, programs and measures to promote energy efficient development, redevelopment and retrofit projects, and application for and participation in senior government funding programs.

This CIP conforms to the Community Improvement policies contained in the Town of The Blue Mountains Official Plan.

3.4.5 Other Official Plan Policies

There are a number of other policies in the Official Plan that relate to community improvement. These are briefly described below.

3.4.5.1 Infilling

Section 3.15 of the Official Plan addresses infill development. Infilling is encouraged on existing vacant lots within built-up areas or partially developed plans of subdivision. To promote infilling in the aforementioned areas, strict control over new lot creation will be confined to areas previously designated for residential development. The only new creation of lots within the rural area is limited to those of large lot sizes that will not interrupt farming operations and the development of scattered, random and strip style developments is discouraged. New lots must comply with the current land use policies, which includes all the environmental constraints, servicing and density requirements.

3.4.5.2 Servicing

Section 5 of the Official Plan sets out a Servicing Strategy for the Town. The Town is divided into ten service districts. The service districts covering the three CIP study areas all require that development be connected to municipal water and sewage services. Section 5.1(4) of the Official Plan notes that it is the intent of the Official Plan to direct intensive land use activities to the appropriate service districts where municipal water and sewage services are available.

Section 5.3 of the Official Plan contains the Municipal Service Strategy. This Strategy seeks to promote development in a logical, orderly and efficient manner. The Town will implement the Municipal Service Strategy by preparing a Master Servicing Plan.

Section 5.4 of the Official Plan describes the Staging Plan that is intended to direct the development of priority areas based upon the availability of servicing capacity. The staging priorities promote infilling and the logical extension of growth in an efficient manner. A number of criteria have been developed to indicate the staging priority for development. Several of these criteria give priority to existing development, infill and lands that are currently designated for development.

Review of materials provided by the Town indicates that the Sewage Treatment Plant in Thornbury appears to be over capacity. An \$8 million plant expansion will provide an additional 15 to 20 years of capacity. It is anticipated that this plant expansion will be fully funded through developer contributions and/or development charges revenue.

Clarksburg also has servicing constraints as the majority of Clarksburg is not serviced with water and sewers. Town Council has committed to servicing Clarksburg with financial assistance from other levels of government. The Town has applied for grant funding from senior levels of government to service Clarksburg numerous times, but to date has not been successful.

3.4.5.3 Public Walkways

Public walkway policies are outlined in Section 6.2 of the Official Plan. The public pathways are established by the municipalities for the purpose of creating recreational linkages with open space components for future development. The pathways or trails are designed to accommodate

walking, skiing and biking focused in the Niagara Escarpment and Nottawasaga Bay areas. Specific attention is being paid to linkages within the Bruce and Georgian Trails. These trails and their primary linkages will consistently have their general orientation respected by new developments, even though they are flexible for alteration.

3.4.5.4 Park Land Dedication

Section 6.4 of the Official Plan requires parkland dedication for all plan of subdivision and condominium development, including lot creation under the consent process. Parkland dedication is required for commercial and industrial development up to a maximum of 2% of the total land holding, and up to a maximum of 5% of the total land holding for all other development purposes. The calculation of parkland dedication is based on the extent of the development in existence that includes roads, environmental constraints, wooded areas, recreation areas and land use set aside for service infrastructure purposes. For smaller parcels of land, the cash-in-lieu provision is generally encouraged.

3.4.5.5 Open Space

Open space policies are contained in section 6.5 of the Official Plan. An open space component is required within Primary Residential, Secondary Recreational, Recreational Residential, Shoreline Residential and Resort Residential designated areas, which basically encompasses the majority of urban recreational growth outside the concentrated Blue Mountain Village Core. In these designated areas, protection of the vegetation and any natural drainage courses that cross property lines will be evaluated under the Environmental Constraints considerations within the Plan. The intent is that open space components will comprise of designated Environmental Constraints where applicable, including the Nipissing Ridge. Trails and walkways will be encouraged in these areas as well as recreational facilities and landscaping for the trails.

3.4.5.6 Natural Heritage and Constraints

It is the intent of the Official Plan to protect the quality and integrity of the natural and cultural resources and environmental ecosystems of the Town of The Blue Mountains. Section 8 of the official plan dictates policies designed to protect the Natural Heritage System, provincially and locally significant wetlands, wooded areas, as well as fisheries and wildlife. Section 8.2 and 8.4 of the Official Plan explains that the Natural Heritage System approach will be utilized to review all development related applications on a site-specific basis. The approach goes beyond the protection of specific natural heritage features and areas to consider the overall density and inter-connectivity of natural features or areas. A significant intent of this policy is to constrain development on lands designated Wetland Hazard, Hazard or Escarpment, or where adverse environmental impacts cannot be adequately mitigated. To facilitate this process, accompanying all development related applications must be a Natural Heritage System review.

Section 8 also contains policies designed to protect, preserve and enhance the cultural features of the Town. Section 8.11 (5) indicates that where there is a site of cultural heritage significance, including any area of archaeological potential, an assessment will be required before any new land use or development activity is permitted.

3.5 Town of The Blue Mountains Zoning By-laws

Land use within the Town of The Blue Mountains is currently regulated by two zoning by-laws, which were inherited from the previous municipalities prior to amalgamation: the Town of Thornbury Zoning By-law (1977) and the Township of Collingwood Zoning By-law (1984). These zoning by-laws affect different parts of the study area and have slightly differing approaches for land use regulation, and there are some inconsistencies between the by-laws.

The Town of Thornbury Zoning By-law affects the central portion of the Thornbury area (see **Figures C-1 to C-3 in Appendix C**), whereas the Township of Collingwood Zoning By-law affects the remainder of the Thornbury area (see **Figures C-2 and C-3 in Appendix C**), the entirety of the Clarksburg area (see **C-4 in Appendix C**), and the entirety of the Craigeith area (see **Figure C-5 in Appendix C**).

3.5.1 Town of Thornbury Zoning By-law

The Town of Thornbury Zoning By-law No. 10-77 (the “Thornbury Zoning By-law”) was passed in May 1977 by the former Town of Thornbury. In respect of the CIP Study Area, the Thornbury Zoning By-law affects the Thornbury commercial core area and the surrounding Highway No. 26 corridor from Peel Street in the north to Russell Street in the south. This area is zoned for a variety of uses, including a range of commercial, residential, industrial, institutional, future development, and open space uses. These include the following zones:

- Core Commercial (C1);
- General Commercial (C2);
- Recreational Commercial (C4);
- General Industrial (M1);
- Residential (R2);
- Residential (R3);
- Residential Multiple (RM1);
- Institutional (I);
- Open Space (OS); and
- Development (D).

Table D-1 in Appendix D provides a summary of the permitted uses in the Thornbury Zoning By-law for the relevant zones within the CIP study area and **Table D-2 in Appendix D** provides a summary of the principal regulations of the respective zones. These tables are intended for summary and illustrative purposes only. Zoning By-law No. 10-77 should be referenced for the complete zoning regulations and provisions.

3.5.2 Township of Collingwood Zoning By-law

The Township of Collingwood Zoning By-law No. 83-40 (the “Collingwood Zoning By-law”) was passed in October 1984 by the former Township of Collingwood. In respect of the CIP Study Area, the Collingwood Zoning By-law affects the remainder of the land not affected by the Thornbury Zoning By-law. This includes the Clarksburg commercial core area; the Craigeith commercial core area and the surrounding Highway No. 26 corridor from Arrowhead Road in the west to Grey Road No. 21 in the east; and the remainder of the Highway No. 26 corridor surrounding Thornbury to the north of Peel Street and the south of Russell Street. These areas

are zoned for a variety of uses, including a range of commercial, residential, industrial, institutional, future development, and open space uses. These include the following zones:

- General Commercial (C1);
- Highway Commercial (C2);
- Recreational Commercial (C4);
- General Industrial (M2);
- Public Industrial (M5);
- Residential Three Density (R3);
- Residential Fourth Density (R4);
- Residential Fifth Density (R5);
- Village Residential (VR);
- Institutional (I);
- Public Open Space (O1);
- Private Open Space (O2); and
- Development (D).

Table D-3 in Appendix D provides a summary of the permitted uses in the Collingwood Zoning By-law for the relevant zones within the CIP study area, and **Table D-4 in Appendix D** provides a summary of the principal regulations of the respective zones. These tables are intended for summary and illustrative purposes only. Zoning By-law No. 83-40 should be referenced for the complete zoning regulations and provisions.

3.6 Comprehensive Transportation Strategic Plan

The Comprehensive Transportation Strategic Plan (CSTP) is being jointly undertaken by the Town of The Blue Mountains, the County of Grey, and the Ministry of Transportation. The overall purpose of the Plan is to identify existing and future transportation needs and necessary transportation improvements within the Town, particularly along Highway No. 26. At the most recent public session in December 2008, the Comprehensive Transportation Strategic Plan consulting team presented the study's recommendations for input from the public.

The CSTP identifies a number of transportation deficiencies in respect to the Thornbury, Clarksburg, and Craigleith village core areas. These include:

- a number of intersections along Highway No. 26 will operate at or exceeding capacity in 2028;
- “bottleneck” issues on the westbound lane of the Highway No. 26 and Bruce Street intersection;
- potential safety and operation issues associated with the single lane bridge on Clark Street west of Grey Road 13;
- public road spacing and private access separation along Highway No. 26 within Craigleith that exceeds Ministry guidelines; and,
- the poor alignment of the Georgian Trail crossing of Highway No. 26 and the lack of traffic control measures.

Overall, the CSTP recommends a sustainable transportation plan that strikes a balance between managing traffic demand (promoting non-automobile travel options), optimizing the existing

transportation system (access management and operational redesign), and increasing transportation capacity (alternative corridors and road widenings).

The Ministry of Transportation will be undertaking a Study Design Updates for the Highway No. 26 corridor that is intended to address the provision of adequate through capacity for east-west traffic from east of Stayner to west of Thornbury. Highway No. 26 within the subject area performs a dual role: a regional role between Barrie and Owen Sound; and also a more local role from Collingwood to Thornbury, given the absence of parallel municipal roads.

3.7 Core Area Design Plan

In 1999 the Ontario Architects Association undertook a “Community Assist for an Urban Study Effort”, or CAUSE study, for the urban areas of Clarksburg and Thornbury and the associated Highway No. 26 corridor. The CAUSE study was a comprehensive and inclusive community project that included a research, brainstorming and design exercise for the downtown core areas for the two villages. Subsequent to the completion of the CAUSE study, a committee was established to implement the design concepts that resulted from the study. This committee, assisted by funding from the Federal government, was responsible for the preparation of the Core Area Design Plan for the core areas of Clarksburg and Thornbury.

The purpose of the Core Area Design Plan was to provide an analysis of the physical characteristics of the core areas; establish objectives for the core areas; and identify an overall strategy for physical improvements in the core areas. The study area for the Core Area Design Plan in both Clarksburg and Thornbury is similar to the Community Improvement Project Area, although in Thornbury the study area was generally bounded by Wellington Street South to the east and Landsdowne Street North to the west and includes residential properties to the south.

The Core Area Design Plan includes a thorough assessment of the physical characteristics of the village cores of Thornbury and Clarksburg, including the constraints and potential opportunities for improvement. The following are the general key observations made regarding the core areas:

- They have a design character that is distinctive and appealing;
- They have a compact nature and small size of building mass;
- Preservation of heritage and character is important;
- The “gateways” are not clearly defined;
- The Highway No. 26 and Bruce Street intersection is a “strategic crossroads” that needs improvement;
- The Bruce Street area is not conducive to tourist environment currently but has potential;
- The Clarksburg core area lacks a number of streetscape amenities;
- Thornbury Harbour is an important feature that is not well-connected to the village core; and
- Beaver River is a unifying feature between Thornbury and Clarksburg but needs improvement.

Based on this analysis, plans were prepared outlining the recommendations for improvements to the village core areas. The general objectives of these plans for Thornbury and Clarksburg were to:

- a) Improve the cores of Thornbury and Clarksburg for local residents by upgrading the public spaces to make them safe, attractive and consistent with the existing heritage character;
- b) Encourage both the public and private sector to develop new buildings and to renovate existing ones in a manner that respects the desirable heritage architectural character and “sense of place”;
- c) Strengthen the village core as a tourist destination within the region by encouraging development of distinctive clearly defined places with a diverse range of accessible attractions and services;
- d) Enhance business activities by creating village areas that are functional, have adequate parking, are attractive and which can compete favorably with other business centres in the area; and,
- e) Protect and improve environmental conditions within the village core and Beaver River corridor by tree planting, enhancing riparian vegetation and habitat.

These plans for Thornbury and Clarksburg provide recommendations for improvements regarding six principal components, as summarized below:

1. Gateways

- Development of 4 gateways (both east and west of Thornbury along Highway No. 26, near the Thornbury Harbour, and southern end of Clarksburg)
- Gateways to be visual entry points reflecting architectural character of area

2. Highway No. 26 corridor

- Street tree planting
- Asphalt replacement with concrete pavers within boulevard
- Pedestrian-scaled and architecturally themes light standards
- Sidewalk improvement and new curbs
- Railings along sloped sidewalks

3. Thornbury core area

- Improvements from Harbour along Bruce Street to Alice Street
- Improve visual quality and provide new amenities for visitors
- Asphalt replacement with concrete pavers within boulevard
- Pedestrian-scaled and architecturally themes light standards
- Improve views to Harbour
- Sidewalk improvement and new curbs
- Additional parkette development
- Handrails along sloped sidewalks

4. Clarksburg core area

- Widen sidewalks and new curbs
- New sidewalks using concrete pavers
- Heritage light standards
- Street trees with protective elements
- Coordinated benches and garbage receptacles

5. Beaver River corridor

- Pedestrian links to Beaver River and Dam
- Overlook of Mill Pond
- River and falls viewing area
- Events plaza near municipal office
- Additional public spaces along Beaver River

6. Private sector improvements

- Building mass: human-scale environment
- Building materials: brick, stone and wood preference
- Roof lines: focus on pitched or flat roofs
- Façades: articulated and detailed façades
- Colour: warm, earth tones where possible
- Signs: signage and canopies consistent with overall theme
- Landscape: native species and high proportion of coniferous material

3.8 Cultural Heritage Landscape Assessment

The Cultural Heritage Landscape Assessment is currently being undertaken concurrently with the Renewable Energy Facility Strategy, in order to assess any potential impacts that wind energy facilities could have on the cultural heritage features within the Municipality. The Assessment consists of three phases: historical and site research; analysis and identification of candidate areas; and establishment of assessment criteria. Most recently, the second phase of the study was completed which identified Potential Candidate Cultural Landscape areas within the Town. The village cores of Thornbury, Clarksburg and Craighleith are not included in an area identified as a Potential Candidate Cultural Landscape.

3.9 Affordable Housing Needs Analysis

In 2004, the Town formed a formal Committee of Council known as the Affordable Housing Committee (AHC). The goal of this committee is to provide safe and affordable housing for low and moderate income members of the community, with a focus on the central area of Thornbury.

In August of 2007, Tim Welch Consulting Inc. prepared a Business Plan for Addressing the Needs of Affordable Housing in the Town. This Plan notes that very little new affordable rental accommodation has been built recently in the Town and the vacancy rate in the area is below the 3% typical of a balanced rental market. Compounding this problem is the large number of service sector workers who reside in the community, but who lack the incomes required to afford the average market rents charged on most apartments.

The recently completed (August 2010) Housing Needs Study for the Town of The Blue Mountains contains a Housing Strategy that recommends incentive programs within a CIP be used to encourage residential development within the core areas. Therefore, there is support for the CIP incorporating programs and initiatives that support the affordable housing in the study areas, and in particular in Thornbury, through the conversion of non-residential uses above at grade commercial uses to residential use, and the rehabilitation of existing upper storey residential uses above at grade commercial uses.

4.0 Community Consultation

Preparation of this CIP was based on a comprehensive process of community consultation that involved a wide range of stakeholders and interests. The preparation of the CIP was guided by a project steering committee and by public input received as a result of three well attended public meetings.

4.1 Project Steering Committee

A project steering committee was formed to help guide preparation of the CIP. The committee members are listed in Appendix A and included key stakeholder representatives from the three commercial core areas. Several meetings of the steering committee were held throughout preparation of the CIP. These meetings allowed the consultant to:

- provide the steering committee with progress updates;
- discuss results of the SWOT Analysis and other key components of the CIP with the steering committee;
- obtain comments and input from the steering committee on draft reports prior to presentation of these reports to the public for input; and,
- coordinate public meetings and other steps required to complete the CIP.

The consultant also met with the Town's Senior Management Team several times during the preparation of the CIP in order to coordinate the provision of information from the Town and obtain their input on draft reports.

4.2 Public Meetings and Workshops

In addition to the final public meeting held in fulfillment of the requirements of Section 17 of the *Planning Act*, three public meetings were held during the preparation of this CIP.

The first public meeting was held on June 3, 2009 and was attended by approximately 38 people. The results of the SWOT Analysis were presented by the consultant at this meeting. Those in attendance were then broken into working groups for a visioning workshop. Each working group focused on one of the commercial core areas with two of the groups focusing on Thornbury. Each working group was asked to identify the significant weaknesses and threats in their area, the significant strengths and opportunities areas, and their overall vision for their commercial core area. Each working group then reported its findings back to the room as a whole. The input from this workshop session was used to refine the SWOT Analysis. Section 7.0 contains a synthesis of the vision developed as a result of the input received from the community at the first public meeting.

The second public meeting was held on October 13, 2009 and was attended by approximately 40 people. The purpose of this meeting was to obtain input on planning, design and sustainability concepts developed for the three commercial core areas. These concepts were presented by the consultant, and those in attendance were then broken into workshop groups and asked questions about the concepts. Those in attendance were also provided with comment sheets. A total of nine comment sheets were received and reviewed. The input received during the workshop and from

the completed comment sheets was used to prepare the Planning, Urban Design and Sustainability (PUDS) Strategy (July 2010).

The third public meeting was held on June 2, 2010. The purpose of this third consultation session was to present and obtain input on the public realm improvement and other municipal leadership actions for the three commercial core areas in the PUDS Strategy and the preliminary incentive programs. Prior to this third public meeting, the public realm improvement and other municipal leadership actions were presented to the steering committee, the Town's senior management team, and Town Council for input.

Approximately 50 people attended the third public meeting. A lengthy question and answer session followed the presentation. A number of questions regarding the details of the proposed public realm improvements and preliminary incentives programs were answered by the consultants. Those in attendance at the public meeting were provided with comment sheets. The comment sheets allowed those in attendance to indicate their preferences regarding the priority of the public realm improvement actions, other Town initiatives and the preliminary incentive programs. A total of seven comment sheets were received and reviewed. The input received during the public meeting and from the completed comment sheets was used to finalize the public realm improvements, other Town initiatives and financial incentive programs contained in this CIP.



5.0 Commercial Area Characteristics

This section provides a summary of the observed characteristics of the commercial areas of Thornbury (5.1), Clarksburg (5.2) and Craigleith (5.3). This includes a range of different characteristics and different components, including physical, land use, urban design, economic, transportation, and open space considerations. This summary provides the basis for the SWOT analysis contained in Section 6.0.

5.1 Thornbury

The Thornbury Commercial Area characteristically is generally divided into two areas: the heritage core of Bruce Street South and North and the immediately surrounding area; and the area outside the commercial core running east and west along Highway 26¹. In the discussion below, observations are made with respect to both areas.

5.1.1 Physical Characteristics and Land Use

The Thornbury Commercial Area contains the broadest and most diverse range of retail commercial uses (such as hardware stores, convenience stores, a liquor store, and other retail goods establishments) and service commercial uses (such as banks, real estate offices, professional offices, medical/health offices, restaurants, marine-related services) of the three commercial cores in the study area. There is a mix of convenience and day-to-day uses (primarily along Highway 26) and unique, destination-type uses (primarily within the Bruce Street South block).

Outside of the commercial land uses within the Thornbury Commercial Area, residential land uses, principally single detached units, surround the primary street corridors of Highway 26 and Bruce Street. Additionally, the area contains the Municipal Offices for the Town. The Town is currently in the process of expanding its Municipal Offices at its site along the river.

The east side of Bruce Street North from Bridge Street to Nottawasaga Bay is primarily occupied by a number of two storey buildings in fair to good condition. There are only a few businesses on the east side of Bruce Street north of Bridge Street, including a real estate office at the corner, and a woman's clothing store mid-block. Most of the two storey buildings on the east side of Bruce Street north of Bridge Street are in residential use, but definitely present an opportunity for conversion to commercial use with their varied and interesting architecture. This would also extend and connect the Bruce Street South commercial core to the waterfront.

The west side of Bruce Street North from Bridge Street to Nottawasaga Bay contains primarily service commercial uses with a few retail commercial uses. This includes uses one would expect to find in the Thornbury commercial core such as a restaurant, hair salon, laundromat and medical offices. This side of the street is also home to a marine supplies store. The buildings on this side of Bruce Street north of Bridge Street are a mix of one and two storey buildings ranging from poor to good condition. Several of the one storey buildings are in poor condition with old

¹ Highway 26 is referenced in this CIP, for clarity purposes, to represent the entire corridor as it passes through the Thornbury Commercial Area, despite the fact the road changes in name to King Street, Bridge Street, and Arthur Street.

metal/aluminum siding, very dated facades and signage. There is also an old barn style building on this side of the street that appears to be in poor condition.

The Bruce Street South block is the core and focus of the Thornbury Commercial Area and sets a high quality design precedent for the remainder of the area as reflected in the built form and character of this block. Buildings on this block are older, located close to the street line with parallel on-street parking and off-street parking located in the rear of the buildings.

The buildings on the east side of Bruce Street South from Bridge Street to south of Louisa Street where the study area ends are predominately two storeys in height. These buildings have traditional facades with significant articulation and use of visually interesting and complementary facade materials, colours and details. The buildings on this side of the street are generally in good to very good condition. The facades, signage and storefront display areas of many of the buildings on this block have been updated. This side of the street contains an interesting mix of retail shops and service commercial that includes restaurants, cafes, a couple of furniture and home decor stores, an art gallery, a book store, jewellery store, and a legal office.



East side of Bruce Street South



West side of Bruce Street South.

The west side of Bruce Street south of Bridge Street contains a mix of retail and service commercial uses such as a bank, real estate office, two clothing stores medical offices, a café, art gallery and design studio. These uses are housed in one and two storey buildings in fair to good condition. Some of the buildings on this side of the street are in need of maintenance, facade restoration/upgrading, storefront upgrading and signage replacement. There is also a ground floor commercial vacancy and some upper floor commercial vacancies on this side of the street.



Uses along Highway No. 26 outside of the core in the Thornbury Commercial Area are generally oriented to passing motorists.

Outside of the Bruce Street area along Highway 26, the built form of the Thornbury commercial area generally reflects a more recent strip form of commercial development. This contrasts sharply with the much more pedestrian friendly environment of Bruce Street. Generally speaking, buildings along Highway 26 are located further from the street edge, with large surface parking areas in the front or side yards. These buildings are typically one to two storeys in height, but they feature a discontinuous built form along the street. Architecture in the areas along Highway 26 is generally much more utilitarian and functional in nature, with limited facade articulation and detailing. Signage is also more conventional in terms of materials used, location, type and size.

Heading into the Thornbury commercial area from the east along Highway 26, there are a number of highway oriented retail and service commercial uses in predominantly one storey buildings. This includes a large Home Hardware store, a self storage facility and two large vacant parcels of land between Grey Street North and Elgin Street North. These vacant parcels present a good opportunity for infill commercial development.



Along Highway No. 26 outside of the core, the built form is more utilitarian and contemporary in form.



Thornbury Village Cidery

The revitalized Thornbury Village Cidery presents a positive image as one enters this area. The old building attached to the Cidery will be demolished and these lands will be combined with other lands to make way for the new community medical centre. Just to the north of the Cidery, two new residential buildings are proposed, fronting onto and with access from Huron Street. The Georgian Trail will be along Huron Street in front of the proposed new residential development.

Continuing west along Highway 26, there is a woman's clothing store, gasoline station, hair salon, and a restaurant. A former gasoline station at the corner of Highway 26 and Mill Street and a building on Highway 26 have been demolished to make way for the new Town Hall.

On the south side of Highway 26 between the easterly limit of the study area and Bruce Street, there is a diverse mix of highway oriented businesses, including two motels, several restaurants, a gift shop, auto parts store, free standing medical/dental offices, and the King's Court Mall. There is also a Foodland Supermarket. A number of the commercial buildings on the south side of Highway 26 are vacant. These vacant buildings, and even some of the occupied commercial buildings on the south side of Highway 26 appear to be underutilized and in poor condition.



King's Court Mall



Commercial building at northwest corner of Bruce Street and Highway 26.

Heading west on Highway 26 past Bruce Street, at the northwest corner of Bruce Street and Highway 26, there is an older one storey commercial building containing several commercial uses. Beside this building, but set back from the street, is the post office. This is followed by a half dozen single detached residential dwellings ranging from poor to good condition. There is a vacant lot between the strip of residential dwellings and a Tim Horton's. The balance of the north side of Highway 26 is occupied by a number of service type commercial uses in non-descript buildings, giving way to agricultural lands towards the western boundary of the study area.

The south side of Highway 26 past Bruce Street contains a mix of highway commercial uses in one storey buildings with large parking areas in the front and side of the buildings. This includes a recently renovated drug store, a liquor store, and convenience store. These commercial uses are intermixed with a few single detached residential dwellings.



Vacant lot on north side of Highway 26.

5.1.2 Urban Design

The quality of urban design along Bruce St, particularly south of King (Highway 26) is generally very high. Sidewalks have been well detailed with a combination of natural stone and precast concrete pavers. Light standards with an historic aesthetic are contextually appropriate and strengthen the quality of experience within the commercial area. On street parking helps to buffer pedestrians from the traffic along Bruce Street. Opportunities exist to increase the amount of vegetation along Bruce St. with the use of street trees in grates and/or raised planters. The addition of benches would add to the pedestrian experience. As mentioned in Section 5.1.1, buildings are located against the sidewalk which frames the street creating a contained, comfortable pedestrian environment. Typically, the architectural treatment of buildings is appropriate although in certain locations facade, signage and storefront area improvements would create a more attractive and cohesive street edge.



In the Thornbury Commercial Area, there is a noticeable difference in the urban design and streetscape quality/treatment between the core area along Bruce Street South (above) and the areas along Highway 26 (below).

Highway 26, on the other hand, is characterized by a disconnected built and pedestrian environment typical of highway-oriented strip development. Front yard parking, lack of a well designed pedestrian zone and appropriately scaled street edge creates an uninviting streetscape that serves to physically and cognitively isolate much of this strip from the Bruce Street section of Thornbury. The built form on Highway 26 is uninspiring and lacking a contextually appropriate vernacular. Compounding the problem is the fact that it is the first and last impression of Thornbury that people have when they visit the town from either direction via this highway.

The overhead utility wires that run along Highway 26 present a challenge as they detract from the aesthetic quality and character of the Thornbury commercial area and limit the possibility of creating a canopy of street trees. The introduction of suitable tree plantings and pedestrian scale lighting could minimize the visual impact of the overhead wires and provide a more comfortable environment for pedestrians. Infilling the voids that currently exist between buildings with appropriately scaled buildings and public space will start to create a street edge and a sense of place that is necessary to developing a vibrant Thornbury commercial area, as opposed to just a vibrant Bruce Street commercial area. Where possible, retrofitting existing structures to combine uses will aid in creating nodes of activity along this stretch. Interior uses, such as community gardens, art displays or other uses are temporary and economical opportunities for creating a more inviting street edge, while planning for long term development of vacant or underutilized land. Improvements to the public realm will not only create a more attractive streetscape but also encourage walking and connect the Bruce Street commercial area to the commercial services along Highway 26.

5.1.3 Economic Activity

There are approximately 89 occupied businesses in the Thornbury Commercial Area. These businesses represent a broad range and mix of businesses types, including:

- restaurants/ cafes (14);
- medical/dental offices/clinics (8);
- art galleries (7);
- gift shops (5);
- furniture/home décor (5);
- clothing stores (5);
- hair/beauty salons/spas (5);
- real estate offices (3); and
- professional offices (2).

The number of restaurants/cafes found in the Thornbury commercial area is greater than would be typically found in a commercial area of this size. The same can be said for the number of art galleries, gift shops, furniture/home décor stores, and clothing stores. The existence of a supermarket, post office and bank are also a positive sign.

Based on a walking tour of the area in late July 2009, there were six (6) vacant business addresses, including four vacant one storey commercial buildings, one vacant ground floor commercial unit and one vacant second storey commercial unit. This represents a business vacancy rate of about 6% and this is considered quite healthy.

However, three of the four vacant commercial buildings are on the south side of Highway 26 in fairly close proximity to each other. This concentration of commercial vacancies in one area is cause for some concern. Also concerning are the number of commercial buildings along Highway 26 that are underutilized and in poor condition. The adaptive reuse potential of some of these buildings is limited. There are also several vacant commercial lots along Highway 26 both east and west of Bridge Street that present good opportunities for appropriately designed infill commercial development.

Recent development activity in the Thornbury commercial area includes the rehabilitation of the Thornbury Cidery on the north side of Highway 26, and construction of several street townhouses on the south side of Highway 26. A new community medical centre and two residential buildings containing a total of approximately 160 units are proposed for lands immediately to the east and north of the Cidery. Also, as previously mentioned, the Town is in the process of constructing its new Town Hall.



The Thornbury Commercial Area contains the broadest range and mix of commercial uses of the three villages, including both more “destination” type uses (above) and more day-to-day uses (below).

5.1.4 Transportation

The Thornbury Commercial Area is defined by two principal street corridors, the Bruce Street corridor and the Highway 26 corridor. Both of these streets corridors convey the majority of traffic volume into the Thornbury Commercial Area; Bruce Street from Clarksburg and the south and Highway 26 as the regional route from the east and from the west.

Highway 26 is a two lane, access controlled arterial road, in addition to turning lanes at the intersections. Generally, Highway 26 is a provincial highway operated by the Ministry of Transportation, however, where it changes to King Street, Bridge Street, and Arthur Street as it passes through the Thornbury Commercial Area, the highway is a Town road known as a connecting link. Highway 26 currently presents a “hard edge” within the Thornbury Commercial Area that effectively separates Bruce Street North and Bruce Street South from a pedestrian perspective. There are no dedicated cycling lanes along the Highway 26 corridor.



Highway No. 26 (above) and Bruce Street (below) are the principal streets through the Thornbury Commercial Area.

The Town of The Blue Mountains, the County of Grey and the Ministry of Transportation are currently undertaking a “Comprehensive Transportation Strategic Plan” for the Town of The Blue Mountains. Preliminary stages of the project have identified that additional capacity will be required beyond 2028 within the Thornbury Commercial Area. Additionally, the project identifies that this capacity may be compromised due to the constraints of the bridge structure over the Beaver River and the intentions for promoting further pedestrian accommodation within Thornbury. Thus, additional capacity (such as widening to 4 lanes or an alternative route) along Highway 26 may be required in advance of 2028.

Bruce Street is a two lane road with on-street parking throughout the study area. Bruce Street South is a County Road while Bruce Street North is a Town Road. There is an off-street parking area located on the east side of Bruce Street South on Hester Street that serves the core block, in addition to parallel on-street parking spaces along both sides of Bruce Street South. There are no dedicated cycling lanes along the Bruce Street corridor.

5.1.5 Open Space

The quality and character of public open space within Thornbury Commercial Area varies. The walking path along Beaver River at the Town Hall provides an interesting and educational experience. The small space on Bruce St. that connects to the parking lot and Harbour Hill Park is a well defined, comfortable space. It is apparent from site investigation that many more opportunities exist to increase the amount of open space within Thornbury. Highlighting the pond, expanding potentials at the harbour and reclaiming unused spaces between buildings for public use are but a few of the opportunities to explore.

Creating a trail from Thornbury to Clarksburg along the Beaver River would be an important component of the local open space system. It would link the two commercial areas and would be another unique attraction for the community.

The existing Georgian Trail, is a great asset to the community, but could be enhanced so that it becomes an integrated and primary connective element between the villages. Based on the need and desire to connect the three villages, a network of open space nodes and corridors will help to establish a legible public realm for the town as well as providing spaces for relaxation and gathering. Although not in the study area, Bayview Park is a space that could be promoted and linked within a network of open space so that visitors can take advantage of its positive attributes, particularly its waterfront location.



The Thornbury Commercial Area contains numerous open space opportunities that can be capitalized on to enhance its sense of place.

5.2 Clarksburg

5.2.1 Physical Characteristics and Land Use

The Clarksburg commercial area, similar to the Thornbury commercial area, is characteristic of a main street environment. Buildings are generally located tight to the street, although some have greater setbacks from the street edge with open spaces in front, and have off-street parking located in the rear of the buildings. There are breaks in the built form edge between buildings in the form of laneways/alleyways that accommodate vehicular and pedestrian routes to the rear of commercial properties. For example, there are two alley ways on the east side of Marsh Street between Clark Street and George Street.

The east side of Marsh Street contains an interesting mix of building types and businesses. Buildings are a mixture of one and two storeys with some having traditional facades with articulation and interesting facade details. Building conditions on the east side of Marsh Street range from fair to good. Building materials include stone, stucco, brick and board and batten. The facades and signage of several of the commercial buildings on the east side of Marsh Street have been updated, although some of the other buildings could benefit from façade and signage treatments. The businesses on this side of the street include an architectural salvage and antiques shop, a hardware store, art studio, art gallery, art supplies store, furniture gallery, dress shop, a hairstylist, and a chiropractor's office. There is also a community centre and a post office on this side of Marsh Street.



East side of Marsh Street



Although relatively limited in terms of day-to-day uses, the Clarksburg Commercial Area has a defined niche for arts-related goods and services.

The west side of Marsh Street is a mix of one and two storey commercial buildings with side alleys. These buildings are of various periods of construction and materials, with several of the buildings clad in siding. Building conditions range from fair to poor, with a few of the buildings being in a deteriorated physical condition. A number of these buildings are in need of building maintenance, facade restoration/upgrading, storefront upgrading and signage replacement. One or two of these buildings may be so deteriorated that they are candidates for removal and replacement with new buildings. A structural analysis would be required to determine whether demolition and rebuild is necessary or preferred to rehabilitation for these buildings.

Furthermore, in the event of rebuilding any buildings in Clarksburg or addition of new buildings, these new buildings should have an architectural style that preserves the eclectic nature that currently exists in the commercial area of Clarksburg and that is compatible with the architectural style of buildings on the east side of Marsh Street.



West side of Marsh Street



West side of Marsh Street

At the north end of the study area on both sides of Marsh Street, there are several one and two storey single detached residential dwellings that could offer potential for conversion to commercial uses to strengthen and expand the commercial area of Marsh Street. Businesses on the west side of Marsh Street include the Honey House, a variety store, and hair salon. There is also a legion hall on this side of the street.

Heading west along Clark Street toward the study area boundary, the north side is in residential use. There is a gravel road that accesses Lions Park and the rear of several businesses that front onto Marsh Street. On the south side of Clark Street, there are several garages and storage sheds on underutilized lands and a graphics and sign business.

Heading east along Clark Street, the north side of the street is dominated by a number of one and two storey industrial buildings. These buildings house a metal works establishment that is associated with one of the gallery uses on the east side of Marsh Street. These industrial buildings are not typical of the uses one would normally find in a small arts centered commercial area.

On the south side of Clark Street within the study area, there is a wine making supplies store and a doctor's office. Just further east are two single detached residential dwellings and a vacant lot that together present a good opportunity for conversion to commercial uses to slightly enlarge and reinforce the Clarksburg commercial area.

The Clarksburg Commercial Area contains a limited range of retail commercial uses (such as convenience store and hardware store) and service commercial uses (such as business, medical, and professional offices). The area contains a large proportion of tourist or non-daily destination type uses (such as art galleries, art supplies, theatre, and honey products). Additionally, the area contains a number of civic-related uses (such as the post office, Community Centre and legion hall). The various galleries and studios in Clarksburg lend it a character and charm unique to the

region. Any future development and public improvements in Clarksburg should build on this unique character.

All the buildings in Clarksburg have individual sewage disposal systems and there are currently no plans to install a municipal sewer system. The lack of municipal sewers precludes restaurants, bars and similar uses from locating in Clarksburg. This in turn constrains the vitality level that can be achieved in the area.

5.2.2 Urban Design

The eclectic mix of built form along Marsh Street creates a unique village atmosphere that is suggestive of the creative nature of the Clarksburg. However, improvements need to be made to street furnishings, lighting, sidewalks and building facades. Many of the sidewalks are narrow and in poor condition. Additionally, many stores have steps up from the sidewalk to the building. Any of these improvements should be made with consideration for the history and context of the village.

The overhead utility wires along Marsh Street present a design challenge as they detract from the Clarksburg Commercial Area's aesthetic quality and character and limit the provision of a comfortable pedestrian environment with a canopy of trees. The introduction of trees, storefront treatments and signage, and pedestrian scale lighting could minimize the visual impact of the overhead wires and provide a more comfortable environment for pedestrians. Opportunities for seating along the street should be explored in order to create a pedestrian oriented environment.

A lack of parking presents a problem for accommodating customers. Any new parking that is suggested should be on street or located at the rear of buildings to minimize its visual impact on the streetscape. As previously mentioned, some of the facades and signage need to be improved.



The Clarksburg Commercial Area contains only a minimal amount of streetscape treatment and amenities.



Marsh Street is the main street of the Clarksburg and connects to Thornbury and other areas of the Town.

5.2.3 Economic Activity

In total there are approximately 17 business addresses in the Clarksburg commercial area and no business vacancies. However, there are a number of underutilized buildings and properties, as well as several residential dwellings that could be converted for commercial uses. This would allow Clarksburg to increase the number of businesses, possibly by up to a half dozen or more businesses.

5.2.4 Transportation

There are two principal streets within the Clarksburg Commercial Area: Marsh Street and Clark Street. Marsh Street is a two-lane County Road with on-street parking on both sides of the street, and is generally the primary street through the area connecting to Highway 26 and the Thornbury commercial area. Clark Street is a two-lane Town Road as it passes along the south edge of Clarksburg Commercial Area, and is generally the secondary street through the area. Neither Marsh Street nor Clark Street has dedicated cycling lanes through the Clarksburg Commercial Area.

5.2.5 Open Space

Relative to the size of the village, Clarksburg has a large amount of open space. Lions Park along the Beaver River, west of Marsh Street, is largely undeveloped but has the potential to be a significant space for citizens and visitors alike. Extending this open space to the east side of Marsh Street along the river would form the beginnings of a strong open space network that could eventually link to Thornbury. A prominent open space such as a 'village square' would provide a needed meeting/gathering place.



Trails along the Beaver River in the Clarksburg Commercial Area could accommodate connections to the Thornbury Commercial Area.

5.3 Craigleith

5.3.1 Physical Characteristics and Land Use

The Craigleith commercial area is an older highway-oriented commercial corridor and not a “main street” environment like the Thornbury or Clarksburg commercial areas. Buildings in the Craigleith commercial area are located much farther from the street edge and do not provide a sense of enclosure along the highway. This area does not have a continuous built form edge and it is not a pedestrian friendly streetscape. Buildings are generally one storey in height and building character is functional and utilitarian in nature, with limited facade articulation and detailing. A number of the existing buildings are in need of exterior repair/renovation and facade upgrading. Two former gasoline stations sit vacant. The one on the south side of Lakeshore Road East is currently for sale. There are also a number of other underutilized properties on both sides of Highway 26.



The Craigleith Commercial Area is characteristic of an arterial “strip” commercial form of development.

The Craigleith Commercial Area contains a large undeveloped property located west of Long Point Road and north of Highway 26. This property is owned by a development company and is planned for a mixed use development (Silver Creek at Craigleith) which will contain a range of residential, commercial, recreational and open space uses. This new development will certainly bring people to the Craigleith commercial area, however this development is largely oriented internally with parking and rear building elevations oriented to Highway 26.

At its western edge, the Craigleith Commercial Area contains the former Craigleith Train Depot, which has been under municipal ownership since 2001 and is operated as a small museum and tourism office.

5.3.2 Urban Design

Currently it is difficult to assess and speak of urban design within Craigleith. The individual and disjointed nature of development along Highway 26 creates an environment that has little visual appeal. Compounding the issue is highway corridor nature of the area and a lack of 'place' within Craigleith leads to motorists speeding through without slowing or stopping. It is imperative for the village to develop a presence along the highway, which will naturally help to slow traffic although this may be contrary to MTO goals for the highway in this area.



The historic Craigleith Train Depot likely is the only element that defines an identity for Craigleith.

5.3.3 Economic Activity

With no more than six occupied business addresses and several vacant business properties, the Craigleith Commercial Area contains the most limited number and range of commercial uses of the three commercial areas. Uses are generally related to highway and convenience commercial uses geared to the travelling public. This includes a motel, lodge, two restaurants, and a general store. These are two other uses, a gas fireplace store and a renovation company, located in this commercial area. The area also contains a number of houses. Overall, there are so few businesses in the Craigleith commercial area that it currently does not have the critical mass to function as a commercial destination.

5.3.4 Transportation

The Craigleith Commercial Area is spread along the Highway 26 corridor, which in this area serves as the principal route between Collingwood and Thornbury and areas west. Highway 26 is a two lane access controlled highway with a speed limit of 60 km/hr., plus turning lanes at intersections. Highway 26 through the Craigleith Commercial is entirely owned and operated by the Ministry of Transportation. There are no dedicated cycling lanes along the Highway 26 corridor through the Craigleith Commercial Area.



Highway No.26 presents a hard edge through the Craigleith Commercial Area for pedestrians.

The Ministry of Transportation is currently undertaking a “Highway 26 Study Update” which is intended to address adequate Highway 26’s through-capacity traffic for inter-regional east-west traffic from east of Stayner to west of Thornbury. This Study update may accommodate expanding Highway 26 to four lanes and operational improvements to intersections along Highway 26 that focus on traffic signals, the number of intersection through lanes, and the number of turning lanes.

5.3.5 Open Space

Open space potential is Craigleith's greatest asset and should be taken advantage of to the fullest extent. The two beaches that exist offer an opportunity to brand Craigleith as a water sports recreation destination. Constraints such as parking and the speed of motorists on the highway need to be dealt with, but creative solutions could provide the village with a truly marketable feature.

The Georgian Trail runs parallel to Highway 26 on the south side of the community. Similar to Thornbury it is a great asset but can be improved to become a much stronger feature providing opportunities for interpretation of the natural environment and a strong connection to Thornbury.



Recreation and waterfront are key themes of the potential identity of Craigleith.

6.0 SWOT Analysis

To provide a strong foundation for the preparation of this CIP, an analysis of strengths, weaknesses, opportunities and threats, or SWOT Analysis, was conducted for all three commercial core areas. The walking tours during January and March of 2009 focused on the SWOT Analysis. During these walking tours, in addition to taking photographs and notes regarding the characteristics of the commercial areas, the consulting team members also made observations regarding the strengths, weaknesses, opportunities and threats in each commercial area and the level of connectivity between the areas. Furthermore, participants at the June 3, 2009 visioning workshop were asked to identify the strengths, weaknesses, opportunities and threats in each commercial area. This input from the participants at the June 3, 2009 visioning workshop was also incorporated into the SWOT Analysis.

The SWOT analysis primarily focused on the built form, physical characteristics and conditions, land uses and economic activity in the three commercial areas. Observations were made with respect to:

- Land use/ building use;
- Building height/signage;
- General condition of buildings, building facades, properties and landscaping;
- Heritage/historical buildings;
- General land use compatibility;
- Streetscaping and sidewalks;
- Traffic and parking;
- Retail and commercial business operations and vacancies; and,
- Recent building construction/rehabilitation.

A summary of the key strengths and opportunities and the key weaknesses and threats for each of the three commercial areas is provided in Sections 6.1 (Thornbury,) 6.2 (Clarksburg) and 6.3 (Craigleith) below. Additional details on the strengths, weaknesses, opportunities and threats in each commercial area provided in Tables 1, 2 and 3 below.

6.1 Thornbury Commercial Area

6.1.1 Strengths & Opportunities

The following provides a summary of the key general strengths and opportunities for the Thornbury commercial area:

1. Traditional character – the Bruce Street South block is the focus of the community, with very well maintained buildings, a clear sense of pride of ownership, an authentic “main street” feel, and a number of heritage buildings.
2. Relation to water – the harbour and Georgian Bay shoreline, Beaver River and Mill Pond are attractive features close to the downtown core, and provide a range of water activities (river, harbour, boating, fishing).
3. Healthy commercial area – this commercial area is a very healthy downtown core with an overall low commercial vacancy rate, diverse mix and range of retail and

service commercial business types, and a good supply of on-street and off-street parking close to the core.

4. Streetscape vitality – the Bruce Street South block is a vibrant and engaging pedestrian area including personalization of the sidewalk by individual store owners, banners on light standards adding visual interest, and heritage murals telling the history of the Town.
5. Primary corridor – Highway 26 provides an efficient connection to surrounding villages and towns and supports the commercial function of this commercial area with passing motorists.
6. Civic focus – the Town offices and the post office provide an added civic destination within this commercial area, in addition to its primary commercial destination function within the region.
7. Image within core – building signage is cohesive but not repetitive in the core, with the Bruce Street South block very well maintained and presenting a clear sense of pride of ownership.
8. Connections – there are a number of multi-use connections throughout the area, such as the Georgian Trail providing bicycle access to/from Collingwood and Meaford, and the Rail Bridge over the Beaver River.
9. Potential development – there are a number of large vacant parcels at the edges of the study area that offer a “clean slate” for development and the opportunity to add other uses to reinforce and complement activity in core.

6.1.2 Weaknesses & Threats

The following provides a summary of the key general weaknesses and threats for the Thornbury commercial area:

1. Image outside of core – outside of the core, the character is principally “strip” type of commercial development, lacking a pedestrian scale, lacking vibrancy due to ‘holes’ in the built edge, and there are several vacant commercial buildings.
2. Poor gateways – the first impression (feel/streetscape, buildings, and traffic) of Thornbury is not strong along Highway 26 from the east and west
3. Lack of greenery – there is a general lack of street trees and plantings to soften the streetscape.
4. Traffic issues – the traffic volumes and speeds potentially impact the creation of a pedestrian and cyclist-oriented environment through the commercial area.
5. Pedestrian feel outside core – an unfriendly pedestrian environment outside the core with narrower sidewalks than the core, and limited built form presence along the street edge create an uncomfortable environment for pedestrians.
6. Connections to natural features – linkages between the natural features in the area are lacking, including the Beaver River, the harbour, the Mill Pond, and trail connections outside of the commercial area.

7. Commercial range – the range of retail and service commercial uses is seasonal in nature and the area is lacking in day-to-day type uses that normally create a “critical mass”, thus making it difficult for those without vehicles.
8. Large area – the Thornbury Commercial Area is a very large study area that presents threat of “diluting” any improvement efforts.
9. Housing – there is a lack of short term and affordable accommodations within the area, particularly for seasonal workers in the area.

6.2 Clarksburg Commercial Area

6.2.1 Strengths & Opportunities

The following provides a summary of the key general strengths and opportunities for the Clarksburg commercial area:

1. Compact – the commercial area is relatively small and easily walkable, which presents an opportunity to concentrate improvement efforts for maximum effects.
2. Eclectic character – a distinct and unique “arts” village character, with a variety of building forms and types and a feel that is different than the traditional feel of Thornbury.
3. People – the people work together and the existing businesses are ‘friendly’.
4. Natural setting – the natural setting with the Beaver River is strong with opportunities to develop a physical design program that recognizes the importance of the natural beauty of the Beaver River.
5. Welcoming – the arrival from the north and south is strong visually, announcing that you have arrived somewhere, with opportunities to strengthen the existing signage and features.
6. Street width – a relatively wide right-of-way on Marsh Street provides opportunities for a range of streetscape amenities and elements, which can be unique and recognize Clarksburg’s creative spirit.
7. Healthy commercial area – a relatively healthy commercial environment with a very low commercial vacancy rate and variety of “niche” shops and services, and an opportunity to build on the arts village theme by expanding to other arts type uses.

6.2.2 Weaknesses & Threats

The following provides a summary of the key general weaknesses and threats for the Clarksburg commercial area:

1. Tired Buildings – the maintenance and appearance of some buildings is lacking, with some business facades outdated and not inviting, and a few buildings in poor condition.
2. Limited commercial uses – there is a limited range of commercial uses, such as retail and restaurants, there are limited shop hours, and limited supply of off-street parking for visitors to the village, particularly for special events.

3. Barren streetscape – the overhead wires create clutter and visual distraction and there is a lack of street furniture, street trees, street lighting, banners, and landscape plantings.
4. Connections – the existing Lions Park is difficult to see, there are limited connections to Beaver River, and the commercial area lacks a strong tie to its natural context.
5. Isolation – this is not on a well-travelled route as compared to Thornbury and Craigleith, and there is a lack of wayfinding signage in the region to direct visitors to this commercial area.
6. Servicing – there is a lack of service infrastructure and this limits the potential for improvement with new uses (i.e., restaurants), while any infrastructure solution needs to be affordable and suited to the Clarksburg context.
7. Pedestrian conditions – the grade along the west side of Marsh Street is uneven and most stores step up from the sidewalk, while the condition of sidewalks throughout the commercial area is narrow and in poor condition.

6.3 Craigleith Commercial Area

6.3.1 Strengths & Opportunities

The following provides a summary of the key general strengths and opportunities for the Craigleith commercial area:

1. Primary corridor – the Highway 26 corridor brings a large volume of potential visitors from the east and west, and passing traffic going to Blue Mountain Village.
2. Gateway function – the area performs the function of the entrance gateway to the Town of The Blue Mountains from the east.
3. Recreation proximity – the proximity of recreational opportunities in the surrounding areas, including beaches, trails and Blue Mountain Resort.
4. Undeveloped – a number of larger undeveloped and vacant properties that can provide a critical mass in terms of uses and create an identity for the commercial area.

6.3.2 Weaknesses & Threats

The following provides a summary of the key general weaknesses and threats for the Craigleith commercial area:

1. Presence – there is no sense of arrival or “place” for those passing through the commercial area.
2. Identity – the current appearance of the area is poor, given there is no defined focal point and the sparse strip commercial development does not create a “sense of place”.
3. Little commercial offerings – there is very little offered in terms of commercial uses other than lodging and a few convenience type commercial uses oriented to passing motorists, thereby presenting no reason to stop.

4. Automobile environment – Highway 26 is not pedestrian friendly, with buildings set back from road, front yard parking and traffic speeds uninviting to visitors once out of their vehicles.
5. Disconnect to water – there is insignificant signage indicating types of open space and a limited supply of parking along Highway 26 allowing access to the water.

Table 1 Thornbury Commercial Area SWOT Analysis

Category	Strengths	Weaknesses	Opportunities	Threats
Physical Characteristics	Bruce Street block very well maintained and presents a clear sense of pride of ownership	Building maintenance and appearance along Hwy. 26 outside of the core is lacking	Large vacant parcels at the edges of the study area that offer a clean slate	Very large study area that presents threat of “diluting” any improvement efforts
Environmental	Overall, only a few potential brownfield sites	Existing/former gasoline stations on Highway 26	Opportunity to redevelop a former gasoline station as part of a new Town Hall	Outside storage of metals, barrels and other materials in rear of some properties
Land Use	A good number of distinct, specialist retail opportunities within the core	Relatively small number of commercial opportunities within the study area	Opportunity to add other uses on large vacant sites to reinforce activity in core (i.e. further commercial uses or more affordable, denser residential development)	
Urban Design	- Authentic traditional feel of the core - Building signage is cohesive but not repetitive in core - Street lights that are appropriate to the Village - Placement of high quality trash bins on Bruce keeps town clean and adds to street form - Majority of buildings are similar in scale, where variations occur it tends to add interest - Large store front windows bring commercial activities onto the sidewalk - Sidewalk treatment through main core suggests sense of pride in Village 'Personalization' of sidewalk by individual store owners adds to the vitality of the street - Banners on light standards add to the visual interest - Heritage Murals tell history of the town	- TD Bank and commercial plaza at the corner of Hwy 26 and Bruce St. detract from nature of the core - Bruce St. north of Hwy 26 lacks vibrancy due to 'holes' in the built fabric - Sidewalks are concrete and narrow making this area seem less important than the main commercial area - Hwy 26 built form lacks street edge presence - Hwy 26 is not pedestrian friendly - First impression of Thornbury is not strong due to Hwy 26 from the east and west - Bridge over Beaver River lacks prominence - General lack of street trees - Many stores step up from grade potentially limiting access	- Connect main commercial district to the water creating a destination - Infill potential along Bruce St. north of Hwy 26 - Sidewalk improvement to match south side of Bruce - An improved bridge over the river would allow for people to linger and view the river and fish ladder from above - Implement a street tree program - Develop a system of portable ramps to provide access to stores for everyone - Expand on the murals - create a timeline or other story that plays out throughout the town	Increased strip commercial development along Hwy 26

Table 1 Thornbury Commercial Area SWOT Analysis (cont' d)

Category	Strengths	Weaknesses	Opportunities	Threats
Economic	• Very healthy downtown core with overall low commercial vacancy rate • Diverse mix and range of retail and service commercial business types • Design/studio niche on Bruce Street	• Several vacant commercial buildings on Highway 26 near east and west boundaries of the project area	• Rehabilitate/redevelop vacant buildings along Highway 26 and fill with additional retail commercial uses that serve both local residents and visitors	• Traffic along Hwy 26 • Lack of pedestrian scale along King Street
Transportation	• Hwy. 26 provides an efficient connection to surrounding villages and towns • Georgian Trail provides bicycle access to/from Collingwood and Meaford • Good parking close to the downtown core with on-street and off-street parking • Bicycle rental program	• Driving speeds through the Village along of Hwy. 26 • Connections between Thornbury and Clarksburg are generally poor • Lack of defined on-street cycling lanes throughout the study area	• Create a by-pass around Thornbury and slow traffic on Hwy. 26 while in town • Increase the awareness of the bike rentals • Provide a public system of transportation between the 3 villages	• Traffic volume and speed that impacts the creation of a pedestrian/cyclist oriented environment
Open Space	• Linear park at Town Hall connects town to the river • Harbour and shoreline is an attractive feature close to the downtown core • Parkette on Bruce Street (commercial district) provides a sense of physical and visual relief • Georgian Trail is significant recreation feature • Rail Bridge over river is a significant cultural feature • Bay and river provide many recreation opportunities	• Lack of an overall open space around the downtown core • Town lacks a significant public gathering space	• Access to pond through trails and parks • Closing Harbour St. to vehicles would provide for a pedestrian boulevard at the water • A pedestrian/cycle bridge at Hwy 26 and Georgian Trail would serve as arrival point to Thornbury	

Table 2 Clarksburg Commercial Area SWOT Analysis

Category	Strengths	Weaknesses	Opportunities	Threats
Physical Characteristics	• Small downtown area that is easily walkable • Variety of building types and façades	• Building maintenance and appearance of some buildings lacking • No municipal services	• Very compact study area that presents opportunity to concentrate improvement efforts for maximum effects	
Environmental				• Outside storage of metals and other materials at rear of some properties
Land Use	• Clear identity as an “arts” village	• Little offered in terms of other commercial uses (retail, restaurants)		• Lack of services limits potential for improvement
Urban Design	• Arrival from the north and south is strong visually, announcing that you have arrived somewhere • Unique and eclectic character • Bohemian feel created by the 'looseness' of the village • Existing 'Welcome to Clarksburg' sign is very appealing (but should be more prominent) • A few good examples of window signs, facade lighting, and hanging signs	• Sidewalks are narrow • Grade is uneven and most stores step up from the sidewalk • Overhead wires create clutter and visual distraction • Lack of street furniture • Lack of street trees • Lack of street lighting • Signage on stores is inconsistent and in places non-existent • Village lacks a strong tie to its context, natural heritage/ recreation	• Design street amenities that recognizes Clarksburg’s creative spirit • Implement a street tree program • Allow for the individuality with buildings while unifying with elements throughout the village • Provide entrance features at arrival point of village to 'tell the story' about Clarksburg’s identity • Provide pedestrian crossing zones through varied paving along Marsh St. to break up extensive stretch of asphalt without having to use crossing lights • Expand on the theme of the Clarksburg 'welcome' sign	• Losing a key strength of the Village, its unique character, through the process of improving it
Economic	• Pedestrian friendly shopping environment • Low commercial vacancy rate	• Limited shop hours • Some business facades outdated/uninviting	• Opportunity to build on arts village theme by expanding to other arts type uses	

Table 2 Clarksburg Commercial Area SWOT Analysis (cont'd)

Category	Strengths	Weaknesses	Opportunities	Threats
Transportation	• On-street parking strengthens village atmosphere and pedestrian-friendly streetscape	• Lack of off-street parking for visitors to the village, particularly for special events	• Develop parking lots on some of the vacant/ underutilized land • Create street parking along George St • Develop a parking lot at the corner of Marsh St. and Clark St.	
Open Space	• Plenty of space available relative to the overall size of the village • Beaver River	• Existing Lions Park is difficult to see • There is limited interest within the park	• Develop a physical design program that can be implemented over time – recognizing the importance of the natural beauty of the Beaver River • Create a trail system that connects Clarksburg to Thornbury along river • 'Pockets' of underutilized land can be transformed into public gathering spaces • Develop an 'art garden' or 'art walk' that highlights local work	

Table 3 Craigleith Commercial Area SWOT Analysis

Category	Strengths	Weaknesses	Opportunities	Threats
Physical Characteristics		• Building maintenance and appearance along Hwy. 26 outside of the core is lacking	• Large vacant parcels provide opportunity to create an identity or focal point	• Very large study area that presents threat of “diluting” any improvement efforts
Environmental		• Vacant gasoline station.	• Major redevelopment of brownfield site can lead redevelopment of the area	
Land Use		• Strip commercial development that does not reflect a “sense of place” • Very little in terms of what is offered • Presently little reason to stop in Craigleith • A number of gas stations • No defined focal point	• Opportunity on large undeveloped properties to create an identity for the Village along Hwy. 26	• Limited land uses to build on
Urban Design		• Buildings set back from road and front loaded with parking • Architecture is utilitarian and does not reflect the context • Hwy 26 is not pedestrian friendly • There is not an arrival point from any direction	• Amount of land available for potential infill and intensification • Trees along Hwy 26 would help to create a sense of place • The creation of a 'Main Street' adjacent to Hwy 26 where traffic speed can be controlled	• The inclusion of typical hwy commercial into new development
Economic		• Current appearance of area • Limited range of business types	• Ample vacant and underutilized land parcels that allow for the addition of new businesses	
Transportation	• Hwy 26 brings a large volume of potential visitors through town from the east and west	• Lack of parking along Hwy 26 allowing access to the water • Speed of Hwy 26 is uninviting to visitors once out of their vehicles • Disconnection between		
Open Space	• Proximity to the Bay • Georgian Trail • Proximity to year-round outdoor recreation	• Insignificant signage indicating types of open space	• Create a signage program that highlights the many recreation opportunities in the area • As a 'town form' develops, the inclusion of public open space will help create a pedestrian friendly environment	

7.0 Vision

7.1 Purpose

The “vision” for the Town of The Blue Mountains CIP establishes what the community wants its commercial areas to be, how it wants them to look, feel and function. Developing such a vision includes defining a number of different elements, including the types and nature of land uses; the features and amenities desired within an area; the character of an area; and the overall identity. The establishment of a vision is a critical component of any CIP process because it provides the high level, long-term foundation that directs the physical improvements and programs within the CIP. The vision contained in this CIP was developed based on input received from the public during the visioning workshop conducted at the first public meeting and guidance provided by the project steering committee.

7.2 The Vision

The project team synthesized the principal elements of the public visioning workshop, together with their own observations, to establish a general vision for the Thornbury, Clarksburg and Craigleith commercial core area. This vision for the Town of The Blue Mountains CIP identifies that over time the commercial core areas of Thornbury, Clarksburg and Craigleith will:

1. **Be the active and vibrant gathering places of the Town.**

The commercial core areas need to play to their strength as special districts that provide unique opportunities that one cannot necessarily find in other, more contemporary shopping districts. This includes enhancing and building on its heritage characteristics, civic and gathering space function, its pedestrian orientation, small scale shops, personality and friendliness, and accessibility. The overall experience of visitors, shoppers and residents is paramount to the success of community improvement efforts. Enhancing the quality of the pedestrian experience along main streets and the sense of place in the commercial areas is a principal method by which these areas can remain vibrant and competitive with contemporary shopping areas.



2. **Have a clear and definable character and identity in both their public realm and its private realm.**

The existing character of the commercial core areas should be built on to create a clear and definable identity for each village centre that all users can embrace. This includes enhancing their heritage assets and heritage character; providing a high quality “main street” type of environment; and blending the old and contemporary forms and styles of



development. The commercial areas need to create a memorable and enjoyable experience for users, both residents and visitors. Of particular importance, each village centre should have a distinct identity of its own while still being associated with and connected to the other village centres of the Town.

3. Have a healthy, sustainable and mixed commercial environment.

The commercial core areas should be mixed-use and varied in terms of the land uses and activities to provide a more diverse and vibrant experience. This includes providing a variety and range of opportunities for specialty shopping, services, employment, public services, and living in a downtown setting. Each commercial area should strive as much as possible to be a complete neighbourhood, accommodating all aspects of life. This mixed-use form can occur both horizontally and vertically, depending on the scale and intensity of the specific district.



4. Have strong connections between the different commercial core areas linking users.

The commercial core areas should be interconnected with a system that seamlessly and efficiently connects residents and visitors to the opportunities in each particular village centre. This system needs to connect all modes of transportation in order to establish an area that is user-friendly for residents and visitors. This not only includes physical connections, through streets, transit routes, trails and sidewalks, but also visual connections through such elements as wayfinding signage and consistent or complementary street plantings that emphasize the connectivity of the village centres.



5. Have strong connections within the respective commercial core areas linking different area and different uses.

In addition to strong connections between the areas, the commercial core areas should have strong connections within. These areas need to be accessible for all users in order to establish a true focal point for the complete community. This accessibility includes users with particular needs, including persons with disabilities, seniors and children. Accessibility also implies different modes of transportations, including active transportation, such as walking and cycling. Accessibility affects both the public realm (streets) and the private realm (buildings) within the commercial areas, and is both physical and visual in nature.



6. Have an affordable residential housing base in support of the commercial core areas.

The commercial core areas need to have a strong and stable residential base that supports commercial and civic functions. This residential base needs to offer a broad range of housing types, forms and sizes to accommodate a range of different users and their needs. Affordable residential forms and types are important to provide opportunities for existing residents within the community to relocate within the community for downsizing (“age in place”) and opportunities for service industry workers to reside within the community.



7. Be sustainable in approach to transportation and public works.

The commercial core areas should be based on sound sustainability principles and practices when it comes to transportation and public works. Solutions for transportation (i.e. transit or bicycling) and public works (i.e. streetscape enhancements or infrastructure improvements) need to be economically feasible and tailored to the particular needs and interests of each commercial core area. The introduction of more innovative practices and technologies will be important. Public realm improvements and public works that contribute to greening the streetscape and private realm improvements that include sustainability practices need to be emphasized and encouraged in the interests of a healthier and greener community.



8. Capitalize on the natural and cultural heritage assets.

The commercial core areas should build on their strong natural context and impressive natural features. This includes incorporating natural amenities and features within (Beaver River and Mill Pond) and surrounding (Niagara Escarpment and Nottawasaga Bay) the village centres. Additionally, public realm improvements and public works that contribute to greening the streetscape and private realm improvements that include sustainability practices can contribute to a healthier and greener community.



9. Have an attractive, accessible and clean public realm.

The commercial core areas should contain “active” streets with vibrant edges and a high quality public realm. Active streets include a comfortable walking environment, with pedestrian-scaled building façades, visibility to and from retail spaces, and lively public

spaces. Animation of the public streets through civic spaces, multiple modes of transportation converging, and private uses such as patios and outdoor seating creates a more vibrant environment for residents and visitors to the Town. Design elements along the streetscape, such as street trees and plantings, that reinforce the experience of walking are important. The village centres should be visually interesting to all users, including both pedestrians and drivers. Universally accessible design needs to be employed to ensure all residents and visitors are accommodated.



10. Have new developments that complement the existing character.

New developments in the commercial core areas should complement, and be compatible with, the existing character of the area. Compatible development, however, does not mean identical development, but rather stresses harmony of new developments with the existing core commercial areas and surrounding neighbourhoods. In new development, distinction and uniqueness needs to be encouraged for those developments that can complement the overall theme and character of the particular commercial core area. Design controls are needed which provide general design direction and yet accommodate creativity on a site-by-site basis.

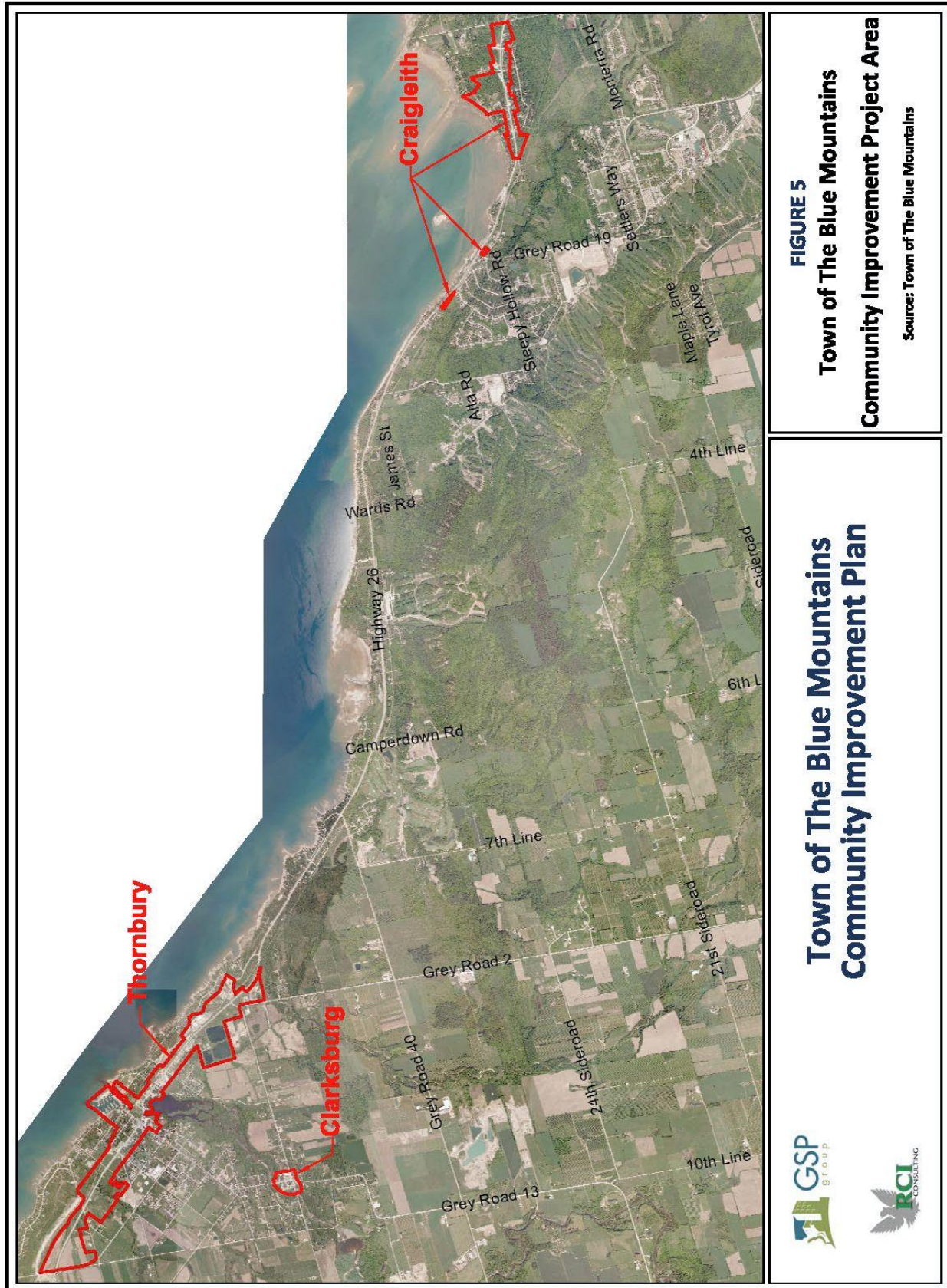


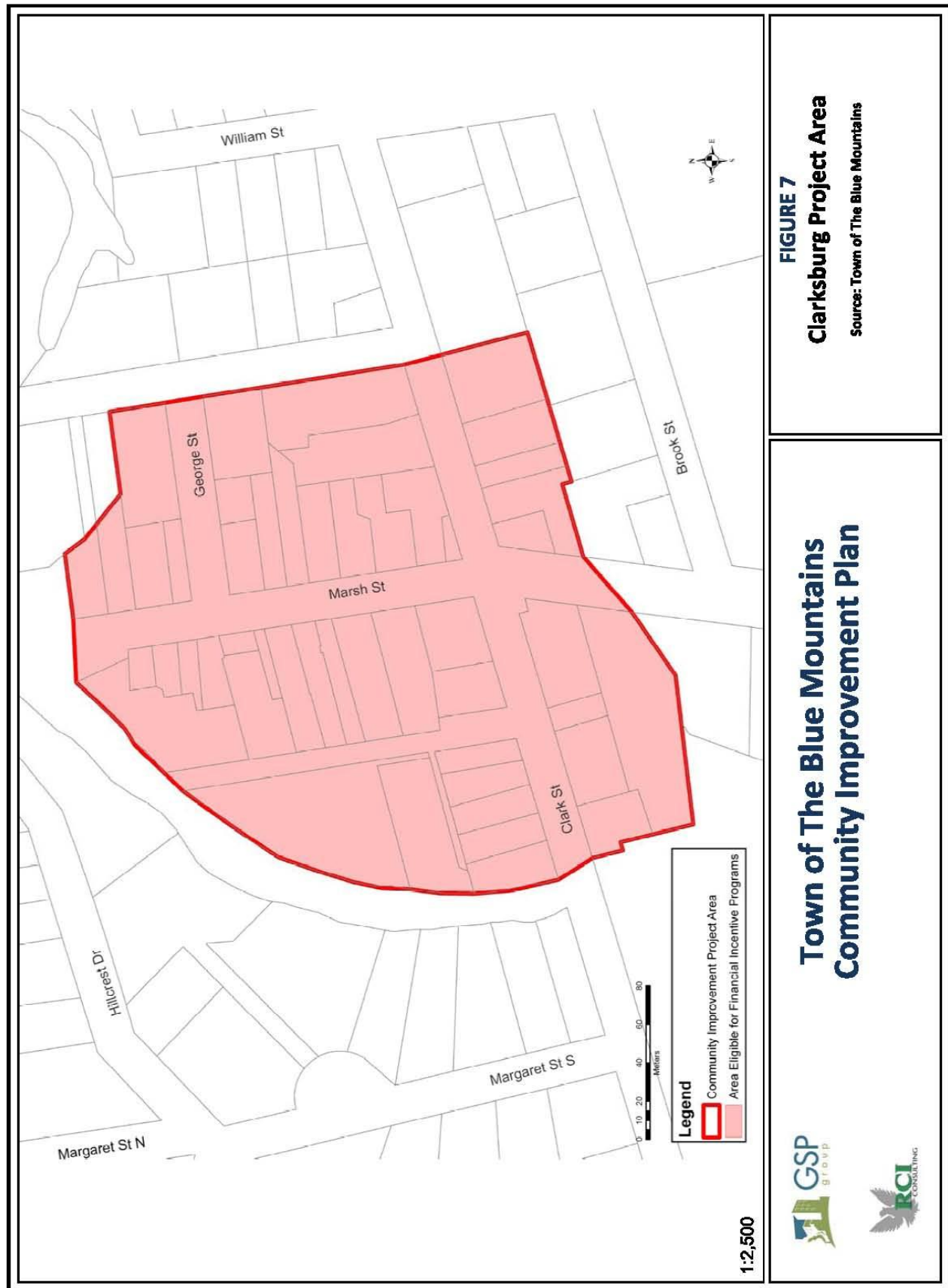
8.0 Community Improvement Project Area

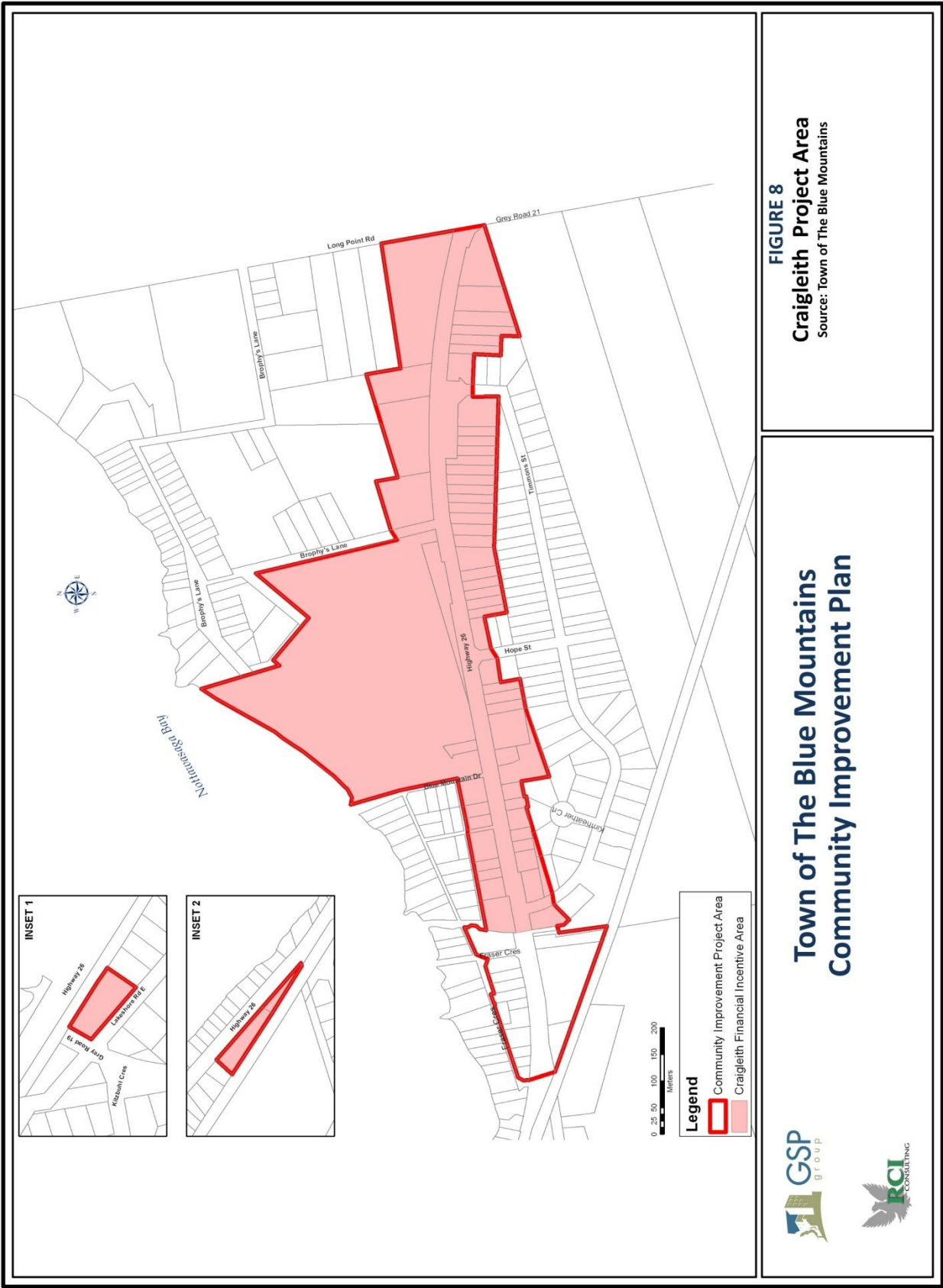
The recommended Community Improvement Project Area (project area) for this CIP is shown in **Figure 5** with the detailed Community Improvement Project Area boundary for each commercial core shown in **Figures 6, 7 and 8**. Using the study areas identified by the Town in the project terms of reference as a starting point, the detailed Community Improvement Project Area boundary for each commercial core was chosen based on the existence and prevalence of weaknesses and impediments as identified in the SWOT Analysis, along with comments received from property owners during and after the public meetings, and from Town staff. The following principles were used to guide delineation of the recommended Community Improvement Project Area boundary for each commercial core:

- i) Properties with existing buildings in need of physical improvement (building revitalization, façade improvement/restoration, etc...) were included;
- ii) Underutilized properties and vacant properties in need of redevelopment, infill or intensification, or conversion to commercial or mixed uses were included;
- iii) Areas where public realm improvements would be installed were included; and,
- iv) Vacant and underutilized agricultural and/or residential lands near the boundaries of the study area whose development would impact on the commercial core, and whose development should also be guided by the Design Guidelines in the PUDS Strategy were included.

Based on the SWOT Analysis, those lands within each Community Improvement Project Area that are deemed most likely to require financial incentives to achieve the type of community improvement specified in this CIP and the PUDS Strategy were also delineated. These lands are shown in **Figures 6, 7 and 8** and are labeled as “Area Eligible for Financial Incentive Programs”. In order to focus the Town’s limited financial resources on the areas most in need of community improvement, and to help ensure the financial viability and sustainability of the Town’s CIP incentives programs, only properties within this shaded area will be eligible to apply for the incentive programs contained in Section 10.0 of this CIP.



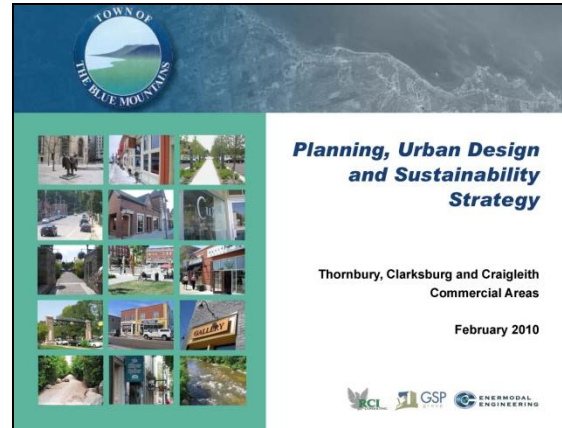




9.0 Planning, Design and Sustainability Strategy

9.1 Purpose

Land use and design are key aspects of the overall improvement of the Thornbury, Clarksburg and Craigleith commercial core areas. Generally, the land use aspect deals with the form and type of activities operating within the commercial core areas, whereas the design aspect concerns how the various elements and spaces within the commercial core area fit together. Addressing these matters is critical to ensuring that the vision for the areas is achieved: a traditional small town form of development; a diverse mix of activities; a comfortable pedestrian environment; and a more vibrant and lively “people” place.



The Planning, Urban Design and Sustainability Strategy (or PUDS Strategy) that was completed in July 2010 provides the overall direction for land use and design matters within the three Community Improvement Project Areas. The purpose of the PUDS Strategy is to provide a comprehensive and coordinated direction that will assist the Town in making decisions related to physical improvement in the three Project Areas, both in the public realm and the private realm. In summary, the PUDS Strategy:

- i) Establishes a vision for improvement;
- ii) Identifies a series of public realm improvements;
- iii) Identifies intensification and redevelopment opportunities;
- iv) Identifies appropriate land uses for existing undeveloped or underutilized properties;
- v) Establishes design guidelines that provide a guidance tool for different types of development within the project area;
- vi) Identifies opportunities for incorporating sustainability principles and practices; and,
- vii) Recommends necessary amendments to the existing policy and regulatory documents.

The PUDS Strategy contains three general types of recommendations. First, it contains recommended improvements to the public realm in each of the three project areas, including improvements to the streets, streetscapes, linkages, open spaces and public buildings. Second, it contains recommended amendments to the existing policy and regulatory framework of the Town in order to facilitate and encourage the achievement of the overall vision. And third, it contains recommended plans and studies that are required at a higher level, town-wide basis to achieve the specific public realm improvements or other initiatives related to the overall goal of community improvement that are not necessarily land use or design oriented in nature.

Sections 9.2 through 9.4 below summarize the recommendations of the PUDS Strategy concerning the targeted public realm improvements, policy and regulatory document amendments, and town-wide initiatives. Readers are directed to the PUDS Strategy (July 2010) for a more fulsome description of the particular improvements and initiatives that are recommended for the three project areas.

9.2 Public Realm Improvements

The “public realm” of a commercial core area is the interrelated arrangement of its streets, open spaces, parks and plazas which creates the setting for visitors and residents. In a vibrant commercial core area, the public realm has a significant role in creating a particular “sense of place” and a distinct identity for an area, typically giving the most immediate and potentially most lasting impression visitors have of a commercial area.

A high quality public realm is critical for maintaining and strengthening the three project area as central focal points within the Town, and hence the emphasis on the public realm in the PUDS Strategy and this CIP. The recommended public realm improvements in the PUDS Strategy and in this CIP build on the existing system of public spaces, features and amenities by identifying the opportunities for improvements to these existing the public spaces, facilities, and streetscapes, while also identifying and enhancing the connections between these elements.

Enhancements to a commercial core area’s public realm typically represent the largest investment of a CIP and are generally the longest in terms of timing and achievement. While challenges associated with capital costs and timing are evident, public realm improvements are important elements for fulfilling the role of the project areas as safe, comfortable, attractive, and interesting spaces. Given this importance, the Town will have a significant role and responsibility in designing and building the envisioned public realm to support this type of environment.

Recommendations concerning public realm improvements in the PUDS Strategy include the following general themes (the individual municipal implementation actions that make up these themes are described in greater detail in the PUDS Strategy):

1. Install gateway signage features.

“Gateways” are located at key arrival points to a commercial core area and present a significant opportunity to provide visual interest along the streetscape, reflect the character of the particular area, and, most importantly, provide a quality initial impression to visitors. Given this importance, the installation of a system of gateway features is recommended for a variety of locations throughout the three commercial areas to create an enhanced first impression of the Town of The Blue Mountains and the three commercial areas individually. In total, the PUDS Strategy recommends seven gateway feature locations throughout the three project areas, including three gateway features in Thornbury, (along King Street, along Arthur Street, and along Bruce Street); two gateway features in Clarksburg (both along Marsh Street; and two gateway features in Craigleith (both along Highway 26). Additionally, a gateway feature may be warranted at the entrance to the Village at Blue Mountains, as the fourth commercial area in the Town. The specific location and design of the gateway features needs to be determined during a detailed design program and process.

2. Install wayfinding signage features.

Visitors to a commercial core area must be able to easily, safely and comfortably move around, whether arriving by foot, bicycle, or automobile. Wayfinding signage assists in this regard by directing visitors to key destinations such as to civic or public buildings, parking areas, open spaces and trails, and other significant destinations or features. Thus, a system of wayfinding signage to direct visitors within and between

the commercial core areas is recommended. The PUDS Strategy identifies fourteen potential locations (others may be warranted) for wayfinding signage features that can direct users to significant community destinations. Additionally, a wayfinding signage feature may be warranted at the entrance to the Village at Blue Mountains, as the fourth commercial area in the Town, with the area included as an identified destination within the Town's wayfinding program. These wayfinding signage features should be coordinated with the style and theme of the gateway signage features, with simple and universally readable lettering. Similar to the gateway features, the specific location and design of the wayfinding signage features needs to be determined during a detailed design program and process.

3. Improve the principal streetscapes.

The experience travelling the streets of a commercial core area, whether by walking, cycling or driving, is a key component of a visitor's overall impression and enjoyment of a particular community. Given this importance, the PUDS Strategy recommends physical improvements to the streetscapes of several principal streets throughout the three project areas: Bruce Street, Highway 26, King Street, Bridge Street, and Arthur Street in Thornbury; Marsh Street and Clark Street in Clarksburg; and Highway 26 in Craigleith. A number of streets in the project areas require substantial reconstruction and repair, while others like Bruce Street South are in very good condition and only minor enhancements are recommended. Specific design considerations for the streetscape improvements to principal streets are outlined in the PUDS Strategy.

4. “Urbanize” the Highway 26 streetscape.

Changing the Craigleith commercial area from its current “strip” oriented form of development to a “core” oriented form, akin to those in the Thornbury and Clarksburg commercial core areas, is a principal objective of the PUDS Strategy. As the principal travel route through Craigleith, the Highway 26 corridor is based on a “rural” street cross section, possessing a wide right-of-way, roadside ditches, no curbs, no sidewalks, and limited vegetation, and generally an overall streetscape quality that does not provide a good first impression for visitors. Although Highway 26 will likely always be a highway corridor carrying large volumes of east-west traffic including trucks, the PUDS Strategy recommends that this section of Highway 26 through the Craigleith project area be improved to an “urban” cross section to enhance the streetscape's visual appearance and improve the pedestrian environment of the Craigleith commercial area. Specific design considerations for the Highway 26 streetscape improvements are outlined in the PUDS Strategy.

5. Create high quality public spaces.

Commercial core areas in smaller communities are typically focal points for social and recreational activities as well as their traditional commercial function. Accommodating these social and recreational activities through the provision of high quality public spaces is an important strategy for enhancing the vitality and activity of commercial core areas. The PUDS Strategy recommends the addition of a number of such high quality public spaces, including a new village square in Clarksburg; a new formal Mill Pond overlook and resting area in Thornbury; enhancements to the parkette near the Harbour in Thornbury; enhancements to Lions Park in Clarksburg;

and new resting spaces along the Georgian Trail in Thornbury. Specific design considerations for each of these spaces are outlined in the PUDS Strategy.

6. Provide sanitary and water supply infrastructure.

Clarksburg is in a rather unique situation in that it has an older, sizable, concentrated village centre in proximity to serviced “urban” areas, but itself is serviced by individual water and wastewater systems. This servicing deficiency limits the achievement of the full potential of Clarksburg as a vibrant village centre. The lack of servicing limits certain uses and activities, such as restaurants, which are essential for creating vibrancy and activity throughout the day, and drawing and keeping visitors in the commercial area. Given these impacts, the PUDS Strategy recommends the provision of collective water and wastewater infrastructure as part of any improvement efforts for the Clarksburg commercial core area. A servicing solution for Clarksburg has several options, including the extension of municipal water and wastewater system to service Clarksburg, as well as range of sustainable forms of communal or individual systems as outlined in the PUDS Strategy.

7. Enhance existing and add new trail connections.

The Town of The Blue Mountains prides itself on its extensive and diverse recreation opportunities throughout all four seasons of the year. Providing linear connections for a range of transportation types is an important consideration for connecting these recreation opportunities throughout the community. The PUDS Strategy identifies a number of opportunities to further enhance the recreational network by enhancing the linkages throughout and between the three commercial core areas. These opportunities include providing a Beaver River trail between Clarksburg and Thornbury commercial core areas; adding a new trail connection between the Craigleith commercial core area and the Village at Blue Mountains; making enhancements to the Georgian Trail through the Thornbury commercial core area, including further plantings and resting areas; and incorporating the Mill Pond and Thornbury Harbour into the walking system.

8. Enhance the harbour district.

The Thornbury Harbour presents an opportunity to be a significant destination and great public space for visitors to the community as well as for community residents. However, it currently does not capitalize on this opportunity. The PUDS Strategy recommends a number of physical improvements to the Thornbury Harbour and the surrounding area to enhance this prominent feature. This includes improving viewlines to the Harbour along Bruce Street North through the removal of selected vegetation; “greening” the Harbour break wall; establishing a coordinated pedestrian walkway; establishing a resting and viewing area overlooking the shoreline; making enhancements to Harbour Hill Parkette; and adding pedestrian lighting throughout the area.

9. Improve key street intersections.

Pedestrian comfort is a principal consideration for creating a safe and vibrant commercial core area. Currently there are a number of main intersections throughout the three commercial areas, particularly along the principal routes of Highway 26,

Bruce Street and Marsh Street, where enhancements are warranted to formally define pedestrian crossings. The PUDS Strategy recommends surface treatment for pedestrian crossings that visually and physical differentiate the pedestrian crossing at the intersection to both pedestrians and drivers. Options for surface treatment include a range of different materials and treatments such as brick pavers, imprinted asphalt, coloured asphalt, or textured asphalt.

10. Improve public parking conditions and supply.

An adequate supply of safe, accessible and convenient parking is crucial for the success of any commercial area. Municipalities can assist in this regard by providing public parking spaces that make a noticeable contribution to enhancing the vitality and activity of commercial core areas. The PUDS Strategy recommends enhancements to the quantity and quality of the parking supply in the Thornbury and Clarksburg project areas via the addition of more public parking spaces and the improvement of existing parking areas. This includes recommendations for physical improvements to the existing Hester Street Parking Lot in Thornbury project area, as well as the addition of both on-street and off-street parking spaces throughout the Clarksburg commercial core area. It should be noted that the Town has completed improvements to the Hester Street Parking Lot.

9.3 Policy and Regulatory Framework

The Town's policy and regulatory documents set the framework for directing the process for design, development, redevelopment, and intensification in the three project areas. This framework includes the Town's Official Plan and zoning by-laws. The PUDS Strategy provides a series of recommendations for revisions to these documents in order to implement the desired vision for the three project areas, as well as the adoption of design guidelines to guide the various forms of development in the project areas.

Recommendations concerning the policy and regulatory framework in the PUDS Strategy include the following:

1. Adopt an amendment to the Official Plan to rationalize the commercial land use hierarchy.

The Town's Official Plan currently contains an overlapping array of commercial designations, including eight different commercial designations. The PUDS Strategy recommends an amendment to the Official Plan that consolidates and organizes these designations into a clearer and more distinct commercial hierarchy. The general intent for such an amendment would be to ensure consistency across the municipality (i.e., small scale, pedestrian oriented feel for the core commercial areas), while enabling differing policies as needed to address the subtleties and differences of each project area (e.g., Clarksburg servicing issues). Conceptually, this commercial hierarchy would contain, among others, a "core commercial" designation and a "mixed-use corridor commercial" designation, the former applying to each of the Thornbury, Clarksburg and Craighleith "core" areas, with the latter applying only to the remaining commercial properties outside the core areas but within the project area along the Highway 26 corridor in Thornbury.

2. Adopt an amendment to the Official Plan to incorporate urban design policies.

Further to the rationalization of the commercial land use designations, the Town's Official Plan currently does not have an individual section devoted to urban design principles, objectives or policies. Rather, generic urban design matters and related policies are dispersed throughout the Official Plan in separate land use designations. Given this, the PUDS Strategy recommends an amendment to incorporate a stronger urban design position into the Official Plan, which would provide a generic, high level approach for urban design across the municipality. Such an amendment should, at a minimum, include a framework of design objectives or principles to direct all municipal decisions regarding urban design or development, whether public or private, keeping in mind the more specific guidance in the recommended Design Guidelines (see Item 4. below).

3. Undertake a review of the zoning by-laws for commercial core and corridor type zones.

The Town's zoning by-laws, primary planning tools for implementing the vision of the Official Plan, were adopted in 1977 (Town of Thornbury) and 1984 (Township of Collingwood). The Town is currently undertaking a comprehensive review of its zoning by-laws following adoption of the new Official Plan to mesh it with the new policy direction. Through this exercise, the PUDS Strategy recommends that the commercial areas should have a more contemporary zoning approach that incorporates a clearer zoning framework for the three commercial areas that is simpler to administer; more supportive of the vision and objectives of this CIP; more flexible for property owners and developers; and, that reduces the need for zoning amendments.

4. Adopt the Design Guidelines in the PUDS Strategy.

Detailed Design Guidelines were prepared as part of the PUDS Strategy (See Section 8.0 of the PUDS Strategy. These guidelines cover five principal topics: infill development, façade improvement, greenfield development design, streetscape design, and sustainability design. Intended to facilitate high quality urban design within the Town, these Design Guidelines express the design expectations for the development review process, operating between the general Official Plan policies and the specific details of the development review process. Adoption of the Design Guidelines (as a standalone document) by Town Council is recommended to enable Town staff to fully utilize them in reviewing planning and development applications, as well as providing guidance to applicants applying for incentive programs offered through this CIP.

9.4 Town-wide Initiatives

The PUDS Strategy recommends several studies, plans and assessments that are required to facilitate, coordinate and support a number of the recommended public realm improvements, as well as strengthening the project areas through initiatives that are not necessarily tied to land use or design matters.

Recommendations concerning town-wide initiatives in the PUDS Strategy include the following:

1. Implement a design program and process for gateway signage.

A system of gateway features has been recommended for all three project areas to enhance the first impression to these three areas. In total, there are seven gateway feature locations identified for the three project areas (three in Thornbury, two in Clarksburg, two in Craigleith) as well one feature for the Town entrance along Highway 26 in Craigleith. It is recommended that a coordinated and comprehensive design program be undertaken to implement the design and construction of these gateway features. This program should be a process that is coordinated between various Town departments; engages the public and community groups at conceptualization and design stages; and is coordinated with streetscape improvements. Design competitions and design workshops are encouraged to generate a broad spectrum of ideas and perspectives for the gateway features. Specific considerations for the detailed design of the gateway signage are outlined in the PUDS Strategy.

2. Implement a design program and process for wayfinding signage.

A system of wayfinding signage to direct visitors within and between the commercial areas is recommended, which would enable visitors to easily, safely and comfortably move around the Town and the commercial areas, whether arriving by foot, bicycle, or automobile. It is recommended that a coordinated and comprehensive design program be undertaken to implement the design and construction of the system of wayfinding signage. This program also needs to be a coordinated design process, ideally undertaken together with the gateway feature design program, so that the designs “read” as a single package. Specific considerations for the detailed design of the wayfinding program are outlined in the PUDS Strategy.

3. Undertake an assessment of potential transit program.

The potential for a transit system that connects the three commercial core areas to each other, to other areas, and to the significant natural and recreational opportunities throughout the community, is identified as an opportunity in the PUDS Strategy. Such a scoped transit system could provide an alternative to driving, particularly for local residents without vehicles, visitors and tourists in the area, and service industry workers. However, the undertaking of a comprehensive feasibility assessment is recommended prior to establishing and committing to such a transit program. This assessment would investigate the feasibility of various options, routes, technologies, and cost, among other considerations.

4. Undertake a retail market assessment for Thornbury and Clarksburg.

A study of the retail market within the Thornbury and Clarksburg commercial core areas is recommended to assess the retail opportunities and challenges facing these areas. The overall objective of such a study is to develop an action plan for the enhancement, promotion and marketing of the retail markets in these areas. Key considerations in the study would include the existing conditions of the retail market in the commercial core areas; deficiencies in the retail market’s offerings; key characteristics and preferences of customers; and marketing and branding actions for businesses going forward.

5. Implement and monitor the parking strategy study for Thornbury and Clarksburg.

A parking study was completed, on behalf of the Town, for the Thornbury and Clarksburg commercial areas in January 2009. This study assessed the quantity and location of public parking spaces, both off-street and on-street; established a strategy for addressing parking deficiencies; and investigated options for parking management systems. This study includes a series of recommendations regarding on-street and off-street parking in Thornbury and Clarksburg, which are recommended to be undertaken going forward. Monitoring of the parking supply is also important as and once the recommended actions are implemented, in order to update the supply of public parking; assess the usage of the public parking supply during different times; identify any ongoing deficiencies in the public parking supply; and develop any further recommendations for improvement to the parking supply and access.

6. Undertake a Thornbury Harbour master plan study

A series of physical improvements to the Thornbury Harbour and the surrounding area are recommended in the PUDS Strategy to further capitalize on this significant community destination. Recommended improvements include improving viewlines to the Harbour accommodating more active uses in the area, providing more pedestrian connections and routes, and incorporating wayfinding signage. Given this, undertaking a master plan study for the Thornbury Harbour is recommended to coordinate the design, construction and phasing of the recommended improvements to ensure that the Harbour area acts as a coordinated “district” in terms of design and impression.

7. Undertake a detailed streetscape master plan.

A series of physical improvements to the streetscapes of the principal streets throughout the three commercial areas is recommended in the PUDS Strategy to strengthen the pedestrian nature and visual quality of these key streets. Recommended streets for improvement include Bruce Street, Highway 26, King Street, Bridge Street, and Arthur Street in Thornbury; Marsh Street and Clark Street in Clarksburg; and Highway 26 in Craigleith. While detailed construction drawings are required for each of these streets, completing a streetscape master plan is recommended prior to preparation of the detailed drawings. The overall objective of such a streetscape master plan should be to:

- provide visually connected commercial areas;
- establish a safe and comfortable environment for all users;
- establish visually interesting streetscapes;
- accommodate various forms and modes of transportation;
- incorporate a design style reflective of the area’s character;
- incorporate sustainable design practices; and,
- introduce traffic calming measures.

Specific considerations for a streetscape master plan are outlined in the PUDS Strategy.

10.0 Incentive Programs

10.1 Critical Community Improvement Needs

In order for the vision to be realized, the critical needs identified during the SWOT Analysis and confirmed via the public consultation process need to be addressed. Based on the input received from members of the public at the first two public meetings, the steering committee, and Town staff, the critical community improvement needs in the three project areas in the Town that can be addressed through the development and implementation of incentive programs are listed below.

1. Thornbury Commercial Area

- a) Improve the condition, quality and attractiveness of building facades (including storefront display areas) and commercial signage, especially outside the commercial area core;
- b) Improve building maintenance, condition and appearance along Highway No. 26, especially outside the commercial area core;
- c) Redevelop derelict commercial buildings and vacant/underutilized lots;
- d) Clean up and redevelop brownfield sites;
- e) Attract a wider range of commercial uses;
- f) Need more affordable housing and mix of housing types in the area;
- g) Need to promote building accessibility, e.g., wheelchair accessible;
- h) Various municipal fees discourage development.

2. Clarksburg Commercial Area

- a) Improve the condition, quality and attractiveness of building facades (including storefront display areas) and commercial signage;
- b) Improve building maintenance, condition and appearance;
- c) Redevelop derelict commercial buildings and vacant/underutilized lots;
- d) Need to provide service infrastructure solutions;
- e) Need more affordable housing and mix of housing types in the area; and,
- f) Need to promote building accessibility, e.g., wheelchair accessible.

3. Craighleith Commercial Area

- a) Improve building maintenance, condition, appearance and commercial signage along Highway No. 26;
- b) Redevelop derelict commercial buildings and vacant/underutilized lots; and,
- c) Clean up and redevelop brownfield sites.

4. General

- a) All improvements and development should maintain the traditional character and heritage of the community and its commercial areas; and,
- b) Development in the town should be green and eco-friendly.

10.2 Approach

The financial incentive programs contained in this CIP represent a comprehensive tool kit of programs specifically designed to address the above noted critical needs, and over time, help achieve the vision for the Town of The Blue Mountains. These financial incentive programs are designed to encourage private sector investment, rehabilitation, adaptive reuse, redevelopment, and construction activity in the three project areas. The incentive programs were developed based on input from the steering committee, Town staff and the third public meeting. As noted in Section 8.0, in order to focus the incentives on the areas most in need of community improvement and ensure the financial sustainability of the incentive programs, only properties within the “Area Eligible for Financial Incentive Programs” as shown in Figures 6, 7 and 8 are eligible to apply for the incentive programs contained in this CIP.

A few of the critical community improvement needs identified for Thornbury were not necessarily mentioned, or mentioned as often, for Clarksburg or Craigleith. However, since the focus of the incentive programs is only on key community improvement needs, there is a benefit and ease of administration in having the same programs available in all three project areas.

The incentive programs contained in this CIP are referred to as a “toolkit” because once the CIP is adopted and approved, the incentive programs in the CIP can be implemented by Council, one or more at a time, based on Council approval of the implementation of each program, subject to the availability of funding. The incentive programs are also referred to as a “toolkit” because once activated, these programs can be used individually or together by an applicant.

The Town of The Blue Mountains will seek Grey County’s participation in the Town’s incentive programs. As per Section 28(7.2) of the *Planning Act*, the Council of Grey County may make grants and/or loans to the Council of the Town of The Blue Mountains for the purpose of carrying out the CIP. Where County participation in any of the incentive programs contained in this CIP is indicated, said County participation is of course subject to approval by County Council.

Table 4 below provides a summary of the incentive programs contained in this CIP including recommended program duration and priority for implementation. Administrative guidelines for each of the incentive programs contained in this CIP are provided in **Appendices E to J**. These appendices do not form part of the CIP, and therefore may be changed from time to time, as required, without amendment to this Plan.

Table 4 Summary of Incentive Programs

Program	Summary Description	Recommended Program Duration ²	Priority
1. Design Study Grant	Grant equal to 50% of the cost of an urban design study and/or professional architectural/design drawings to a maximum grant of \$2,500 per property/project.	Ten (10) years subject to availability of funding as approved by Council	Very High
2. Commercial Building Facade Grant	Grant equal to 50% of the cost of eligible facade and storefront improvement and restoration works to commercial, institutional and mixed use buildings up to a maximum grant per property/project of \$10,000. At the discretion of Council, the grant can be increased by up to \$5,000 per property/project for properties designated under the <i>Ontario Heritage Act</i> . At discretion of Council, a separate grant equal to 50% of the cost of eligible side and/or rear facade improvement and restoration works up to a maximum grant per property/ project of \$5,000 may be provided where said rear and/or side facades are highly visible.	Ten (10) years subject to availability of funding as approved by Council	Very High
3. Commercial Building Improvement Loan	No interest loan equivalent to 70% of the cost of eligible interior and exterior building maintenance and improvement works to commercial, institutional and mixed use buildings up to a maximum loan per property/project of \$20,000 and minimum loan of \$5,000 per property/project. 30% of loan is forgivable if the project achieves LEED certification or conforms to the Town's Sustainable Design Guidelines.	Ten (10) years subject to availability of funding as approved by Council	High
4. Residential Intensification Grant or Loan	Grant equal to \$15 per sq.ft. of residential space created or rehabilitated to a maximum grant of \$15,000 per unit and a maximum of 4 units per property/project (maximum grant per property/project is \$60,000) OR A Loan equal to \$20 per sq.ft. of residential space created or rehabilitated to a maximum loan of \$20,000 per unit and a maximum of 4 units per property/project (maximum loan per property/project is \$80,000). If residential unit created is affordable, loan is 30% forgivable.	Ten (10) years subject to availability of funding as approved by Council	Very High

² Council may extend the program duration of any or all of the programs beyond what is recommended without amendment to the CIP.

Table 4 Summary of Incentive Programs (cont'd)

Program	Summary Description	Recommended Program Duration	Priority
5. Revitalization Tax Increment Grant	Annual grant equal to 60% of the municipal property tax increase generated by the project for up to 10 years after project completion. Annual grant is equal to 80% of the municipal property tax increase if project is on a brownfield site that requires environmental remediation/risk management. A Record of Site Condition must be filed and acknowledged for such projects on brownfield sites. Annual grant is equal to 100% of the municipal property tax increase if the project achieves LEED certification or conforms to the Town's Sustainable Design Guidelines. Maximum grant limit of \$500,000.	Ten (10) years subject to availability of funding as approved by Council	High
6. Brownfields Property Tax Assistance	Cancellation of the municipal property tax increase and the education property tax increase for up to 3 years.	Ten (10) years subject to availability of funding as approved by Council	Medium

10.3 General Program Requirements

All of the financial incentive programs contained in this CIP are subject to the following general requirements as well as the individual requirements specified under each program. The general and program specific requirements contained in this CIP are not necessarily exhaustive and the Town reserves the right to include other requirements and conditions as deemed necessary on a property specific basis:

- a) Application for any of the incentive programs contained in this Plan can be made only for properties within the “Area Eligible for Financial Incentive Programs” as shown in Figures 6, 7 and 8, respectively;
- b) An application for any financial incentive program contained in this CIP must be submitted to the Town prior to the commencement of any works to which the financial incentive program will apply and prior to application for building permit;
- c) If the applicant is not the owner of the property, the applicant must provide written consent from the owner of the property to make the application;
- d) An application for any financial incentive program contained in this CIP must include plans, estimates, contracts, reports and other details as required by the Town to satisfy the Town with respect to costs of the project and conformity of the project with the CIP;
- e) Review and evaluation of an application and supporting materials against program eligibility requirements will be done by Town staff, who will then make a recommendation to Town Council or Council’s designate. The application is subject to approval by Town Council or Council’s designate;
- f) Each program in this CIP is considered active if Council has approved implementation of the program, and Council has approved a budget allocation for the program (as applicable);
- g) As a condition of application approval, the applicant may be required to enter into a loan or grant agreement with the Town. This Agreement will specify the terms, duration and default provisions of the incentive to be provided;
- h) Where other sources of government and/or non-profit organization funding (Federal, Provincial, Municipal, CMHC, Federation of Canadian Municipalities, etc...) that can be applied against the eligible costs are anticipated or have been secured, these must be declared as part of the application. Accordingly, the loan/grant may be reduced on a pro-rated basis;
- i) The Town reserves the right to audit the cost of any and all works that have been approved under any of the financial incentive programs, at the expense of the applicant;
- j) The Town is not responsible for any costs incurred by an applicant in relation to any of the programs, including without limitation, costs incurred in anticipation of a grant and/or loan;
- k) If the applicant is in default of any of the general or program specific requirements, or any other requirements of the Town, the Town may delay, reduce or cancel the approved grant and/or loan, and require repayment of the approved grant and/or loan;

- l) The Town may discontinue any of the programs contained in this CIP at any time, but applicants with approved grants and/or loans will still receive said grant and/or loan, subject to meeting the general and program specific requirements, and applicants with approved loans will still be required to repay their loans in full;
- m) All proposed works approved under the financial incentive programs and associated improvements to buildings and/or land must conform to Design Guidelines put in place by the Town, and all other Town guidelines, by-laws, policies, procedures, and standards;
- n) All works completed must comply with the description of the works as provided in the application form and contained in the program agreement, with any amendments as approved by the Town;
- o) Existing and proposed land uses must be in conformity with applicable Official Plan(s), Zoning By-law and other planning requirements and approvals at both the local and regional level;
- p) All improvements made to buildings and/or land shall be made pursuant to a Building Permit, and/or other required permits, and constructed in accordance with the Ontario Building Code and all applicable zoning requirements and planning approvals;
- q) When required by the Town, outstanding work orders, and/or orders or requests to comply, and/or other charges from the Town must be satisfactorily addressed prior to grant payment and/or loan advance;
- r) Property taxes must be in good standing at the time of grant payment/loan advance and throughout the entire length of the grant/loan commitment;
- s) Town staff, officials, and/or agents of the Town may inspect any property that is the subject of an application for any of the financial incentive programs offered by the Town; and,
- t) Eligible applicants can apply for one, more or all of the incentive programs contained in this CIP, but no two programs may be used to pay for the same eligible cost. Also, the total of all grants, loans and tax assistance provided in respect of the particular property for which an applicant is making application under the programs contained in this CIP and any other CIPs, shall not exceed the eligible cost of the improvements to that property under all applicable CIPs.

10.4 Design Study Grant Program

10.4.1 Purpose

To help offset the costs of preparing professional urban design studies and/or professional architectural/ design drawings required by the Town.

10.4.2 Description

This program will provide a matching grant of 50% of the cost of preparing professional urban design studies and/or professional architectural/design drawings required by the Town to a maximum grant per property/project of \$2,500. Only one Design Study Grant application per property/project will be allowed.

10.4.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Council:

- a) All studies/drawings must be submitted to the Town in electronic and hard copy format for the Town's review and retention; and,
- b) All studies/drawings must be to the satisfaction of the Town and must meet the Town's Design Guidelines and any other Town guidelines, by-laws, policies, procedures, and standards.

10.5 Commercial Building Façade Grant Program

10.5.1 Purpose

To promote the rehabilitation, restoration and improvement of the front, rear and side facades of commercial, institutional and mixed use buildings, including retail storefront display areas and signage.

10.5.2 Description

This program will provide a grant equal to 50% of the cost of eligible front facade and storefront improvement and restoration works to commercial, institutional and mixed use buildings up to a maximum grant per property/project of \$10,000. At the discretion of Council, the maximum grant can be increased by up to \$5,000 per property/project for properties/projects that are designated under the *Ontario Heritage Act*.

At the discretion of Council, a separate grant equal to 50% of the cost of eligible side and/or rear facade improvement and restoration works to commercial, institutional and mixed use buildings up to a maximum grant per property/project of \$5,000 may be provided where said rear and/or side facades are highly visible.

10.5.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Council:

- a) The following types of building façade restoration and improvement works on commercial, institutional and mixed use buildings are considered eligible for a grant under this program:
 - i) repair or replacement of storefront, including repair or replacement of storefront doors and windows;
 - ii) repair or repointing of facade masonry and brickwork;
 - iii) repair or replacement of cornices, parapets, eaves and other architectural details;
 - iv) repair or replacement of awnings or canopies;
 - v) facade painting and cleaning/treatments;
 - vi) addition of new lighting/upgrading of existing fixtures on exterior facade and in entrance and storefront display areas;
 - vii) installation/improvement of signage (as permitted by the Sign By-law);
 - viii) landscaping, including plant materials (to a maximum of 15% of the approved grant amount);
 - ix) architectural/design fees required for eligible works (to a maximum of 10% of the grant amount);
 - x) other similar repairs/improvements as may be approved; and,
 - xi) items i) to x) above as they apply to side facades and rear facades that are highly visible.

- b) In addition to the eligible costs specified in a) above, the following types of building façade restoration and improvement works on commercial, institutional and mixed use buildings designated under the Ontario Heritage Act are also considered eligible for a grant under this program:
 - i) works that conserve or enhance elements specified in the Reasons for Designation accompanying the designating by-law under the Ontario Heritage Act;
 - ii) original siding and roofing materials including repair and replacement where necessary of wood clapboard or board-and-batten, repair and repointing of masonry buildings, stucco repair, repair or replacement of original roofing materials (slate, wood shingles, tile, etc.);
 - iii) removal of modern materials and replacement with documented original materials;
 - iv) reconstruction or construction of former and significant architectural features for which the appearance can be clearly determined from documentary sources (photographs, drawings, etc.);
 - v) cleaning of masonry buildings if it is necessary for the building's preservation;
 - vi) all final finishes, such as paint and masonry are eligible for funding subject to approval; and,
 - vii) works required to maintain or preserve significant architectural features.

- c) For commercial, institutional and mixed use buildings designated under the Ontario

Heritage Act, the facade restoration and improvement works should be supported by documentation in the form of historic photographs or drawings clearly showing the feature(s) to be restored or reconstructed.

10.6 Commercial Building Improvement Loan Program

10.6.1 Purpose

To promote the maintenance and physical improvement of existing commercial, institutional and mixed use buildings and properties in order to improve the attractiveness of the project areas and provide safe and usable commercial, institutional and mixed use space.

10.6.2 Description

This program will provide a no interest loan equivalent to 70% of the cost of eligible interior and exterior building and maintenance improvement works to commercial, institutional and mixed use buildings up to a maximum loan per property/project of \$20,000. The minimum loan will be \$5,000.

The loan is 30% forgivable if the project achieves LEED certification or the project conforms to the Town's Sustainable Design Guidelines.

The loan will be repayable over a 5 year period and the Town will require that security for the loan be registered against title of the property.

10.6.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Town Council:

- a) The following types of building maintenance and improvement works on commercial, institutional and mixed use buildings are considered eligible for a loan under this program:
 - i) entrance modifications to provide barrier-free accessibility
 - ii) installation/upgrading of fire protection systems;
 - iii) repair/replacement of roof;
 - iv) structural repairs to walls, ceilings, floors and foundations;
 - v) water/flood/weatherproofing;
 - vi) repair/replacement of windows and doors;
 - vii) extension/upgrading of plumbing and electrical services for the creation of retail, office or residential space;
 - viii) installation/alteration of required window openings to residential spaces;
 - ix) required improvements to heating and ventilation systems;
 - x) individual servicing upgrades required as the result of a major servicing upgrade program, e.g., upgrading of individual electrical service or water service as a result of these services being upgraded along the street; and,
 - xi) other similar repairs/improvements related to health and safety issues, as may be approved.

10.7 Residential Intensification Grant/Loan Program

10.7.1 Purpose

To promote the construction of new residential units and renovation of existing residential units through;

- a) Renovations to existing residential units in mixed use buildings;
- b) Conversion of excess commercial and vacant space on upper stories of commercial and mixed use building to residential units;
- c) residential intensification; and,
- d) the infilling of vacant lots with new residential units.

10.7.2 Description

This program may be offered in the form of a grant or a loan.

10.7.2.1 Grant Program

The Residential Grant Program will provide a grant equal to the cost of rehabilitating existing residential units and/or constructing new residential units on the basis of \$15 per square foot of habitable floor space rehabilitated or constructed, to a maximum grant of \$15,000 per unit, and a maximum of 4 units per property/project (total maximum grant of \$60,000 per property/project).

The Residential Conversion Grant Program can be used for rental or ownership units. If used for ownership units, the grant may apply to buildings that fall under the Condominium Act. The Grant will be paid once all construction is complete and the Town has conducted all final inspections.

10.7.2.2 Loan Program

The Residential Loan Program will provide a 0% interest loan on the basis of \$20 per square foot of habitable floor space rehabilitated or constructed, to a maximum loan of \$20,000 per unit, and a maximum of 4 units per property/project (total maximum loan of \$80,000 per property/project). The loan will be repayable over a 5 year period and the Town will require that security for the loan be registered against title of the property.

The Residential Loan Program can be used for rental or ownership units. If used for ownership units, the loan may apply to buildings that fall under the Condominium Act. If the loan is used for ownership units, upon closing of the sale of any unit, the loan for that unit will be due in full. If the unit is a rental unit, the loan term is the full 5 years, but the loan may be repaid early without penalty.

The loan is 30% forgivable for all residential unit(s) constructed that are “affordable” as defined in the Town’s Housing Needs Study.

10.7.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Council:

- a) The following types of projects are considered eligible for a grant under this program:
 - i) renovations to existing residential units in a mixed use building to bring these units into compliance with the Building Code, Property Standards By-law and the Fire Code;
 - ii) existing commercial or mixed use building where two or more net residential units are created; and,
 - iii) vacant lot (including parking lots) converting to mixed use or residential use where two or more net residential units are created.
- b) The Town may require the applicant to submit for approval impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind).
- c) As a condition of loan approval, the Town may require the applicant to:
 - i) post such security as may be required to secure a commercial loan, including registration of such security against title of the property; and,
 - ii) meet specific insurance terms to protect the municipality's interests.
- d) If during the loan period, a building receiving a Residential Loan is demolished, all loan advances from the Town shall cease, and all loan advances already made by the Town will be repayable to the Town; and,
- e) If during the loan period, a building designated under the Ontario Heritage Act receiving a Residential Loan is demolished or any of the heritage features are altered in any way that would compromise the reasons for designation, all loan advances from the Town shall cease, and all loan advances already made by the Town will be repayable to the Town.

10.8 Revitalization Tax Increment Grant Program

10.8.1 Purpose

To encourage and support rehabilitation, redevelopment, infill and intensification projects by providing a financial incentive that reduces the property tax increase that can result from these various types of development. This incentive is also designed to assist in securing project financing.

10.8.2 Description

This program will provide a tax increment based grant equivalent up to 100% of the municipal property tax increase for up to 10 years following completion of an eligible project where that project creates an increase in assessment, and therefore an increase in property taxes. The percentage of the annual tax increment grant will be equal to:

- a) 80% for projects on brownfield sites where a Phase II Environmental Site Assessment (ESA) has been conducted, and that as of the date the Phase II ESA was completed, did not meet the required standards under subparagraph 4i of Section 168.4(1) of the Environmental Protection Act to permit a Record of Site Condition (RSC) for the proposed use to be filed in the Environmental Site Registry;
- b) 100% for projects that achieve LEED certification;

- c) 100% for projects that conform to the Town’s Sustainable Design Guidelines; and,
- d) 60% for all other projects.

The grant will be paid annually once the eligible project is complete, building inspection has taken place, the property has been reassessed, and the new property taxes have been paid in full for the year. Pre-project Municipal taxes will be determined before commencement of the project at the time the application is approved. For purposes of the grant calculation, the increase in Municipal taxes will be calculated as the difference between pre-project Municipal taxes and post-project Municipal taxes that are levied as a result of re-valuation of the property by the Municipal Property Assessment Corporation (MPAC) following project completion. The grant will be recalculated every year based on post-project Municipal taxes in that year. Grant payments will cease when the total grant along with all other grants and loans provided equals the cost of rehabilitating the lands and buildings, or after 10 years, whichever comes first. The maximum total grant available under this program is \$500,000.

10.8.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements and the following program requirements:

- a) The following types of projects are considered eligible for this program:
 - i) existing commercial, residential and mixed use buildings, vacant properties and parking lots where the redevelopment or rehabilitation project results in an increase in the assessed value and taxes on the property³;
- b) As a condition of grant application, the Town may require the applicant to submit a Business Plan, with said plan to the municipality’s satisfaction;
- c) The Town may require the applicant to submit for approval impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind);
- d) If during the grant period, a building receiving this grant is demolished, all grant payments shall cease and the Town reserves the right to require repayment of the grant payments; and,
- e) If during the grant period, a building/property designated under the Ontario Heritage Act receiving this grant is demolished or any of the heritage features are altered in any way that would compromise the reasons for designation, all grant payments shall cease and the Town reserves the right to require repayment of the grant payments.

For projects on brownfield sites, the following additional program requirements apply:

- f) The application must be accompanied by a Phase II ESA, Remedial Work Plan or Risk Assessment Plan prepared by a qualified person that contains:
 - i) an estimate of the cost of actions that will be required to reduce the concentration of contaminants on, in or under the property to permit a record of site condition (RSC) to be filed in the Environmental Site Registry under

³ This program does not apply to any residential project that creates less than two net residential units.

- Section 168.4 of the Environmental Protection Act; and,
- ii) a work plan and budget for said environmental remediation, and/or risk management actions;
- g) The owner shall file in the Environmental Site Registry a Record of Site Condition (RSC) for the property signed by a qualified person, and the owner shall submit to the Town proof that the RSC has been acknowledged by the Ministry of Environment (MOE).

10.9 Brownfields Property Tax Assistance Program (TAP)

10.9.1 Purpose

The purpose of the Brownfields Property Tax Assistance Program (TAP) is to encourage the remediation and rehabilitation of brownfield sites by providing a cancellation of the property tax increase on a property that is undergoing or has undergone remediation and development to assist with payment of the cost of environmental remediation. This program applies only to properties requiring environmental remediation and/or risk assessment/management.

10.9.2 Description

The legislative authority for the Brownfields Property TAP is established under Sections 365.1 (2) of the Municipal Act, 2001 which allows municipalities to pass a by-law providing tax assistance to an eligible property in the form of cancellation of all or part of the taxes levied on that property for municipal (Town and County) and education purposes during the “rehabilitation period” and the “development period” of the property, as defined in Section 365.1 of the Municipal Act, 2001.

An “eligible property” for the Brownfields Property TAP is a property within the community improvement project area where a Phase II Environmental Site Assessment (ESA) has been conducted, and that as of the date the Phase II ESA was completed, did not meet the required standards under subparagraph 4i of Section 168.4(1) of the Environmental Protection Act to permit a Record of Site Condition (RSC) for the proposed use to be filed in the Environmental Site Registry.

“Rehabilitation period” means, with respect to an eligible property, the period of time starting on the date on which the by-law under subsection 365.1(2) providing tax assistance for the property is passed and ending on the earliest of:

- a) the date that is 18 months after the date that the tax assistance begins to be provided,
- b) the date that a record of site condition for the property is filed in the Environmental Site Registry under section 168.4 of the Environmental Protection Act, and
- c) the date that the tax assistance provided for the property equals the sum of,
 - i) the cost of any action taken to reduce the concentration of contaminants on, in or under the property to permit a record of site condition to be filed in the Environmental Site Registry under section 168.4 of the Environmental Protection Act, and

- ii) the cost of complying with any certificate of property use issued under section 168.6 of the Environmental Protection Act; (“période de réhabilitation”).

“Development period” means, with respect to an eligible property, the period of time starting on the date the rehabilitation period ends and ending on the earlier of:

- a) the date specified in the by-law made under subsection 365.1(2), or
- b) the date that the tax assistance provided for the property equals the sum of,
 - i) the cost of any action taken to reduce the concentration of contaminants on, in or under the property to permit a record of site condition to be filed in the Environmental Site Registry under section 168.4 of the Environmental Protection Act, and
 - ii) the cost of complying with any certificate of property use issued under section 168.6 of the Environmental Protection Act; (“période d’aménagement”).

“Eligible costs” for the Brownfields Property TAP are the costs of any action taken to reduce the concentration of contaminants on, in or under the property to permit a record of site condition (RSC) for the proposed use to be filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act. This includes the cost of:

- a) a Phase II ESA, Designated Substances and Hazardous Materials Survey, Remedial Work Plan, and Risk Assessment not disbursed by the ESA Grant Program;
- b) environmental remediation, including the cost of preparing a RSC;
- c) placing clean fill and grading;
- d) installing environmental and/or engineering controls/works as specified in the Remedial Work Plan and/or Risk Assessment;
- e) monitoring, maintaining and operating environmental and engineering controls/works, as specified in the Remedial Work Plan and/or Risk Assessment; and,
- f) environmental insurance premiums.

In no case will the total amount of tax assistance provided under the Brownfields Property TAP exceed the total of these eligible costs.

The municipal property tax assistance provided will cease:

- a) when the total tax assistance provided equals the total eligible costs as specified above; or,
- b) after three (3) years, whichever comes first.

The matching education property tax assistance will cease:

- a) when the total tax assistance provided equals the total eligible costs as specified above; or,

- b) after such time period as is approved by the Minister of Finance⁴, whichever comes first.

As part of the tax assistance provided to the applicant, the Town may seek participation from Grey County in order to provide for a cancellation of the municipal (Town and County) property tax increase. The matching County portion of the property tax increase to be cancelled is subject to approval by County Council. The tax assistance provided by the County may be delivered on a different schedule than tax assistance provided by the Town and may be subject to additional conditions.

Matching education property tax assistance for eligible properties under the provincial Brownfields Financial Tax Incentive Program (BFTIP), or through any other replacement programs administered by the Province, is subject to approval of the Minister of Finance on a case by case basis, may be provided on a different schedule from the tax assistance provided by the Town and the Region, and may be subject to additional conditions.

If a property that has been approved for brownfields tax assistance is severed, subdivided, sold or conveyed prior to the end of the tax assistance period specified above, both the education property tax assistance and the municipal property tax assistance will automatically end.

Any property approved for tax assistance will be subject to passing of a by-law by the Town that authorizes the provision of the tax assistance. This by-law will contain conditions required by the Town as well as conditions required by the County and the Minister of Finance. In order for the by-law to apply to County taxes, before it is passed by the Town, the Town must supply a copy of the proposed by-law to County Council. County Council must by resolution agree that the by-law will also provide for a matching equivalent cancellation of the County property tax increase for up to 3 years. In order for the by-law to apply to education property taxes, before it is passed by the Town, the by-law must be approved in writing by the Minister of Finance.

10.9.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements and the following program requirements:

- a) An application must be submitted to the Town prior to the start of any remediation works to which the tax assistance will apply;
- b) The application must be accompanied by a Phase II ESA prepared by a qualified person that shows that the property does not meet the standards under subparagraph 4i of Section 168.4(1) of the Environmental Protection Act to permit a Record of Site Condition (RSC) for the proposed use to be filed in the Environmental Site Registry;
- c) The application must be accompanied by a Phase II ESA, Remedial Work Plan or Risk Assessment prepared by a qualified person that contains:
 - i) an estimate of the cost of actions that will be required to reduce the

⁴ Generally, matching education property tax assistance will last for a maximum of three (3) years. Extensions are subject to the approval of the Minister of Finance.

concentration of contaminants on, in or under the property to permit a record of site condition (RSC) for the proposed use to be filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act; and

- ii) a work plan and budget for said environmental remediation and/or risk management actions;
- d) As a condition of the application, the Town may require the applicant to submit a Business Plan, with said Plan to the Town's satisfaction;
- e) The total value of the tax assistance provided under this program shall not exceed total eligible costs. This includes the eligible costs of:
 - i) a Phase II ESA, Designated Substances and Hazardous Materials Survey, Remedial Work Plan, and Risk Assessment not disbursed by the ESA Grant Program;
 - ii) environmental remediation, including the cost of preparing a RSC;
 - iii) placing clean fill and grading;
 - iv) installing environmental and/or engineering controls/works as specified in the Remedial Work Plan and/or Risk Assessment;
 - v) monitoring, maintaining and operating environmental and engineering controls/works, as specified in the Remedial Work Plan and/or Risk Assessment; and
 - vi) environmental insurance premiums.
- f) Should the owner of the property default on any of the conditions in the by-law, the tax assistance provided (plus interest) will become payable to the Town and Province;
- g) The owner shall file in the Environmental Site Registry a RSC for the property signed by a qualified person, and the owner shall submit to the Town proof that the RSC has been acknowledged by the Ministry of Environment (MOE).

11.0 Implementation Strategy

11.1 Basis

Sections 28(3), 28(6) and 28(7) of the *Planning Act* identify that once a Community Improvement Project Area has been designated and a CIP is approved, a municipality may undertake a number of different actions, including:

- a) Acquire, hold, clear, grade or otherwise prepare land for community improvement;
- b) Construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan;
- c) Sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan; and,
- d) Making grants or loans to registered owners, assessed owners and tenants of lands and buildings within the community improvement project area.

Once adopted, this CIP will enable the Town to engage in any of these activities and use its powers under the *Municipal Act, 2001* to undertake all of the recommendations in this CIP, including the public realm improvements and the financial incentive programs.

11.2 Purpose

The purpose of the Implementation Strategy is to provide one section that summarizes all of the recommendations in the CIP and sets priorities for implementation of these recommendations. This includes the recommended public realm improvements, town-wide initiatives, and policy and regulatory initiatives drawn from the PUDS Strategy, as well as the recommended financial incentive programs. The Implementation Strategy also identifies Town departments and other key stakeholders who will be involved with the Town in implementing each of the actions.

The priorities assigned to the recommendations reflect the guiding principle that those recommendations that will have the most significant positive impact are the highest priority, and should therefore be implemented first. The priority framework for the public realm improvements is intended only as a general guide for the preparation of a long-term capital program that will necessarily provide more detail in terms of specific costs, phasing and priorities.

11.3 Strategy

The Implementation Strategy organizes the recommendations contained in this CIP into four general categories:

- 1. Public Realm Improvements for Thornbury, Clarksburg and Craighleith (**Table 5**);
- 2. Town-wide Initiatives (**Table 6**);
- 3. Policy and Regulatory Initiatives (**Table 7**); and
- 4. Incentive Programs (**Table 8**).

Table 5 read together with **Figures 9, 10 and 11** constitutes the package of Public Realm Improvements in the three project areas. **Appendix K** contains a long version of Tables 5 through 8 that provides a more fulsome description and specific considerations for each of the recommended actions in this CIP.

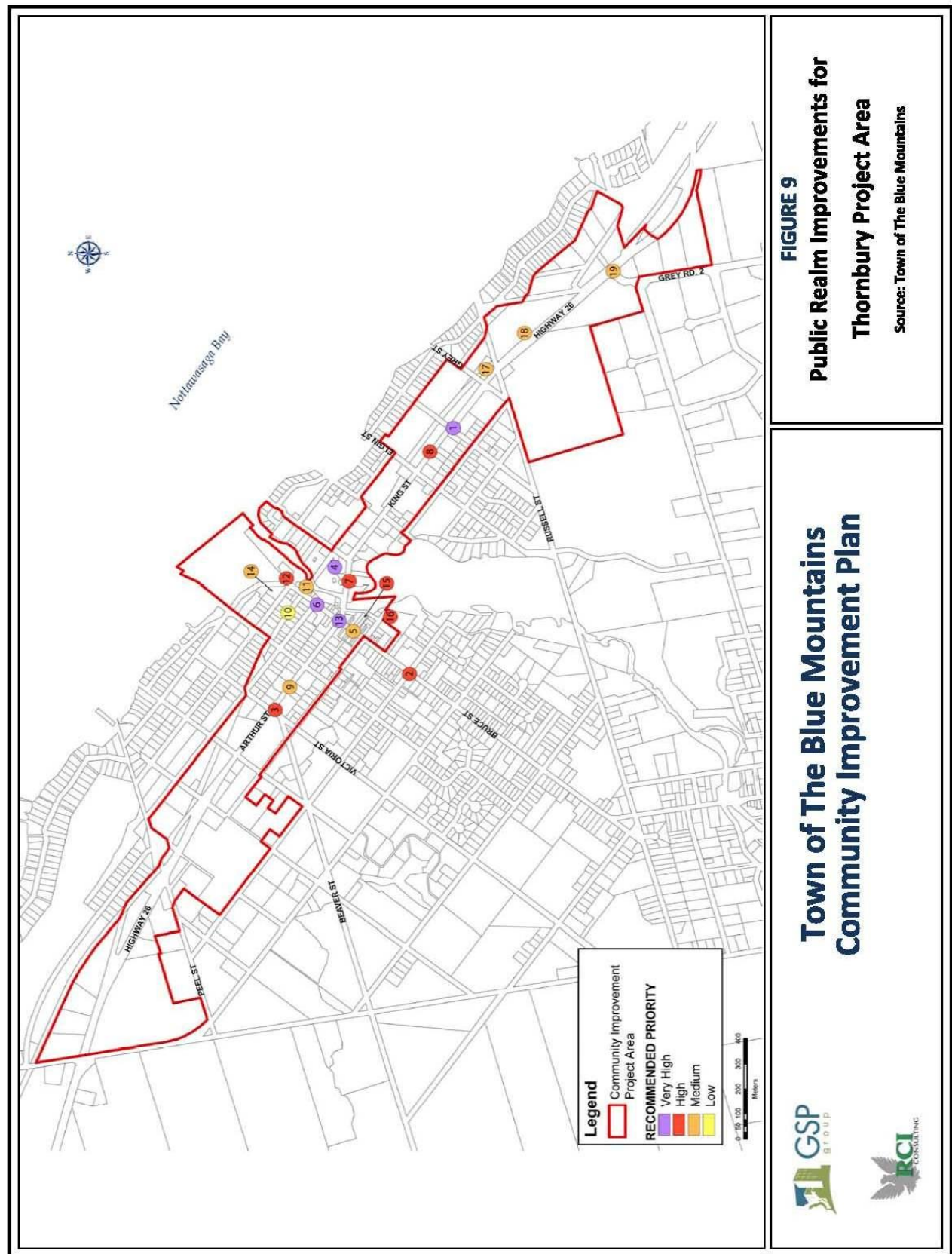
Table 5 Implementation - Public Realm Improvements

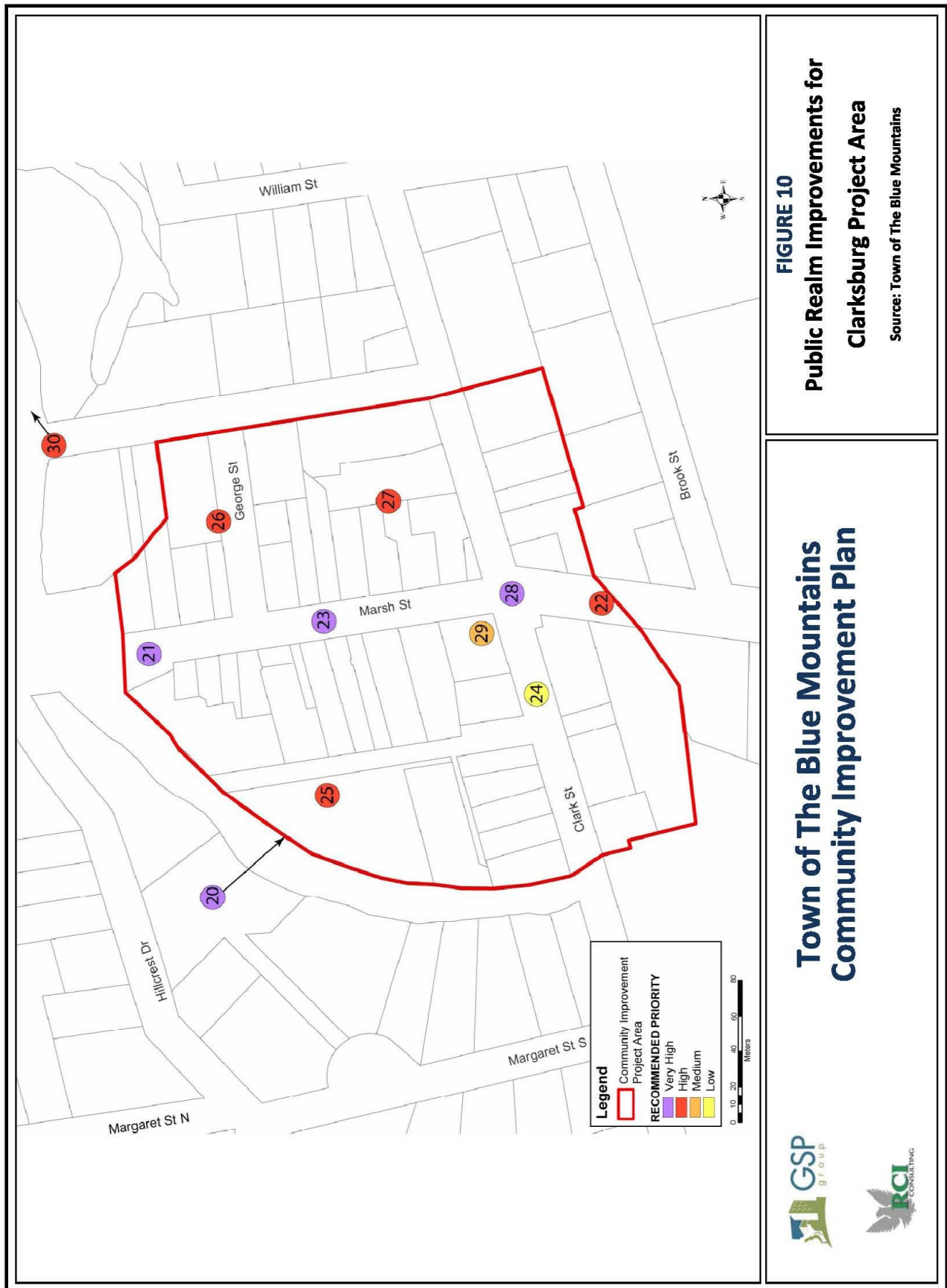
THORNBURY PROJECT AREA			
#	Action	Involvement	Priority
1	Install eastern gateway feature	• Planning department • Public Works department • Community groups	Very High
2	Install southern gateway feature	• Planning department • Public Works department • Community groups	High
3	Install western gateway feature	• Planning department • Public Works department • Community groups	High
4	Redevelop Town Hall site	• Planning department • Public Works department • Recreation department • Finance department • Town Council	Very High (underway)
5	Make Bruce Street South streetscape improvements	• Planning department • Public Works department	Medium
6	Make Bruce Street North streetscape improvements	• Planning department • Public Works department	Very High
7	Make Bridge Street streetscape improvements	• Planning department • Public Works department	High
8	Make King Street streetscape improvements	• Planning department • Public Works department	High
9	Make Arthur Street streetscape improvements	• Planning department • Public Works department	Medium
10	Add plantings along Georgian Trail	• Recreation department • Public Works department • Planning department	Low
11	Establish Georgian Trail trailhead parkette	• Recreation department • Planning department • Community groups	Medium
12	Improve Thornbury Harbour terminal view	• Planning department • Recreation department • Public Works department	High

13	Improve Bruce Street and Arthur Street/Bridge Street intersection	• Planning department • Public Works department	Very High
14	Redesign Harbour Hill Parkette	• Planning department • Recreation department • Recreation department	Medium
15	Improve Hester Street Parking Lot	• Public Works department • Planning department	High (construction completed)
16	Establish Mill Pond overlook area	• Recreation department • Planning department • Community groups • Property owners	High
17	Establish Welcome Centre	• Chamber of Commerce • Planning department • County Tourism department	Medium (planning underway)
18	Add plantings along Highway 26	• Planning department • Public Works department • Ministry of Transportation	Medium
19	Redesign Grey Road 2 intersection	• Public Works department • Ministry of Transportation • County Transportation and Public Safety department • Planning department	Medium

CLARKSBURG PROJECT AREA			
#	Action	Involvement	Priority
20	Establish water and sanitary servicing systems for village	- Public Works department - Planning department	Very High
21	Install northern gateway feature	- Planning department - Public Works department - Recreation department - Community groups	Very High
22	Install southern gateway feature	- Planning department - Public Works department - Recreation department - Community groups	High
23	Make Marsh Street streetscape improvements	- Planning department - Public Works department - County Transportation and Public Safety department	Very High
24	Make Clark Street streetscape improvements	- Planning department - Public Works department	Low
25	Improve Lions Park	- Recreation department - Planning department - Community groups - Lions Club	High
26	Establish angled parking spaces	- Public Works department - Planning department	High (completed)
27	Establish off-street parking lots/spaces	- Public Works department - Planning department - Property owners	High
28	Improve the Marsh Street and Clark Street intersection	- Public Works department - Planning department - County Transportation and Public Safety department	Very High
29	Establish a village square	- Planning department - Recreation department - Public Works department	Medium
30	Create a Beaver River trail to Thornbury	- Recreation department - Planning department - Public Works department - Community groups	High (underway - completion expected 2010)

CRAIGLEITH PROJECT AREA			
#	Action	Involvement	Priority
31	Install eastern gateway feature	• Planning department • Public Works department • Recreation department	Very High
32	Install western gateway feature	• Planning department • Public Works department • Recreation department	High
33	Improve Highway 26 streetscape	• Planning department • Public Works department • Ministry of Transportation	High
34	Improve Grey Road 21 and Highway 26 intersection	• Public Works department • Ministry of Transportation • Planning department • County Transportation and Public Safety department	Medium
35	Improve Hope Street and Highway 26 intersection	• Public Works department • Ministry of Transportation • Planning department	High
36	Install Town gateway signage	• Planning department • Public Works department • Recreation department	High
37	Establish Hope Street trail connection	• Recreation department • Planning department • Public Works department	Medium





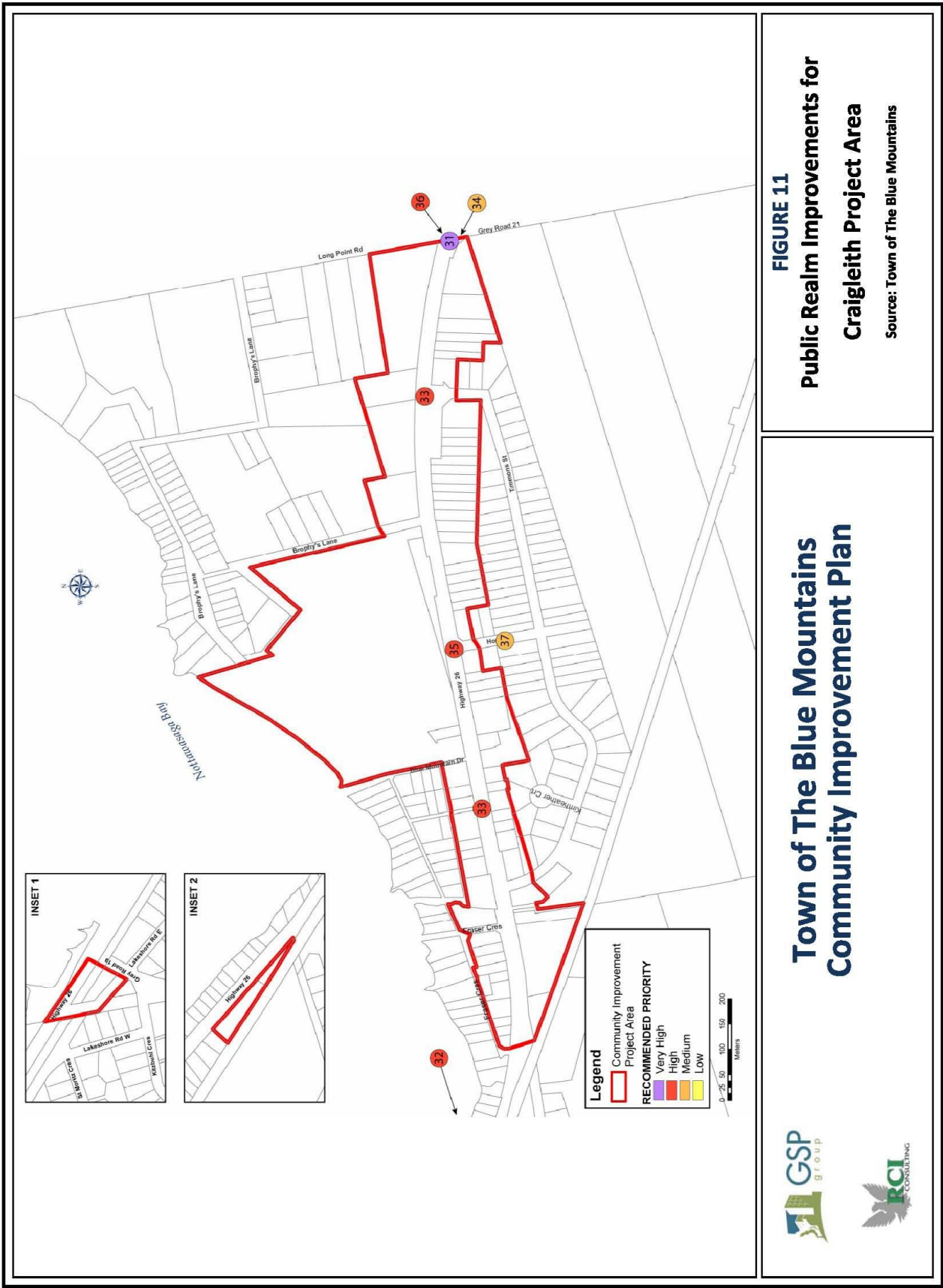


Table 6 Implementation - Town-wide Initiatives

#	Action	Involvement	Priority
38	Implement design program and process for gateway signage	• Planning department • Recreation department • Public Works department • County Tourism department • Community groups	Very High
39	Implement design program and process for wayfinding signage	• Planning department • County Tourism department • Public Works department • Recreation department	Very High
40	Undertake assessment of potential transit program	• Planning department • Public Works department • County Transportation and Public Safety department • Adjacent municipalities	Medium
41	Undertake a retail market assessment for Thornbury and Clarksburg	• Planning department • External consultant	Medium
42	Update and implement the parking strategy study for Thornbury and Clarksburg	• Planning department • Public Works department • County Transportation and Public Safety department • External consultant (option)	High
43	Undertake Thornbury Harbour master plan study	• Planning department • Recreation department • Public Works department • External consultant (option)	Medium
44	Undertake a detailed streetscape master plan study	• Planning department • Public Works department • External consultant	Very High

Table 7 Implementation - Policy and Regulatory Initiatives

#	Action	Involvement	Priority
45	Adopt amendment to the Official Plan to rationalize the commercial land use hierarchy	• Planning department • Town Council • County Planning department	High
46	Adopt amendment to the Official Plan to incorporate urban design policies	• Planning department • Town Council • County Planning department	Very High
47	Undertake review of the zoning by-laws for commercial core and corridor type zones	• Planning department • Town Council • External consultant • County Planning department	Very High (underway)
48	Adopt Urban Design Guidelines	• Planning department • Town Council • County Planning department	Very High
49	Undertake Land Use Study of Bruce Street Corridor between Thornbury and Clarksburg	• Planning department • Town Council • County Planning department	Medium

Table 8 Implementation - Incentive Programs

#	Action	Involvement ⁵	Priority
50	Implement the Design Study Grant Program	• Planning Department • Finance Department • Town Council	Very High
51	Implement the Commercial Building Façade Grant Program	• Planning Department • Finance Department • Town Council	Very High
52	Implement the Commercial Building Improvement Loan Program	• Planning Department • Finance Department • Town Council	High
53	Implement the Residential Intensification Grant or Loan Program	• Planning Department • Finance Department • Town Council	Very High
54	Implement the Revitalization Tax Increment Grant Program	• Planning Department • Finance Department • Town Council	High
55	Implement the Brownfields Property Tax Assistance Program	• Planning Department • Finance Department • Town Council	Medium

⁵ The Town will seek Grey County's participation in the Town's incentive programs.

12.0 Monitoring Program

12.1 Purpose

The Monitoring Program set out in this section has several purposes. It is designed to monitor:

- a) Funds dispersed through the CIP incentive programs so as to determine which programs are being most utilized, and use this information to adjust the programs, as required;
- b) Feedback from applicants to the incentive programs so that adjustments can be made to the incentive programs, as required; and,
- c) The economic impact associated with projects taking advantage of the CIP incentives programs.

This is not intended to be a static planning document. It is intended to be a proactive plan for economic and community renewal and revitalization in the commercial core areas of the Town. Therefore, information obtained through the Monitoring Program should be used by the Town to periodically adjust the incentive programs to make them even more relevant and user friendly. Information collected through the Monitoring Program should be utilized to provide regular reports to Council on the amount of private sector investment being leveraged by the municipal incentive programs and the economic benefits associated with these private sector projects.

12.2 Description

Monitoring of the uptake and performance of the incentive programs should be done on a regular basis and these monitoring results reported to Council annually or even semi-annually. As well, feedback from users of the incentive programs should be considered and utilized to adjust the incentive programs in order to improve their effectiveness and ensure that the incentive programs are effective for a range of project types and sizes in the community improvement project area. Similarly, monitoring of progress on implementation of the public realm improvements should be done regularly and reported to Council on an annual basis.

Table 9 presents a list of the variables that should be monitored on an individual project and aggregate basis for the incentive programs contained in this CIP. In addition to these quantitative economic measures, the Town should also attempt to monitor the qualitative results of the CIP in terms of its social and community benefits. This could include the impact of public realm improvement projects on existing businesses and community pride. Regular qualitative observations should be conducted by Town staff of the individual and cumulative impact of both public and private CIP projects on the project areas. These qualitative measures should be regularly monitored and reported to Council along with the quantitative measures specified in Table 9.

12.3 Program Adjustments

The individual incentive programs contained in this CIP can be activated, deactivated or discontinued by Council without amendment to this Plan. Increases in funding provided by the financial incentives contained in this CIP, the addition of any new incentive programs to this CIP, or an expansion of the Community Improvement Project Area will require a formal amendment to this Plan in accordance with Section 28 of the *Planning Act*.

Over time, feedback from monitoring of the CIP may lead to minor revisions to the programs contained in this CIP. Therefore, the Town may periodically review and adjust the terms and requirements of any of the programs contained in this Plan, without amendment to the Plan. The Ministry of Municipal Affairs and Housing will be consulted with regard to these minor revisions.

Table 9 Monitoring Variables

Program	Monitoring Variable
1. Design Study Grant	• Number of applications; • \$ amount of grant • Total cost of urban design study/ architectural/design drawings; • Number of Urban Design Study Grants leading to facade/construction projects; and • Number and \$ amount of program defaults.
2. Commercial Building Facade Grant	• Number of applications by type of facade improvement (front/side); • \$ amount of grant; • Type and cost (\$) of total facade improvements; • Total value (\$) of other building improvements/construction; • Increase in assessed value of participating property; • Increase in municipal (Town and County) and education property taxes of participating property; and • Number and \$ amount of program defaults.
3. Commercial Building Improvement Loan	• Number of applications by type (interior and/or exterior building improvement) • \$ amount of loan; • Type and cost (\$) of total interior and exterior building improvements; • Total \$ value of construction; • Square footage of commercial and institutional space rehabilitated and/or added; • Number of new businesses successfully occupying the space (1 year post project completion) • Increase in number of residential units/ size of units (sq.ft.) • Increase in assessed value of participating properties; • Increase in municipal (Town and County) and education property taxes of participating properties; • Number and net \$ amount of loan defaults.
4. Residential Intensification Grant or Loan	• Number of applications by type (conversion, intensification, infill) • \$ amount of grant or loan; • Total \$ value of construction; • Number of residential units created by type (rental/ownership, 1 bedroom, 2 bedroom, 2+ bedroom) and square footage of residential space rehabilitated, converted or added; • Increase in assessed value of participating property; • Increase in municipal (Town and County) and education property taxes of participating property; and • Number and net \$ amount of loan defaults.

Program	Monitoring Variable
5. Revitalization Tax Increment Grant	• Number of applications • \$ amount of grant; • Total \$ value of construction; • Number of residential units by type and square footage of residential space converted, rehabilitated or constructed; • Square footage of commercial and institutional space rehabilitated or constructed; • Number of new businesses successfully occupying space (1 year post completion); • Jobs created/maintained; • Increase in assessed value of participating property; • Increase in municipal (Town and County) and education property taxes of participating property; • Number and \$ amount of program defaults.
6. Brownfields Property Tax Assistance	• Number of applications • Increase in assessed value of participating properties • Estimated and actual amount of municipal (Town and County) and education tax assistance provided • Hectares/acres of land remediated and redeveloped • Industrial/commercial space (sq.ft.) rehabilitated or constructed • Residential units/sq.ft. rehabilitated or constructed • \$ Value of private sector investment leveraged • Jobs created/maintained • Number and \$ amount of program defaults

13.0 Marketing Strategy

13.1 Key Objective and Messages

It is very important to the successful implementation of this CIP that the Town's incentive programs and the leadership role being taken by the Town through implementation of the public realm improvements and other initiatives be effectively communicated to property owners, business owners, developers, potential end users, and residents within the community improvement project area, within the rest of the Town of The Blue Mountains, within the County, and beyond. The purpose of this Marketing Strategy is to proactively and regularly advertise and market the Town's incentive programs and the planned improvements and actions being taken by the Town to actively support revitalization within the community improvement project area.

It is recommended that the Town budget for and implement a Marketing Strategy to:

- a) provide direction on how to obtain information on available incentive programs, including program guides and application forms, as well as assistance and advice from Town staff on making application for the incentive programs;
- b) inform property and business owners and developers with regard to actions planned by the Town to improve the investment environment within the community improvement project areas;
- c) publicize recent development and business activity and success stories within the community improvement project area.

13.2 Target Audience

The Marketing Strategy should be targeted to:

- a) Existing property owners and business owners in the community improvement project area;
- b) Business owners outside the community improvement project area, both within the Town and within the County;
- c) Business associations both within and outside the community improvement project area;
- d) Support professionals, including real estate professionals, lending institutions such as banks and trust companies, planning consultants, architects, and others; and,
- e) the general public.

13.3 Marketing Tools

The marketing of the CIP programs and municipal leadership activities should be a comprehensive multi-media campaign containing information, education and advertising components. The following key tools are recommended to implement the Marketing Strategy:

- a) A Publication, e.g., a newsletter, containing a description of the financial incentive programs available from the Town, including general program requirements and how to apply, highlights of planned public realm improvements and updates on public realm improvements that are under construction, and profiles of projects and new/expanded businesses that take advantage of the CIP incentive programs;

- b) Profiling of the incentive programs and downtown revitalization success stories in planning and economic development publications, newsletters and other publications published by the Town and the County;
- c) Stories in local media (newspaper, radio, web) on the CIP, public realm improvements and revitalization success stories in the community improvement project area.
- d) Enhancement of the Town's web page via addition of direct (one-click) access to information on the available incentive programs and the aforementioned newsletter;
- e) Periodic presentations to the target audience on the CIP, available incentives programs, Town activities/ public realm improvements, business and redevelopment success stories in the community improvement project areas, and,
- f) Media Releases and profiles of successful projects and initiatives should be sent to local and outside media.

Appendix A

Project Steering Committee Members

John McGee, Town of The Blue Mountains Councilor
Linda Wykes (representing the Village of Clarksburg)
John Bailey (representing the Thornbury area)
Stuart Frith (representing the Craigleith area)
Jean-Claude Sleighter (representing the Chamber of Commerce)

Appendix B

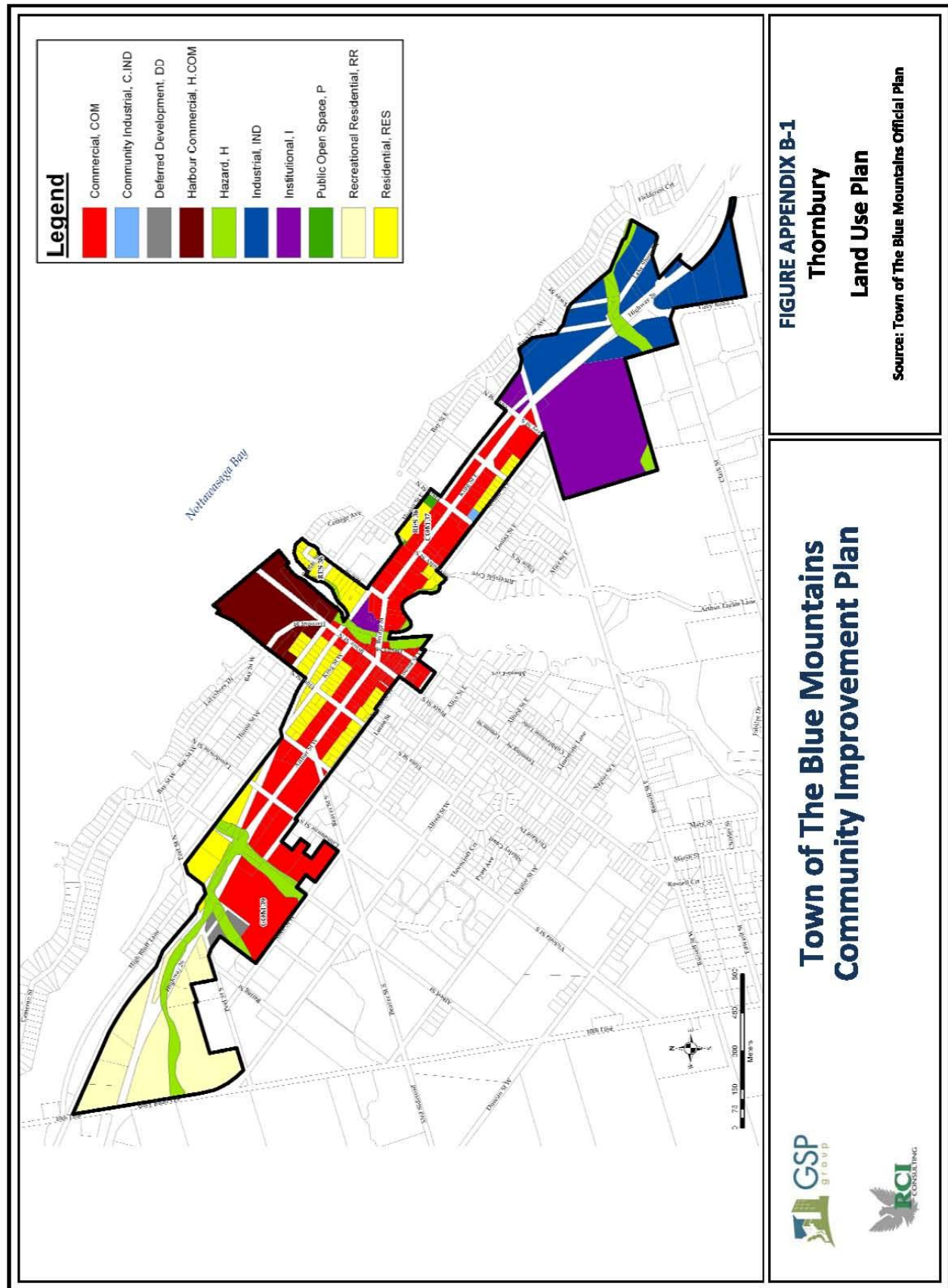
Land Use Plan and Policies
Town of The Blue Mountains Official Plan
Table B-1
Figures B-1 to B-3

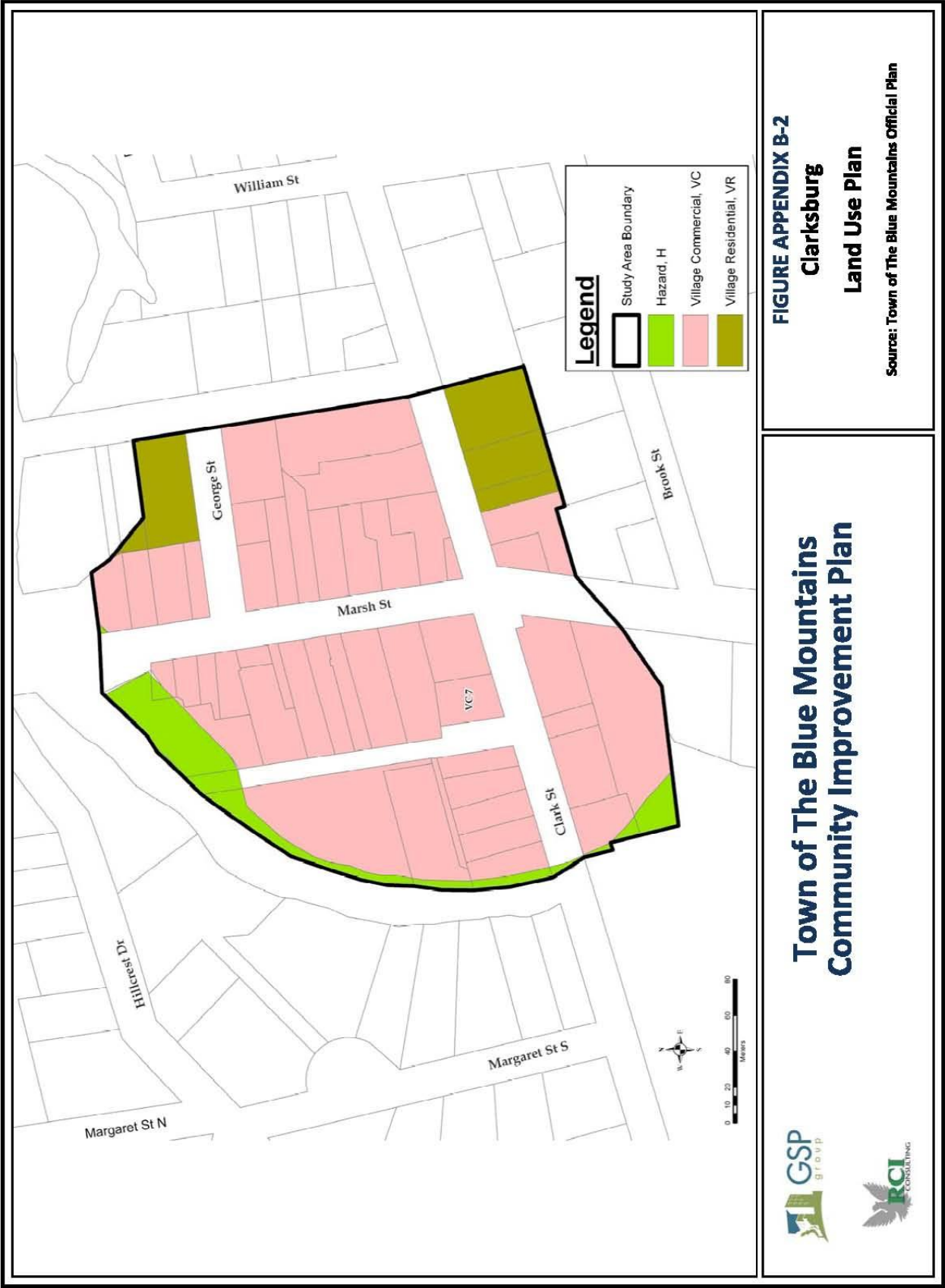
Table B-1: Summary of Official Plan Permitted Uses and Land Use Policies

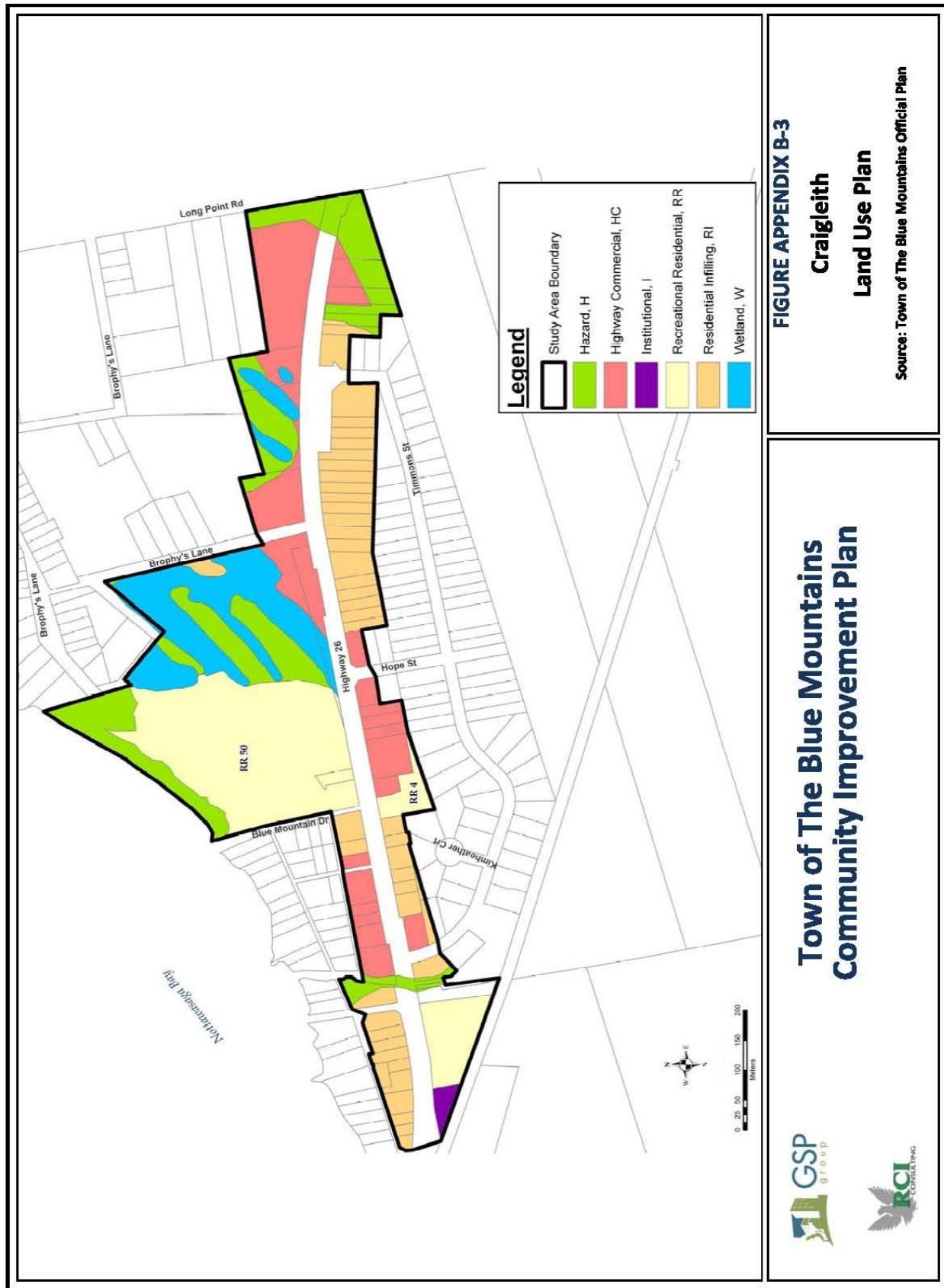
DESIGNATION	PERMITTED USES	RELEVANT LAND USE POLICIES
Commercial (specific to Thornbury)	All forms of retail and service commercial uses, business and professional offices, restaurants, and other uses that will not interfere with primary commerce function	- Visual and physical upgrades of these areas through BIA initiatives, site plan requirements, and other programs - Two functionally distinct areas with specific policies - Bruce Street Area: - Core function to be maintained - Diverse range of commercial uses promoted, limited by physical characteristics - Residential uses permitted as accessory functions subject to parking provision - Council to initiate off-street parking program for approximately 150 cars - Arthur/King Street Corridor: - Evolution to traditional commercial form - Accommodate uses not able to be accommodated in Bruce Street Area - Access locations to be minimized from Arthur and King Streets - Clustering of small commercial uses to accommodate shared parking areas/accesses - Conversion of residential to commercial use must demonstrate building suitability, parking sufficiency, no undue impacts on adjacent residential uses, and compatibility with the area
Harbour Commercial (specific to Thornbury)	- Predominant use of marina operation (i.e. boat storage, boat repair, etc) - Also commercial and residential uses adjoining the marina (i.e. marine supplies, hotel, restaurants) - Other related uses and services (i.e. convenience retail, arts and crafts)	- All areas of external sales, service or display to be screened from general public view (except winter storage and repair storage) - Pedestrian walkways to be established within the area linking to other recreation, open space, and commercial areas within the Town
Village Commercial (specific to Clarksburg)	- Commercial and compatible uses serving the Village, traveling/tourist public, and surrounding agricultural areas - All retail, service and recreational commercial uses - Small scale resort accommodations - Compatible uses (i.e. craft industries, residential above) - Industrial uses related to agricultural products	- Council to work with business groups to improve streetscape and amenities in core - All service and storage areas to be screened from adjacent residential/open space uses - Adequate on-site parking facilities required for new development - Council may consider on-site parking facilities for new development through sharing with adjacent or surrounding properties (approximately 100 metres) - Council to encourage visual and physical upgrades of these areas through BIA initiatives, site plan requirements, and other programs
Highway Commercial	- Small scale commercial uses relying on vehicular traffic (i.e. gas stations, service commercial, restaurants) - Small scale commercial resort accommodations - Recreational and resort-related commercial uses (i.e. arts and crafts or recreation sport sales)	- Large scale commercial uses not permitted - Other commercial land uses directed to other commercial designations - Accesses to Highway Commercial uses along Highway No. 26 to be grouped/shared - Small scale commercial resort accommodation limited to 50 rooms/units - Small scale restaurants limited to maximum of 100 seats

Table B-1: Summary of Official Plan Permitted Uses and Land Use Policies (Cont'd)

DESIGNATION	PERMITTED USES	RELEVANT LAND USE POLICIES
Residential (specific to Thornbury)	- Intended to provide for a wide range of residential development at different densities - Single-detached, semi-detached, duplexes through infilling process where consistent with surrounding nature and character - Townhouse and low-rise apartments directed to areas with direct collector or arterial street access - Conversion of single-detached dwellings to multiple units may be considered	- Townhouse and apartment developments to include sufficient buffering to adjacent land uses and screening roadways - General densities: - Single-detached dwelling of 10-15 units per hectare - Semi-detached/duplex dwellings of 15-25 units per hectare - Townhouse dwellings of 25-40 units per hectare - Low rise apartment dwellings of 40-60 units per hectare
Recreation Residential	- Primarily single detached dwellings - Other forms including duplex and townhouse dwellings may be permitted - Recreation uses may be permitted	- Intended for recreational purposes to provide additional recreation opportunities - Intended for low density residential with generous common open space (40% of area) is encouraged - Density not to exceed 2.5 units per hectare subject to 40% open space provision, unless additional recreation space provided (up to 5 units per hectare)
Shoreline Residential	- Single detached dwellings - Multiple attached dwellings - Recreation and open space uses	- Predominately single detached dwellings, but limited amount of cluster townhouse development may be permitted subject to suitability - Cluster development with direct access for units to common open space (generally 25% of area) is encouraged - Density generally to not exceed 3 units per hectare on services
Residential Infilling	- Single detached dwellings - Parks and open space	- Multiple residential dwellings not permitted - Infill development on existing lots encouraged - New buildings to be in harmony with surrounding residential buildings - New consents may be considered based on consistency with nature and character of area
Institutional	- Government offices - Community facilities (i.e. community centre or schools) - Purpose built residential facilities (i.e. nursing homes)	None
Employment Land	- Predominant use for manufacturing, assembly, processing, and warehousing - Compatible other uses (i.e. industrial serving commercial uses, offices compatible with industrial function)	- Adequate buffering required to residential and open space uses - Access to industrial uses limited to internal local roads where possible







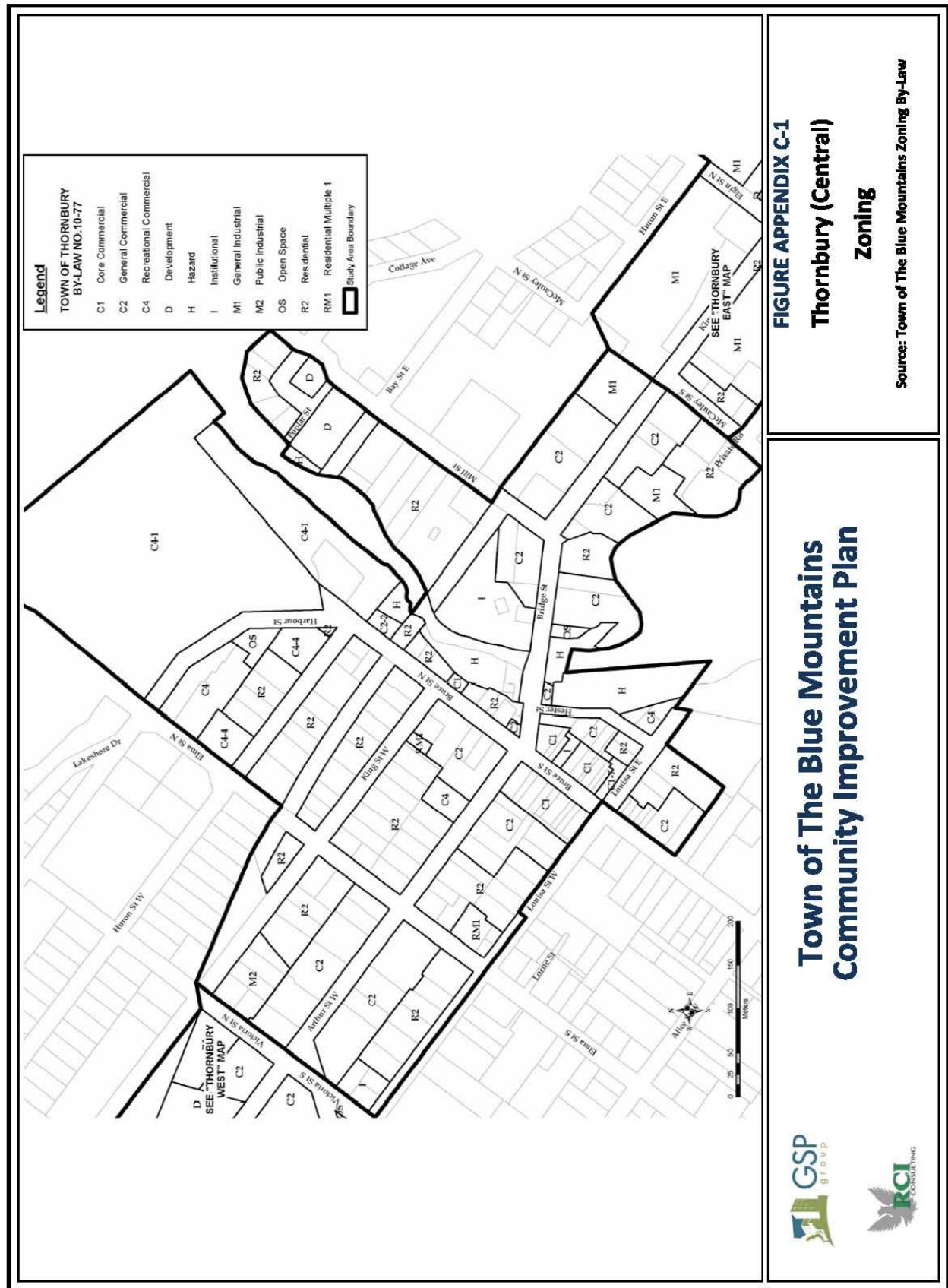
Appendix C

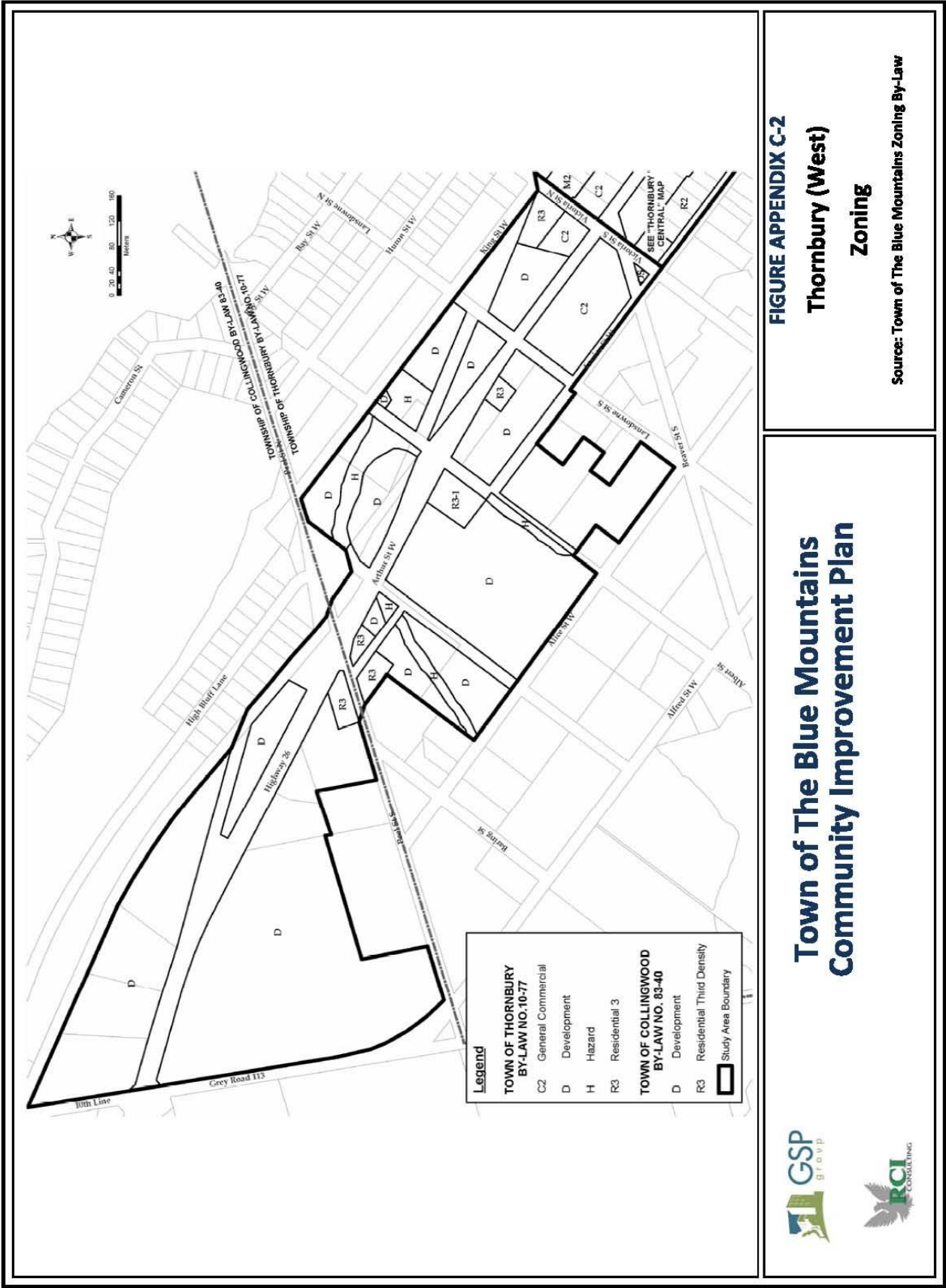
Zoning Maps

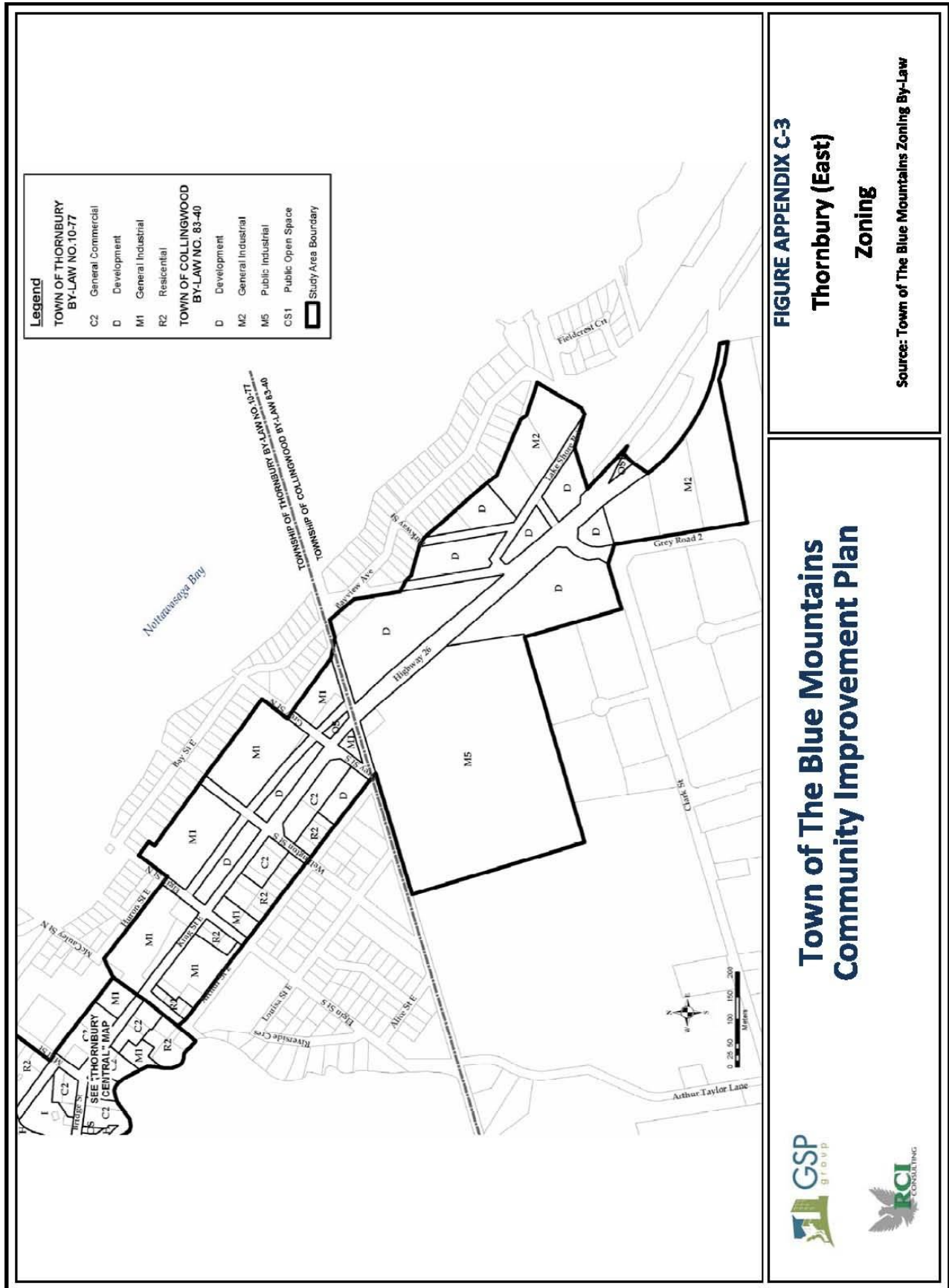
Town of Thornbury Zoning By-law No. 10-77

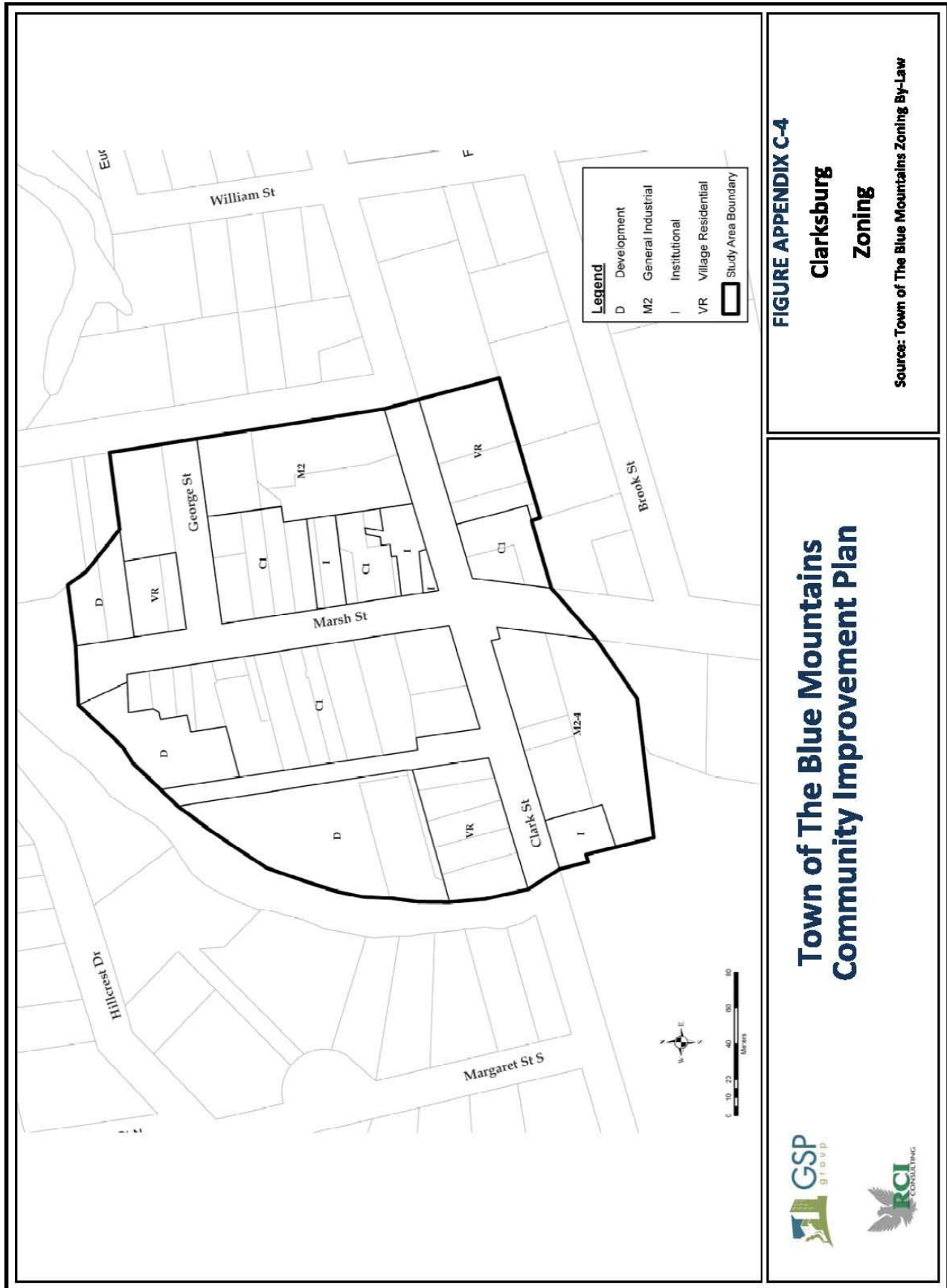
Township of Collingwood Zoning By-law No. 83-40

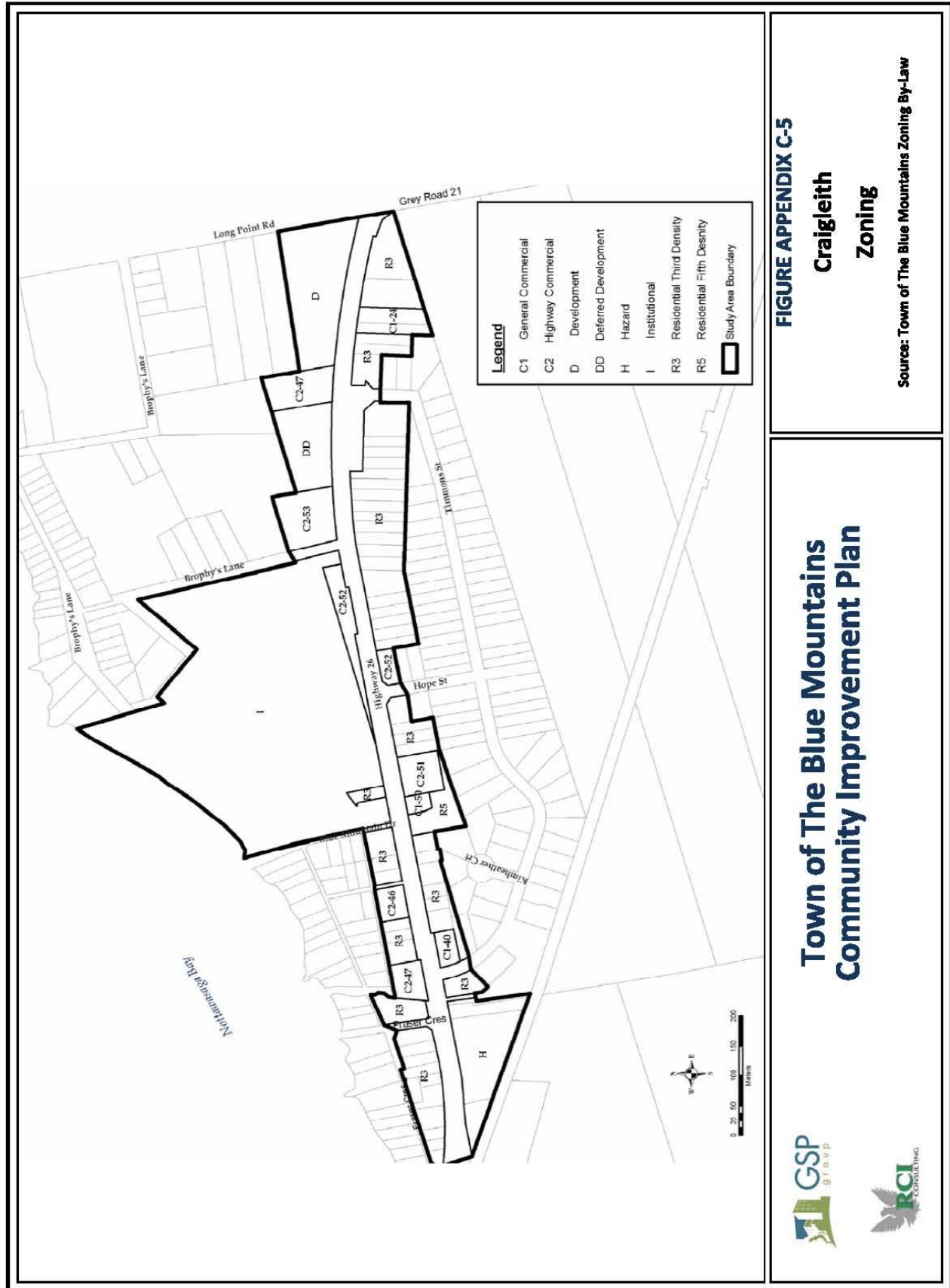
Figures C-1 to C-5











Appendix D

Zoning By-law Permitted Uses and Built Form Regulations

Town of Thornbury Zoning By-law No. 10-77

Township of Collingwood Zoning By-law No. 83-40

Tables D-1 to D-4

Table D-1: Summary of Thornbury Zoning By-law permitted uses

ZONE	COMMERCIAL USES	RESIDENTIAL USES	OTHER USES
Core Commercial (C1)	- Retail stores - Business and professional offices - Financial institutions - Service commercial - Restaurants	Ancillary residential uses (in 2nd storey only)	- Institutional uses - Minor parks - Open space
General* Commercial (C2)	- Retail stores - Business and professional offices - Service commercial & personal service - Financial institutions - Restaurants (drive-in/takeout) - Places of entertainment - Hotels/Motels - Gas/service stations - Building supply & garden centres - Commercial school - Farm implement sales - Funeral homes	Ancillary residential uses	Public and private recreation and open spaces
Recreational Commercial (C4)	- Marinas - Hotels/Motels/Commercial resorts (and retail uses or personal service uses within) - Restaurants - Commercial recreation	None	None
Industrial (M1)	None	- Warehousing and wholesaling - Open air operations - Outdoor display/storage of industrial goods/materials	None
Residential (R2)	None	Single detached dwellings	None
Residential (R3)	None	Single detached dwellings	None
Residential Multiple (RM1)	None	- Semi-detached dwellings - Duplex, Triplex, Fourplex dwellings - Townhouse dwellings	None
Development (D)	None	Single detached dwellings on existing lot	None

Table D-2: Summary of Thornbury Zoning By-law built form regulations

Zone	MIN. Lot Frontage	MIN. Lot Area	MAX. Lot Coverage	MAX. Gross Floor Area	MIN. Front Yard Setback	MIN. Side Yard Setback	MIN. Rear Yard Setback
Core Commercial (C1)	9.0 m	278 sq. m	70%	120%	9.0 m ¹	0 ³	0 ⁷
General Commercial (C2)	15.0 m	695 sq. m	40%	50%	15.0 m ²	3.0 m ⁴	7.5 m ⁸
Recreational Commercial (C4)	30.0 m	925 sq. m	35%	n/a	9.0 m	4.5 m ⁵	7.5 m ⁹
General Industrial (M1)	30.0 m	1,850 sq. m	50%	75%	15.0 m	7.5 m ⁶	7.5 m ¹⁰
Residential (R2)	18.0 m (interior) 21.0 m (corner)	555 sq. m (interior) 650 sq. m (corner)	35% (interior) 30% (corner)	n/a	9.0 m	1.5 m	10 m
Residential (R3)	25 m (no service) 21 m (serviced)	1,400 sq. m (no service) 650 sq. m (serviced)	15% (no service) 35% (serviced)	n/a	9.0 m	2.0 m	10 m
Residential Multiple (RM1)	22.5 m	695 sq. m.	40%	n/a	9.0 m	2.5 m	10 m
Development (D)	existing	Existing	n/a	n/a	9.0 m	6.0 m	12.0 m

Notes:

- ¹ 0 front yard setback on Bruce Street southwest of Arthur Street.
- ² 3.0 m front yard setback along Arthur Street between Bruce Street and Elma Street.
- ³ 4.5 m side yard setback abutting a public street; 9.0 m side yard setback abutting a residential zone.
- ⁴ 6.0 m side yard setback abutting a public street; 9.0 m side yard setback abutting a residential zone.
- ⁵ 9.0 m side yard setback abutting a public street or abutting a residential zone.
- ⁶ 12.0 m side yard setback abutting a residential lot line.
- ⁷ 10.0 m rear yard setback abutting a public street or abutting a residential zone.
- ⁸ 7.5 m rear yard setback abutting a public street or abutting a residential zone.
- ⁹ 9.0 m rear yard setback abutting a public street or abutting a residential zone.
- ¹⁰ 10.0 m rear yard setback abutting a residential lot line.

Table D-3: Summary of Collingwood Zoning By-law permitted uses

ZONE	COMMERCIAL USES	RESIDENTIAL USES	OTHER USES
General Commercial (C1)	- Retail and service commercial - Banks and financial institutions - Eating establishment/restaurant - Business and professional offices - Funeral homes - Dry cleaning establishments - Auto service station - Transportation depots - Veterinary clinics and Health clinics - Commercial schools	- Dwelling unit above or to rear of commercial use - Homes for the aged - Nursing home - Group home	- Private hospitals - Community centre - Church - Post office - Public school - Library - Cemetery - Municipal office
Highway Commercial (C2)	- Building supply establishment - Auto service station/car wash - Motor vehicle sales - Restaurant, Motel/Hotel - Convenience Retail - Place of entertainment	Dwelling unit above or to rear of commercial use	None
Recreational Commercial (C4)	- Marina - Motels/hotels/resorts - Personal service with motel/hotel/resort - Eating establishment - Place of entertainment	Dwelling unit above or to rear of motel/hotel	None
General Industrial (M2)	- Custom workshop, Welding shop - Auto service station/car wash - Printing/publishing establishment - Business or professional offices - Building supply establishment - Laundry/dry cleaning - Fuel storage establishment - Bus or truck garage or terminal - Vehicle sales establishment - Manufacturing, assembling	None	None
Public Industrial (M5)	- Manufacturing and Storage - Servicing and processing for government, utility agency	None	None
Residential Third (R3)	None	- Single detached dwelling - Home occupation	None
Residential Fourth (R4)	None	- Semi-detached dwelling - Vertically attached dwelling - Horizontally attached dwelling	None
Residential Fifth (R5)	None	Horizontally attached dwelling	None
Village Residential (VR)	None	- Single detached dwelling - Home occupation	None
Development (D)	Any use within existing building on lawful lot		

Table D-4: Summary of Collingwood Zoning By-law built form regulations

Zone	MIN. Lot Frontage	MIN. Lot Area	MAX. Lot Coverage	MAX. Gross Floor Area	MIN. Front Yard Setback	MIN. Side Yard Setback	MIN. Rear Yard Setback
General Commercial (C1)	24.0 m	1,400 sq. m	35%	n/a	7.5 m	2.0 m ¹	7.0 m ³
Highway Commercial (C2)	45.0 m	3,000 sq. m	20%	n/a	30.0 m	2.0 m ¹	8.0 m ⁴
Recreational Commercial (C4)	30.0 m	1,860 sq. m	30%	n/a	15.0 m	5.0 m ¹	8.0 m ⁵
General Industrial (M2)	45.0 m	2,000 sq. m	20%	n/a	15.0 m	5.0 m ²	8.0 m ⁵
Public Industrial (M5)	30.0 m	1,400 sq. m	30%	n/a	9.0 m	9.0 m	7.5 m ⁶
Residential Third (R3)	24.0 m (no service) 18.0 m (serviced)	1,390 sq. m. (no service) 555 sq. m. (serviced)	30%	n/a	7.5 m	2.0 m (interior) 6.0 m (exterior)	9.0 m
Residential Fourth (R4)	24.0 m	350 sq. m	30%	n/a	7.5 m	2.0 m (interior) 6.0 m (exterior)	9.0 m
Residential Fifth (R5)	24.0 m	650 sq. m	35%	n/a	7.5 m	2.0 m (interior) 6.0 m (exterior)	7.5 m
Village Residential (VR)	24.0 m	n/a (no service) 1,390 sq. m (serviced)	15%	n/a	7.5 m	2.0 m (interior) 6.0 m (exterior)	9.0 m
Development (D)	As lawfully established.						

Notes:

- ¹ 6.0 metre side yard setback abutting a residential zone/use or public street.
- ² 10.0 metre side yard setback abutting a residential zone/use or public street.
- ³ 9.0 metre rear yard setback abutting a residential zone/use or public street.
- ⁴ 12.0 metre rear yard setback abutting a residential zone/use or public street.
- ⁵ 10.0 metre rear yard setback abutting a residential zone/use or public street.
- ⁶ 15.0 metre rear yard setback abutting a residential zone/use or public street.

Appendix E

Design Study Grant Program Administration

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with staff in order to determine program eligibility, proposed scope of work, and project timing, among other details. Staff may perform an initial site visit(s) and inspection(s) of the building/property (as necessary).

Before accepting an application, staff will screen the proposal and application. If the application is not within the Community Improvement Project Area, or the application clearly does not meet the program eligibility criteria, the application will not be accepted. If staff determines that the application is not acceptable for one or more of the above noted reasons, the application will be returned to the applicant with a letter explaining the reason for not accepting the application. Acceptance of the application by the Town in no way implies program approval.

Applications will include:

- a) a work plan and cost estimate for the urban design study and/or architectural/design drawings, prepared by a qualified professional as determined by the Town; and,
- b) a description of the planned redevelopment, including reference to any planning applications that have been submitted/approved.

Step 2 Application Review and Evaluation

Applications and supporting materials will be reviewed by staff against program requirements. Staff will determine the eligible works and costs. A recommendation report will be prepared by staff.

All urban design studies and architectural/design drawings approved under the Design Study Grant Program shall be completed by a qualified professional as determined by the Town. All completed design studies and architectural/design drawings must conform with the Town's applicable Design Guidelines and the description of the study/drawings as provided in the grant application form.

One (1) electronic and one (1) hard copy of the urban design study and/or architectural/design drawings along with the original invoice indicating that the study consultants have been paid in full shall be submitted to the Town for review. Applicants must agree at the time of application to provide the Town with permission to provide the design study and architectural/design drawings to a subsequent owner(s) of the property and interested parties should the applicant decide not to proceed with the work that is subject of the study grant.

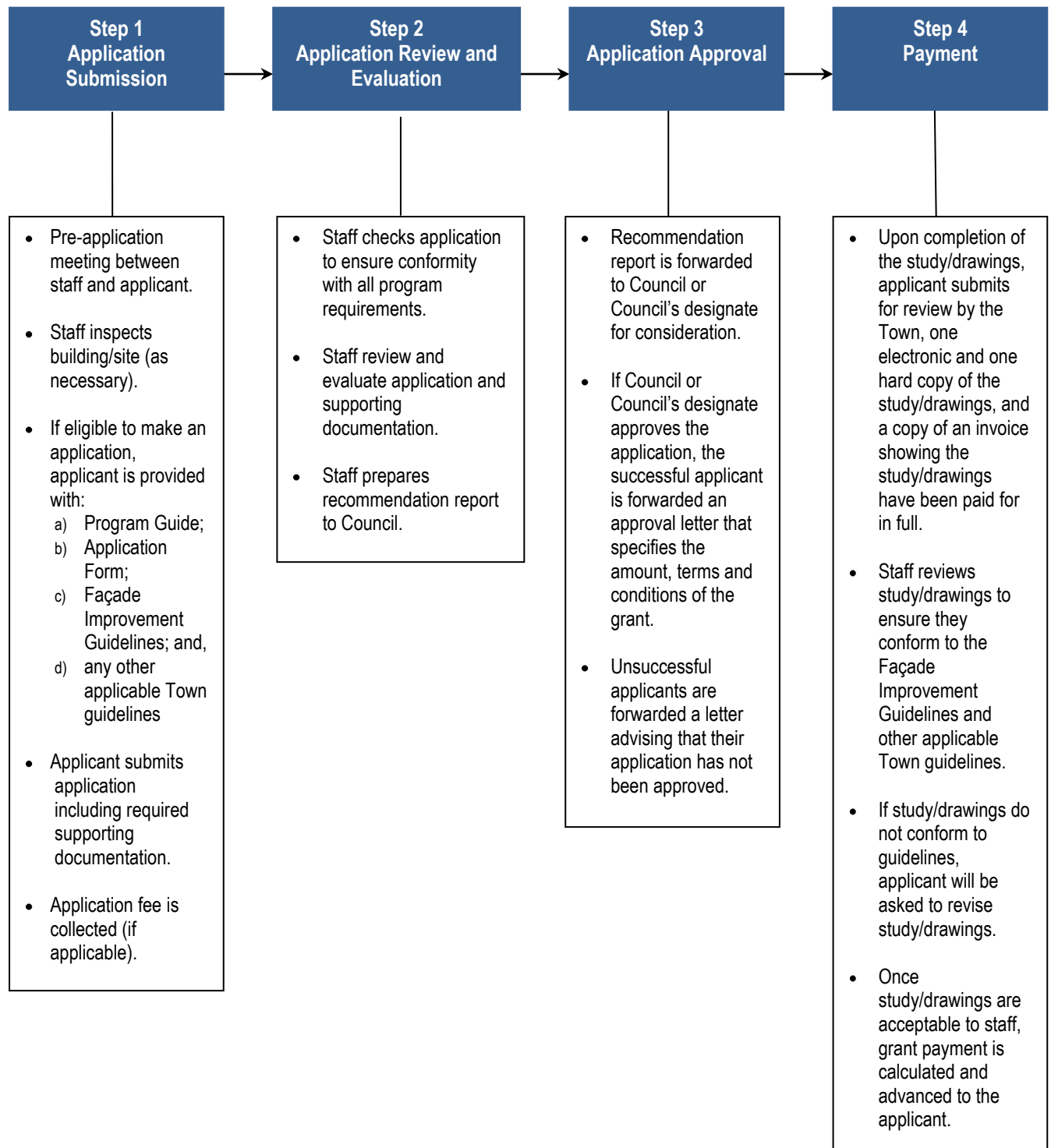
Step 3 Application Approval

The recommendation report will be forwarded to Town Council or Council's designate for consideration. If Council or Council's designate approves the application, the applicant will be sent a letter that outlines the terms and conditions and the amount of the grant. If the application is not approved, the applicant will also be advised by letter. The grant amount will be based on 50% of the estimated cost of the study (excluding taxes) or 50% of the actual cost of the study (excluding taxes), whichever is less.

Step 4 Payment

Grants approved under this program will be paid to applicants following submission to the Town for review of one hard copy and one electronic copy of the final completed urban design study, architectural, and/or design drawings with the original invoice, indicating that the study consultants have been paid in full. The grant may be reduced or cancelled if the study/drawings are not completed, not completed as approved, or if the consultant(s) that prepared the study/drawings has not been paid.

Figure E-1 Design Study Grant Program Administration



Appendix F

Commercial Building Façade Grant Program Administration

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with staff in order to determine program eligibility, proposed scope of work, and project timing, among other details. Staff will perform an initial site visit(s) and inspection(s) of the building/property, as necessary.

Before accepting an application, staff will screen the proposal and application. If the application is not within the Community Improvement Project Area, or the application clearly does not meet the program eligibility criteria, the application will not be accepted. If staff determines that the application is not acceptable for one or more of the above noted reasons, the application will be returned to the applicant with a letter explaining the reason for not accepting the application. Acceptance of the application by the Town in no way implies program approval.

The Town may accept applications all year round for this program or the Town may issue a Request for Applications (RFA) for this program once or twice per year depending on availability of funding and program interest.

The Town may request that applications for this program be accompanied by supporting documentation, including but not necessarily limited to:

- a) photographs of the existing building facade;
- b) historical photographs and/or drawings;
- c) a site plan and/or professional design study/architectural drawings;
- d) specification of the proposed works, including a work plan for the improvements to be completed and construction drawings;
- e) two (2) cost estimates for eligible work provided by a licensed contractor.

If the application is approved, and the applicant elects to engage the contractor who provided the highest cost estimate, the Town's grant contribution will be based on the lowest cost estimate. An application fee may be collected at the time of application.

Step 2 Application Review and Evaluation

Applications, supporting materials and documentation will be reviewed by staff against program requirements. Staff will determine the eligible works and costs.

The determination of eligible works and costs and the recommendation on the application will be guided by the Town's Façade Improvement Design Guidelines and any other applicable Town guidelines, and other appropriate reference material as determined by staff.

For buildings designated under the *Ontario Heritage Act*, the facade restoration and improvement works should be supported by documentation in the form of historic photographs or drawings clearly showing the feature(s) to be restored or reconstructed.

A recommendation report will be prepared by staff. If this report recommends approval of the application, a grant agreement satisfactory to the Town Solicitor will also be prepared. This agreement will contain conditions to ensure that the project is commenced and completed in a timely fashion. This agreement will be forwarded to the applicant to be dated and signed. Once the signed agreement has been returned to the Town, the Council application approval process can commence.

Step 3 Application Approval

The recommendation report will be forwarded to Town Council or Council's designate for consideration. If Council or Council's designate approves the application, the grant agreement will be executed (signed and dated) by Town officials and a copy is provided to the applicant.

Step 4 Payment

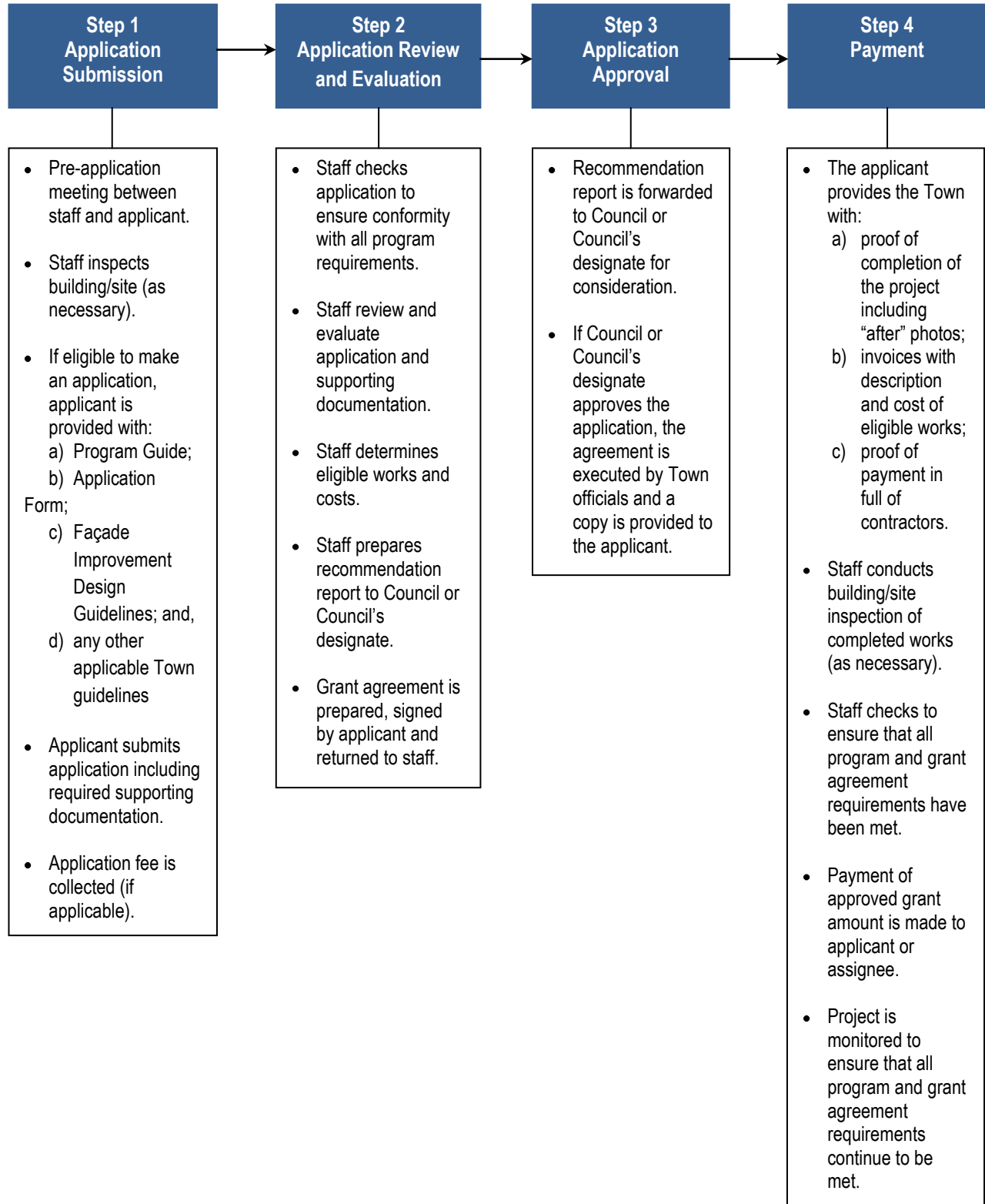
Payment of the grant shall not take place until:

- a) the grant agreement has been executed by the applicant and the Town;
- b) construction of the eligible works is completed;
- c) photographic evidence of the completed works (satisfactory to the Town) has been submitted;
- d) staff have inspected the completed works (as necessary) to ensure that the project has been completed in accordance with the program application and grant agreement;
- e) invoices clearly showing the amount paid for all eligible works have been submitted;
- f) written verification that all contractors have been paid in full has been provided; and,
- g) staff are satisfied with all reports and documentation submitted.

Prior to issuance of the grant payment, staff will check to ensure that all program requirements (general and program specific) and grant agreement requirements have been met. If all program requirements and grant agreement requirements have been met to the Town's satisfaction, then the Town will issue payment of the approved grant in conformity with the grant agreement.

Staff will monitor the project, periodically checking that the project is in compliance with the grant agreement requirements. Staff will take appropriate remedies as specified in the grant agreement if the applicant defaults on the agreement.

Figure F-1 Commercial Building Facade Grant Program Administration



Appendix G

Commercial Building Improvement Loan Program Administration

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with staff in order to determine program eligibility, proposed scope of work, and project timing, among other details. Staff will perform an initial site visit(s) and inspection(s) of the building/property, as necessary.

Before accepting an application, staff will screen the proposal and application. If the application is not within the Community Improvement Project Area, or the application clearly does not meet the program eligibility criteria, the application will not be accepted. If staff determines that the application is not acceptable for one or more of the above noted reasons, the application will be returned to the applicant with a letter explaining the reason for not accepting the application. Acceptance of the application by the Town in no way implies program approval.

The Town may accept applications all year round for this program or the Town may issue a Request for Applications (RFA) for this program once or twice per year depending on availability of funding and program interest.

The Town may request that applications for this program be accompanied by supporting documentation, including but not necessarily limited to:

- a) photographs of the existing building facade;
- b) historical photographs and/or drawings;
- c) a site plan and/or professional design study/architectural drawings;
- d) specification of the proposed works, including a work plan for the improvements to be completed and construction drawings;
- e) two (2) cost estimates for eligible work provided by a licensed contractor.

If the application is approved, and the applicant elects to engage the contractor who provided the highest cost estimate, the Town's grant contribution will be based on the lowest cost estimate. An application fee may be collected at the time of application.

Step 2 Application Review and Evaluation

Applications and supporting materials and documentation will be reviewed by staff against program requirements. Staff will determine the eligible works and costs.

The determination of eligible works and costs and the recommendation on the application will be guided by Town's Design Guidelines and any other Towns approved guidelines, as amended from time to time, and other appropriate reference material as determined by staff.

For buildings designated under the *Ontario Heritage Act*, the interior/exterior building improvement works should be supported by documentation in the form of historic photographs or drawings clearly showing the feature(s) to be restored or reconstructed.

A recommendation report will be prepared by staff. If this report recommends approval of the application, a loan agreement satisfactory to the Town Solicitor will also be prepared. This agreement will contain conditions to ensure that the project is commenced and completed in a timely fashion. This agreement will be forwarded to the applicant to be dated and signed. Once the signed agreement has been returned to the Town, the Council application approval process can commence.

Step 3 Application Approval

The recommendation report will be forwarded to Council or Council's designate for consideration. If Council or Council's designate approves the application, the agreement will be executed (signed and dated) by Town officials and a copy is provided to the applicant. The loan agreement and security for the full loan amount is registered on title.

Step 4 Payment

Release of the loan shall not take place until:

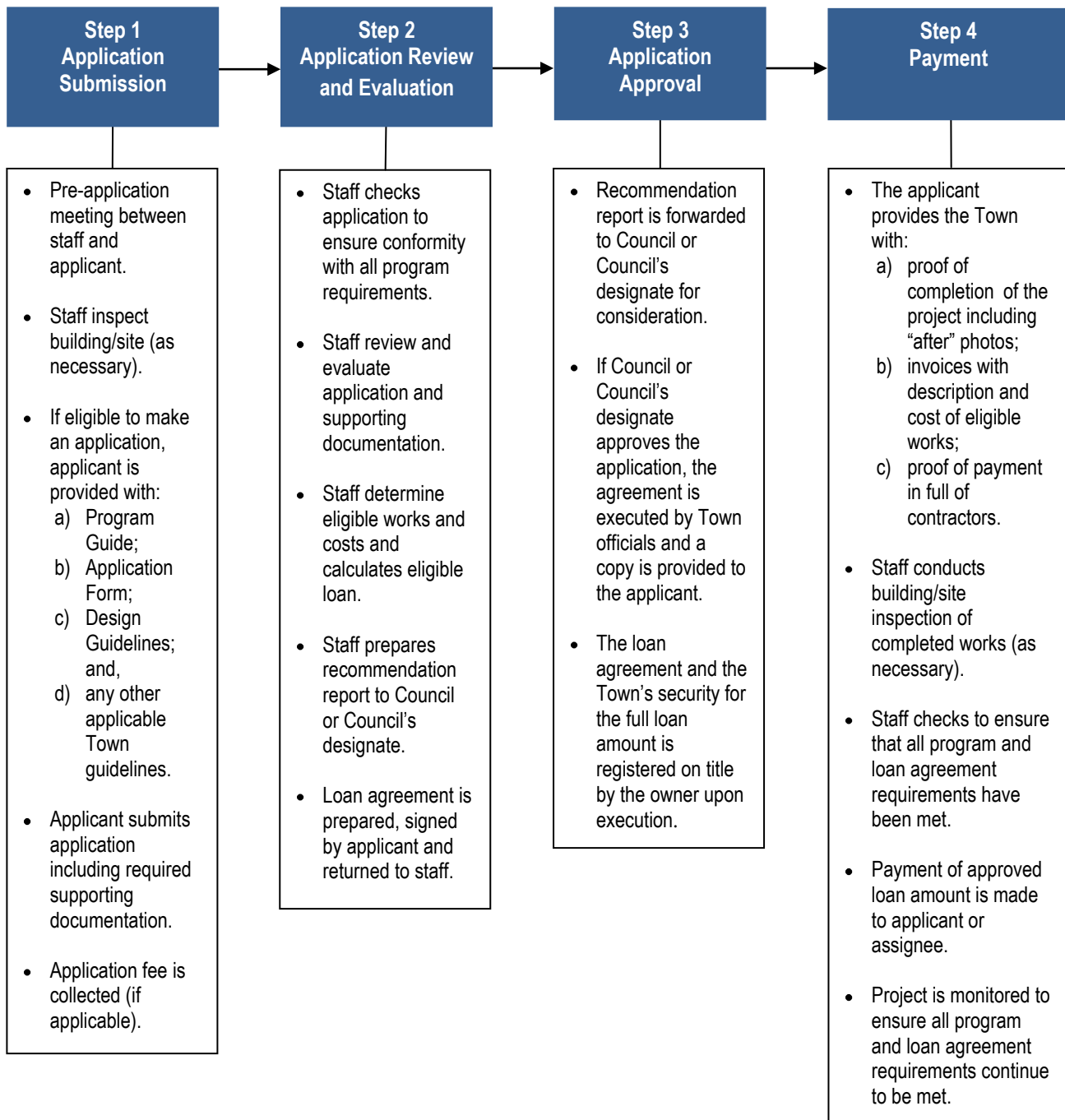
- a) the loan Agreement has been executed by the applicant and the Town;
- b) the loan has been secured via registration of the loan agreement and security in favour of the Town on title;
- c) construction of the eligible works is completed;
- d) photographic evidence of the completed works (satisfactory to the Town) has been submitted;
- e) staff have inspected the completed works (as necessary) to ensure that the project has been completed in accordance with the program application and loan agreement;
- f) invoices clearly showing the amount paid for all eligible works have been submitted;
- g) written verification that all contractors have been paid in full has been provided; and,
- h) staff are satisfied with all reports and documentation submitted.

Prior to advance of the loan, staff will check to ensure that all program requirements and loan agreement requirements have been met. If all program requirements and loan agreement requirements have been met to the Town's satisfaction, then the Town will advance the loan in conformity with the loan agreement. Partial loan advances prior to completion of construction may be considered in some cases.

The loan is repayable in equal monthly payments over 5 years with 15% of the loan repayable every year and a lump sum payment of outstanding loan funds at the end of 5 years. If the project is LEED certified and/or the Town determines that the project conforms to the Town's Design Guidelines, then this will result in 30% of the loan being forgivable at the end of the loan repayment period.

Staff will monitor the project, periodically checking that the project is in compliance with the loan agreement requirements. Staff will take appropriate remedies as specified in the loan agreement if the applicant defaults on the agreement.

Figure G-1 Commercial Building Improvement Loan Program Administration



Appendix H

Residential Intensification Grant or Loan Program Administration

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with staff in order to determine program eligibility, proposed scope of work and project timing, among other details. Staff will perform an initial site visit(s) and inspection(s) of the building/property, if necessary.

Before accepting an application, staff will screen the proposal and application. If the application is not within the Community Improvement Project Area, or the application clearly does not meet the program requirements, the application will not be accepted. If staff determines that the application is not acceptable for one or more of the above noted reasons, the application will be returned to the applicant with a letter explaining the reason for not accepting the application. Acceptance of the application by the Town in no way implies program approval.

The Town may request that applications for this program be accompanied by supporting documentation, including but not necessarily limited to:

- a) a site plan, landscape plan, and/or professional design study/architectural drawings;
- b) photographs of the existing building facade;
- c) historical photographs and/or drawings;
- d) specification of the proposed works, including a work plan for the improvements to be completed, construction drawings, and number and size of units to be constructed;
- e) two cost estimates for eligible work provided by licensed contractors, including a breakdown of costs;
- f) impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind);
- g) environmental reports and/or a record of site condition;
- h) financial information, including but not necessarily limited to:
 - i) sources and uses of funds;
 - ii) financial statements;
 - iii) purchase price and appraised value of property (for loan program demonstrating a minimum 25% equity);
 - iv) owner equity;
 - v) registered mortgages;
 - vi) details of primary construction lending and secondary financing;
 - vii) projected unit sales prices and/or rental rates.

The applicant must provide evidence of financial capability to develop the property according to the terms of the program. An application fee may be collected at the time of application.

Step 2 Application Review and Evaluation

Applications and supporting materials and documentation are reviewed by staff against program requirements and applicable Town guidelines. Town staff will then determine eligible works and costs. The determination of eligible works and costs and the recommendation on the application will be guided by Town guidelines, and other appropriate reference material as determined by staff.

A recommendation report will be prepared by staff. If this report recommends approval of the application, a grant agreement satisfactory to the Town Solicitor will also be prepared. This agreement will be forwarded to the applicant to be dated and signed. Once the signed agreement has been returned to the Town, the Council application approval process can commence.

Step 3 Application Approval

The recommendation report is forwarded to Council or Council's designate for consideration. If Council or Council's designate approves the application and grant agreement, the agreement is executed (signed and dated) by Town officials and a copy is provided to the applicant.

For the loan program, the Town registers or causes to be registered on title security for the loan, usually in the form of a second mortgage.

Step 4 Payment

Prior to payment of the grant, the applicant must provide the Town with:

- a) photographic evidence of the completed works satisfactory to the Town;
- b) invoices for all eligible work done clearly showing the amount paid for eligible works; and,
- c) proof of payment of contractors in full.

Prior to release of 60% of the loan, the applicant must provide the Town with:

- a) proof that the development is at least 60% complete. This will take the form of photographic evidence satisfactory to the Town and an engineer's report;
- b) proof that equity and financing required to that stage of completion has been injected into the project;
- c) progress and final reports and documentation as required to the Town's satisfaction.

For a grant, staff will conduct a final building/site inspection (as necessary) to ensure that the project has been completed in accordance with the grant application and agreement. For a loan, staff will conduct a building/site inspection (as necessary) to ensure that the project is 60% complete.

Prior to issuance of the grant/ loan advance payment, staff will check to ensure that all program requirements and grant agreement requirements have been met. If all program requirements and grant/loan agreement requirements have been met to the Town's satisfaction, then the Town will issue payment of the approved grant in conformity with the grant agreement or advance 60% of the loan to the applicant in conformity with the loan agreement.

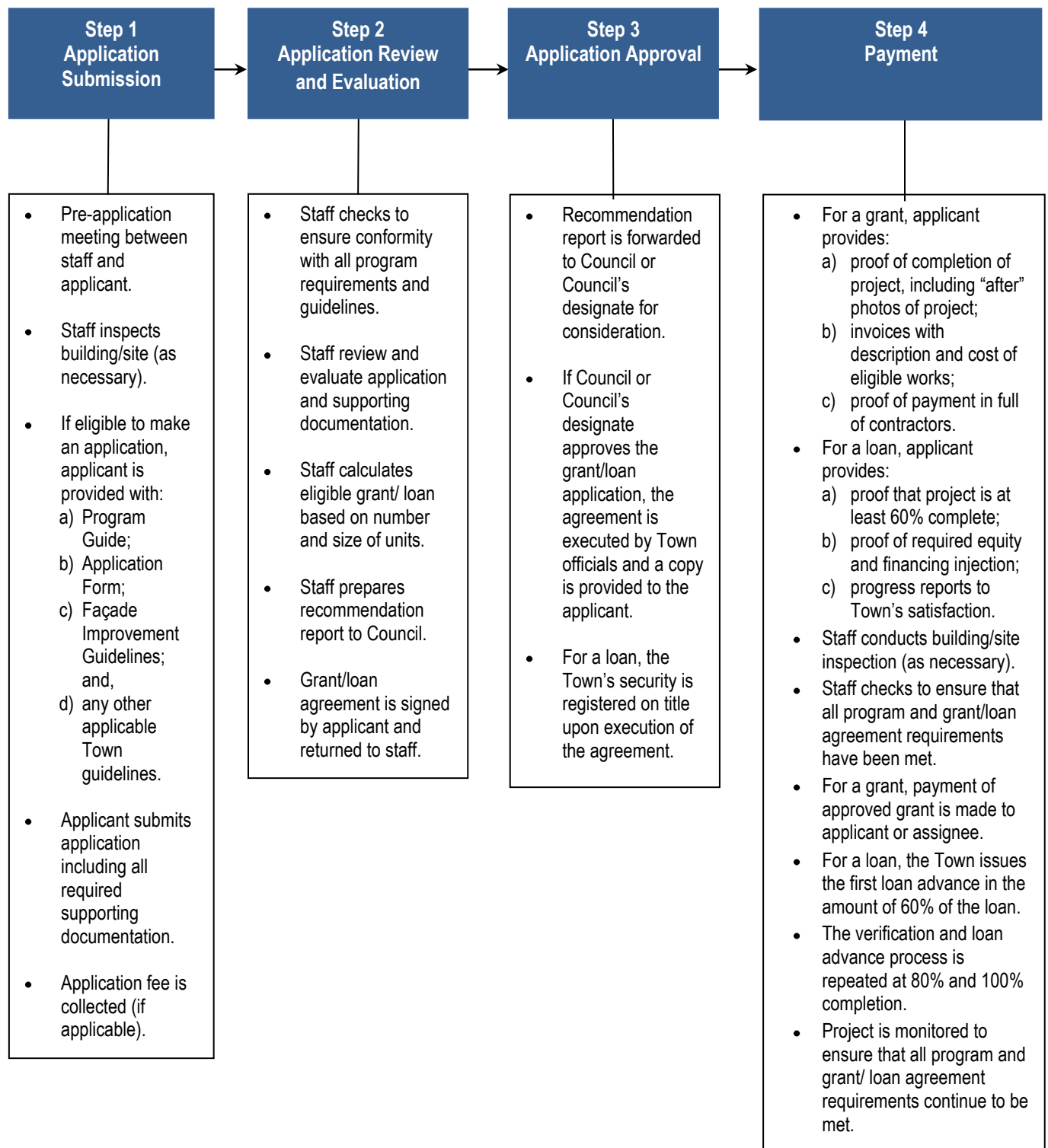
For a loan, the above noted progress verification and loan advance process, including building inspection by staff (as required) will be repeated at 80% completion and 100% completion. At 80% completion and 100% completion, if all program requirements and loan agreement requirements have been met to the Town's satisfaction, then further advances of the loan will be made to the applicant.

Prior to issuing the final loan advance, staff will conduct a final building/site inspection (as necessary) when the project is 100% complete to ensure that building occupancy is possible.

Upon the closing of sale on any unit participating in the program, the loan for that unit is due. The loan is repayable in equal monthly payments over 5 years with 15% of the loan repayable every year and a lump sum payment of outstanding loan funds at the end of 5 years. If the residential unit created or rehabilitated is affordable as defined by the Town, then this will result in 30% of the loan being forgivable at the end of the loan repayment period.

Staff will monitor the project, periodically checking that the project is in compliance with all program and grant/loan agreement requirements. Staff will take appropriate remedies as specified in the grant/loan agreement if the applicant defaults on the agreement.

Figure H-1 Residential Intensification Grant or Loan Program Administration



Appendix I

Revitalization Tax Increment Grant Program Administration

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with staff in order to determine program eligibility, proposed scope of work, and project timing, among other details. Staff will perform an initial site visit(s) and inspection(s) of the building/property (if necessary).

Before accepting an application, staff will screen the proposal and application. If the application is not within the Community Improvement Project Area, or the application clearly does not meet the program eligibility criteria, the application will not be accepted. If staff determines that the application is not acceptable for one or more of the above noted reasons, the application will be returned to the applicant with a letter explaining the reason for not accepting the application. Acceptance of the application by the Town in no way implies program approval.

The Town may request that applications for this program be accompanied by supporting documentation, including but not necessarily limited to:

- a) photographs of the existing building facade;
- b) historical photographs and/or drawings;
- c) a site plan and/or professional design study/architectural drawings;
- d) specification of the proposed works including a work plan for the improvements to be completed and construction drawings;
- e) professional design study/architectural drawings;
- f) estimated project construction costs, including a breakdown of said costs;
- g) impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind)
- h) environmental reports and/or a Record of Site Condition (RSC);
- i) a Business Plan; and,
- j) any other financial information.

An application fee may be collected at the time of application.

Step 2 Application Review and Evaluation

Applications and supporting materials and documentation are reviewed by staff against program requirements and applicable Town guidelines. Staff will determine the eligible works and costs. The determination of eligible works and costs and the recommendation on the application will be guided by Town guidelines, and other appropriate reference material as determined by staff.

For buildings designated under the *Ontario Heritage Act*, the facade restoration and building improvement works should be supported by documentation in the form of historic photographs or drawings clearly showing the feature(s) to be restored or reconstructed.

As an option, staff will utilize the actual pre-project property taxes and estimated post-project assessed value and applicable tax rates to calculate the estimated post-project property taxes, increase in Town and Regional property taxes, and the estimated annual and total grant amount to be provided.

A recommendation report will be prepared by staff. If this report recommends approval of the application, a grant agreement satisfactory to the Town Solicitor will also be prepared. This agreement will contain conditions to ensure that the project is commenced and completed in a timely fashion. This agreement will be forwarded to the applicant to be dated and signed. Once

the signed agreement has been returned to the Town, the Council application approval process can commence.

Step 3 Application Approval

The recommendation report is forwarded to Council or Council's designate for consideration. If Council or Council's designate approves the application, the agreement is executed (signed and dated) by Town officials and a copy is provided to the applicant.

Step 4 Payment

Prior to payment of the grant, the applicant must provide the Town with:

- a) photographic evidence of the completed project satisfactory to the Town;
- b) other documentation proving completion of the project, e.g., engineer's report (if required);
- c) all final reports and documentation as required.

Staff will conduct a final building/site inspection (as necessary) to ensure that the project has been completed in accordance with the grant application and agreement.

Once the project is complete, an occupancy permit has been issued, and the property has been re-valued by the Municipal Property Assessment Corporation, the property owner will be sent a new tax bill. After the property owner has paid in full the new property taxes for one (1) year, the Town will check to ensure that:

- a) the applicant has not filed any assessment appeals; and,
- b) all program and grant agreement requirements have been met.

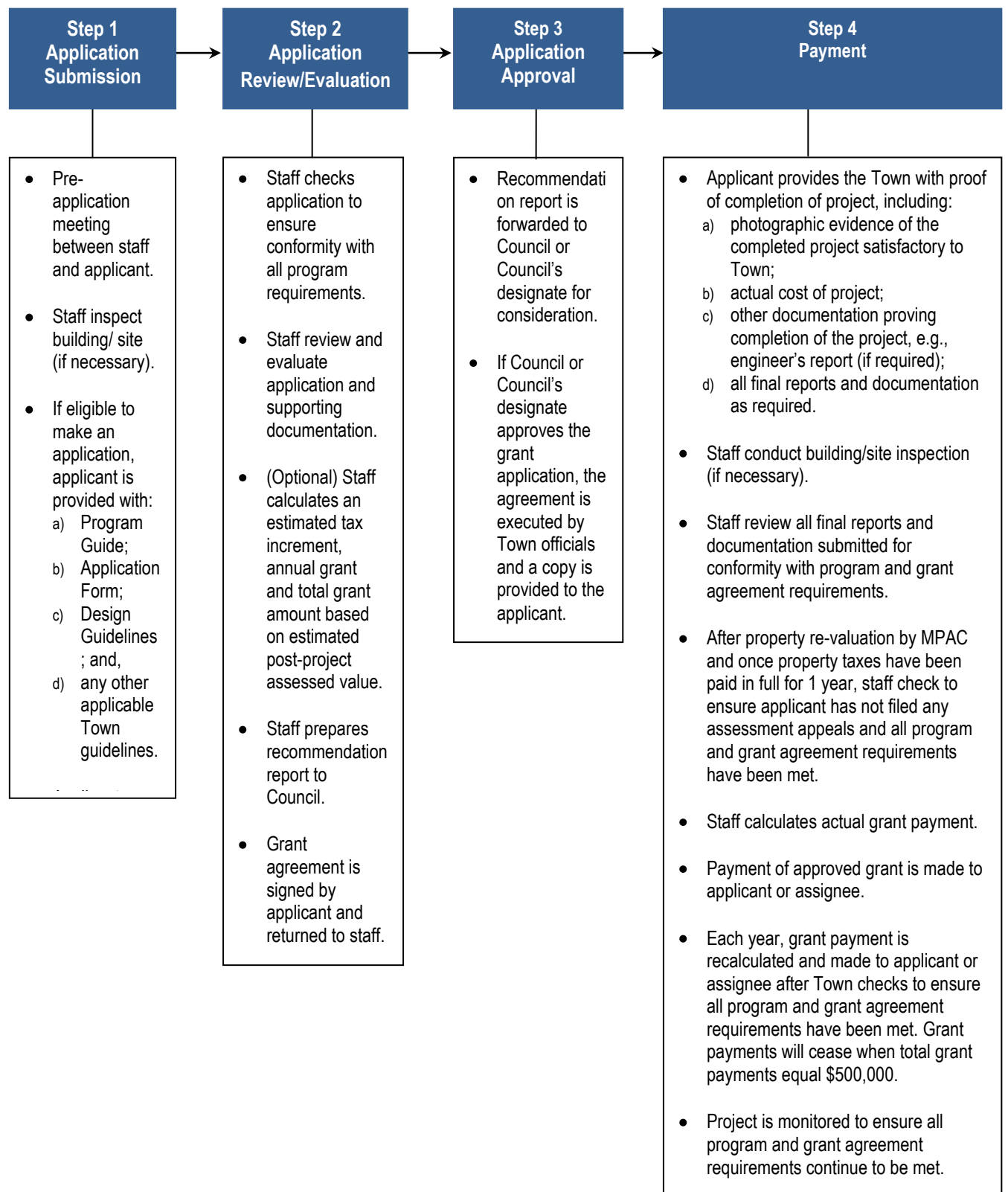
If all program and grant agreement requirements have been met to the Town's satisfaction, then the Town will calculate the actual tax increment and calculate the grant payment based on whether or not:

- a) the project is a brownfield; and,
- b) has achieved LEED certification.

The Town will then issue payment of the grant in the form of a cheque in the amount specified as per the calculation of the actual grant payment.

Town staff will monitor the project, periodically checking that the project is in compliance with all program and grant agreement requirements. Town staff will take appropriate remedies as specified in the grant agreement if the applicant defaults on the agreement.

Figure I-1 Revitalization Tax Increment Grant Program Administration



Appendix J

Brownfields Property Tax Assistance Program (TAP) Administration

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with staff in order to determine program eligibility, proposed scope of work, and project timing, among other details. Staff will perform an initial site visit(s) and inspection(s) of the building/property (if necessary).

Before accepting an application, staff will screen the proposal and application. If the application is not within the Community Improvement Project Area, or the application clearly does not meet the program eligibility criteria, the application will not be accepted. If staff determines that the application is not acceptable for one or more of the above noted reasons, the application will be returned to the applicant with a letter explaining the reason for not accepting the application. Acceptance of the application by the Town in no way implies program approval.

Applications submitted to the Town shall be accompanied by a Phase II ESA and/or Remedial Work Plan and/or Risk Assessment prepared by a qualified person that identifies and details estimated eligible costs and a work plan and budget for the proposed remediation. The Town may also require submission of a Business Plan for the proposed redevelopment project.

An application fee may be collected at the time of application.

Step 2 Application Review and Evaluation

Applications and supporting materials and documentation are reviewed by staff against program requirements and applicable Town guidelines. Staff will determine the eligible works and costs.

The actual pre-project education and municipal (Town and County) property taxes and estimated post-project assessed value and applicable tax rates will be used to calculate the estimated post-project property taxes, increase in municipal property taxes, education property taxes, and the estimated maximum amount of municipal and education property tax assistance to be provided during the rehabilitation period and the development period (as defined under Section 365.1 (1) of the *Municipal Act, 2001*).

Where staff will be recommending approval of an application for Brownfields Tax Assistance, staff will prepare the following documents:

- a) A recommendation report to Council or Council's designate on the Brownfields Property Tax Assistance Program Application;
- b) a Brownfields Property Tax Assistance Program Agreement;
- c) a draft by-law to authorize municipal and education tax assistance under Section 365.1 of the *Municipal Act, 2001*; and
- d) an application to the Minister of Finance for matching education property tax assistance.

Items a) – c) above will be forwarded to County Council and County Council will be requested by resolution, to agree to the matching County tax assistance. Once the Town is in receipt of a County Council resolution agreeing to the matching County tax assistance, staff will forward this County Council resolution and Items a) – d) above to the Minister of Finance. Matching education property tax assistance through the Brownfield Financial Tax Incentive Program (BFTIP), or through any other replacement programs administered by the Province is subject to approval by the Minister of Finance. Once written approval of the by-law is received from the

Minister of Finance, any conditions or restrictions specified by the Minister will be included in the by-law.

Step 3 Application Approval

The Minister of Finance is currently prepared to authorize municipal applications for matching education property tax assistance for a maximum of three (3) years from the date of the passing of the by-law. Applications seeking matching education property tax assistance for a longer period are subject to approval of the Minister of Finance. The Town and County may continue to offer municipal tax assistance up to the time period specified for Town and County tax assistance in the by-law, or when the total tax assistance provided equals the total eligible costs, whichever comes first. The matching education property tax assistance may be provided on a different schedule from the tax assistance provided by the Town and the County and may be subject to additional conditions.

A recommendation report will be prepared by staff. If this report recommends approval of the application, a grant agreement satisfactory to the Town Solicitor will also be prepared. This agreement will contain conditions to ensure that the project is commenced and completed in a timely fashion. This agreement will be forwarded to the applicant to be dated and signed.

The recommendation report, the Agreement (dated and signed by the applicant), and the by-law will then be forwarded to Council (or Council's designate) for consideration. If Council or Council's designate approves the Brownfields Property TAP Application and the Agreement, and adopts the by-law, the agreement will be executed by the authorized Town officials and a copy will be provided to the applicant. A copy of the by-law, including all information prescribed by Ontario Regulation 274/04 will be forwarded to the Minister of Municipal Affairs and Housing and the Minister of Finance within 30 days of passing of the by-law by the Town.

Step 4 Payment

Where the Minister of Finance has approved an application for matching education property tax assistance, the municipal property tax assistance and education property tax assistance will begin when Council passes the Minister of Finance approved by-law for tax assistance.

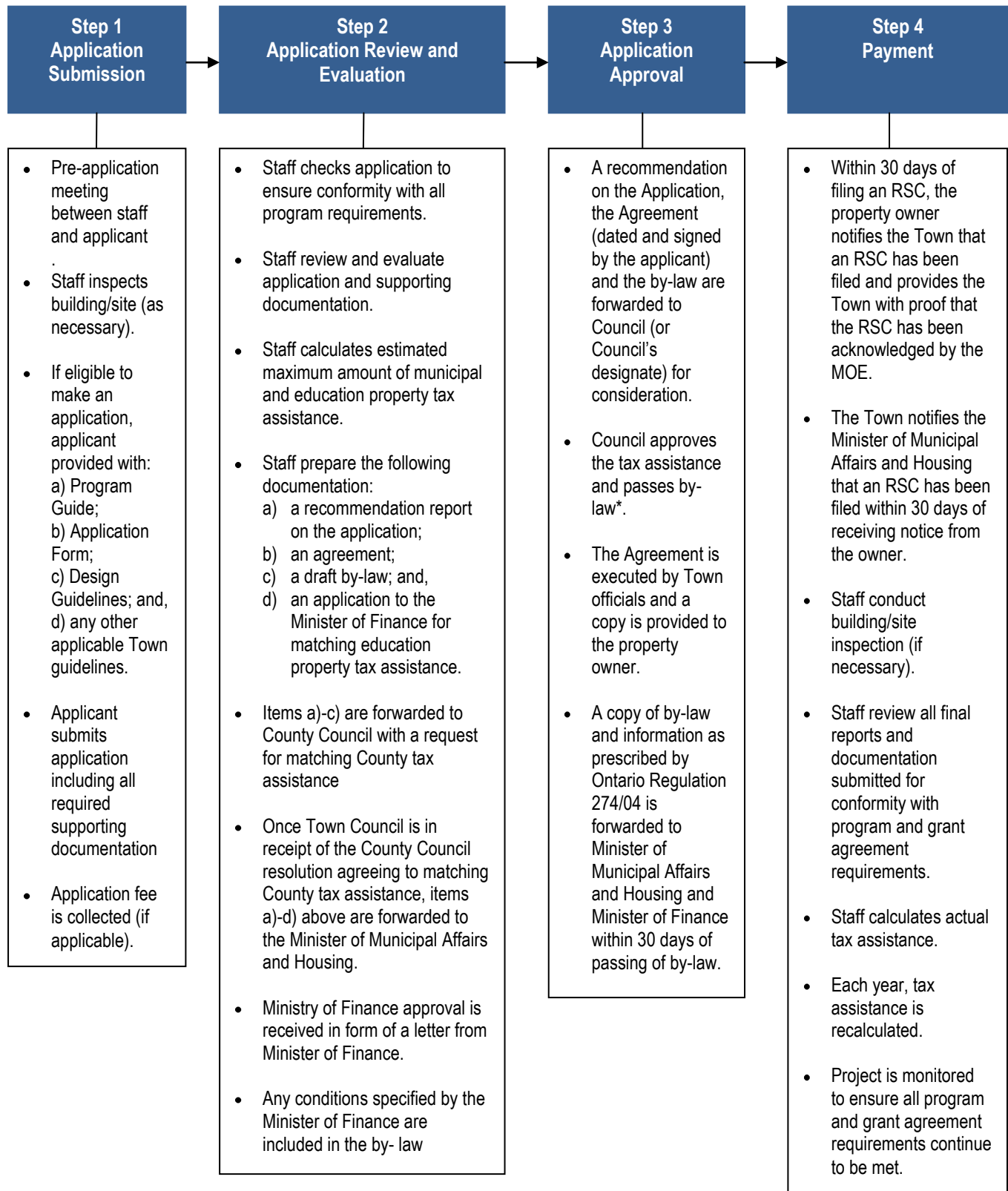
Once remediation of the property is complete, the property owner shall file in the Environmental Site Registry a Record of Site Condition (RSC) for the property signed by a qualified person, and the owner shall submit to the Town proof that the RSC has been acknowledged by the Ministry of the Environment (MOE). The owner shall, within 30 days of filing the RSC, notify the Town of the filing, and within 30 days after receiving said notice, the Town shall advise the Minister of Municipal Affairs and Housing of the filing of the RSC.

The Ministry of Finance's tax assistance will be given as a tax deferral followed by cancellation to the landowner when conditions are met. During the deferral and cancellation stage, the landowner would not be required to pay the education taxes that have been deferred or cancelled. Matching education tax assistance, if any, is provided by the Ministry of Finance and is at the Ministry's discretion.

The Town and County have the option of providing conditional municipal tax assistance, which means that the municipal tax assistance will not be provided until the landowner has first met municipal (Town and County) conditions related to the rehabilitation and development of the

lands. Under a conditional tax assistance scenario, the Town and County have decided to provide no deferral, only cancellation when conditions are met. The full municipal taxes are payable and collected until these conditions have been satisfied. Once the conditions have been satisfied, the Town and County would provide the accumulated tax assistance to the landowner as identified in the by-law.

Figure J-1 Brownfields Property Tax Assistance Program (TAP) Administration



* At the request and agreement of the applicant, Council may elect to have the by-law passed after an RSC has been filed and acknowledged and the property has been redeveloped in order to maximize the total amount of municipal and education property taxes frozen over the period of time specified in the by-law.

Appendix K

Detailed Summary of CIP Recommendations

Table L-1(a): Public Realm Improvements – Thornbury

#	Action	Description	Specific Considerations	Involvement	Priority
1	Install eastern gateway feature	A system of gateway features should be installed at a variety of locations throughout the three commercial areas to create an enhanced first impression of the Town of The Blue Mountains and to each commercial area. In total, there are three gateway feature locations recommended for Thornbury. The eastern gateway entrance feature is located on King Street, generally between Elgin Street and Grey Street (the specific location to be determined as part of Action #38).	The design of the eastern gateway feature should emphasis the gateway locations as visual focal points within the community. Specific design considerations are identified as part of the overall design program for the gateway features (see Action #38)	• Planning department • Public Works department • Community groups	Very High
2	Install southern gateway feature	As per the eastern gateway feature for Thornbury (see #1), the southern gateway feature is located generally on Bruce Street South, generally between Louisa Street and Alfred Street (the specific location to be determined as part of Action #38).	Same considerations as the eastern gateway feature for Thornbury (see Action #1).	• Planning department • Public Works department • Community groups	High
3	Install western gateway feature	As per the eastern gateway feature for Thornbury (see #1), the western gateway feature is located along Arthur Street, generally between Landsdown Street and Elma Street (the specific location to be determined as part of Action #38).	Same considerations as the eastern gateway feature for Thornbury (see Action #1).	• Planning department • Public Works department • Community groups	High
4	Redevelop Town Hall site	The Town is currently in the design and construction stages for the construction of a new Town Hall facility on an expanded Town Hall site. This new facility presents a significant opportunity to further strengthen the anchor civic presence within the Thornbury commercial area and act as a significant draw of residents and visitors to the commercial area. Additionally, a new Town Hall can perform a number of urban design functions, including strengthening the street frontage through added building presence; providing a landmark architectural feature tied to the site’s heritage roots; and providing a number of public gathering space opportunities (skating rink and farmers market).	One consideration that could be explored as part of the detailed design stages is the potential realignment of Mill Street eastwards to accommodate a larger public space on the east side of the new Town Hall building that is directly connected to the building.	• Planning department • Public Works department • Parks department • Finance department • Town Council	Very High (underway)
5	Make Bruce Street South streetscape improvements	The Bruce Street South block between Bridge Street/Arthur Street and Louisa Street is the heart of the Thornbury commercial area. The streetscape of this section of Bruce Street South is in very good condition from a streetscape perspective, containing a very good foundation for any improvements, including a tight right-of-way, defined on-	Considerations for improvements to the Bruce Street South streetscape should include: • Curb extensions at key intersections and pedestrian crossings to shorten the distance across vehicular lanes; • Planting of street trees within curb extensions to	• Planning department • Public Works department	Medium

		street parking, thematic light standards, banner materials and specialty pavers for the sidewalk. Minor enhancements are recommended for this portion of Bruce Street South.	provide visual interest, colour and pedestrian comfort; • Addition of plantings at curb extensions and along the streetscape to provide visual interest and colour; • Incorporation of a visually and physically defined pedestrian crossing of Bruce Street South that continues directly to the mid-block walkway accessing the Hester Street Parking Area; and • Addition of street furnishings (benches, waste receptacles, bike racks) as needed and where space permits, in a style that is consistent with the character of Thornbury.		
6	Make Bruce Street North streetscape improvements	Bruce Street North provides the primary connection to the Thornbury Harbour and allows significant viewlines to Nottawasaga Bay. The streetscape of this section of Bruce Street North is in adequate condition from a streetscape perspective. There is opportunity for streetscape improvements to enhance the pedestrian nature and visual connections to the harbour by extending the character and treatment of Bruce Street South to this section of the streetscape.	Considerations for improvements to the Bruce Street North streetscape should include: • Planting of street trees within curb extensions to provide visual interest, colour and pedestrian comfort; • Addition of plantings at curb extensions and along the streetscape to provide visual interest and colour; • Incorporation of a visually and physically defined pedestrian crossing where the Georgian Trail crosses Bruce Street North; • Addition of street furnishings (benches, waste receptacles, bike racks) as needed and where space permits; and • Formal definition of on-street parking and establishment of a curb and outer boulevard on both sides of the street.	• Planning department • Public Works department	Very High
7	Make Bridge Street streetscape improvements	The Highway 26 corridor as it passes through Thornbury (as King Street, Bridge Street, and Arthur Street) is the principal corridor through the Thornbury commercial area. It accommodates the travel route for a number of visitors to and through the Town and its commercial areas. However, the quality of the streetscape presents a poor image of the community for visitors, and reflects an auto-oriented corridor. There is significant opportunity to improve and “soften” the visual appearance of the streetscape along Bridge Street.	Considerations for improvements to the Bridge Street streetscape should include: • Establishment of curbs at the edges of vehicle lanes • Formal definition of on-street parking where possible; • Establishment of central, landscape medians at entrance locations to calm traffic and provide visual interest; • Extension of the light standards utilized throughout the core area; • Planting of street trees and low level plantings within the outer boulevard to provide visual interest, colour and pedestrian comfort; • Addition of street furnishings (benches, waste receptacles, bike racks) as needed and where space	• Planning department • Public Works department	High

			- permits; and - Encouragement of plantings on private properties along the public right-of-way edge to screen front yard parking areas and frame the street where buildings are set further back; and - Encouragement of the consolidation of existing driveway accesses and better definition of driveway accesses where they span an entire property frontage.		
8	Make King Street streetscape improvements	As per below Bridge Street streetscape improvements (see Action #7).	Same considerations as Bridge Street streetscape improvements (see Action #7).	- Planning department - Public Works department	High
9	Make Arthur Street streetscape improvements	As per below Bridge Street streetscape improvements (see Action #7).	Same considerations as Bridge Street streetscape improvements (see Action #7).	- Planning department - Public Works department	Medium
10	Add plantings along Georgian Trail	The Georgian Trail corridor between Elma Street and Bruce Street should be further planted to enhance the approach to the recommended trailhead parkette (see Action #11) by providing visual interest and screening adjacent land uses. This provides an opportunity to provide visual interest along the Georgian Trail and to better integrate, both visually and physically, the Georgian Trail route within the Thornbury commercial area.	Plantings should include a variety of deciduous and coniferous species, to provide visual interest and colour throughout the year. Plantings should be native, non-invasive species, planted in a naturalized fashion that is easily maintained. Additionally, the treatment of these plantings should be continued along the Georgian Trail, where possible, outside of the Thornbury commercial area.	- Parks department - Public Works department - Planning department	Low
11	Establish Georgian Trail trailhead parkette	There are opportunities to better integrate, both visually and physically, the Georgian Trail route within the commercial area. A parkette should be established on the east side of Bruce Street North abutting the southern edge of the Georgian Trail corridor, providing an opportunity for a resting area and stopping point, but also an opportunity to direct trail users to the core area of Thornbury through wayfinding signage.	Furnishings and amenities, such as benches and sitting areas, interpretive and information signage, waste receptacles, and features to provide a comfortable resting and gathering area should all be considered for this space.	- Parks department - Planning department - Community groups	Medium
12	Improve Thornbury Harbour terminal view	Bruce Street provides advantageous viewlines to Georgian Bay and the Thornbury Harbour as one heads north. However, existing vegetation to a large degree obscures the potential of these viewlines. Maintenance and trimming, plus removal where necessary, of the existing trees should be undertaken to accommodate and accentuate the viewlines down Bruce Street to the Harbour and waterfront. Additionally, further improvements should be made at the terminus of Bruce Street at the entrance to the Harbour, such as the addition of low plantings and public art/signage;	Improvements should focus on providing a linear extension of the Bruce Street corridor and vistas. Improvements to the Harbour break wall should consider greening this space with trees and plantings where possible, the establishment of a pedestrian walkway connected to Bruce Street North, an overlook area looking over Nottawasaga Bay, and appropriate pedestrian lighting that considers any impacts on boating operations and safety. Additionally, uses such as restaurants overlooking the harbour and a lift bridge across the mouth of the harbour could be considered.	- Planning department - Parks department - Public Works department	High

		the addition of a hardscaped resting areas on the north side of Harbour Street; and plantings along the existing pathway system along the existing Harbour boardwalk.			
13	Improve Bruce Street and Arthur Street/Bridge Street intersection	Pedestrian comfort is a key consideration for creating a safe and vibrant commercial area. Given this, enhancements to the existing Bruce Street intersection with Arthur/Bridge Street, given its prominence and the opportunity to draw visitors to the Harbour, should be made to provide a more comfortable pedestrian environment with defined pedestrian crossing routes.	Surface treatment for pedestrian crossings should provide both a visual and physical differentiation that identifies the pedestrian route to both pedestrians and drivers. This may include a range of different materials and treatments (such as brick pavers, imprinted asphalt, coloured asphalt, or textured asphalt). However, universal accessibility, durability, ease of maintenance, and visual interest should be key considerations for identifying a suitable surface treatment.	• Planning department • Public Works department	Very High
14	Redesign Harbour Hill Parkette	The existing Harbour Hill Parkette, a small greenspace on the south side of Harbour Street, generally has a limited function given minimal amenities (benches and minimum plantings). This parkette should be redesigned and improved to provide a high quality public space that performs an overlook, resting and relaxation function for visitors drawn to the Harbour.	At a minimum, Harbour Hill Parkette should involve hardscaping a portion of the parkette to provide a “village square” character, plus the addition of a range of furnishings and amenities, such as benches and sitting areas, interpretive and information signage, waste receptacles, and features to provide a comfortable resting and gathering area. Additionally, these improvements to Harbour Hill Parkette could be coordinated with the possible closure of Harbour Street, whether seasonally, temporarily or permanently, in order to make this area of the community more pedestrian friendly and walkable.	• Planning department • Parks department • Recreation department	Medium
15	Improve Hester Street Parking Lot	The provision of an adequate quantity of convenient, safe and inviting parking is important for the establishment of accessible, pedestrian-oriented, and vibrant commercial core areas. The core area of the Thornbury commercial area currently has an off-street parking lot, the Hester Street Parking Area, on the east side of Bruce Street South behind the buildings. While the lot provides a much needed supply of off-street parking in the area, the quality of the lot should be improved to enhance the pedestrian and user experience.	Considerations for improvements to the Hester Street Parking Area should include: • Paving the parking lot and formalizing the parking spaces to enable clear circulation through the parking area; • Adding greenery to the edges of the parking areas where they are visible to the public right-of-way; • Improving the universal accessibility of the parking area; • Continuing the pedestrian connection through the parking area provided by the current mid-block connection from Bruce Street South; and • Establishing landscaped parking islands at the end of rows to break the parking area into smaller components.	• Public Works department • Planning department	High (construction completed)
16	Establish Mill Pond overlook area	The Mill Pond provides a third significant water feature as the backdrop to the Thornbury commercial area, together with the Thornbury Harbour and Beaver River. However, currently the Mill Pond is not well incorporated into the	Such an overlook viewing area should include a formal structure for casual resting, viewing and sitting. It should be designed with necessary furnishings such as benches, waste receptacles, and interpretation/informational signage.	• Recreation department • Planning department • Community groups • Property owners	High

		fabric of the commercial area, with minimal quality spaces for viewing and enjoying. To enhance its importance, an overlook viewing area should be established at the edge of the Mill Pond.	The space should be connected physically and visually, through wayfinding signage, to the Hester Street Parking Area and Bruce Street South. Additionally, the surrounding edges of the Mill Pond should be naturalized to provide a green interface to the water’s edge (see Core Area Design Plan for further details).		
17	Establish Welcome Centre	The Blue Mountains Chamber of Commerce is proposing the establishment of a new welcome centre at the northeast corner of Highway 26 and Grey Street. This facility includes a small building and associated parking area.	The site layout should reinforce the streetscape along this section of Highway 26, with the building located close to the street with an attractive façade and entrance that is oriented to take advantage of the viewlines along Highway 26 as the road bends.	• Chamber of Commerce • Planning department • County Tourism department	Medium (planning underway)
18	Add plantings along Highway 26	The eastern entrance to the Thornbury commercial area is formed in part by a home improvement store with large parking, loading and outdoor storage areas that are prominently visible. This condition does not present an attractive first impression of Thornbury for visitors arriving from the east.	To soften this view, the northern edge of the Highway 26 right-of-way should be significantly planted with a combination of deciduous and coniferous plantings, and possibly decorative fencing, to provide both visual interest and screening to the undesirable views.	• Planning department • Public Works department • Ministry of Transportation	Medium
19	Redesign Grey Road 2 intersection	The existing Grey Road 2 intersection with Highway 26 presents a challenge for both pedestrian and vehicular movements in the Thornbury commercial area. To provide a controlled pedestrian crossing of Highway 26 from the Georgian Trail a roundabout at this intersection should be considered.	A roundabout in this location could provide a number of advantages, including traffic calming while ensuring a free flow of traffic; energy efficiency without the need for traffic signals; a landscaped central island to add visual interest and colour (and to block views straight across, thereby providing more traffic calming function); and a general conditioning of drivers to slow down as they enter the Thornbury commercial area. Detailed design of the roundabout would need to size the roundabout to accommodate truck traffic given the significance of the route.	• Public Works department • Ministry of Transportation • County Transportation and Public Safety department • Planning department	Medium

Table L-1(b): Public Realm Improvements – Clarksburg

#	Action	Description	Specific Considerations	Involvement	Priority
20	Establish water and sanitary servicing systems for village	The lack of servicing limits certain uses and activities, such as restaurants, which are essential for creating vibrancy and activity throughout the day, and drawing and keeping visitors in the commercial area. Given these impacts, the provision of collective water and wastewater infrastructure should be undertaken for the Clarksburg commercial area.	An extension of municipal water and wastewater system to service Clarksburg is the ideal solution. However, a range of sustainable forms of communal or individual systems should also be explored as an interim or final solution. Such sustainable solutions include the installation of a standalone treatment facility or greywater recovery system (individual or communal), which provide achievable options for individual property owners.	• Public Works department • Planning department	Very High
21	Install northern gateway feature	As per the gateway features for Thornbury (see Action #1), two gateway feature locations are recommended for Clarksburg. The northern gateway feature for Clarksburg is located generally near the Marsh Street bridge over the Beaver River (the specific location to be determined as part of Action #38).	Same considerations as the gateway features for Thornbury (see Action #1).	• Planning department • Public Works department • Recreation department • Community groups	Very High
22	Install southern gateway feature	As per the northern gateway feature for Clarksburg (see Action #21), the southern gateway feature for Clarksburg is located generally near the Marsh Street and Clark Street intersection (the specific location to be determined as part of Action #38).	Same considerations as the gateway features for Thornbury (see Action #1).	• Planning department • Public Works department • Recreation department • Community groups	High
23	Make Marsh Street streetscape improvements	The streetscape quality of Marsh Street, the principal route through the Clarksburg commercial area, presents a poor image of the community to visitors. The streetscape presents a barren look and feel, with expansive overhead wires, cobra head lighting on hydro poles, and no streetscape furnishings or greenery. Improvements and reconstruction should be undertaken to “soften” the visual appearance of the streetscape along Marsh Street.	Considerations for improvements to the Marsh Street streetscape should include: • Establishment of curbs at edges of vehicle lanes; • Extension of the sidewalk and outer boulevard where possible and where space permits; • Formal definition of on-street parking where possible; • Incorporation of the light standards utilized throughout the Thornbury area, although with banners unique to Clarksburg; • Planting of street trees and low level plantings within the outer boulevards to provide visual interest, colour and pedestrian comfort (while considering snow clearance and general maintenance issues); • Curb extensions at key intersections, parking row ends, and pedestrian crossings to shorten the distance across vehicular lanes; and	• Planning department • Public Works department • County Transportation and Public Safety department	Very High

			• Addition of street furnishings (benches, waste receptacles, bike racks) as needed and where space permits, in a style that is consistent with the character. Overhead wires present a significant negative visual impact on the quality of the streetscape, which is partially due to the lack of other amenities on the street, such as street trees, to attract visual attention. While burial of the electrical infrastructure as part of street reconstruction would provide a significant visual improvement of the streetscape, the costs of undertaking burial is often prohibitive for smaller municipalities. Given the expense, efforts for the burial of wires should not be undertaken to the detriment of other recommended streetscape improvements.		
24	Make Clark Street streetscape improvements	The streetscape quality of Clark Street, a secondary route through the commercial area, is similar to that of Marsh Street and faces the same types of design issues and challenges. Similar to Marsh Street, improvements and reconstruction should be undertaken to “soften” the visual appearance of the streetscape along Clark Street.	Streetscape improvements along Clark Street should be consistent with those for Marsh Street (see #23), although there should be recognition of the more significant role and priority of Marsh Street in terms of the scale and extent of improvements.	• Planning department • Public Works department	Low
25	Improve Lions Park	Lions Park is a significant publicly-owned greenspace that is linked to Beaver River. However, it is currently not well incorporated into the fabric of the commercial area and appears hidden and tucked away. It is recommended that improvements to Lions Park should incorporate the concept of a “Clarksburg Art Trail”, reflecting the emerging character and identity of the village, in order to draw visitors in a unique fashion to Lions Park and the Beaver River. Complementing the improvements to Lions Park, the corner where the park laneway accesses Marsh Street should incorporate a signage feature similar in nature to the element identified for Thornbury at the corner of the Arthur/Bridge Street and Bruce Street intersection.	The Clarksburg Art Trail through the park would feature permanent or temporary/seasonal pieces of local public art, which may take a range of different sizes, different artistic mediums, and different forms. Along the Trail, interpretation and welcome signage should be incorporated as well as wayfinding signage directing visitors from Marsh Street (see #38). Opportunities for small scale active recreation, such as a small play structure or adult oriented fitness, should be considered and well as further greenery and plantings to add colour and interest. Additionally, clearing some vegetation along the Beaver River in certain locations should be considered to accommodate sitting areas overlooking the Beaver River. This could be a combination public art piece and wayfinding signage to direct visitors to Lions Park, complemented with low level plantings where space permits. Additionally, a similarly-themed piece could be located on the Clark Street entrance to the park as well.	• Parks department • Planning department • Community groups • Lions Club	High
26	Establish angled parking spaces	Lack of parking within the Clarksburg commercial area, particularly for larger community events and functions,	Detailed design of these parking areas should include consideration for defined pedestrian routes to Marsh Street	• Public Works department	High (completed)

		was identified during the public consultation process as a challenge for any improvement efforts. The Town is currently planning two public parking areas within the Clarksburg commercial area, one on the north and east sides of George Street and the other on the north side of the laneway entrance to Lions Park. Preliminary plans would see in the order of 50 angled parking spaces added to the commercial area’s supply for shoppers, visitors, Lions Park, and a trailhead to Thornbury.	(a sidewalk, painted area on right-of-way, or other methods), appropriate signage regarding parking restrictions, and wayfinding signage along Marsh Street directing visitors to these public parking spaces. Additionally, the Town should investigate other opportunities, wherever possible, for providing further public parking to serve the Clarksburg commercial area.	• Planning department • Rotary Club	
27	Establish off-street parking lots/spaces	To further enhance the off-street parking supply in the Clarksburg commercial area, the opportunity for additional parking through the coordination of several backyards of properties along Marsh Street should be encouraged and explored. This could include two off-street parking areas, one accessed from Clark Street and one accessed from George Street, although both could be connected.	Design considerations for these parking areas should include coordination with the rear yards of buildings in terms of access and screening of service, loading and garbage areas. In addition these areas should include landscape plantings to soften the area and accommodate pedestrian connections to Marsh Street. These efforts would need a joint private agreement between various landowners detailing the specific details on use, costs, access, maintenance, and other responsibilities. Alternatively, there are opportunities for public-private agreements, such as the transfer of land to municipal ownership, with the Town then responsible for the physical improvements and maintenance of the facility.	• Public Works department • Planning department • Property owners • Rotary Club	High
28	Improve the Marsh Street and Clark Street intersection	Pedestrian comfort is a key consideration for creating a safe and vibrant Clarksburg core. The Marsh Street and Clark Street intersection is a key intersection in Clarksburg given its prominence and the sight lines coming downhill in the Clarksburg commercial area. It is recommended that enhancements to the Marsh Street and Clark Street intersection be undertaken should be enhanced with defined pedestrian crossing routes to provide a more comfortable pedestrian environment.	Surface treatment for these pedestrian crossings should provide both a visual and physical differentiation that identifies the pedestrian route to both pedestrians and drivers. This may include a range of different materials and treatments (such as brick pavers, imprinted asphalt, coloured asphalt, or textured asphalt). Universal accessibility, durability, ease of maintenance, and visual interest should be key considerations for identifying a suitable surface treatment. Additionally, these crossings should be coordinated with the curb extensions identified in the Marsh Street and Clark Street improvements (see #2 above).	• Public Works department • Planning department • County Transportation and Public Safety department	Very High
29	Establish a village square	Commercial core areas are key social areas as well as their principal commercial functions. However, Clarksburg’s commercial area currently does not have a space for gathering, socialization and a multi-purpose focal point for the community. It is recommended that a village square be established along Marsh Street, at the northwest corner of the intersection with Clark Street.	The addition of a hardscaped centrally located civic focus within the area can provide and further strengthen it as the central focus of the village. Design considerations for such a village square should include coordinating the space with the design of adjacent building so that the building storefronts face and activate the space; providing trees for comfort and greenery and plantings for visual interest; providing amenities such as benches and waste receptacles;	• Planning department • Parks department • Public Works department	Medium

			and an opportunity to install low rise gateway signage at the corner of village square facing Marsh Street and Clark Street.		
30	Create a Beaver River trail to Thornbury	The proximity of Clarksburg to Thornbury is advantageous to both commercial areas, however, currently the Marsh Street and Bruce Street corridor is the only primary connection between the two areas. The Beaver River corridor provides a secondary opportunity. It is recommended to establish a recreational linkage between Clarksburg and Thornbury in the form of an off-street multi-use trail connecting to the Mill Pond area of Thornbury and ultimately the Georgian Trail.	Design considerations for a Beaver River Trail should include choosing surface materials that are sensitive the natural heritage context (i.e. stone dust or similar); connections to the propsed new parking areas in Clarksburg; provision of appropriate sitting, resting and viewing areas along the trail; and provision of wayfinding signage and/or intepretive signage along the trail, where necessary.	• Parks department • Planning department • Public Works department • Community groups	High (underway - completion expected 2010)

Table L-1(c): Public Realm Improvements – Craigleith

#	Action	Description	Specific Considerations	Involvement	Priority
31	Install eastern gateway feature	As per the gateway feature for Thornbury (see #1), two gateway feature locations are recommended for Craigleith. The eastern gateway feature for Craigleith is located generally near the Highway 26 and Grey Road 21 intersection (the specific location to be determined as part of Action #38).	Same considerations as the gateway features for Thornbury (see Action #1).	• Planning department • Public Works department • Recreation department	Very High
32	Install western gateway feature	As per the eastern gateway feature for Craigleith (see Action #31), the western gateway feature for Craigleith is located generally near the Grey Road 19 and Highway 26 intersection (the specific location to be determined as part of Action #38).	Same considerations as the gateway features for Thornbury (see Action #1).	• Planning department • Public Works department • Recreation department	High
33	Improve Highway 26 streetscape	The Highway 26 corridor is the principal travel route through Craigleith and forms the eastern entrance to the Town of The Blue Mountains, accommodating a large of number of visitors to and through the Town. However the streetscape quality is very poor and does not provide a good first impression for visitors. Currently, the Highway 26 corridor is based on a “rural” street cross section, with a wide right-of-way, roadside ditches, no curbs, no sidewalks, and limited vegetation. Although Highway 26 will likely always be a highway corridor carrying large volumes of east-west traffic including trucks, there is a need to improve and “soften” the visual appearance of the streetscape along the corridor and improve the pedestrian environment of the Craigleith commercial area.	Considerations for improvements to the Highway 26 streetscape should include: • Establishment of a more “urban” street cross-section, with curbs at the edges of vehicle lanes, or where curbs are not provided, the consideration of a “green” cross section including bioswales at the side of the roadway that separate multi-use pathways from travel lanes; • Establishment of central, landscaped medians at entrance locations, where possible, to calm traffic and provide visual interest (similar to the Collingwood By-pass); • Use of the light standards utilized throughout the Thornbury commercial area, although with unique banner material; • Planting of street trees and low level plantings within the outer boulevards to provide visual interest, colour and pedestrian comfort; • Addition of street furnishings (benches, waste receptacles, bike racks) as needed and where space permits; • Encouragement of plantings on private properties along the public right-of-way edge to screen front yard parking areas and frame the street where buildings are set back; and • Coordination with any local road closures along	• Planning department • Public Works department • Ministry of Transportation	High

			Highway 26 to limit intersections with the corridor.		
34	Improve Grey Road 21 and Highway 26 intersection	The Grey Road 21 intersection with Highway 26 is a principal intersection within Craigleith where pedestrian movements across Highway 26 need to be accommodated. However, currently the crossing is uncomfortable for pedestrians. It is recommended that this intersection be enhanced to provide a more comfortable pedestrian environment with defined pedestrian crossing routes.	Physical and visual differentiation of such pedestrian routes should be incorporated, which can be accomplished through a range of different materials and treatments (such as brick pavers, imprinted asphalt, coloured asphalt, or textured asphalt). Universal accessibility, durability, ease of maintenance, and visual interest should be key considerations for identifying a suitable treatment. Consideration should also be given to pedestrian priority signals should these intersections not be signalized for pedestrians.	• Public Works department • Ministry of Transportation • Planning department • County Transportation and Public Safety department	Medium
35	Improve Hope Street and Highway 26 intersection	As per the recommended intersection improvements for Grey Road 21 intersection with Highway 26 (see Action #34).	Same considerations as improvements to Grey Road 21 intersection with Highway 26 (see Action #34).	• Public Works department • Ministry of Transportation • Planning department	High
36	Install Town gateway signage	The intersection of Grey Road 21 and Highway 26 is the eastern entrance to the Town of The Blue Mountains and presents an opportunity for gateway signage welcoming visitors to the municipality. A Town-wide entrance feature at this gateway to provide an enhanced first impression to the Town.	A Town-wide gateway signage design should be in keeping with the gateway features and signage recommended for the individual commercial areas (see Action #1). The principal intent should be a design that meshes the character and nature of the Town as a whole, including the three commercial areas, and is coordinated with wayfinding signage at this location.	• Planning department • Public Works department • Recreation department	High
37	Establish Hope Street trail connection	Hope Street presents a potential multi-use connection to the Georgian Trail routed to the south of the Craigleith core. Such a connection provides a connection between the Georgian Trail and the surrounding residential areas, the future Terrasan development, existing commercial uses, and future commercial uses created through intensification. It is recommended to design and develop such a multi-use connection that furthers strengthens linkages in Craigleith.	This connection could be a combination of on-street and off-street trails, as space and alignment permits. Wayfinding signage should be incorporated along this trail.	• Parks department • Planning department • Public Works department	Medium

Table L-2: Town-wide Initiatives

#	Action	Description	Specific Considerations	Involvement	Priority
38	Implement design program and process for gateway signage	A system of gateway features has been recommended for all three commercial areas to enhance the first impression to the Town of The Blue Mountains and the three commercial areas individually. In total, there are seven gateway feature locations identified for the three commercial areas (three in Thornbury, two in Clarksburg, two in Craigleith) as well one feature for the Town entrance along Highway 26. It is recommended that a coordinated and comprehensive design program be undertaken to implement the design and construction of these gateway features.	The design program for the gateway features needs to be a coordinated design process. Such a program needs to be coordinated between various Town departments; needs to engage the public and community groups at conceptualization and design stages; and needs to be coordinated with streetscape improvements. Design competitions and design workshops are encouraged to generate a broad spectrum of ideas and perspectives for the gateway features. Specific considerations for the detailed design of the gateway features include: • Using a coordinated theme, design and materials for all features; • Designing and installing at the same time as one package; • Exploring opportunities for unique elements for each villages to accentuate individuality; • Using a combination of vertical and horizontal elements to provide visual interest; • Using local materials in construction; • Utilizing variation in size and scale depending on the prominence of the location; and • Enhancing features with native, salt tolerant plantings for colour and visual interest.	• Planning department • Recreation department • Public Works department • County Tourism department • Community groups	Very High
39	Implement design program and process for wayfinding signage	In successful commercial areas, visitors are able to easily, safely and comfortably move around, whether arriving by foot, bicycle, or automobile. Wayfinding signage assists this need by directing visitors to key destinations such as to civic or public buildings, parking areas, open spaces and trails, and other significant destinations or features. A system of wayfinding signage to direct visitors within and between the commercial areas is recommended. It is recommended that a coordinated and comprehensive design program be undertaken to implement the design and construction of the system of wayfinding signage.	The design program for the wayfinding signage also needs to be a coordinated design process. Ideally, the design process should be undertaken together with the gateway features (see Action #38), so that the designs “read” as a single package, but if undertaken separately the program and process should follow the considerations identified for the gateway feature design program. Specific considerations for the detailed design of the wayfinding program, includes: • Coordinating the style, theme and materials with those utilized for the gateway features; • Ensuring simple and universally readable signs with a consistent design template which complements the design of the gateway features; • Using lettering and symbols that contrast with the background; and • Balancing the design of a wayfinding signage system between the needs of drivers, cyclists, and	• Planning department • County Tourism department • Public Works department • Recreation department	Very High

			pedestrians.		
40	Undertake assessment of potential transit program	Connecting the three commercial areas to each other, to other areas, and to the significant natural and recreational opportunities throughout the community, presents unique challenges given the nature of the long linear corridor along Highway 26 and a relatively dispersed settlement pattern. Currently there are limited opportunities for connections between the three commercial areas other than by driving. A scoped transit system provides an alternative to driving, particularly for local residents without vehicles, visitors and tourists in the area, and service industry workers. However, undertaking a comprehensive feasibility assessment is recommended prior to establishing and committing to such as transit program.	There are number of options for running such a transit system, including the Town running its own system; coordination with Collingwood to extend their system; or even opportunities for a public-private partnership. Also there are opportunities exist for two different routes throughout the Town: a “direct” route and a “scenic route”. Regardless of the operation and routing of such a transit program, there are number of items that have to be considered when evaluating the feasibility of a transit system and programming such a system: • Affordable – rates that are affordable to all user groups; • Accessible – can be easily accessed by all users and mobility needs; • Context specific – scaled to the needs of the community; • Coordinated – coordinated and connected with systems of surrounding municipalities and other villages, such as consideration of connection to Collingwood and Meaford; • Sustainable – vehicles using green and sustainable technologies; • Convenient – direct routes, reasonable headway times, and competitive times with driving times; • Accommodating – vehicles that could accommodate recreation equipment (bicycles and skis); and • Pilot project – enough time to gain customer base, evaluate and monitor results.	• Planning department • Public Works department • County Transportation and Public Safety department • Adjacent municipalities	Medium
41	Undertake a retail market assessment for Thornbury and Clarksburg	Vibrant and active commercial include a broad range of different land uses and activities, including retail commercial activities. A study or assessment of the retail market within a commercial core area are often employed by municipalities or business improvement areas to determine the strengths, weaknesses, deficiencies, and opportunities in the retail market in the particular commercial core area. Such a study should be undertaken for the Thornbury and Clarksburg commercial areas to determine an action plan for the enhancement, promotion and marketing of the retail markets of these commercial areas.	Any retail market study of the Thornbury and Clarksburg commercial areas, should, at a minimum: • Assess the existing conditions of the retail market in the commercial areas; • Identify deficiencies in the retail market’s offerings; • Identify the key characteristics and preferences of customers; and • Produce an action plan for businesses going forward including a strategy for marketing and branding.	• Planning department • External consultant	Medium
42	Update and implement the parking strategy study for	Parking is a key component of successful commercial core areas. Given this, a parking study was completed for the	As both the parking strategy and the CIP are implemented, the parking strategy should be monitored to::	• Planning department • Public Works	High

	Thornbury and Clarksburg	for the Thornbury and Clarksburg commercial areas by J.D. Barnes in association with Dillon Consulting in January of 2009. This study assesses the quantity and location of public parking spaces, both off-street and on-street; establishes a strategy for addressing parking deficiencies; and investigates options for parking management systems. This study includes a series of recommendations regarding on-street and off-street parking in Thornbury and Clarksburg that should be implemented.	• Update the supply of public parking in the commercial areas; • Assess the usage of the public parking supply throughout different points of the day and week; • Identify any ongoing deficiencies in the public parking supply for particular areas of the commercial areas; • Update (as required) recommendations for improvement to the supply and access to the public parking supply.	department • County Transportation and Public Safety department • External consultant (option)	
43	Undertake Thornbury Harbour master plan study	The Thornbury Harbour presents a significant destination for visitors and residents, but currently does not capitalize on the opportunity to be a great public space and its potential to draw visitors to the Harbour and the waterfront. The PUDS Strategy identifies a series of recommended improvements to the Harbour and the surrounding area to further capitalize on this significant destination within the community. A master plan study should be undertaken to coordinate the planning and design of these recommended improvements.	A master plan study for the Thornbury Harbour area, should, at a minimum investigate: • Better incorporating viewlines and vistas from Bruce Street to the Harbour • Wayfinding signage between the Harbour and the commercial core area; • Coordination with Bruce Street North streetscape improvements; • Potential seasonal closure of Harbour Street, either permanently, seasonally, or daily; • Harbour break wall improvements; • Pedestrian pathways and routing; • More active uses surrounding the Harbour; • Coordination with Harbour Hill parkette improvements; and • Coordination with the Georgian Trail route and establishment of a trailhead parkette.	• Planning department • Recreation department • Public Works department • External consultant (option)	Medium
44	Undertake a detailed streetscape master plan study	The PUDS Strategy identifies a series of recommended improvements to the streetscape of several principal street s throughout the three commercial areas. This includes Bruce Street, Highway 26, King Street, Bridge Street, and Arthur Street in Thornbury; Marsh Street and Clark Street in Clarksburg; and Highway 26 in Craighleith. Detailed design drawings need to be completed for the each of these streets outlining the specific details of the improvements and construction. Prior to these detailed design drawings, a streetscape master plan study should be undertaken to provide the general direction for the overall streetscape improvement elements.	The general objective of the streetscape master plan study is to provide visually connected commercial areas; establish a safe and comfortable environment for all users; establish visually interesting streetscapes; accommodate various forms and modes of transportation; incorporate a design style reflective of the area’s character; incorporate sustainable design practices; and introduce traffic calming measures. Any streetscape master plan should provide sufficient direction to inform the detailed design process, including, at a minimum, direction on: • The species, location and spacing of street trees and other plantings; • The width and treatment of sidewalks and boulevards; • The style and location of light standards; • The style, orientation and location of streetscape furniture, including benches, waste receptacles, and	• Planning department • Public Works department • External consultant	Very High

			bike racks; • The location and provision of on-street parking spaces; • The location and treatment of pedestrian crossings; and • The incorporation of gateway and wayfinding features.		
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Table L-3: Policy and Regulatory

#	Action	Description	Specific Considerations	Involvement	Priority
45	Adopt amendment to the Official Plan to rationalize the commercial land use hierarchy	The Town’s Official Plan currently contains a confusing and overlapping array of commercial designations, including eight different commercial designations depending on the area of the municipality. It is recommended that these numerous designations be consolidated and organized into a clearer and more distinct commercial hierarchy.	Aside from the Blue Mountains Village designations, there should be four principal commercial designations: a “core commercial”; a “mixed-use corridor commercial”; “harbour commercial”; and “resort/recreational commercial”. For each of Thornbury, Clarksburg and Craigleith, each of the core areas should be organized into a “core commercial” designation. The “mixed-use corridor commercial” should apply to the remaining commercial properties outside of the “core commercial” designation along Highway 26. The general intent for the designations would be the same across the municipality (i.e., small scale, pedestrian oriented feel for the “core commercial” designation). However, there may be differing policies within the “core commercial” designation as needed to address the subtleties and differences of each area (i.e., Clarksburg servicing issues).	• Planning department • Town Council • County Planning department	High
46	Adopt amendment to the Official Plan to incorporate urban design policies	The Town’s Official Plan currently does not have an individual section devoted to urban design principles, objectives or policies. Rather, generic urban design matters and related policies are dispersed throughout the Official Plan in separate land use designations. It is recommended that a stronger urban design position should be incorporated into the Official Plan, providing a high level approach for urban design across the municipality.	A framework of objectives or principles should be established in the Official Plan for all municipal decisions regarding urban design or development, whether it public or private. The level and scope of the urban design objectives or principles needs to be coordinated with the design guidelines recommended for adoption (see #49).	• Planning department • Town Council • County Planning department	Very High
47	Undertake review of the zoning by-laws for commercial core and corridor type zones	The Town’s zoning by-laws, primary planning tools for implementing the vision of the Official Plan, were adopted in the 1977 (Town of Thornbury) and 1984 (Township of Collingwood). The Town is currently undertaking a comprehensive review of its zoning by-laws following adoption of the new Official Plan to mesh it with the new policy direction. It is recommended a more contemporary approach for traditional main street development be incorporated into the new zoning for the three commercial areas.	A primary consideration for the comprehensive Town’s Zoning By-law Project is to incorporate a clearer zoning framework for the three commercial areas that is simpler to administer; more supportive of the main street vision and objectives; more flexible for property owners and developers; and, that reduces the need for zoning amendments.	• Planning department • Town Council • External consultant • County Planning department	Very High (underway)
48	Adopt Urban Design Guidelines	Detailed urban design guidelines were prepared as part of the Planning, Urban Design and Sustainability (PUDS) Strategy, covering five principal topics: infill development, façade improvement, greenfield development design, streetscape design, and sustainability design. The design guidelines	The design guidelines in Section 8.0 of the PUDS Strategy, as a standalone document, should be adopted by Council resolution to act as the specific design guidance for development in the Town.	• Planning department • Town Council • County Planning department	Very High

		express the design expectations for the development review process, operating between the general policies and principles of the Official Plan and the specific details and plans of the development review process, and are intended to facilitate high quality urban design within the Town. It is recommended that the design guidelines be formally adopted by Town Council as a design tool.			
49	Undertake Land Use Study of Bruce Street Corridor between Thornbury and Clarksburg	This study would examine current land uses between the two commercial core areas along Bridge Street, identify any opportunities for conversion of part or all of this corridor to commercial and mixed uses, and make a recommendation for future land uses along this corridor.	The recommendations of the Land Use Study (as applicable) would be implemented through a Town initiated Official Plan Amendment and Zoning By-law amendment.	• Planning department • Town Council • County Planning department	Medium

Table L-4: Incentive Programs

#	Action	Description	Specific Considerations	Involvement	Priority
50	Implement the Design Study Grant Program	Grant equal to 50% of the cost of an urban design study and/or professional architectural/design drawings to a maximum grant of \$2,500 per property/project.		• Planning Department • Finance Department • Town Council	Very High
51	Implement the Commercial Building Façade Grant Program	Grant equal to 50% of the cost of eligible facade and storefront improvement and restoration works to commercial, institutional and mixed use buildings up to a maximum grant per property/project of \$10,000. At the discretion of Council, the grant can be increased by up to \$5,000 per property/project for properties designated under the <i>Ontario Heritage Act</i>. At discretion of Council, a separate grant equal to 50% of the cost of eligible side and/or rear facade improvement and restoration works up to a maximum grant per property/project of \$5,000 may be provided where said rear and/or side facades are highly visible.		• Planning Department • Finance Department • Town Council	Very High
52	Implement the Commercial Building Improvement Loan Program	No interest loan equivalent to 70% of the cost of eligible interior and exterior building maintenance and improvement works to commercial, institutional and mixed use buildings up to a maximum loan per property/project of \$20,000 and minimum loan of \$5,000 per property/project. 30% of loan is forgivable if the project achieves LEED certification or conforms to the Town’s Sustainable Design Guidelines.		• Planning Department • Finance Department • Town Council	High
53	Implement the Residential Intensification Grant or Loan Program	Grant equal to \$15 per sq.ft. of residential space created or rehabilitated to a maximum grant of \$15,000 per unit and a maximum of 4 units per property/project (maximum grant per property/project is \$60,000) OR A Loan equal to \$20 per sq.ft. of residential space created or rehabilitated to a maximum loan of \$20,000 per unit and a maximum of 4 units per property/project (maximum loan per property/project is \$80,000). If residential unit created is affordable, loan is 30% forgivable.		• Planning Department • Finance Department • Town Council	Very High

54	Implement the Revitalization Tax Increment Grant Program	Annual grant equal to 60% of the municipal property tax increase generated by the project for up to 10 years after project completion. Annual grant is equal to 80% of the municipal property tax increase if project is on a brownfield site that requires environmental remediation/risk management. A Record of Site Condition must be filed and acknowledged for such projects on brownfield sites. Annual grant is equal to 100% of the municipal property tax increase if the project achieves LEED certification or conforms to the Town’s Sustainable Design Guidelines. Maximum grant limit of \$500,000.		• Planning Department • Finance Department • Town Council	High
55	Implement the Brownfields Property Tax Assistance Program	Cancellation of the municipal property tax increase and the education property tax increase for up to 3 years.		• Planning Department • Finance Department • Town Council	Medium