



# Staff Report

## Planning and Development Services

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**Report To:** Committee of the Whole  
**Meeting Date:** February 11, 2020  
**Report Number:** PDS.20.08  
**Subject:** Community Improvement Plan Update  
**Prepared by:** Nathan Westendorp, Director of Planning and Development Services

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### A. Recommendations

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THAT Council receive Staff Report PDS.20.08, entitled "Community Improvement Plan Update";

AND THAT Council directs staff to proceed with securing external consulting resources experienced with the development of Community Improvement Plans, if such funds are approved by Council in the 2020 Budget.

### B. Overview

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This report highlights and references the existing Community Improvement Plan that is in effect in the Town. It seeks further direction from Council regarding next steps to preparing a Community Improvement Plan with implementation tools to facilitate the creation of attainable housing units.

### C. Executive Summary

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A December 19, 2019 Council resolution directed staff to initiate a Town-wide Community Improvement Plan which includes attainable housing and other considerations. Council also directed that staff use the template for Community Improvement Plans developed by the County of Grey. Further to this direction, staff have begun background work for the project. A review of the Town's existing 2011 Community Improvement Plan and consultations with other communities who have recently developed a Community Improvement Plan has revealed further details and experience about what is required to successfully prepare an updated or new Community Improvement Plan for the Town. Consultation with the community as well as with internal staff, is critical to a successful Community Improvement Plan. This includes a realistic understanding of the financial commitment the Town is willing and able to invest into the Plan's implementation tools (ie. Grants, bonusing, deferrals, etc.). Without financial support behind the Plan's tools, the plan cannot be executed effectively.

## **D. Background**

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On October 3, 2019, the Blue Mountains Attainable Housing Corporation (BMAHC) recommended that staff initiate a Town-wide Community Improvement Plan using Grey County's approved template, which includes attainable housing and other considerations. This BMAHC recommendation was supported by a Town Council resolution on December 19, 2019.

Since direction was received from Council, staff have begun the background work to support the Community Improvement Plan (CIP) project. As part of this background work, Town staff have completed various activities, including the following:

- Reviewed the existing Town CIP that applies to the Thornbury, Clarksburg and Craigeith Commercial Core Areas;
- Reviewed the CIP template developed by the County of Grey, including discussions with County staff
- Reviewed other municipal CIP's and other supporting Provincial documents, with emphasis on those CIP's that include a focus on attainable/affordable housing
- Contacted other municipalities who have recently prepared Community Improvement Plans.

As a result of this background work, staff are in a better position to understand the scope of the work that needs to be done, the resources required, and any needs for consultation.

## **E. Analysis**

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### Existing Community Improvement Plan

The Town's current 2011 CIP applies to the Thornbury, Clarksburg and Craigeith Commercial Core Areas (please refer to Attachment 1). Developed with the assistance of a consulting team, a number of tasks were completed in order to provide a comprehensive foundation for the preparation of that CIP. These tasks generated a Background Report (June 2009), an Interim Report (October 2009); and a Planning, Urban Design and Sustainability Strategy (March 2011). Due to the intended CIP focus on commercial core areas, these project reports pay specific attention to matters including built form, streetscape, public realm, urban design, etc. Overall, the current CIP remains a well-prepared and comprehensive document. It included an Implementation Strategy organized into four general categories:

- 1) Public Realm Improvements for Thornbury, Clarksburg and Craigeith
- 2) Town-wide Initiatives
- 3) Policy and Regulatory Initiatives; and
- 4) Incentive Programs

The Incentive Programs recommended in the existing CIP were itemized and prioritized in the CIP, including draft workflows for program administration outlined in the CIP Appendices. The Incentive Programs were the following:

- Design Study Grant Program

- Commercial Building Façade Grant Program
- Commercial Building Improvement Loan Program
- Residential Intensification Grant or Loan Program
- Revitalization Tax Increment Grant Program
- Brownfields Property Tax Assistance Program

Based on discussions with Town Finance staff, it does not appear that funding was ever budgeted to support and operationalize these incentive programs. Notwithstanding this, there is certainly some value in reassessing the existing CIP for the commercial core areas to ensure there is guidance and incentives to help ensure they continue to thrive.

### Consultation

Engagement and consultation is critical to any Town project. Development of a Town-wide CIP to address attainable housing and other related matters is no different. When contacting other municipalities regarding their respective CIP projects, it is clear that a commitment to internal and external consultation is key to developing a CIP that can be supported by the community and Council, and funded appropriately by the municipality.

### County Community Improvement Plan Program

The County of Grey developed a template Community Improvement Plan document to assist local municipalities in the preparation of CIP's. The County has also initiated a related Community Improvement Plan program. This program is designed to address the needs and incentives of the Town and address the five development priority areas identified in the CIP Program which are to:

- Increase the supply of affordable and attainable housing,
- Increase value added agricultural uses,
- Promote the development, redevelopment and/or conversion of brownfield, vacant, and greyfield properties;
- Support downtown improvements, and
- Support adaptive re-use of commercial, industrial and institutional buildings.

To this end, the County has already provided \$20,000 in December 2019 to be held in reserve until the Town's CIP has been updated to reflect the above priority areas across the entire municipality. However, the funds may not be used to assist in the adoption of your CIP.

This County program and associated documents are very helpful and will likely form part of the basis of a future Town-wide CIP. They include detailed sample implementation tools including the following:

- Study & Design Grant
- Permit/Application Free Exemption
- Development Charge Exemption/Deferral
- Tax Increment Financing
- Tax Increment Equivalent Grant
- Vacant Lands Tax Assistance Grant

- Heritage Property Tax Relief
- Affordable Housing

It is clear and necessary that the Town update its CIP and introduce tools to provide incentives for priority areas, such as attainable housing. However, it is not yet known whether which of these are right for the Town to implement in its updated CIP since each tool has a financial impact on the municipality. Recognizing the quality of the Town's existing CIP and the imperative for consultation (community, Province, County, internal departments), moving forward with updating the Town's CIP will likely require more complex work leading up to the finalization of the updated CIP.

In order to ensure the updated CIP can compliment the work already done and in a timely manner, it is recommended that external consulting resources be retained. Specifically, staff suggest that an external consultant experienced in the preparation of CIPs will be valuable to review the existing CIP and integrate it with other priority areas that need to be addressed, namely affordable and attainable housing. Fundamental to this project will be informed discussions with Town Finance staff, and then Council, to select desired incentive programs and accurately quantify how much Town-sourced funds will be set aside to support those incentive programs. Accordingly, the 2020 Budget for the Planning Division includes a request for funding to proceed with this project.

## **F. The Blue Mountains Strategic Plan**

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Goal #1: Create Opportunities for Sustainability

Objective #1 Retain Existing Business

Objective #2 Attract New Business

Objective #3 Promote a Diversified Economy

Objective #4 Support Value-Added Agriculture and Culinary Tourism

Objective #5 Improved Visibility and Local Identity

Goal #2: Engage Our Communities & Partners

Objective #1 Improve External Communication with our Constituents

Objective #2 Use Technology to Advance Engagement

Objective #3 Strengthen Partnerships

Goal #3: Support Healthy Lifestyles

Objective #1 Promote the Town as a Healthy Community

Objective #2 Increase the Range of Housing Choices and Promote Housing Affordability

Goal #4: Promote a Culture of Organizational & Operational Excellence

Objective #2 Improve Internal Communications Across our Organization

Objective #4 To Be a Financially Responsible Organization

Objective #5 Constantly Identify Opportunities to Improve Efficiencies and Effectiveness

## **G. Environmental Impacts**

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No environmental impacts are directly associated with the recommendations of this report

## **H. Financial Impact**

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## **I. In consultation with**

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Shawn Everitt, Chief Administrative Officer

## **J. Public Engagement**

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The topic of this Staff Report will be the subject of a future Public Meeting and other consultation initiatives in accordance with a schedule determined upon selection of the required consultant.

Comments regarding this report should be submitted to Nathan Westendorp,  
[directorplanningdevelopment@thebluemountains.ca](mailto:directorplanningdevelopment@thebluemountains.ca)

## **K. Attached**

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1. Attachment 1– CIP for Thornbury, Clarksburg and Craigeleith Commercial Core Areas (2011)
2. Attachment 2 – Grey County Community Improvement Plan Program (2019)

Respectfully submitted,

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# *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*

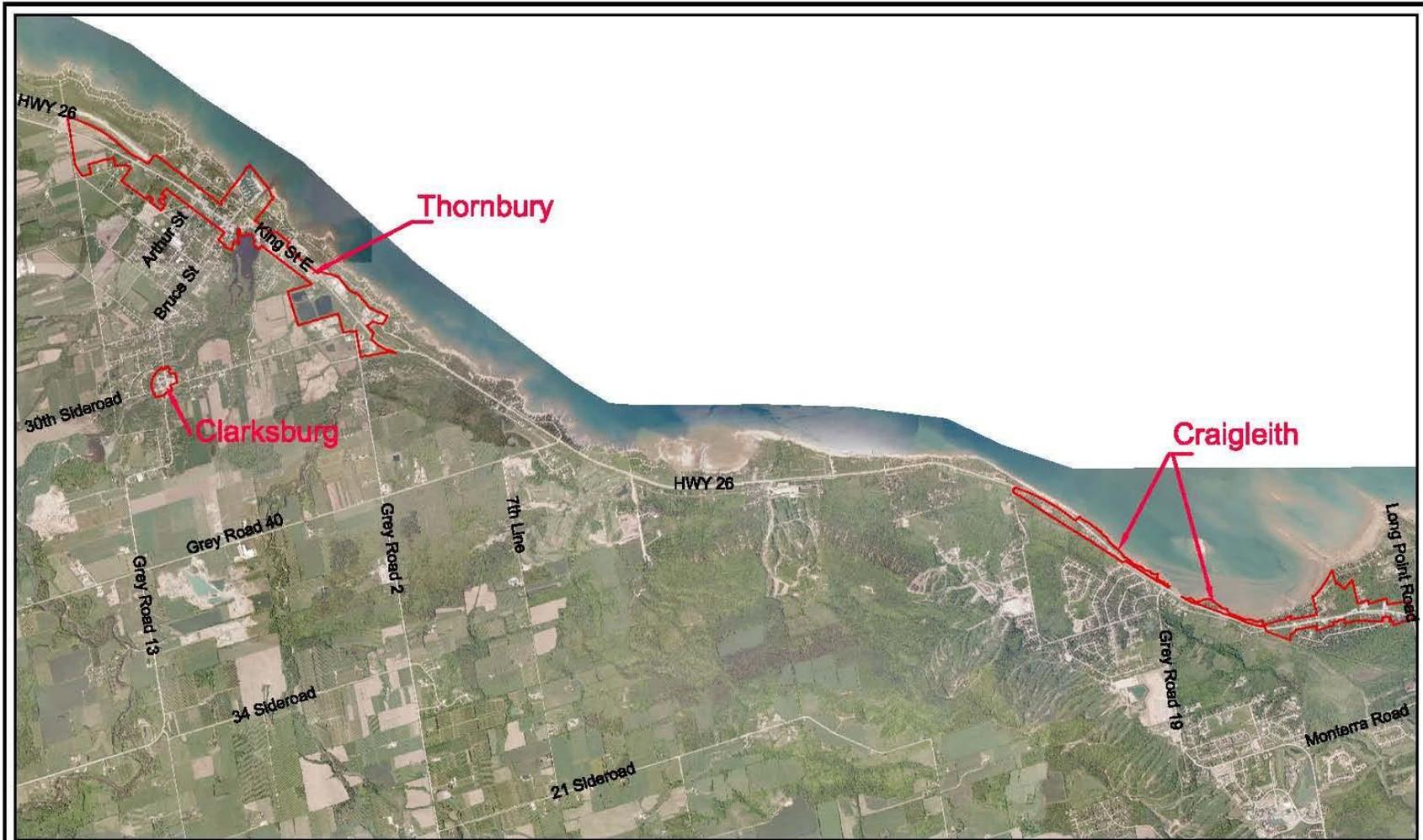


*Clarksburg*



*Craigleith*

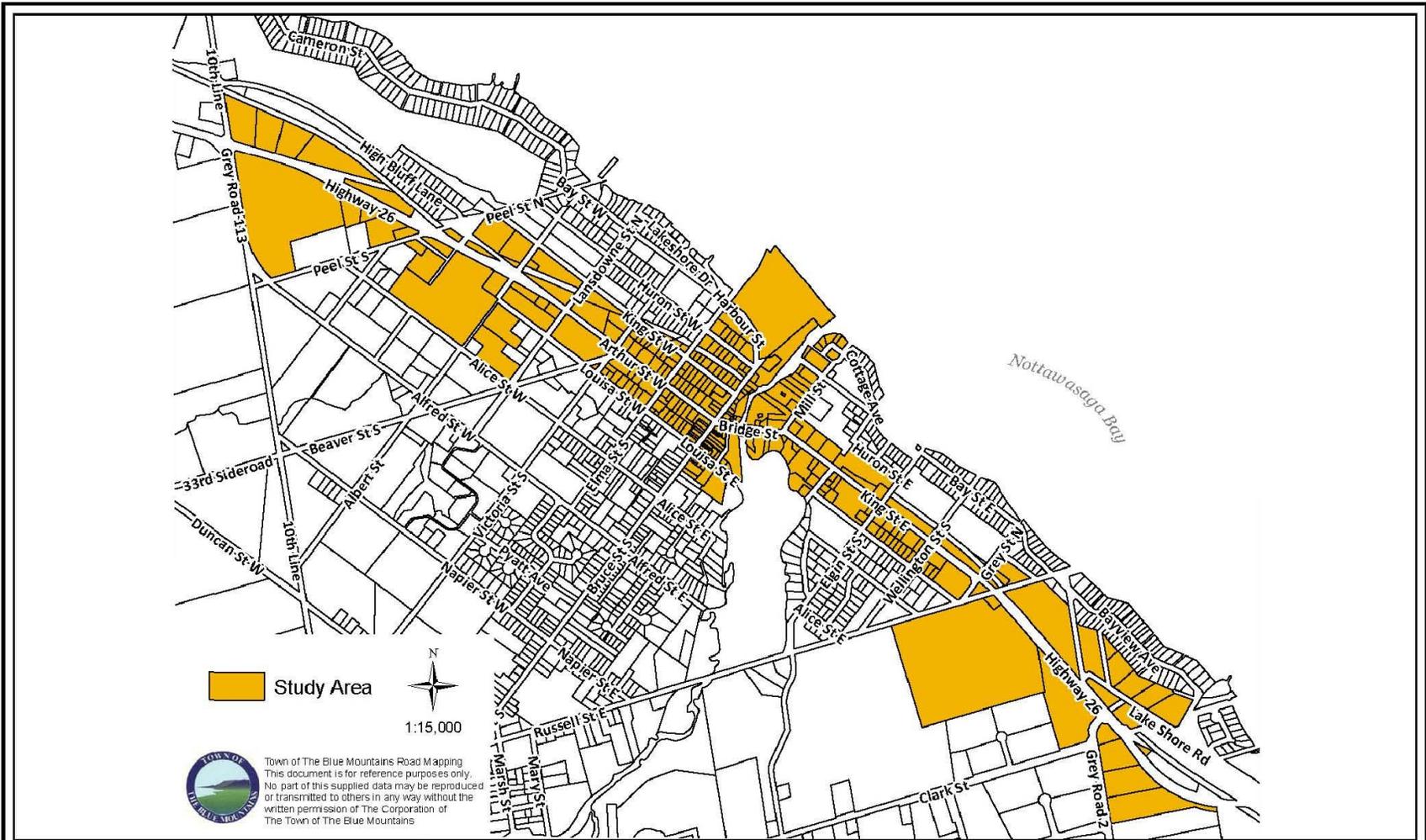




### Town of The Blue Mountains Community Improvement Plan

**FIGURE 1**  
**Town of The Blue Mountains**  
**Study Area**

Source: Town of The Blue Mountains



## Town of The Blue Mountains Community Improvement Plan

**FIGURE 2**  
**Thornbury Study Area**

Source: Town of The Blue Mountains

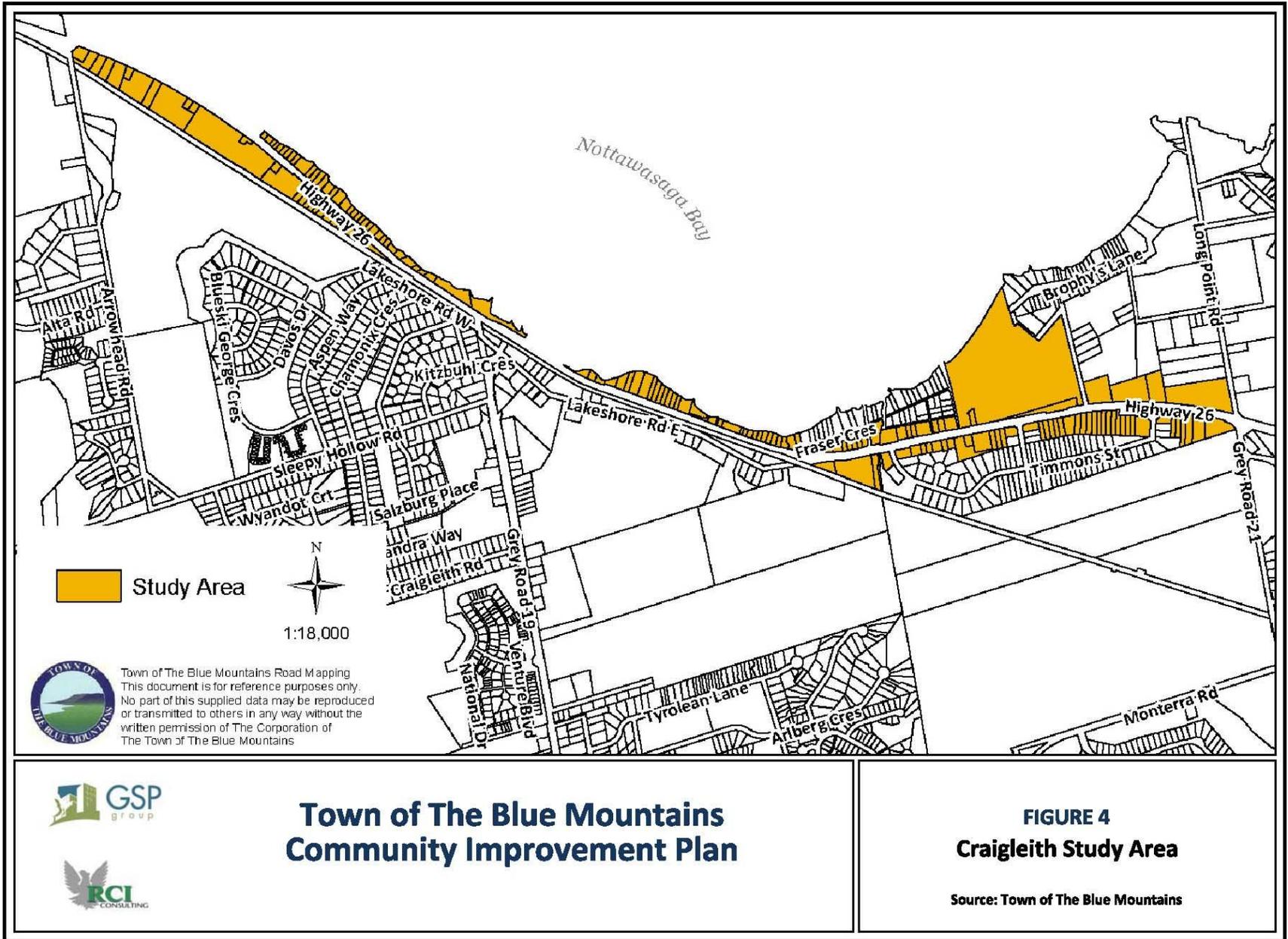


## Town of The Blue Mountains Community Improvement Plan



**FIGURE 3  
Clarksburg Study Area**

**Source: Town of The Blue Mountains**



### 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 3<sup>rd</sup> 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 Lansdowne 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 Craigleith 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 Craigeleith (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 26<sup>1</sup>. 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

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<sup>1</sup> 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.

### 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.



*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.*

## 5.2.4 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 March 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 Craigeleith 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 Craigeleith) which will contain a range of residential, commercial, recreational and open space uses. This new development will certainly bring people to the Craigeleith commercial area, however this development is largely oriented internally with parking and rear building elevations oriented to Highway 26.

At its western edge, the Craigeleith Commercial Area contains the former Craigeleith 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 Craigeleith. 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 Craigeleith 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 Craigeleith Train Depot likely is the only element that defines an identity for Craigeleith.*

### 5.3.3 Economic Activity

With no more than six occupied business addresses and several vacant business properties, the Craigeleith 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 Craigeleith commercial area that it currently does not have the critical mass to function as a commercial destination.

### 5.3.4 Transportation

The Craigeleith 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 Craigeleith Commercial is entirely owned and operated by the Ministry of Transportation. There are no dedicated cycling lanes along the Highway 26 corridor through the Craigeleith 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
<b>Physical Characteristics</b>	<ul style="list-style-type: none"> <li>Bruce Street block very well maintained and presents a clear sense of pride of ownership</li> </ul>	<ul style="list-style-type: none"> <li>Building maintenance and appearance along Hwy. 26 outside of the core is lacking</li> </ul>	<ul style="list-style-type: none"> <li>Large vacant parcels at the edges of the study area that offer a clean slate</li> </ul>	<ul style="list-style-type: none"> <li>Very large study area that presents threat of “diluting” any improvement efforts</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>Overall, only a few potential brownfield sites</li> </ul>	<ul style="list-style-type: none"> <li>Existing/former gasoline stations on Highway 26</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity to redevelop a former gasoline station as part of a new Town Hall</li> </ul>	<ul style="list-style-type: none"> <li>Outside storage of metals, barrels and other materials in rear of some properties</li> </ul>
<b>Land Use</b>	<ul style="list-style-type: none"> <li>A good number of distinct, specialist retail opportunities within the core</li> </ul>	<ul style="list-style-type: none"> <li>Relatively small number of commercial opportunities within the study area</li> </ul>	<ul style="list-style-type: none"> <li>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)</li> </ul>	
<b>Urban Design</b>	<ul style="list-style-type: none"> <li>Authentic traditional feel of the core</li> <li>Building signage is cohesive but not repetitive in core</li> <li>Street lights that are appropriate to the Village</li> <li>Placement of high quality trash bins on Bruce keeps town clean and adds to street form</li> <li>Majority of buildings are similar in scale, where variations occur it tends to add interest</li> <li>Large store front windows bring commercial activities onto the sidewalk</li> <li>Sidewalk treatment through main core suggests sense of pride in Village</li> <li>'Personalization' of sidewalk by individual store owners adds to the vitality of the street</li> <li>Banners on light standards add to the visual interest</li> <li>Heritage Murals tell history of the town</li> </ul>	<ul style="list-style-type: none"> <li>TD Bank and commercial plaza at the corner of Hwy 26 and Bruce St. detract from nature of the core</li> <li>Bruce St. north of Hwy 26 lacks vibrancy due to 'holes' in the built fabric</li> <li>Sidewalks are concrete and narrow making this area seem less important than the main commercial area</li> <li>Hwy 26 built form lacks street edge presence</li> <li>Hwy 26 is not pedestrian friendly</li> <li>First impression of Thornbury is not strong due to Hwy 26 from the east and west</li> <li>Bridge over Beaver River lacks prominence</li> <li>General lack of street trees</li> <li>Many stores step up from grade potentially limiting access</li> </ul>	<ul style="list-style-type: none"> <li>Connect main commercial district to the water creating a destination</li> <li>Infill potential along Bruce St. north of Hwy 26</li> <li>Sidewalk improvement to match south side of Bruce</li> <li>An improved bridge over the river would allow for people to linger and view the river and fish ladder from above</li> <li>Implement a street tree program</li> <li>Develop a system of portable ramps to provide access to stores for everyone</li> <li>Expand on the murals - create a timeline or other story that plays out throughout the town</li> </ul>	<ul style="list-style-type: none"> <li>Increased strip commercial development along Hwy 26</li> </ul>

**Table 1 Thornbury Commercial Area SWOT Analysis (cont’ d)**

Category	Strengths	Weaknesses	Opportunities	Threats
<b>Economic</b>	<ul style="list-style-type: none"> <li>• Very healthy downtown core with overall low commercial vacancy rate</li> <li>• Diverse mix and range of retail and service commercial business types</li> <li>• Design/studio niche on Bruce Street</li> </ul>	<ul style="list-style-type: none"> <li>• Several vacant commercial buildings on Highway 26 near east and west boundaries of the project area</li> </ul>	<ul style="list-style-type: none"> <li>• Rehabilitate/redevelop vacant buildings along Highway 26 and fill with additional retail commercial uses that serve both local residents and visitors</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic along Hwy 26</li> <li>• Lack of pedestrian scale along King Street</li> </ul>
<b>Transportation</b>	<ul style="list-style-type: none"> <li>• Hwy. 26 provides an efficient connection to surrounding villages and towns</li> <li>• Georgian Trail provides bicycle access to/from Collingwood and Meaford</li> <li>• Good parking close to the downtown core with on-street and off-street parking</li> <li>• Bicycle rental program</li> </ul>	<ul style="list-style-type: none"> <li>• Driving speeds through the Village along of Hwy. 26</li> <li>• Connections between Thornbury and Clarksburg are generally poor</li> <li>• Lack of defined on-street cycling lanes throughout the study area</li> </ul>	<ul style="list-style-type: none"> <li>• Create a by-pass around Thornbury and slow traffic on Hwy. 26 while in town</li> <li>• Increase the awareness of the bike rentals</li> <li>• Provide a public system of transportation between the 3 villages</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic volume and speed that impacts the creation of a pedestrian/cyclist oriented environment</li> </ul>
<b>Open Space</b>	<ul style="list-style-type: none"> <li>• Linear park at Town Hall connects town to the river</li> <li>• Harbour and shoreline is an attractive feature close to the downtown core</li> <li>• Parkette on Bruce Street (commercial district) provides a sense of physical and visual relief</li> <li>• Georgian Trail is significant recreation feature</li> <li>• Rail Bridge over river is a significant cultural feature</li> <li>• Bay and river provide many recreation opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of an overall open space around the downtown core</li> <li>• Town lacks a significant public gathering space</li> </ul>	<ul style="list-style-type: none"> <li>• Access to pond through trails and parks</li> <li>• Closing Harbour St. to vehicles would provide for a pedestrian boulevard at the water</li> <li>• A pedestrian/cycle bridge at Hwy 26 and Georgian Trail would serve as arrival point to Thornbury</li> </ul>	

**Table 2 Clarksburg Commercial Area SWOT Analysis**

Category	Strengths	Weaknesses	Opportunities	Threats
<b>Physical Characteristics</b>	<ul style="list-style-type: none"> <li>• Small downtown area that is easily walkable</li> <li>• Variety of building types and façades</li> </ul>	<ul style="list-style-type: none"> <li>• Building maintenance and appearance of some buildings lacking</li> <li>• No municipal services</li> </ul>	<ul style="list-style-type: none"> <li>• Very compact study area that presents opportunity to concentrate improvement efforts for maximum effects</li> </ul>	
<b>Environmental</b>				<ul style="list-style-type: none"> <li>• Outside storage of metals and other materials at rear of some properties</li> </ul>
<b>Land Use</b>	<ul style="list-style-type: none"> <li>• Clear identity as an “arts” village</li> </ul>	<ul style="list-style-type: none"> <li>• Little offered in terms of other commercial uses (retail, restaurants)</li> </ul>		<ul style="list-style-type: none"> <li>• Lack of services limits potential for improvement</li> </ul>
<b>Urban Design</b>	<ul style="list-style-type: none"> <li>• Arrival from the north and south is strong visually, announcing that you have arrived somewhere</li> <li>• Unique and eclectic character</li> <li>• Bohemian feel created by the 'looseness' of the village</li> <li>• Existing 'Welcome to Clarksburg' sign is very appealing (but should be more prominent)</li> <li>• A few good examples of window signs, facade lighting, and hanging signs</li> </ul>	<ul style="list-style-type: none"> <li>• Sidewalks are narrow</li> <li>• Grade is uneven and most stores step up from the sidewalk</li> <li>• Overhead wires create clutter and visual distraction</li> <li>• Lack of street furniture</li> <li>• Lack of street trees</li> <li>• Lack of street lighting</li> <li>• Signage on stores is inconsistent and in places non-existent</li> <li>• Village lacks a strong tie to its context, natural heritage/ recreation</li> </ul>	<ul style="list-style-type: none"> <li>• Design street amenities that recognizes Clarksburg’s creative spirit</li> <li>• Implement a street tree program</li> <li>• Allow for the individuality with buildings while unifying with elements throughout the village</li> <li>• Provide entrance features at arrival point of village to 'tell the story' about Clarksburg’s identity</li> <li>• Provide pedestrian crossing zones through varied paving along Marsh St. to break up extensive stretch of asphalt without having to use crossing lights</li> <li>• Expand on the theme of the Clarksburg 'welcome' sign</li> </ul>	<ul style="list-style-type: none"> <li>• Losing a key strength of the Village, its unique character, through the process of improving it</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>• Pedestrian friendly shopping environment</li> <li>• Low commercial vacancy rate</li> </ul>	<ul style="list-style-type: none"> <li>• Limited shop hours</li> <li>• Some business facades outdated/uninviting</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to build on arts village theme by expanding to other arts type uses</li> </ul>	

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

Category	Strengths	Weaknesses	Opportunities	Threats
<b>Transportation</b>	<ul style="list-style-type: none"> <li>• On-street parking strengthens village atmosphere and pedestrian-friendly streetscape</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of off-street parking for visitors to the village, particularly for special events</li> </ul>	<ul style="list-style-type: none"> <li>• Develop parking lots on some of the vacant/ underutilized land</li> <li>• Create street parking along George St</li> <li>• Develop a parking lot at the corner of Marsh St. and Clark St.</li> </ul>	
<b>Open Space</b>	<ul style="list-style-type: none"> <li>• Plenty of space available relative to the overall size of the village</li> <li>• Beaver River</li> </ul>	<ul style="list-style-type: none"> <li>• Existing Lions Park is difficult to see</li> <li>• There is limited interest within the park</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a physical design program that can be implemented over time – recognizing the importance of the natural beauty of the Beaver River</li> <li>• Create a trail system that connects Clarksburg to Thornbury along river</li> <li>• 'Pockets' of underutilized land can be transformed into public gathering spaces</li> <li>• Develop an 'art garden' or 'art walk' that highlights local work</li> </ul>	

**Table 3 Craigleith Commercial Area SWOT Analysis**

Category	Strengths	Weaknesses	Opportunities	Threats
<b>Physical Characteristics</b>		<ul style="list-style-type: none"> <li>• Building maintenance and appearance along Hwy. 26 outside of the core is lacking</li> </ul>	<ul style="list-style-type: none"> <li>• Large vacant parcels provide opportunity to create an identity or focal point</li> </ul>	<ul style="list-style-type: none"> <li>• Very large study area that presents threat of “diluting” any improvement efforts</li> </ul>
<b>Environmental</b>		<ul style="list-style-type: none"> <li>• Vacant gasoline station.</li> </ul>	<ul style="list-style-type: none"> <li>• Major redevelopment of brownfield site can lead redevelopment of the area</li> </ul>	
<b>Land Use</b>		<ul style="list-style-type: none"> <li>• Strip commercial development that does not reflect a “sense of place”</li> <li>• Very little in terms of what is offered</li> <li>• Presently little reason to stop in Craigleith</li> <li>• A number of gas stations</li> <li>• No defined focal point</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity on large undeveloped properties to create an identity for the Village along Hwy. 26</li> </ul>	<ul style="list-style-type: none"> <li>• Limited land uses to build on</li> </ul>
<b>Urban Design</b>		<ul style="list-style-type: none"> <li>• Buildings set back from road and front loaded with parking</li> <li>• Architecture is utilitarian and does not reflect the context</li> <li>• Hwy 26 is not pedestrian friendly</li> <li>• There is not an arrival point from any direction</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of land available for potential infill and intensification</li> <li>• Trees along Hwy 26 would help to create a sense of place</li> <li>• The creation of a "Main Street' adjacent to Hwy 26 where traffic speed can be controlled</li> </ul>	<ul style="list-style-type: none"> <li>• The inclusion of typical hwy commercial into new development</li> </ul>
<b>Economic</b>		<ul style="list-style-type: none"> <li>• Current appearance of area</li> <li>• Limited range of business types</li> </ul>	<ul style="list-style-type: none"> <li>• Ample vacant and underutilized land parcels that allow for the addition of new businesses</li> </ul>	
<b>Transportation</b>	<ul style="list-style-type: none"> <li>• Hwy 26 brings a large volume of potential visitors through town from the east and west</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of parking along Hwy 26 allowing access to the water</li> <li>• Speed of Hwy 26 is uninviting to visitors once out of their vehicles</li> <li>• Disconnection between</li> </ul>		
<b>Open Space</b>	<ul style="list-style-type: none"> <li>• Proximity to the Bay</li> <li>• Georgian Trail</li> <li>• Proximity to year-round outdoor recreation</li> </ul>	<ul style="list-style-type: none"> <li>• Insignificant signage indicating types of open space</li> </ul>	<ul style="list-style-type: none"> <li>• Create a signage program that highlights the many recreation opportunities in the area</li> <li>• As a 'town form' develops, the inclusion of public open space will help create a pedestrian friendly environment</li> </ul>	

## 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.

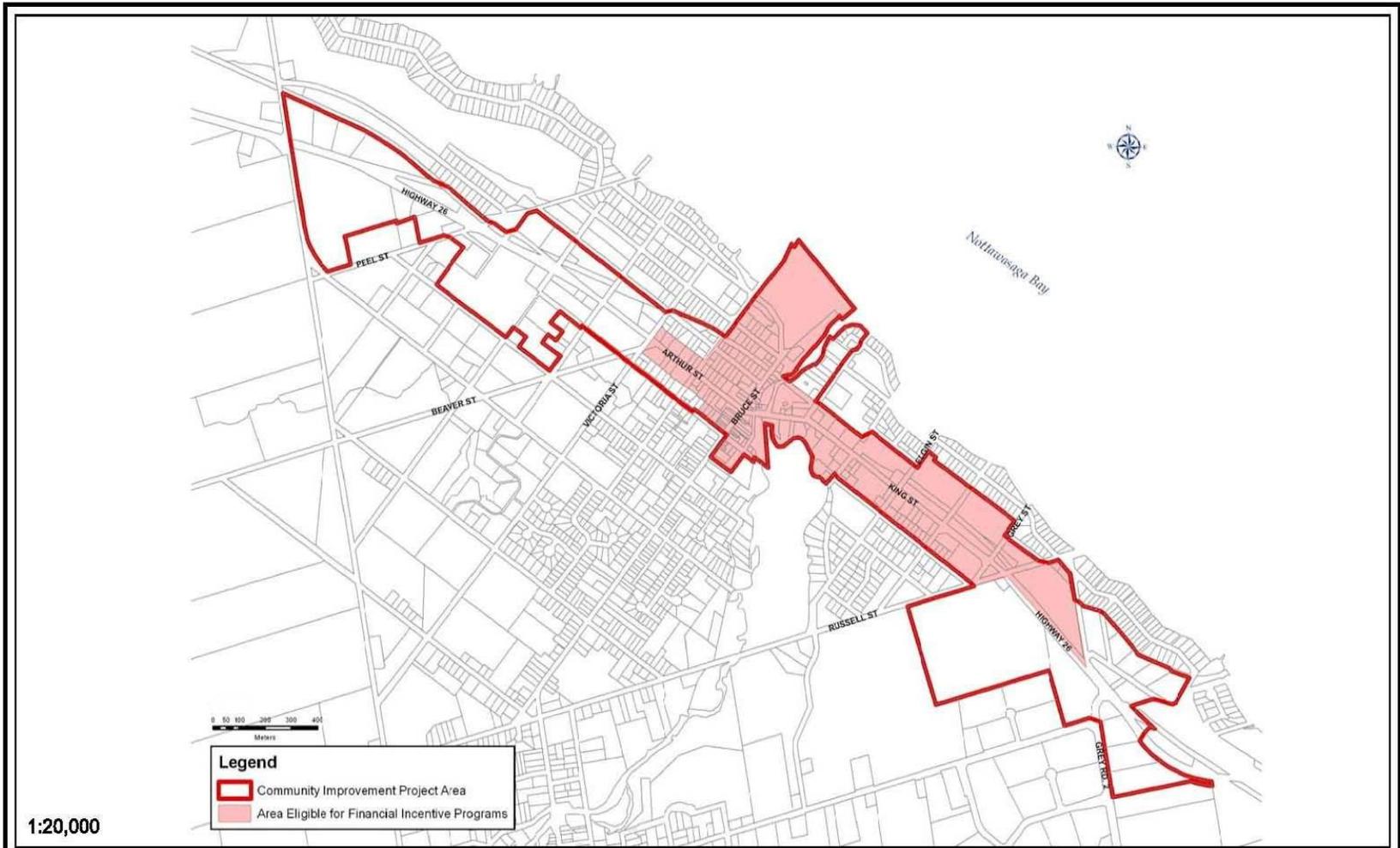
Based on the SWOT Analysis, those lands within each Community Improvement Project Area that are deemed most likely to require financial incentives to achieve the type of community improvement specified in this CIP and the PUDS Strategy were also delineated. These lands are shown in **Figures 6, 7 and 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.



### Town of The Blue Mountains Community Improvement Plan

**FIGURE 5**  
**Town of The Blue Mountains**  
**Community Improvement Project Area**

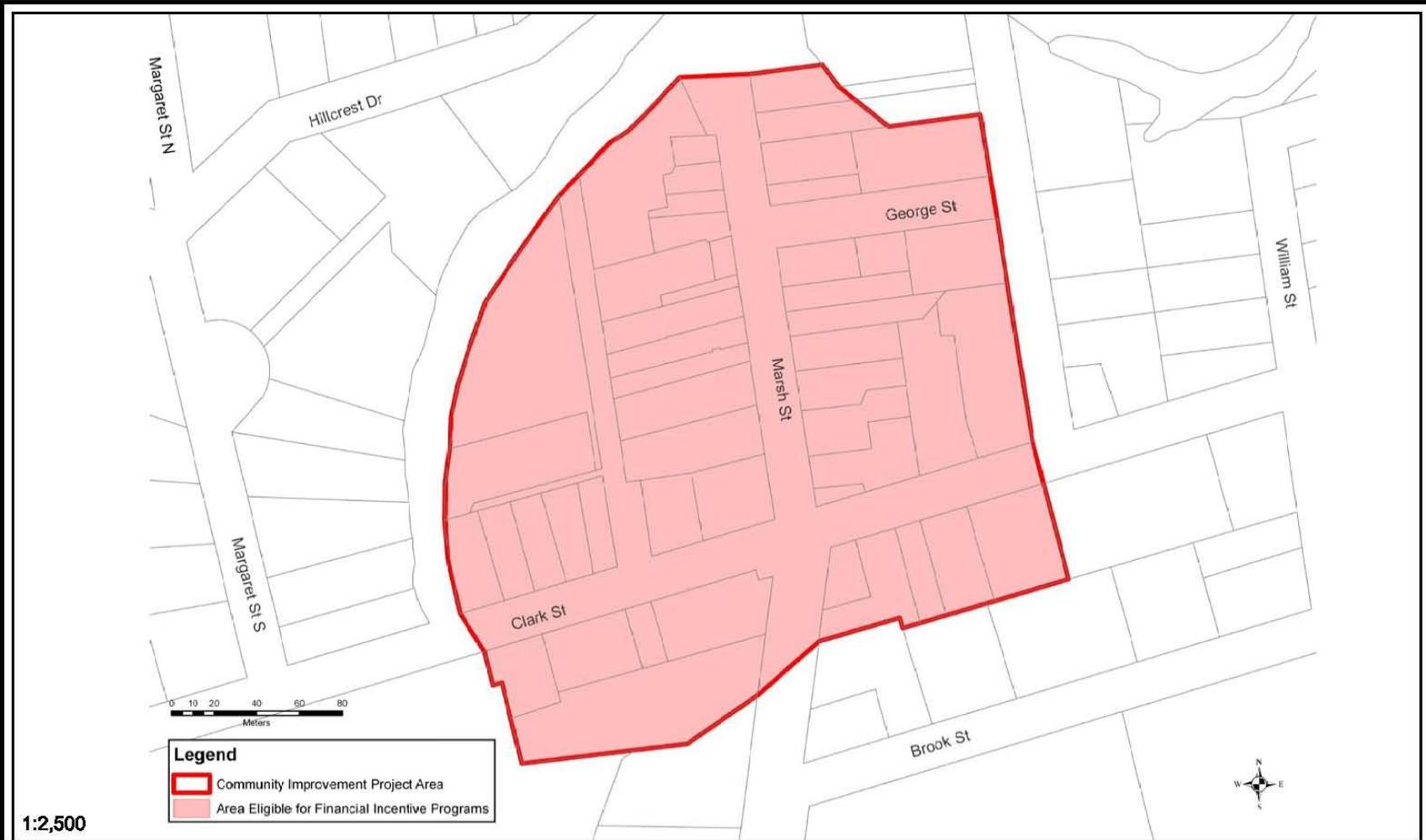
Source: Town of The Blue Mountains



## Town of The Blue Mountains Community Improvement Plan

**FIGURE 6**  
**Thornbury Project Area**

Source: Town of The Blue Mountains

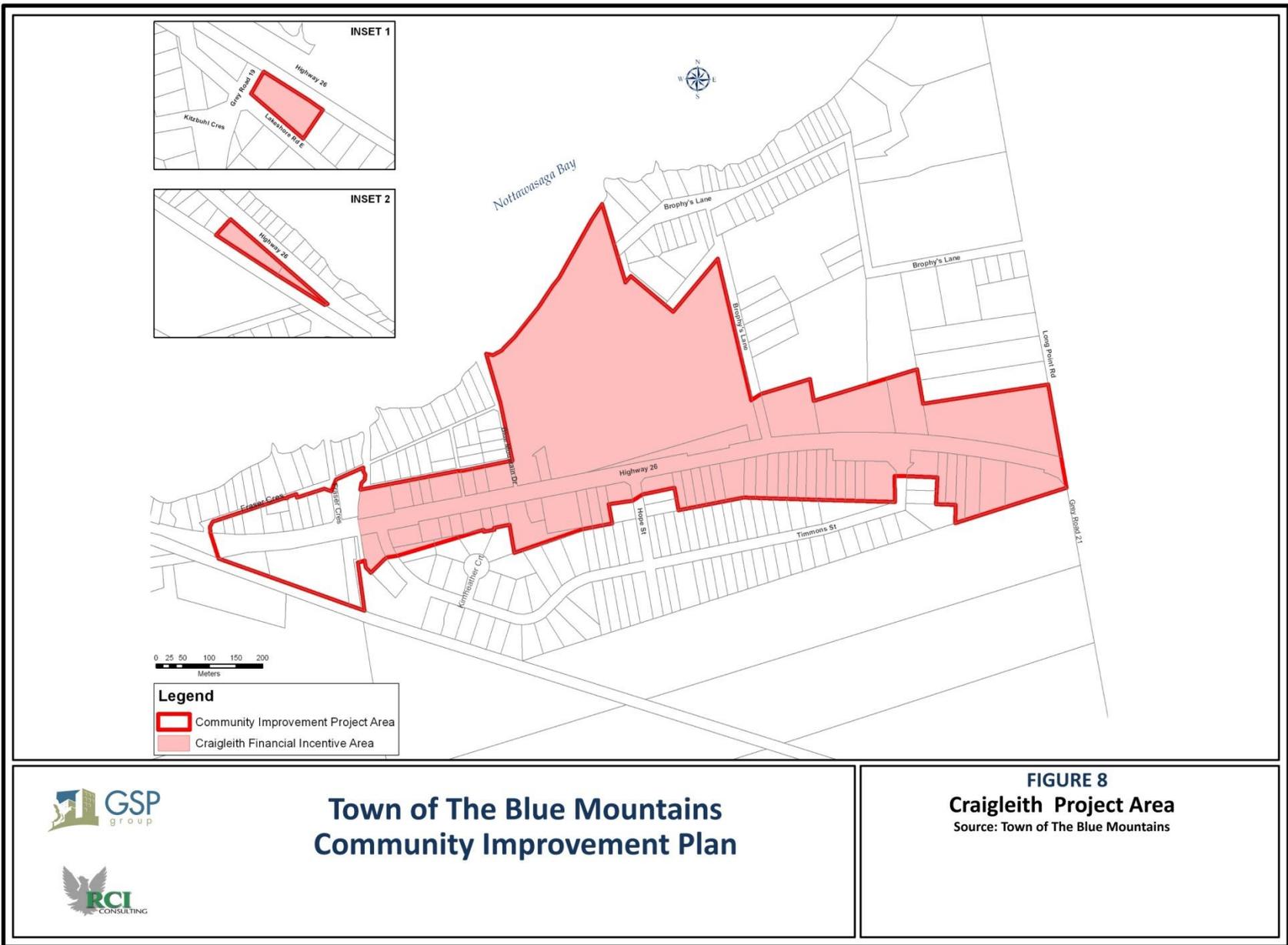


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## Town of The Blue Mountains Community Improvement Plan

**FIGURE 7**  
**Clarksburg Project Area**  
Source: Town of The Blue Mountains

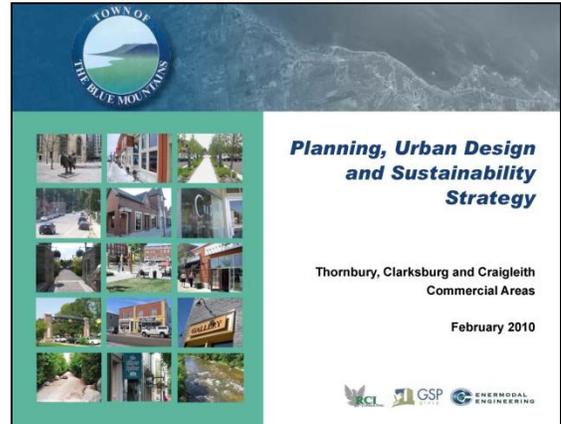


### Town of The Blue Mountains Community Improvement Plan

## 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 Craigeleith 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 in 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 in 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 Craigleith "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 as 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 in 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. Craigeith 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 <sup>2</sup>	Priority
<p><b>1. Design Study Grant</b></p>	<p>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.</p>	<p>Ten (10) years subject to availability of funding as approved by Council</p>	<p>Very High</p>
<p><b>2. Commercial Building Facade Grant</b></p>	<p>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>.</p> <p>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.</p>	<p>Ten (10) years subject to availability of funding as approved by Council</p>	<p>Very High</p>
<p><b>3. Commercial Building Improvement Loan</b></p>	<p>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.</p>	<p>Ten (10) years subject to availability of funding as approved by Council</p>	<p>High</p>
<p><b>4. Residential Intensification Grant or Loan</b></p>	<p>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) <b>OR</b> 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.</p>	<p>Ten (10) years subject to availability of funding as approved by Council</p>	<p>Very High</p>

<sup>2</sup> 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
<p><b>5. Revitalization Tax Increment Grant</b></p>	<p>Annual grant equal to 60% of the municipal property tax increase generated by the project for up to 10 years after project completion.</p> <p>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.</p> <p>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.</p>	<p>Ten (10) years subject to availability of funding as approved by Council</p>	<p>High</p>
<p><b>6. Brownfields Property Tax Assistance</b></p>	<p>Cancellation of the municipal property tax increase and the education property tax increase for up to 3 years.</p>	<p>Ten (10) years subject to availability of funding as approved by Council</p>	<p>Medium</p>

### 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 property<sup>3</sup>;
- 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

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<sup>3</sup> 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 Finance<sup>4</sup>, 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

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<sup>4</sup> 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 Craigleith (**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.

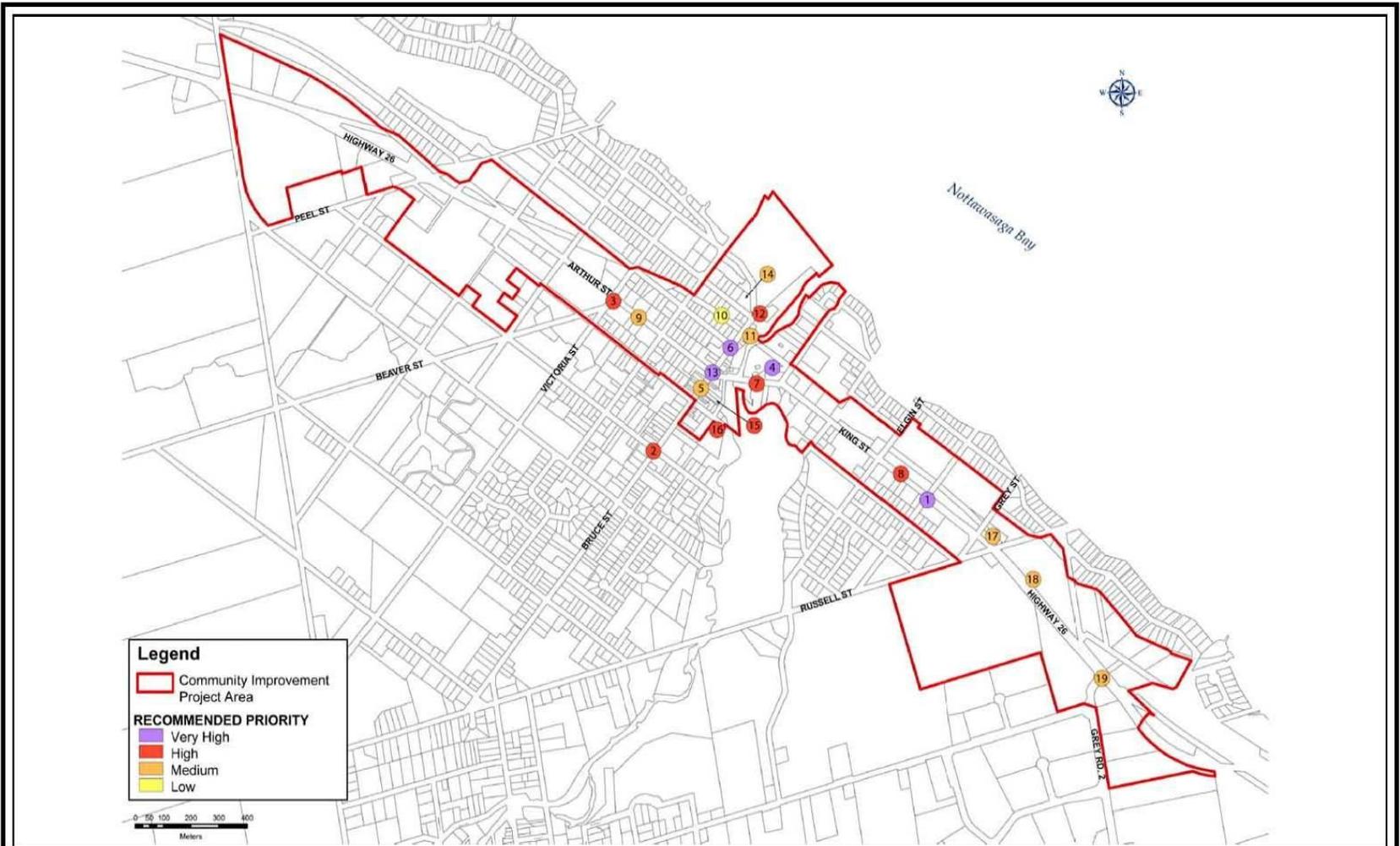
**Table 5 Implementation - Public Realm Improvements**

THORNBURY PROJECT AREA			
#	Action	Involvement	Priority
1	Install eastern gateway feature	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Community groups</li> </ul>	Very High
2	Install southern gateway feature	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Community groups</li> </ul>	High
3	Install western gateway feature	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Community groups</li> </ul>	High
4	Redevelop Town Hall site	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Recreation department</li> <li>• Finance department</li> <li>• Town Council</li> </ul>	Very High (underway)
5	Make Bruce Street South streetscape improvements	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> </ul>	Medium
6	Make Bruce Street North streetscape improvements	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> </ul>	Very High
7	Make Bridge Street streetscape improvements	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> </ul>	High
8	Make King Street streetscape improvements	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> </ul>	High
9	Make Arthur Street streetscape improvements	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> </ul>	Medium
10	Add plantings along Georgian Trail	<ul style="list-style-type: none"> <li>• Recreation department</li> <li>• Public Works department</li> <li>• Planning department</li> </ul>	Low
11	Establish Georgian Trail trailhead parkette	<ul style="list-style-type: none"> <li>• Recreation department</li> <li>• Planning department</li> <li>• Community groups</li> </ul>	Medium
12	Improve Thornbury Harbour terminal view	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Recreation department</li> <li>• Public Works department</li> </ul>	High

<b>13</b>	Improve Bruce Street and Arthur Street/Bridge Street intersection	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> </ul>	Very High
<b>14</b>	Redesign Harbour Hill Parkette	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Recreation department</li> <li>• Recreation department</li> </ul>	Medium
<b>15</b>	Improve Hester Street Parking Lot	<ul style="list-style-type: none"> <li>• Public Works department</li> <li>• Planning department</li> </ul>	High (construction completed)
<b>16</b>	Establish Mill Pond overlook area	<ul style="list-style-type: none"> <li>• Recreation department</li> <li>• Planning department</li> <li>• Community groups</li> <li>• Property owners</li> </ul>	High
<b>17</b>	Establish Welcome Centre	<ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• Planning department</li> <li>• County Tourism department</li> </ul>	Medium (planning underway)
<b>18</b>	Add plantings along Highway 26	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Ministry of Transportation</li> </ul>	Medium
<b>19</b>	Redesign Grey Road 2 intersection	<ul style="list-style-type: none"> <li>• Public Works department</li> <li>• Ministry of Transportation</li> <li>• County Transportation and Public Safety department</li> <li>• Planning department</li> </ul>	Medium

CLARKSBURG PROJECT AREA			
#	Action	Involvement	Priority
20	Establish water and sanitary servicing systems for village	<ul style="list-style-type: none"> <li>Public Works department</li> <li>Planning department</li> </ul>	Very High
21	Install northern gateway feature	<ul style="list-style-type: none"> <li>Planning department</li> <li>Public Works department</li> <li>Recreation department</li> <li>Community groups</li> </ul>	Very High
22	Install southern gateway feature	<ul style="list-style-type: none"> <li>Planning department</li> <li>Public Works department</li> <li>Recreation department</li> <li>Community groups</li> </ul>	High
23	Make Marsh Street streetscape improvements	<ul style="list-style-type: none"> <li>Planning department</li> <li>Public Works department</li> <li>County Transportation and Public Safety department</li> </ul>	Very High
24	Make Clark Street streetscape improvements	<ul style="list-style-type: none"> <li>Planning department</li> <li>Public Works department</li> </ul>	Low
25	Improve Lions Park	<ul style="list-style-type: none"> <li>Recreation department</li> <li>Planning department</li> <li>Community groups</li> <li>Lions Club</li> </ul>	High
26	Establish angled parking spaces	<ul style="list-style-type: none"> <li>Public Works department</li> <li>Planning department</li> </ul>	High (completed)
27	Establish off-street parking lots/spaces	<ul style="list-style-type: none"> <li>Public Works department</li> <li>Planning department</li> <li>Property owners</li> </ul>	High
28	Improve the Marsh Street and Clark Street intersection	<ul style="list-style-type: none"> <li>Public Works department</li> <li>Planning department</li> <li>County Transportation and Public Safety department</li> </ul>	Very High
29	Establish a village square	<ul style="list-style-type: none"> <li>Planning department</li> <li>Recreation department</li> <li>Public Works department</li> </ul>	Medium
30	Create a Beaver River trail to Thornbury	<ul style="list-style-type: none"> <li>Recreation department</li> <li>Planning department</li> <li>Public Works department</li> <li>Community groups</li> </ul>	High (underway - completion expected 2010)

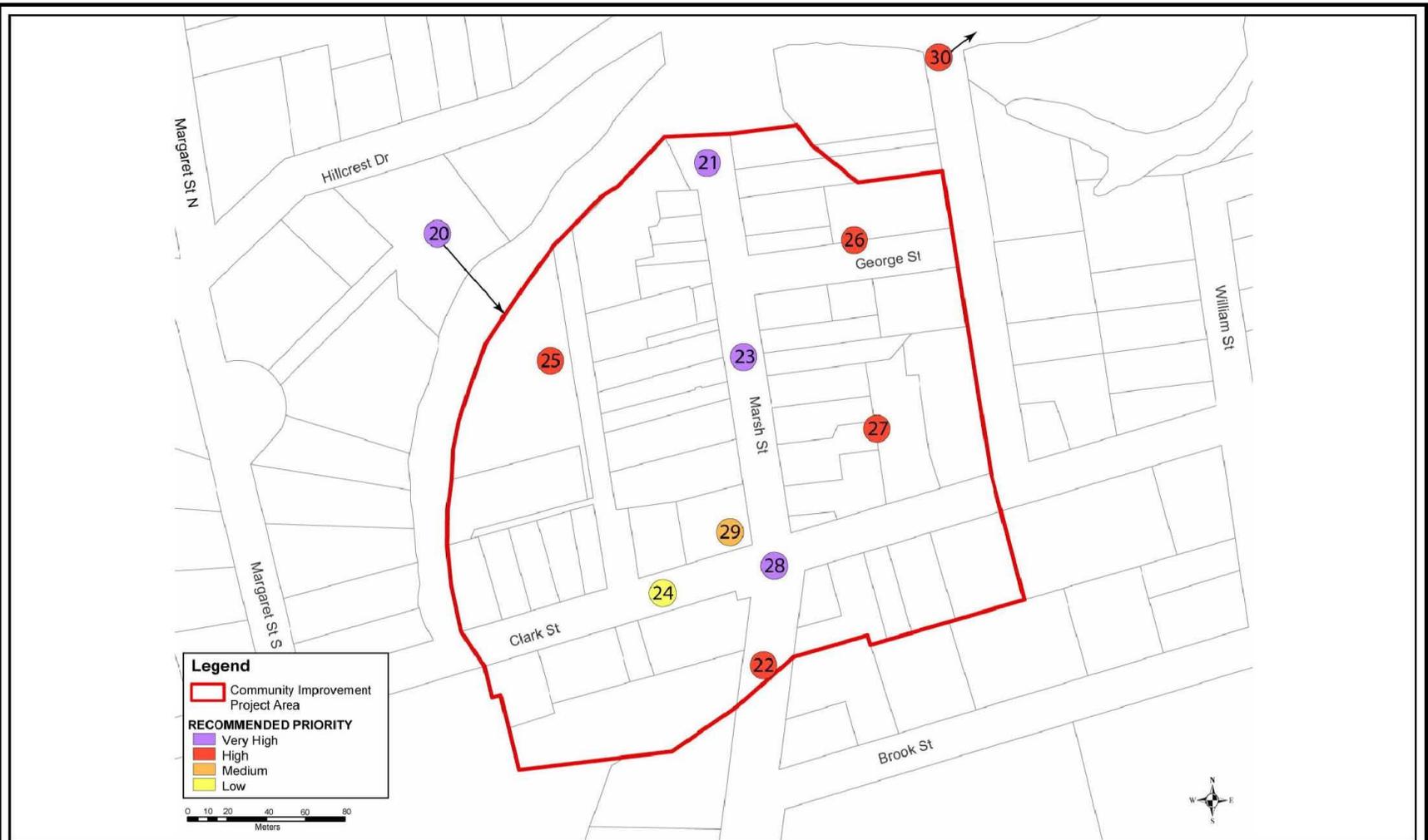
<b>CRAIGLEITH PROJECT AREA</b>			
<b>#</b>	<b>Action</b>	<b>Involvement</b>	<b>Priority</b>
<b>31</b>	Install eastern gateway feature	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Recreation department</li> </ul>	Very High
<b>32</b>	Install western gateway feature	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Recreation department</li> </ul>	High
<b>33</b>	Improve Highway 26 streetscape	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Ministry of Transportation</li> </ul>	High
<b>34</b>	Improve Grey Road 21 and Highway 26 intersection	<ul style="list-style-type: none"> <li>• Public Works department</li> <li>• Ministry of Transportation</li> <li>• Planning department</li> <li>• County Transportation and Public Safety department</li> </ul>	Medium
<b>35</b>	Improve Hope Street and Highway 26 intersection	<ul style="list-style-type: none"> <li>• Public Works department</li> <li>• Ministry of Transportation</li> <li>• Planning department</li> </ul>	High
<b>36</b>	Install Town gateway signage	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Recreation department</li> </ul>	High
<b>37</b>	Establish Hope Street trail connection	<ul style="list-style-type: none"> <li>• Recreation department</li> <li>• Planning department</li> <li>• Public Works department</li> </ul>	Medium



## Town of The Blue Mountains Community Improvement Plan

**FIGURE 9**  
**Public Realm Improvements for  
Thornbury Project Area**

Source: Town of The Blue Mountains

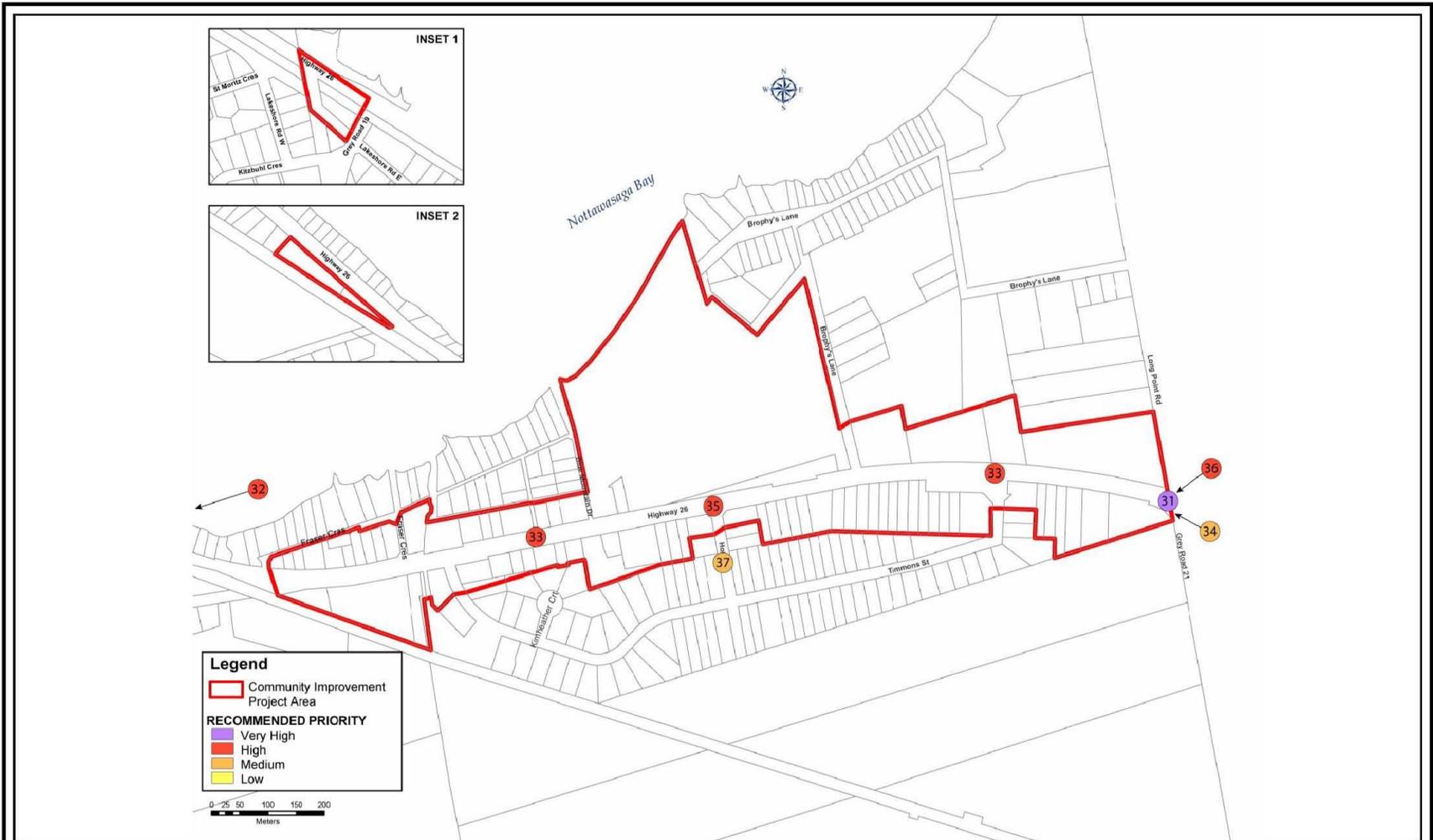


## Town of The Blue Mountains Community Improvement Plan



**FIGURE 10**  
**Public Realm Improvements for**  
**Clarksburg Project Area**

Source: Town of The Blue Mountains



## Town of The Blue Mountains Community Improvement Plan

**FIGURE 11**  
Public Realm Improvements for Craigeith Project Area

Source: Town of The Blue Mountains



**Table 6 Implementation - Town-wide Initiatives**

#	Action	Involvement	Priority
38	Implement design program and process for gateway signage	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Recreation department</li> <li>• Public Works department</li> <li>• County Tourism department</li> <li>• Community groups</li> </ul>	Very High
39	Implement design program and process for wayfinding signage	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• County Tourism department</li> <li>• Public Works department</li> <li>• Recreation department</li> </ul>	Very High
40	Undertake assessment of potential transit program	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• County Transportation and Public Safety department</li> <li>• Adjacent municipalities</li> </ul>	Medium
41	Undertake a retail market assessment for Thornbury and Clarksburg	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• External consultant</li> </ul>	Medium
42	Update and implement the parking strategy study for Thornbury and Clarksburg	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• County Transportation and Public Safety department</li> <li>• External consultant (option)</li> </ul>	High
43	Undertake Thornbury Harbour master plan study	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Recreation department</li> <li>• Public Works department</li> <li>• External consultant (option)</li> </ul>	Medium
44	Undertake a detailed streetscape master plan study	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• External consultant</li> </ul>	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	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Town Council</li> <li>• County Planning department</li> </ul>	High
46	Adopt amendment to the Official Plan to incorporate urban design policies	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Town Council</li> <li>• County Planning department</li> </ul>	Very High
47	Undertake review of the zoning by-laws for commercial core and corridor type zones	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Town Council</li> <li>• External consultant</li> <li>• County Planning department</li> </ul>	Very High (underway)
48	Adopt Urban Design Guidelines	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Town Council</li> <li>• County Planning department</li> </ul>	Very High
49	Undertake Land Use Study of Bruce Street Corridor between Thornbury and Clarksburg	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Town Council</li> <li>• County Planning department</li> </ul>	Medium

**Table 8 Implementation - Incentive Programs**

#	Action	Involvement <sup>5</sup>	Priority
50	Implement the Design Study Grant Program	<ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Finance Department</li> <li>• Town Council</li> </ul>	Very High
51	Implement the Commercial Building Façade Grant Program	<ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Finance Department</li> <li>• Town Council</li> </ul>	Very High
52	Implement the Commercial Building Improvement Loan Program	<ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Finance Department</li> <li>• Town Council</li> </ul>	High
53	Implement the Residential Intensification Grant or Loan Program	<ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Finance Department</li> <li>• Town Council</li> </ul>	Very High
54	Implement the Revitalization Tax Increment Grant Program	<ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Finance Department</li> <li>• Town Council</li> </ul>	High
55	Implement the Brownfields Property Tax Assistance Program	<ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Finance Department</li> <li>• Town Council</li> </ul>	Medium

<sup>5</sup> 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
<b>1. Design Study Grant</b>	<ul style="list-style-type: none"> <li>• Number of applications;</li> <li>• \$ amount of grant</li> <li>• Total cost of urban design study/ architectural/design drawings;</li> <li>• Number of Urban Design Study Grants leading to facade/construction projects; and</li> <li>• Number and \$ amount of program defaults.</li> </ul>
<b>2. Commercial Building Facade Grant</b>	<ul style="list-style-type: none"> <li>• Number of applications by type of facade improvement (front/side);</li> <li>• \$ amount of grant;</li> <li>• Type and cost (\$) of total facade improvements;</li> <li>• Total value (\$) of other building improvements/construction;</li> <li>• Increase in assessed value of participating property;</li> <li>• Increase in municipal (Town and County) and education property taxes of participating property; and</li> <li>• Number and \$ amount of program defaults.</li> </ul>
<b>3. Commercial Building Improvement Loan</b>	<ul style="list-style-type: none"> <li>• Number of applications by type ( interior and/or exterior building improvement)</li> <li>• \$ amount of loan;</li> <li>• Type and cost (\$) of total interior and exterior building improvements;</li> <li>• Total \$ value of construction;</li> <li>• Square footage of commercial and institutional space rehabilitated and/or added;</li> <li>• Number of new businesses successfully occupying the space (1 year post project completion)</li> <li>• Increase in number of residential units/ size of units (sq.ft.)</li> <li>• Increase in assessed value of participating properties;</li> <li>• Increase in municipal (Town and County) and education property taxes of participating properties;</li> <li>• Number and net \$ amount of loan defaults.</li> </ul>
<b>4. Residential Intensification Grant or Loan</b>	<ul style="list-style-type: none"> <li>• Number of applications by type (conversion, intensification, infill)</li> <li>• \$ amount of grant or loan;</li> <li>• Total \$ value of construction;</li> <li>• 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;</li> <li>• Increase in assessed value of participating property;</li> <li>• Increase in municipal (Town and County) and education property taxes of participating property; and</li> <li>• Number and net \$ amount of loan defaults.</li> </ul>

Program	Monitoring Variable
<p><b>5. Revitalization Tax Increment Grant</b></p>	<ul style="list-style-type: none"> <li>• Number of applications</li> <li>• \$ amount of grant;</li> <li>• Total \$ value of construction;</li> <li>• Number of residential units by type and square footage of residential space converted, rehabilitated or constructed;</li> <li>• Square footage of commercial and institutional space rehabilitated or constructed;</li> <li>• Number of new businesses successfully occupying space (1 year post completion);</li> <li>• Jobs created/maintained;</li> <li>• Increase in assessed value of participating property;</li> <li>• Increase in municipal (Town and County) and education property taxes of participating property;</li> <li>• Number and \$ amount of program defaults.</li> </ul>
<p><b>6. Brownfields Property Tax Assistance</b></p>	<ul style="list-style-type: none"> <li>• Number of applications</li> <li>• Increase in assessed value of participating properties</li> <li>• Estimated and actual amount of municipal (Town and County) and education tax assistance provided</li> <li>• Hectares/acres of land remediated and redeveloped</li> <li>• Industrial/commercial space (sq.ft.) rehabilitated or constructed</li> <li>• Residential units/sq.ft. rehabilitated or constructed</li> <li>• \$ Value of private sector investment leveraged</li> <li>• Jobs created/maintained</li> <li>• Number and \$ amount of program defaults</li> </ul>

## 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**

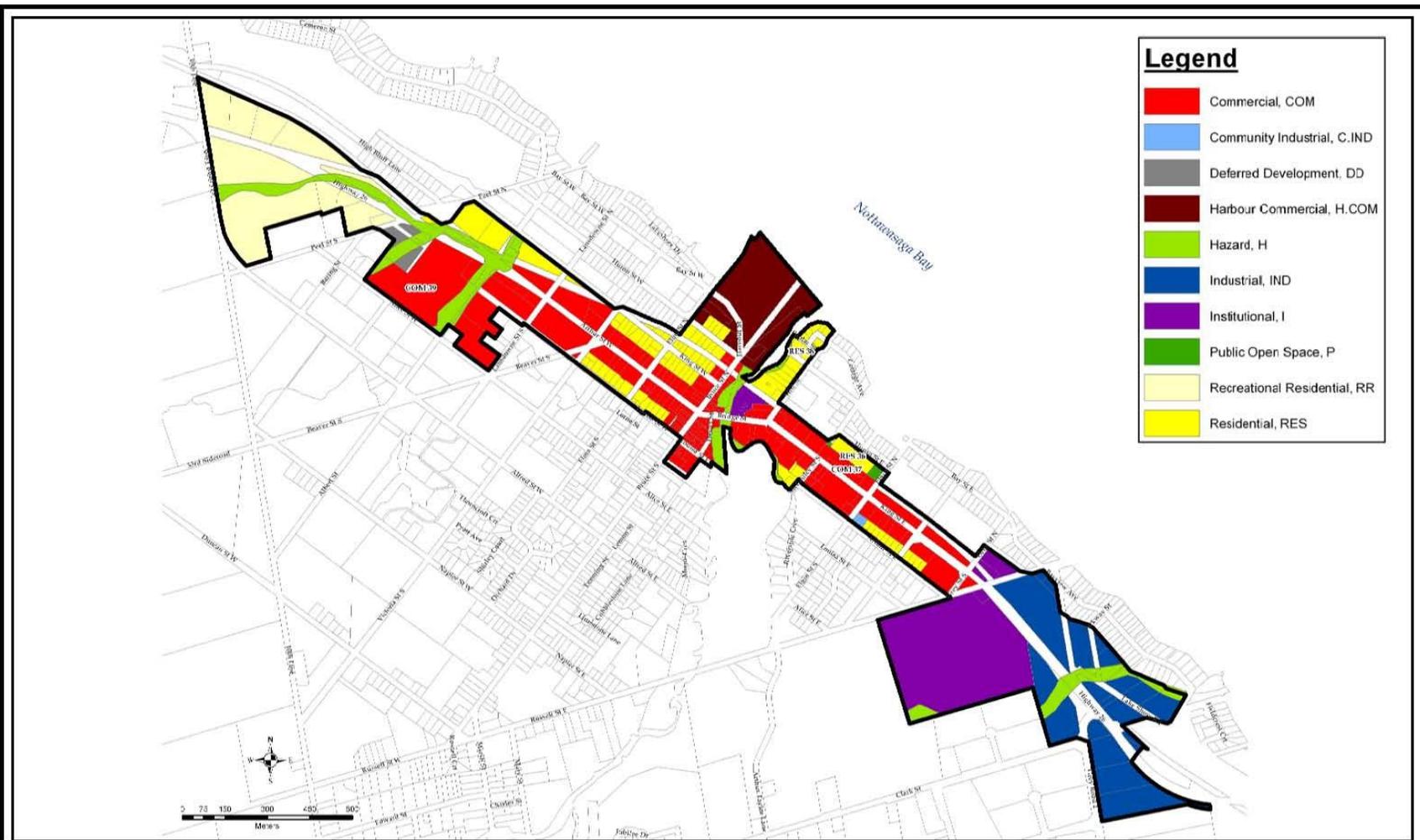
**Land Use Plan and Policies**  
**Town of The Blue Mountains Official Plan**  
**Table B-1**  
**Figures B-1 to B-3**

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

DESIGNATION	PERMITTED USES	RELEVANT LAND USE POLICIES
<b>Commercial (specific to Thornbury)</b>	<ul style="list-style-type: none"> <li>All forms of retail and service commercial uses, business and professional offices, restaurants, and other uses that will not interfere with primary commerce function</li> </ul>	<ul style="list-style-type: none"> <li>Visual and physical upgrades of these areas through BIA initiatives, site plan requirements, and other programs</li> <li>Two functionally distinct areas with specific policies</li> <li>Bruce Street Area:                             <ul style="list-style-type: none"> <li>Core function to be maintained</li> <li>Diverse range of commercial uses promoted, limited by physical characteristics</li> <li>Residential uses permitted as accessory functions subject to parking provision</li> <li>Council to initiate off-street parking program for approximately 150 cars</li> </ul> </li> <li>Arthur/King Street Corridor:                             <ul style="list-style-type: none"> <li>Evolution to traditional commercial form</li> <li>Accommodate uses not able to be accommodated in Bruce Street Area</li> <li>Access locations to be minimized from Arthur and King Streets</li> <li>Clustering of small commercial uses to accommodate shared parking areas/accesses</li> </ul> </li> <li>Conversion of residential to commercial use must demonstrate building suitability, parking sufficiency, no undue impacts on adjacent residential uses, and compatibility with the area</li> </ul>
<b>Harbour Commercial (specific to Thornbury)</b>	<ul style="list-style-type: none"> <li>Predominant use of marina operation (i.e. boat storage, boat repair, etc)</li> <li>Also commercial and residential uses adjoining the marina (i.e. marine supplies, hotel, restaurants)</li> <li>Other related uses and services (i.e. convenience retail, arts and crafts)</li> </ul>	<ul style="list-style-type: none"> <li>All areas of external sales, service or display to be screened from general public view (except winter storage and repair storage)</li> <li>Pedestrian walkways to be established within the area linking to other recreation, open space, and commercial areas within the Town</li> </ul>
<b>Village Commercial (specific to Clarksburg)</b>	<ul style="list-style-type: none"> <li>Commercial and compatible uses serving the Village, traveling/tourist public, and surrounding agricultural areas</li> <li>All retail, service and recreational commercial uses</li> <li>Small scale resort accommodations</li> <li>Compatible uses (i.e. craft industries, residential above)</li> <li>Industrial uses related to agricultural products</li> </ul>	<ul style="list-style-type: none"> <li>Council to work with business groups to improve streetscape and amenities in core</li> <li>All service and storage areas to be screened from adjacent residential/open space uses</li> <li>Adequate on-site parking facilities required for new development</li> <li>Council may consider on-site parking facilities for new development through sharing with adjacent or surrounding properties (approximately 100 metres)</li> <li>Council to encourage visual and physical upgrades of these areas through BIA initiatives, site plan requirements, and other programs</li> </ul>
<b>Highway Commercial</b>	<ul style="list-style-type: none"> <li>Small scale commercial uses relying on vehicular traffic (i.e. gas stations, service commercial, restaurants)</li> <li>Small scale commercial resort accommodations</li> <li>Recreational and resort-related commercial uses (i.e. arts and crafts or recreation sport sales)</li> </ul>	<ul style="list-style-type: none"> <li>Large scale commercial uses not permitted</li> <li>Other commercial land uses directed to other commercial designations</li> <li>Accesses to Highway Commercial uses along Highway No. 26 to be grouped/shared</li> <li>Small scale commercial resort accommodation limited to 50 rooms/units</li> <li>Small scale restaurants limited to maximum of 100 seats</li> </ul>

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

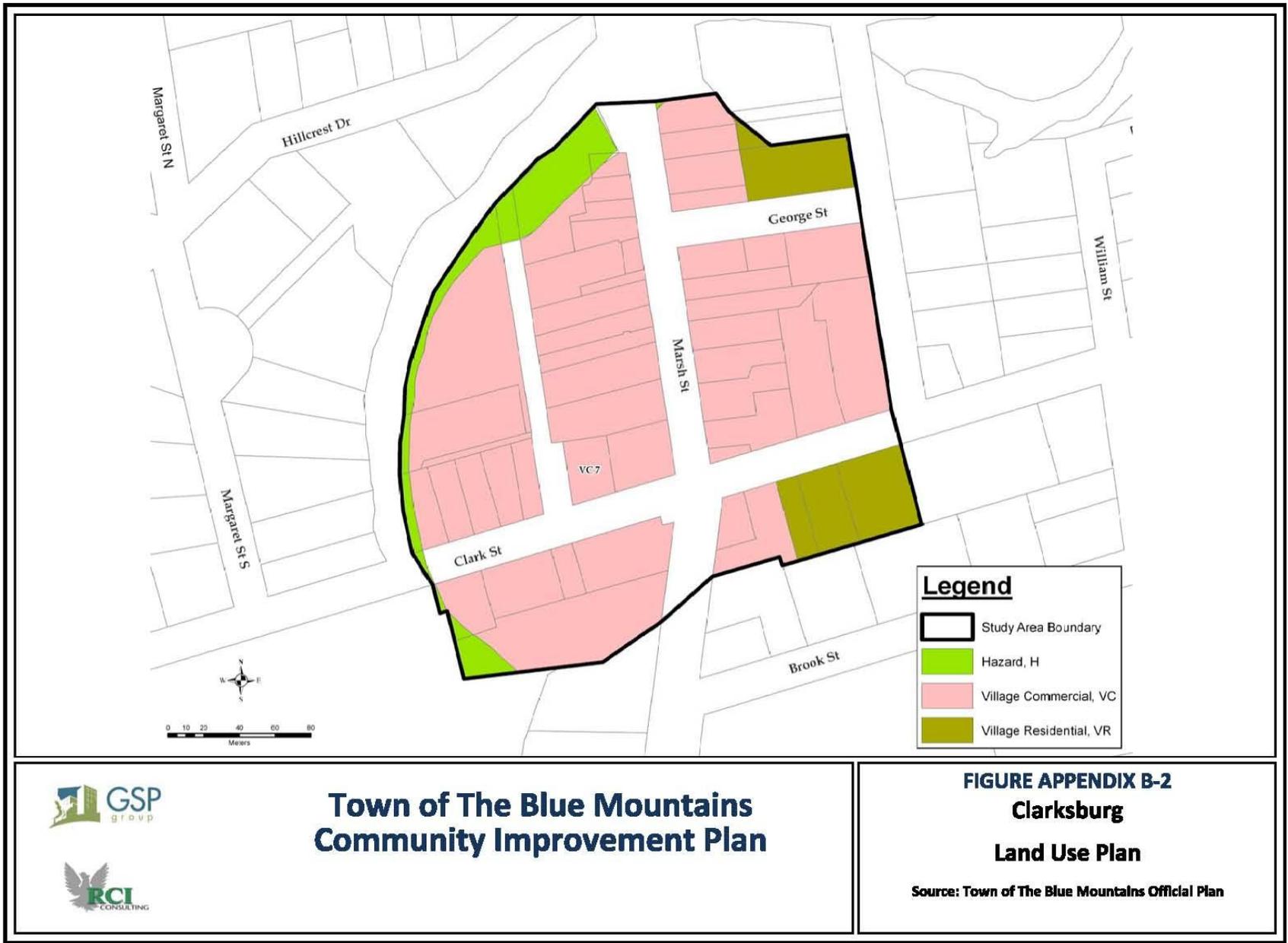
DESIGNATION	PERMITTED USES	RELEVANT LAND USE POLICIES
<b>Residential (specific to Thornbury)</b>	<ul style="list-style-type: none"> <li>• Intended to provide for a wide range of residential development at different densities</li> <li>• Single-detached, semi-detached, duplexes through infilling process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



## Town of The Blue Mountains Community Improvement Plan

**FIGURE APPENDIX B-1  
Thornbury  
Land Use Plan**

Source: Town of The Blue Mountains Official Plan



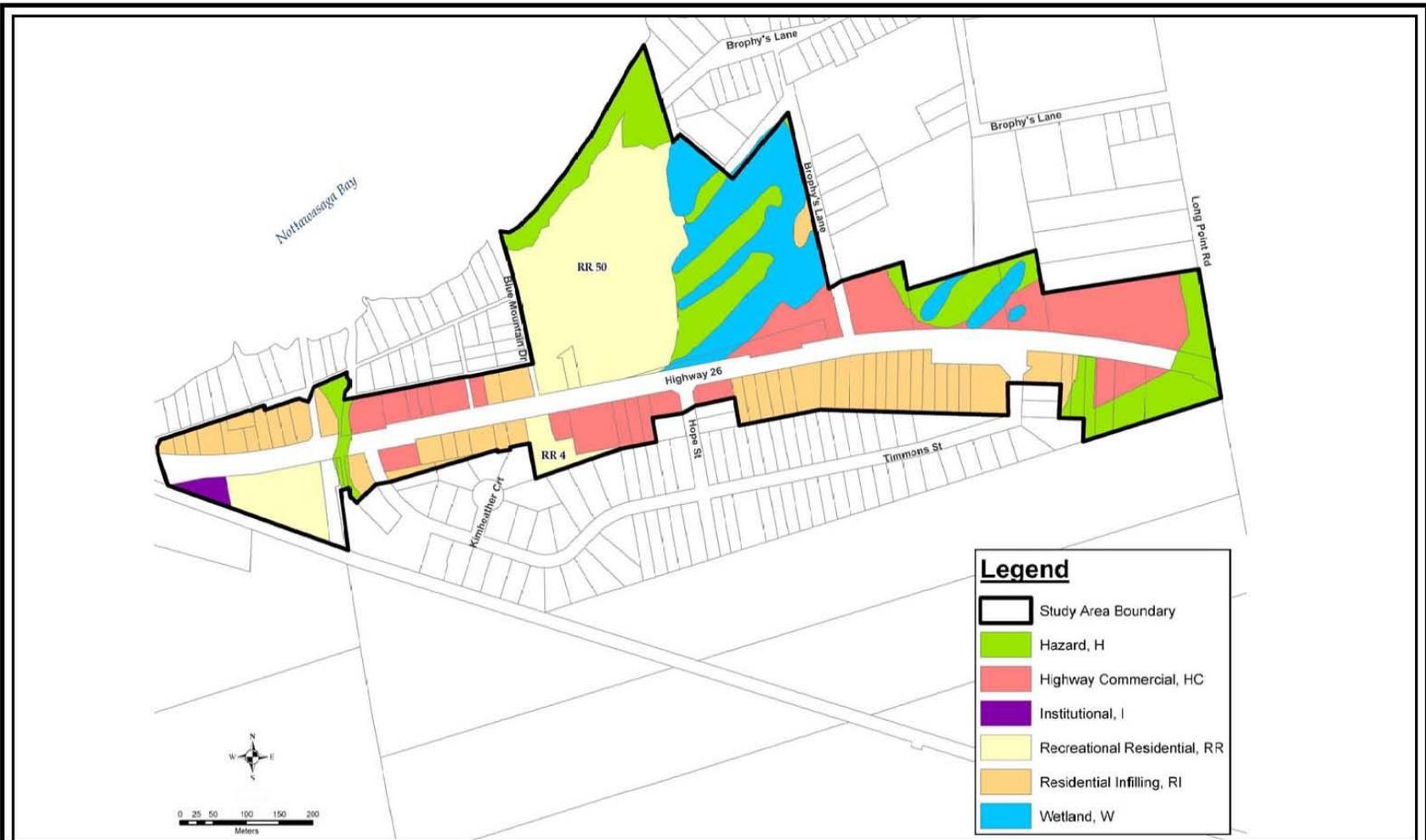
## Town of The Blue Mountains Community Improvement Plan

### FIGURE APPENDIX B-2

### Clarksburg

### Land Use Plan

Source: Town of The Blue Mountains Official Plan



Legend	
	Study Area Boundary
	Hazard, H
	Highway Commercial, HC
	Institutional, I
	Recreational Residential, RR
	Residential Infilling, RI
	Wetland, W



## Town of The Blue Mountains Community Improvement Plan

**FIGURE APPENDIX B-3**

### Craigleith Land Use Plan

Source: Town of The Blue Mountains Official Plan

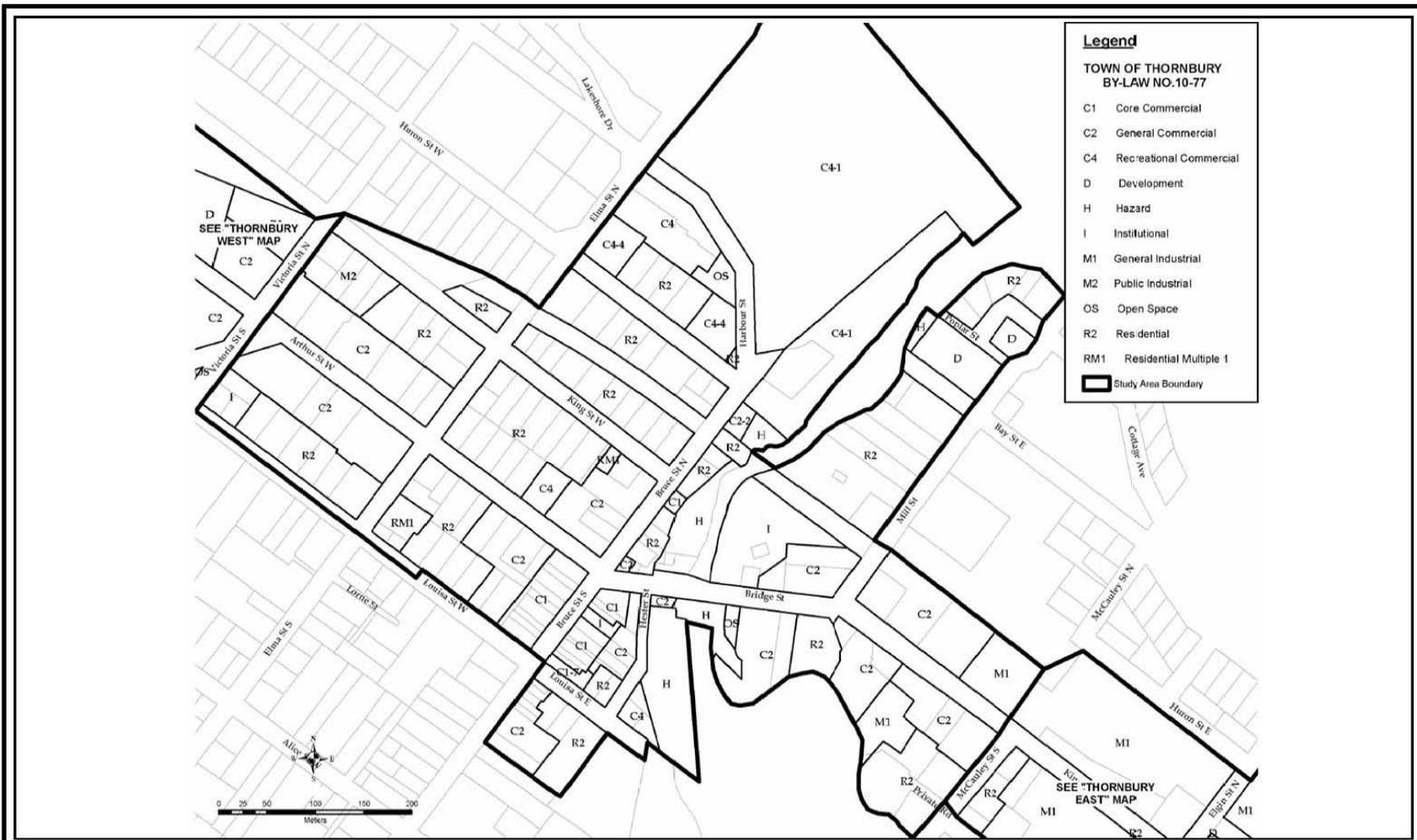
## **Appendix C**

### **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**

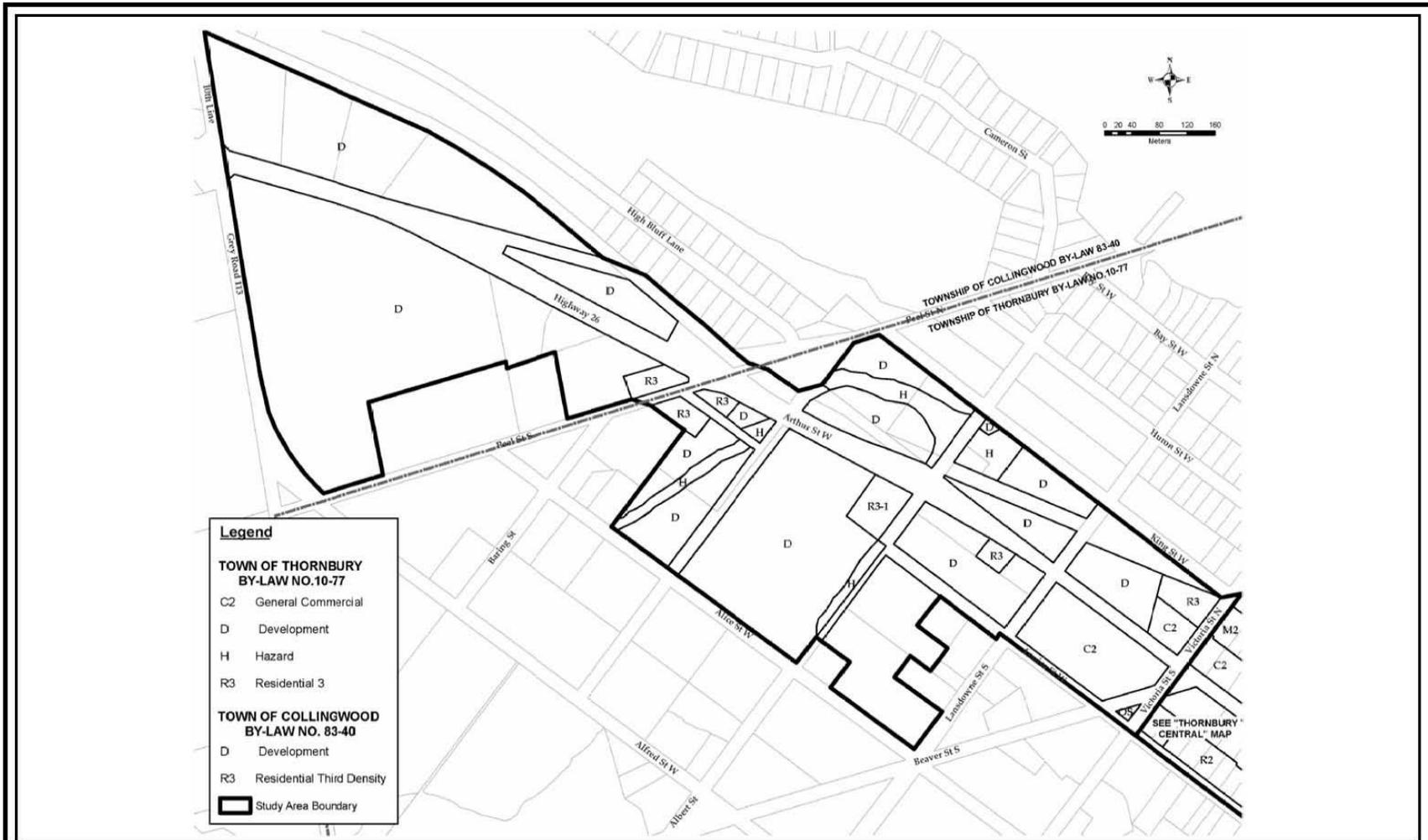


## Town of The Blue Mountains Community Improvement Plan



**FIGURE APPENDIX C-1  
Thornbury (Central)  
Zoning**

Source: Town of The Blue Mountains Zoning By-Law



**Legend**

**TOWN OF THORNBURY  
BY-LAW NO.10-77**

C2 General Commercial  
 D Development  
 H Hazard  
 R3 Residential 3

**TOWN OF COLLINGWOOD  
BY-LAW NO. 83-40**

D Development  
 R3 Residential Third Density

▭ Study Area Boundary



## Town of The Blue Mountains Community Improvement Plan

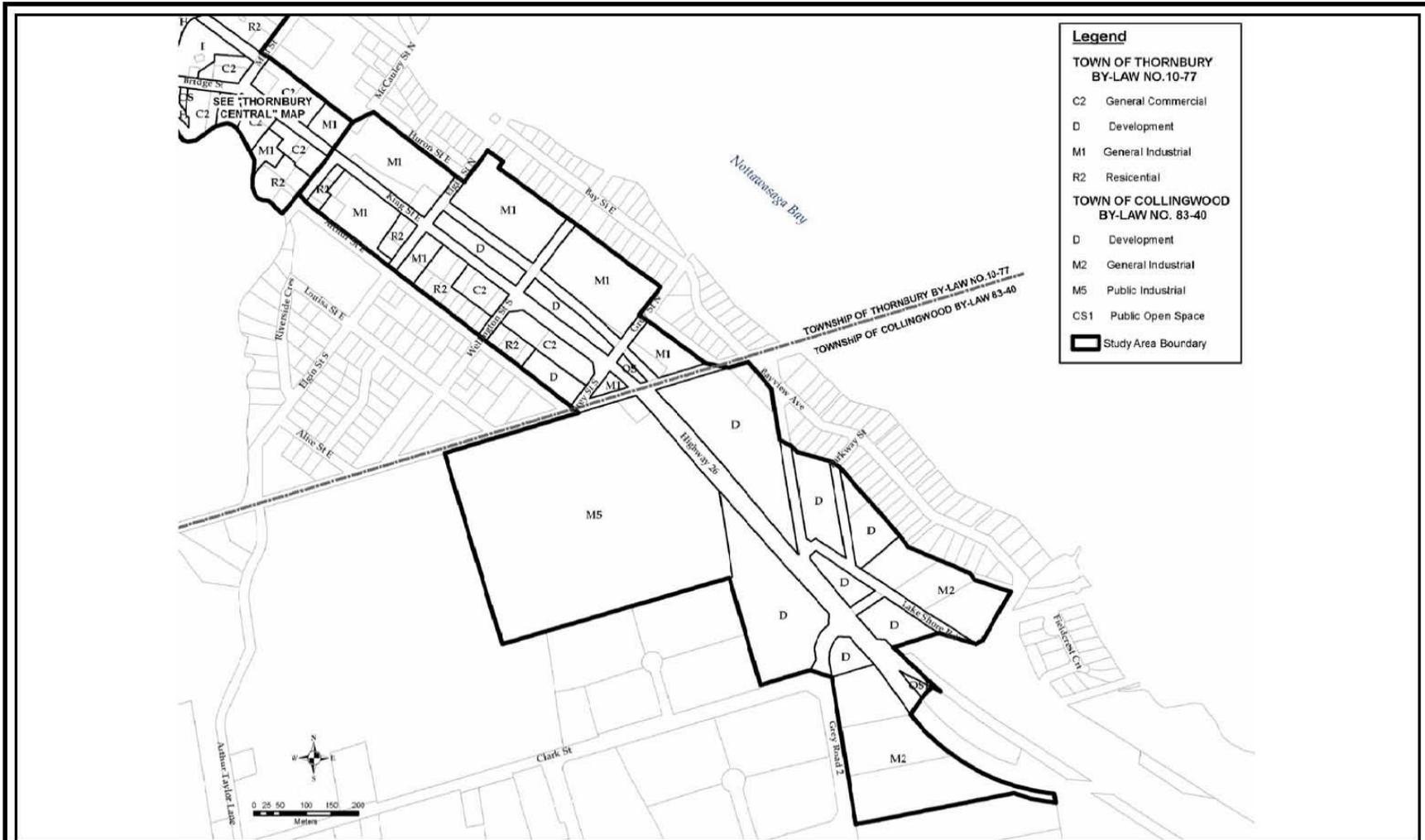


**FIGURE APPENDIX C-2**

### Thornbury (West)

### Zoning

Source: Town of The Blue Mountains Zoning By-Law



**Town of The Blue Mountains  
Community Improvement Plan**



**FIGURE APPENDIX C-3**

**Thornbury (East)**

**Zoning**

Source: Town of The Blue Mountains Zoning By-Law

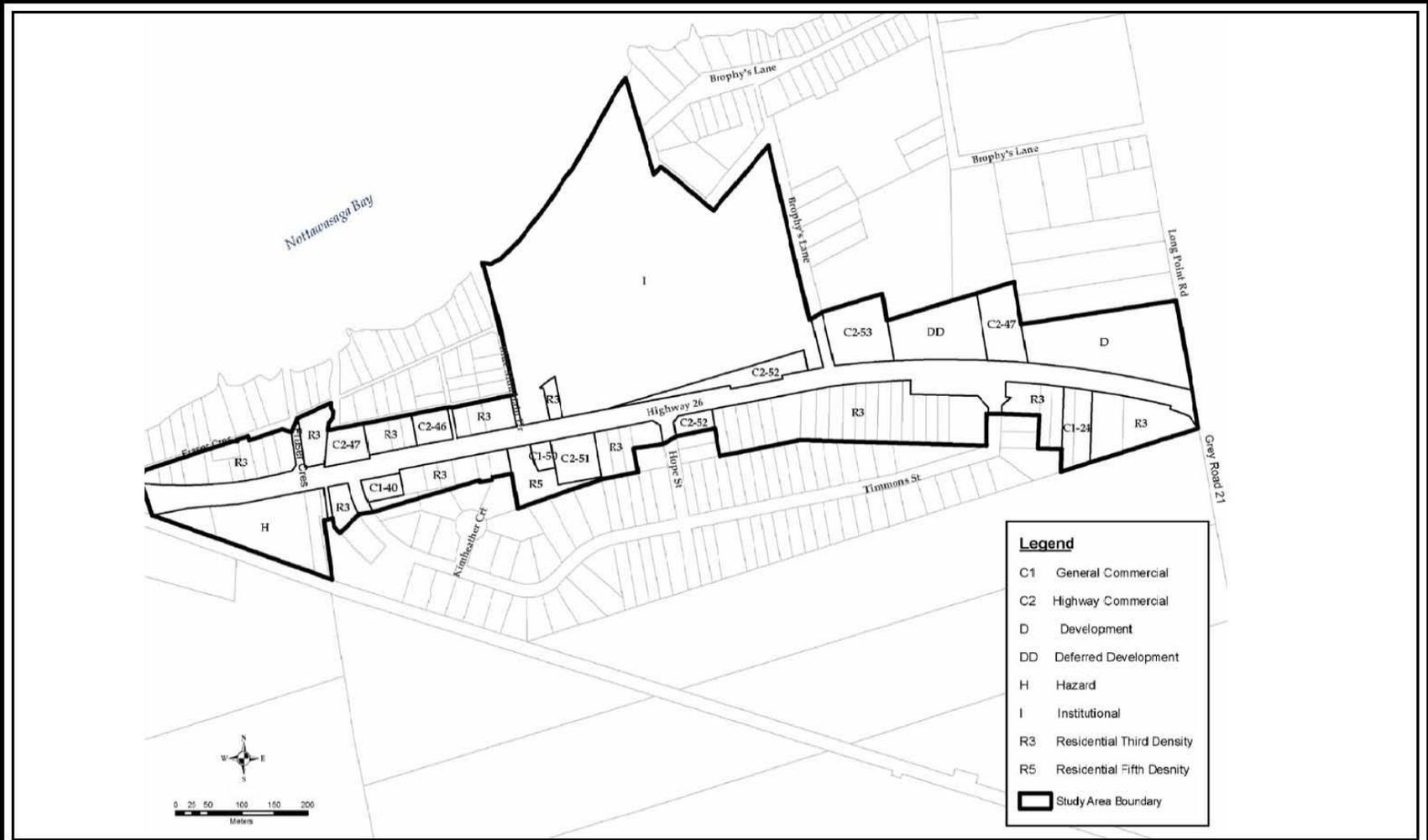


## Town of The Blue Mountains Community Improvement Plan

**FIGURE APPENDIX C-4**

### Clarksburg Zoning

Source: Town of The Blue Mountains Zoning By-Law



 **Town of The Blue Mountains  
Community Improvement Plan**



**FIGURE APPENDIX C-5**  
**Craigleith**  
**Zoning**

Source: Town of The Blue Mountains Zoning By-Law

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

**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
<b>Core Commercial (C1)</b>	9.0 m	278 sq. m	70%	120%	9.0 m <sup>1</sup>	0 <sup>3</sup>	0 <sup>7</sup>
<b>General Commercial (C2)</b>	15.0 m	695 sq. m	40%	50%	15.0 m <sup>2</sup>	3.0 m <sup>4</sup>	7.5 m <sup>8</sup>
<b>Recreational Commercial (C4)</b>	30.0 m	925 sq. m	35%	n/a	9.0 m	4.5 m <sup>5</sup>	7.5 m <sup>9</sup>
<b>General Industrial (M1)</b>	30.0 m	1,850 sq. m	50%	75%	15.0 m	7.5 m <sup>6</sup>	7.5 m <sup>10</sup>
<b>Residential (R2)</b>	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
<b>Residential (R3)</b>	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
<b>Residential Multiple (RM1)</b>	22.5 m	695 sq. m.	40%	n/a	9.0 m	2.5 m	10 m
<b>Development (D)</b>	existing	Existing	n/a	n/a	9.0 m	6.0 m	12.0 m

**Notes:**

- <sup>1</sup> 0 front yard setback on Bruce Street southwest of Arthur Street.
- <sup>2</sup> 3.0 m front yard setback along Arthur Street between Bruce Street and Elma Street.
- <sup>3</sup> 4.5 m side yard setback abutting a public street; 9.0 m side yard setback abutting a residential zone.
- <sup>4</sup> 6.0 m side yard setback abutting a public street; 9.0 m side yard setback abutting a residential zone.
- <sup>5</sup> 9.0 m side yard setback abutting a public street or abutting a residential zone.
- <sup>6</sup> 12.0 m side yard setback abutting a residential lot line.
- <sup>7</sup> 10.0 m rear yard setback abutting a public street or abutting a residential zone.
- <sup>8</sup> 7.5 m rear yard setback abutting a public street or abutting a residential zone.
- <sup>9</sup> 9.0 m rear yard setback abutting a public street or abutting a residential zone.
- <sup>10</sup> 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
<b>General Commercial (C1)</b>	<ul style="list-style-type: none"> <li>• Retail and service commercial</li> <li>• Banks and financial institutions</li> <li>• Eating establishment/restaurant</li> <li>• Business and professional offices</li> <li>• Funeral homes</li> <li>• Dry cleaning establishments</li> <li>• Auto service station</li> <li>• Transportation depots</li> <li>• Veterinary clinics and Health clinics</li> <li>• Commercial schools</li> </ul>	<ul style="list-style-type: none"> <li>• Dwelling unit above or to rear of commercial use</li> <li>• Homes for the aged</li> <li>• Nursing home</li> <li>• Group home</li> </ul>	<ul style="list-style-type: none"> <li>• Private hospitals</li> <li>• Community centre</li> <li>• Church</li> <li>• Post office</li> <li>• Public school</li> <li>• Library</li> <li>• Cemetery</li> <li>• Municipal office</li> </ul>
<b>Highway Commercial (C2)</b>	<ul style="list-style-type: none"> <li>• Building supply establishment</li> <li>• Auto service station/car wash</li> <li>• Motor vehicle sales</li> <li>• Restaurant, Motel/Hotel</li> <li>• Convenience Retail</li> <li>• Place of entertainment</li> </ul>	<ul style="list-style-type: none"> <li>• Dwelling unit above or to rear of commercial use</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Recreational Commercial (C4)</b>	<ul style="list-style-type: none"> <li>• Marina</li> <li>• Motels/hotels/resorts</li> <li>• Personal service with motel/hotel/resort</li> <li>• Eating establishment</li> <li>• Place of entertainment</li> </ul>	<ul style="list-style-type: none"> <li>• Dwelling unit above or to rear of motel/hotel</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>General Industrial (M2)</b>	<ul style="list-style-type: none"> <li>• Custom workshop, Welding shop</li> <li>• Auto service station/car wash</li> <li>• Printing/publishing establishment</li> <li>• Business or professional offices</li> <li>• Building supply establishment</li> <li>• Laundry/dry cleaning</li> <li>• Fuel storage establishment</li> <li>• Bus or truck garage or terminal</li> <li>• Vehicle sales establishment</li> <li>• Manufacturing, assembling</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Public Industrial (M5)</b>	<ul style="list-style-type: none"> <li>• Manufacturing and Storage</li> <li>• Servicing and processing for government, utility agency</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Residential Third (R3)</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Single detached dwelling</li> <li>• Home occupation</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Residential Fourth (R4)</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-detached dwelling</li> <li>• Vertically attached dwelling</li> <li>• Horizontally attached dwelling</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Residential Fifth (R5)</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Horizontally attached dwelling</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Village Residential (VR)</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Single detached dwelling</li> <li>• Home occupation</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Development (D)</b>	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
<b>General Commercial (C1)</b>	24.0 m	1,400 sq. m	35%	n/a	7.5 m	2.0 m <sup>1</sup>	7.0 m <sup>3</sup>
<b>Highway Commercial (C2)</b>	45.0 m	3,000 sq. m	20%	n/a	30.0 m	2.0 m <sup>1</sup>	3.0 m <sup>4</sup>
<b>Recreational Commercial (C4)</b>	30.0 m	1,860 sq. m	30%	n/a	15.0 m	5.0 m <sup>1</sup>	3.0 m <sup>5</sup>
<b>General Industrial (M2)</b>	45.0 m	2,000 sq. m	20%	n/a	15.0 m	5.0 m <sup>2</sup>	3.0 m <sup>5</sup>
<b>Public Industrial (M5)</b>	30.0 m	1,400 sq. m	30%	n/a	9.0 m	9.0 m	7.5 m <sup>6</sup>
<b>Residential Third (R3)</b>	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
<b>Residential Fourth (R4)</b>	24.0 m	350 sq. m	30%	n/a	7.5 m	2.0 m (interior) 6.0 m (exterior)	9.0 m
<b>Residential Fifth (R5)</b>	24.0 m	650 sq. m	35%	n/a	7.5 m	2.0 m (interior) 6.0 m (exterior)	7.5 m
<b>Village Residential (VR)</b>	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
<b>Development (D)</b>	As lawfully established.						

**Notes:**

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

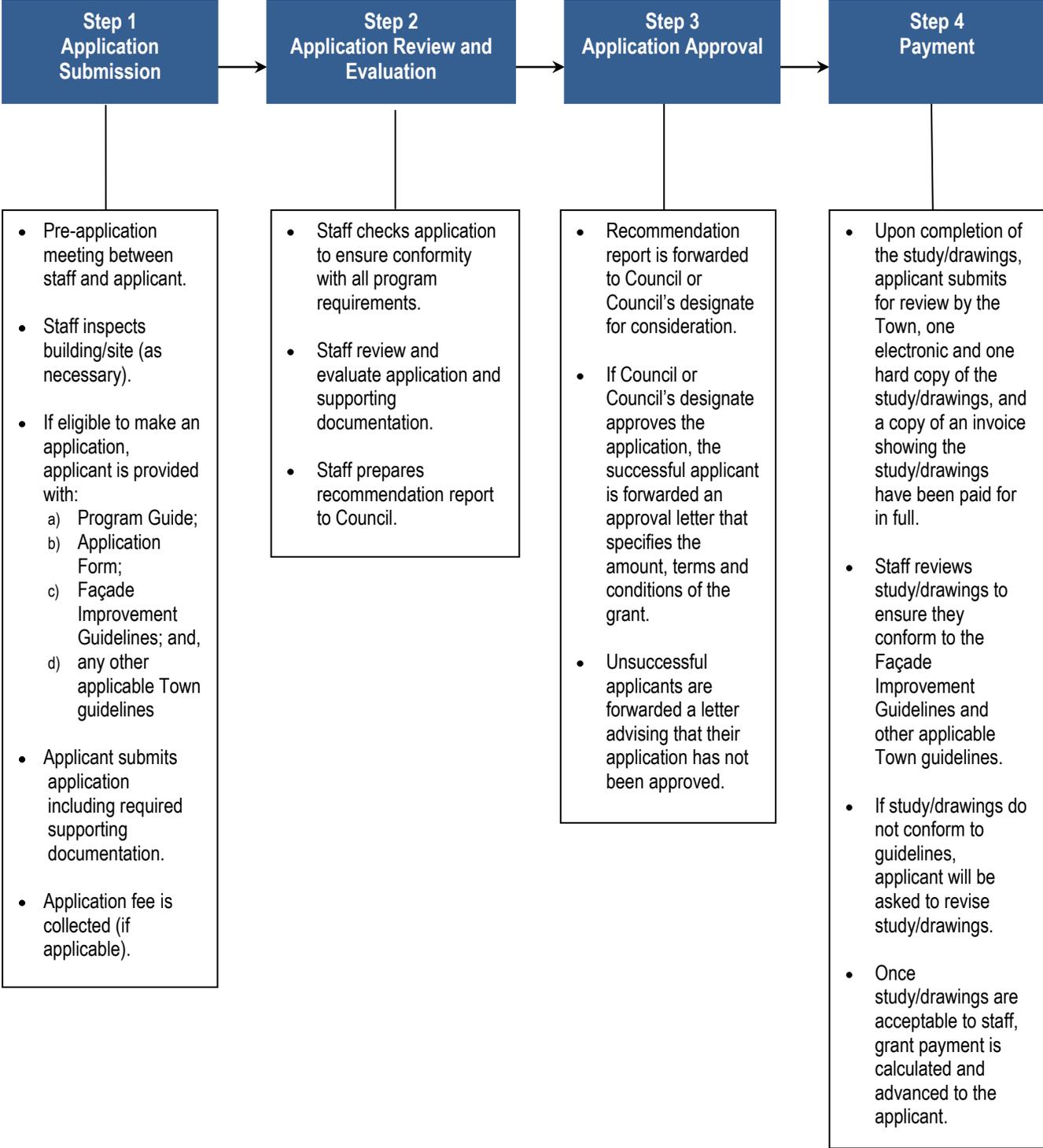
### **Step 3 Application Approval**

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**

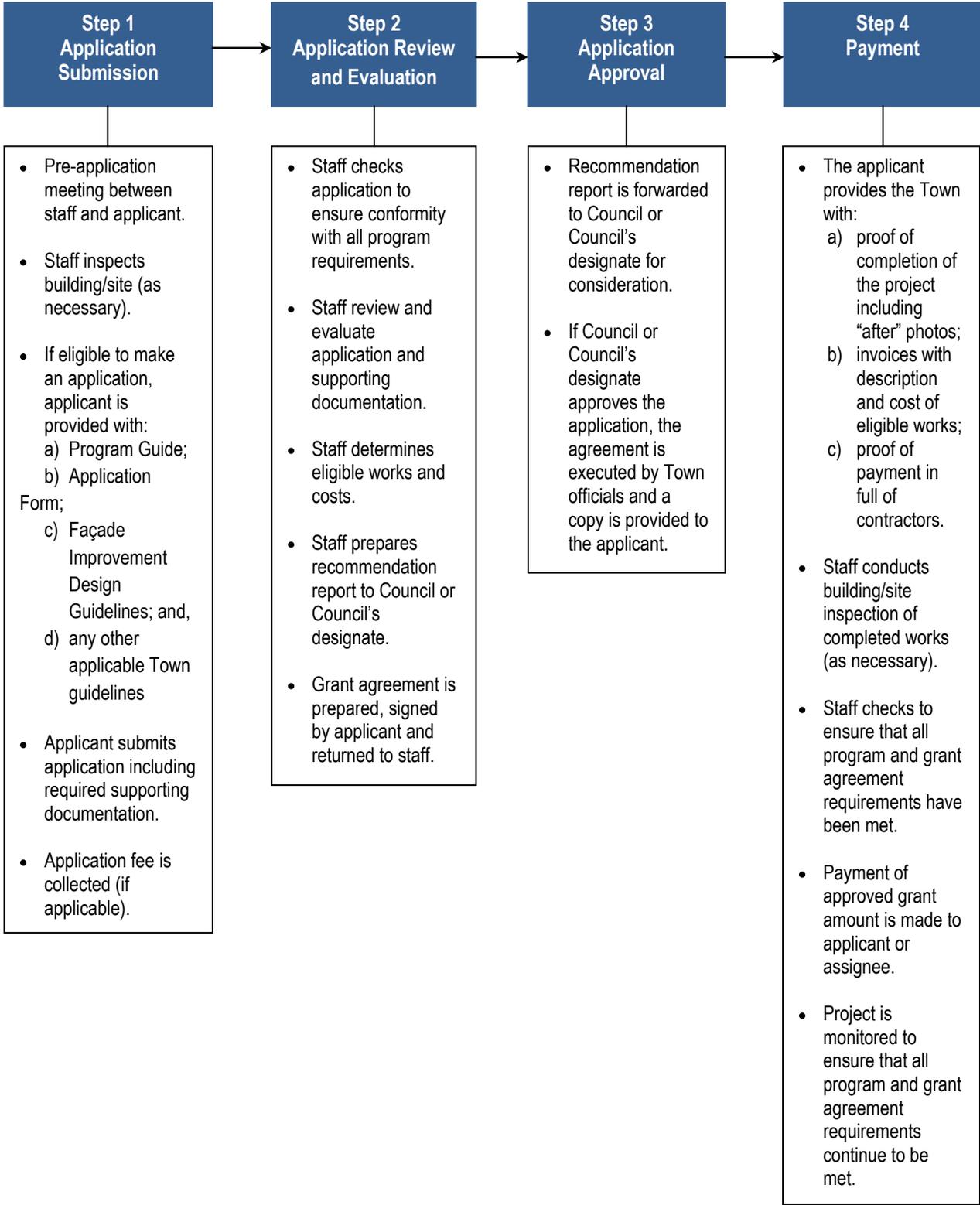
Payment of the grant shall not take place until:

- 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 Façade 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:

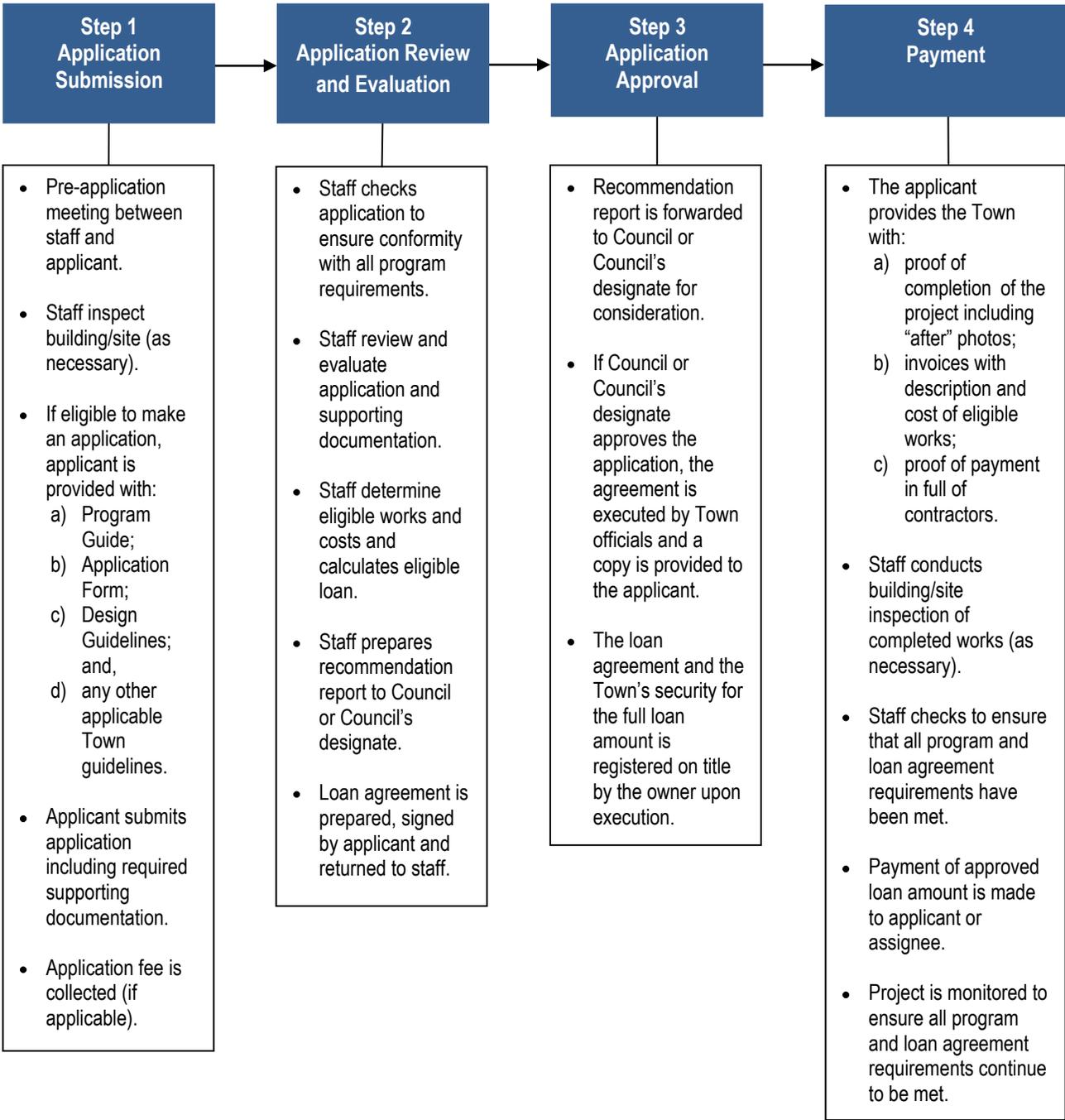
- a) the loan Agreement has been executed by the applicant and the Town;
- b) the loan has been secured via registration of the loan agreement and security in favour of the Town on title;
- c) construction of the eligible works is completed;
- d) photographic evidence of the completed works (satisfactory 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.

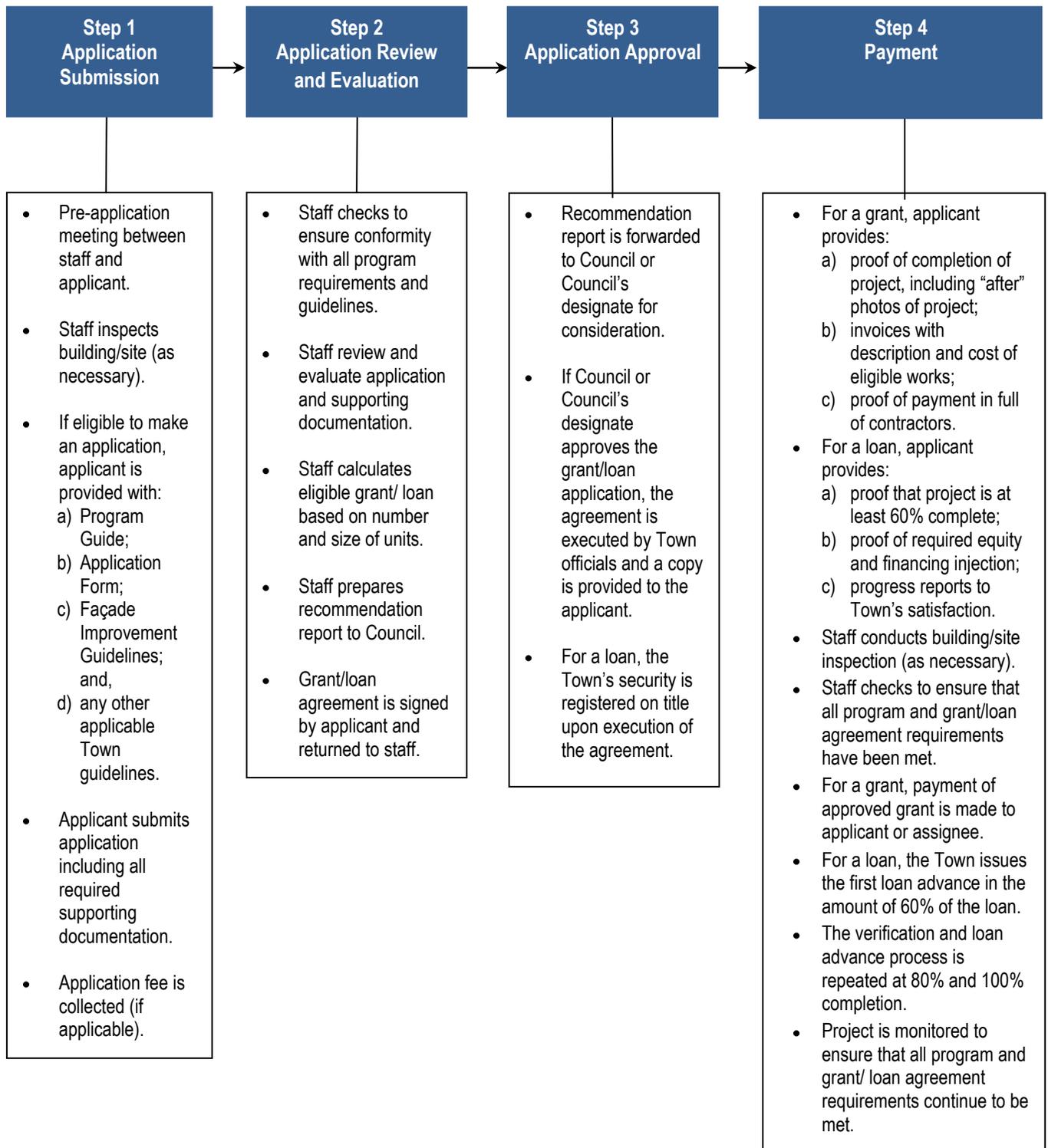
For a loan, the above noted progress verification and loan advance process, including building inspection by staff (as required) will be repeated at 80% completion and 100% completion. At 80% completion and 100% completion, if all program requirements and loan agreement requirements have been met to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

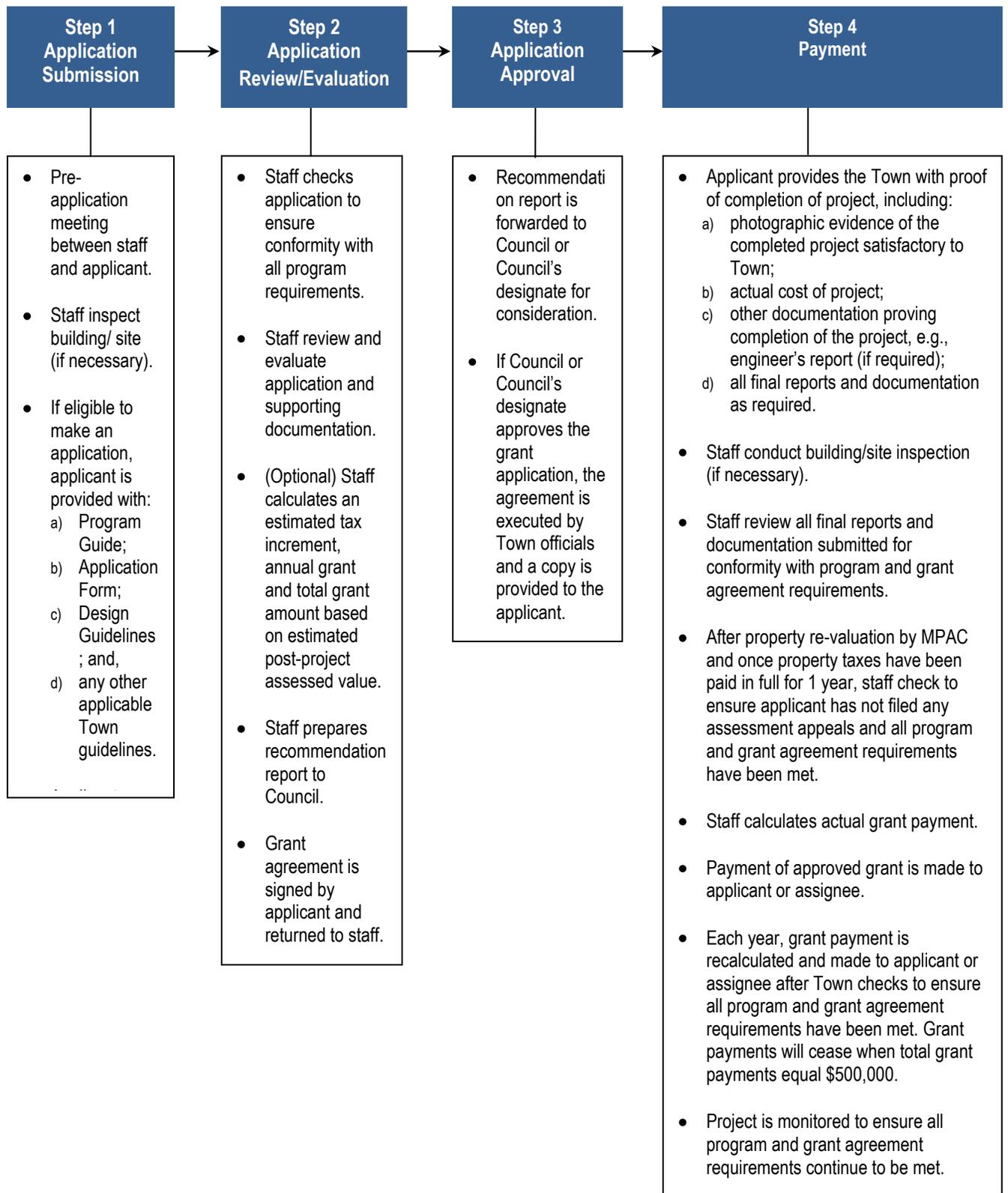
If all program and grant agreement requirements have been met to the Town's satisfaction, then the Town will calculate the actual tax increment and calculate the grant payment based on whether or not:

- 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.

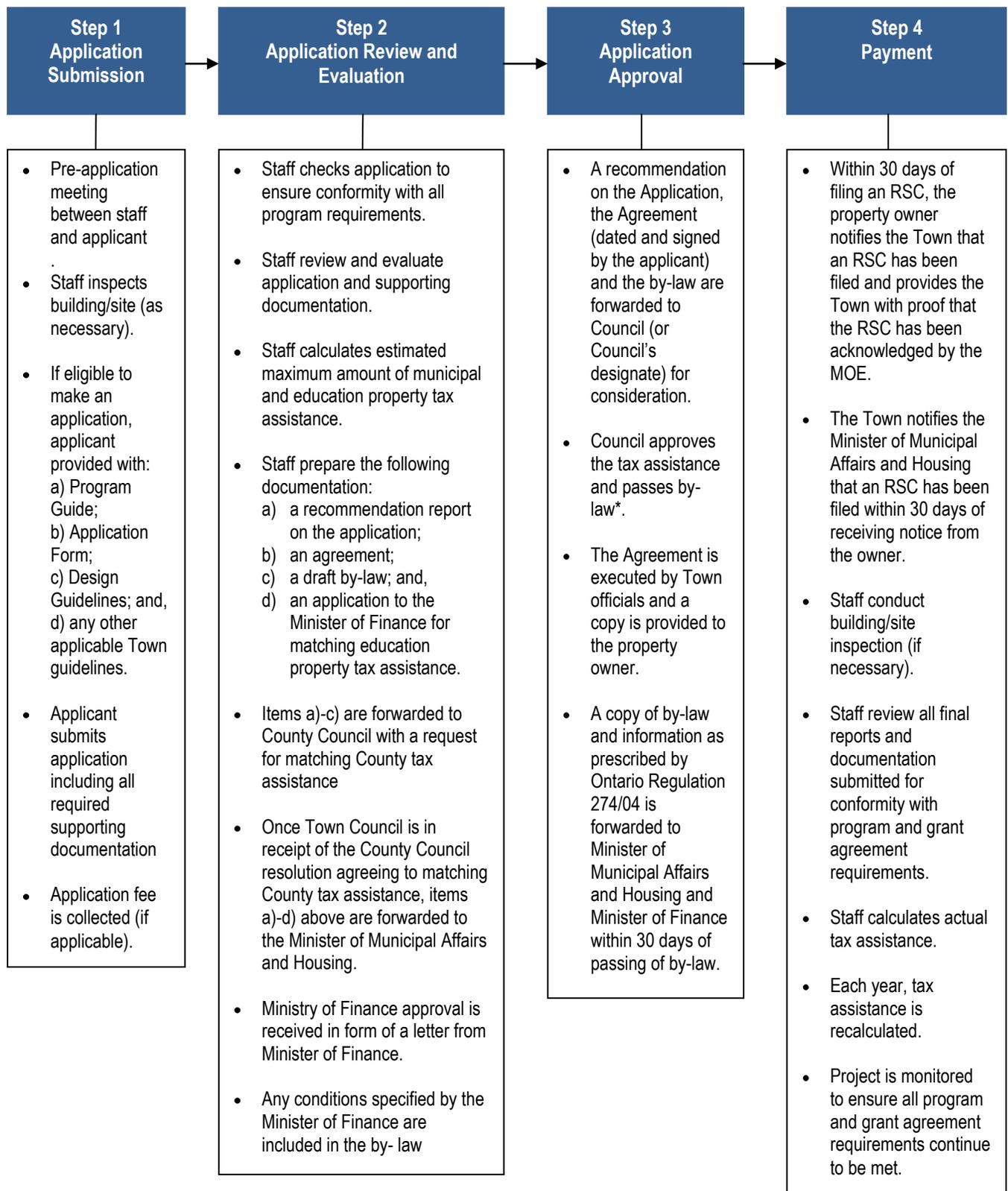
Once remediation of the property is complete, the property owner shall file in the Environmental Site Registry a Record of Site Condition (RSC) for the property signed by a qualified person, and the owner shall submit to the Town proof that the RSC has been acknowledged by the Ministry of the Environment (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 emphasize 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)	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Community groups</li> </ul>	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).	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Community groups</li> </ul>	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).	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Community groups</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Parks department</li> <li>• Finance department</li> <li>• Town Council</li> </ul>	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: <ul style="list-style-type: none"> <li>• Curb extensions at key intersections and pedestrian crossings to shorten the distance across vehicular lanes;</li> <li>• Planting of street trees within curb extensions to</li> </ul>	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> </ul>	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.	<p>provide visual interest, colour and pedestrian comfort;</p> <ul style="list-style-type: none"> <li>• Addition of plantings at curb extensions and along the streetscape to provide visual interest and colour;</li> <li>• 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</li> <li>• 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.</li> </ul>		
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.	<p>Considerations for improvements to the Bruce Street North streetscape should include:</p> <ul style="list-style-type: none"> <li>• Planting of street trees within curb extensions to provide visual interest, colour and pedestrian comfort;</li> <li>• Addition of plantings at curb extensions and along the streetscape to provide visual interest and colour;</li> <li>• Incorporation of a visually and physically defined pedestrian crossing where the Georgian Trail crosses Bruce Street North;</li> <li>• Addition of street furnishings (benches, waste receptacles, bike racks) as needed and where space permits; and</li> <li>• Formal definition of on-street parking and establishment of a curb and outer boulevard on both sides of the street.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> </ul>	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.	<p>Considerations for improvements to the Bridge Street streetscape should include:</p> <ul style="list-style-type: none"> <li>• Establishment of curbs at the edges of vehicle lanes</li> <li>• Formal definition of on-street parking where possible;</li> <li>• Establishment of central, landscape medians at entrance locations to calm traffic and provide visual interest;</li> <li>• Extension of the light standards utilized throughout the core area;</li> <li>• Planting of street trees and low level plantings within the outer boulevard to provide visual interest, colour and pedestrian comfort;</li> <li>• Addition of street furnishings (benches, waste receptacles, bike racks) as needed and where space</li> </ul>	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> </ul>	High

			<ul style="list-style-type: none"> <li>permits; and</li> <li>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</li> <li>Encouragement of the consolidation of existing driveway accesses and better definition of driveway accesses where they span an entire property frontage.</li> </ul>		
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).	<ul style="list-style-type: none"> <li>Planning department</li> <li>Public Works department</li> </ul>	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).	<ul style="list-style-type: none"> <li>Planning department</li> <li>Public Works department</li> </ul>	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.	<ul style="list-style-type: none"> <li>Parks department</li> <li>Public Works department</li> <li>Planning department</li> </ul>	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.	<ul style="list-style-type: none"> <li>Parks department</li> <li>Planning department</li> <li>Community groups</li> </ul>	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.	<ul style="list-style-type: none"> <li>Planning department</li> <li>Parks department</li> <li>Public Works department</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Parks department</li> <li>• Recreation department</li> </ul>	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.	<p>Considerations for improvements to the Hester Street Parking Area should include:</p> <ul style="list-style-type: none"> <li>• Paving the parking lot and formalizing the parking spaces to enable clear circulation through the parking area;</li> <li>• Adding greenery to the edges of the parking areas where they are visible to the public right-of-way;</li> <li>• Improving the universal accessibility of the parking area;</li> <li>• Continuing the pedestrian connection through the parking area provided by the current mid-block connection from Bruce Street South; and</li> <li>• Establishing landscaped parking islands at the end of rows to break the parking area into smaller components.</li> </ul>	<ul style="list-style-type: none"> <li>• Public Works department</li> <li>• Planning department</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Recreation department</li> <li>• Planning department</li> <li>• Community groups</li> <li>• Property owners</li> </ul>	High

		<p>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.</p>	<p>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).</p>		
17	Establish Welcome Centre	<p>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.</p>	<p>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.</p>	<ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• Planning department</li> <li>• County Tourism department</li> </ul>	<p>Medium (planning underway)</p>
18	Add plantings along Highway 26	<p>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.</p>	<p>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.</p>	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Ministry of Transportation</li> </ul>	<p>Medium</p>
19	Redesign Grey Road 2 intersection	<p>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.</p>	<p>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.</p>	<ul style="list-style-type: none"> <li>• Public Works department</li> <li>• Ministry of Transportation</li> <li>• County Transportation and Public Safety department</li> <li>• Planning department</li> </ul>	<p>Medium</p>

**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.	<ul style="list-style-type: none"> <li>Public Works department</li> <li>Planning department</li> </ul>	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).	<ul style="list-style-type: none"> <li>Planning department</li> <li>Public Works department</li> <li>Recreation department</li> <li>Community groups</li> </ul>	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).	<ul style="list-style-type: none"> <li>Planning department</li> <li>Public Works department</li> <li>Recreation department</li> <li>Community groups</li> </ul>	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.	<p>Considerations for improvements to the Marsh Street streetscape should include:</p> <ul style="list-style-type: none"> <li>Establishment of curbs at edges of vehicle lanes;</li> <li>Extension of the sidewalk and outer boulevard where possible and where space permits;</li> <li>Formal definition of on-street parking where possible;</li> <li>Incorporation of the light standards utilized throughout the Thornbury area, although with banners unique to Clarksburg;</li> <li>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);</li> <li>Curb extensions at key intersections, parking row ends, and pedestrian crossings to shorten the distance across vehicular lanes; and</li> </ul>	<ul style="list-style-type: none"> <li>Planning department</li> <li>Public Works department</li> <li>County Transportation and Public Safety department</li> </ul>	Very High

			<ul style="list-style-type: none"> <li>• Addition of street furnishings (benches, waste receptacles, bike racks) as needed and where space permits, in a style that is consistent with the character.</li> </ul> <p>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.</p>		
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.	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> </ul>	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.	<p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>• Parks department</li> <li>• Planning department</li> <li>• Community groups</li> <li>• Lions Club</li> </ul>	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	<ul style="list-style-type: none"> <li>• Public Works department</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Rotary Club</li> </ul>	
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.	<p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>• Public Works department</li> <li>• Planning department</li> <li>• Property owners</li> <li>• Rotary Club</li> </ul>	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).	<ul style="list-style-type: none"> <li>• Public Works department</li> <li>• Planning department</li> <li>• County Transportation and Public Safety department</li> </ul>	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;	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Parks department</li> <li>• Public Works department</li> </ul>	Medium

			and an opportunity to install low rise gateway signage at the corner of village square facing Marsh Street and Clark Street.		
<b>30</b>	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 proposed new parking areas in Clarksburg; provision of appropriate sitting, resting and viewing areas along the trail; and provision of wayfinding signage and/or interpretive signage along the trail, where necessary.	<ul style="list-style-type: none"> <li>• Parks department</li> <li>• Planning department</li> <li>• Public Works department</li> <li>• Community groups</li> </ul>	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).	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Recreation department</li> </ul>	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).	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Recreation department</li> </ul>	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.	<p>Considerations for improvements to the Highway 26 streetscape should include:</p> <ul style="list-style-type: none"> <li>• 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;</li> <li>• Establishment of central, landscaped medians at entrance locations, where possible, to calm traffic and provide visual interest (similar to the Collingwood By-pass);</li> <li>• Use of the light standards utilized throughout the Thornbury commercial area, although with unique banner material;</li> <li>• Planting of street trees and low level plantings within the outer boulevards to provide visual interest, colour and pedestrian comfort;</li> <li>• Addition of street furnishings (benches, waste receptacles, bike racks) as needed and where space permits;</li> <li>• 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</li> <li>• Coordination with any local road closures along</li> </ul>	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Ministry of Transportation</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Public Works department</li> <li>• Ministry of Transportation</li> <li>• Planning department</li> <li>• County Transportation and Public Safety department</li> </ul>	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).	<ul style="list-style-type: none"> <li>• Public Works department</li> <li>• Ministry of Transportation</li> <li>• Planning department</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• Recreation department</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Parks department</li> <li>• Planning department</li> <li>• Public Works department</li> </ul>	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.	<p>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:</p> <ul style="list-style-type: none"> <li>• Using a coordinated theme, design and materials for all features;</li> <li>• Designing and installing at the same time as one package;</li> <li>• Exploring opportunities for unique elements for each villages to accentuate individuality;</li> <li>• Using a combination of vertical and horizontal elements to provide visual interest;</li> <li>• Using local materials in construction;</li> <li>• Utilizing variation in size and scale depending on the prominence of the location; and</li> <li>• Enhancing features with native, salt tolerant plantings for colour and visual interest.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Recreation department</li> <li>• Public Works department</li> <li>• County Tourism department</li> <li>• Community groups</li> </ul>	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.	<p>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:</p> <ul style="list-style-type: none"> <li>• Coordinating the style, theme and materials with those utilized for the gateway features;</li> <li>• Ensuring simple and universally readable signs with a consistent design template which complements the design of the gateway features;</li> <li>• Using lettering and symbols that contrast with the background; and</li> <li>• Balancing the design of a wayfinding signage system between the needs of drivers, cyclists, and</li> </ul>	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• County Tourism department</li> <li>• Public Works department</li> <li>• Recreation department</li> </ul>	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.	<p>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:</p> <ul style="list-style-type: none"> <li>• Affordable – rates that are affordable to all user groups;</li> <li>• Accessible – can be easily accessed by all users and mobility needs;</li> <li>• Context specific – scaled to the needs of the community;</li> <li>• Coordinated – coordinated and connected with systems of surrounding municipalities and other villages, such as consideration of connection to Collingwood and Meaford;</li> <li>• Sustainable – vehicles using green and sustainable technologies;</li> <li>• Convenient – direct routes, reasonable headway times, and competitive times with driving times;</li> <li>• Accommodating – vehicles that could accommodate recreation equipment (bicycles and skis); and</li> <li>• Pilot project – enough time to gain customer base, evaluate and monitor results.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• County Transportation and Public Safety department</li> <li>• Adjacent municipalities</li> </ul>	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.	<p>Any retail market study of the Thornbury and Clarksburg commercial areas, should, at a minimum:</p> <ul style="list-style-type: none"> <li>• Assess the existing conditions of the retail market in the commercial areas;</li> <li>• Identify deficiencies in the retail market’s offerings;</li> <li>• Identify the key characteristics and preferences of customers; and</li> <li>• Produce an action plan for businesses going forward including a strategy for marketing and branding.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• External consultant</li> </ul>	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::	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Update the supply of public parking in the commercial areas;</li> <li>• Assess the usage of the public parking supply throughout different points of the day and week;</li> <li>• Identify any ongoing deficiencies in the public parking supply for particular areas of the commercial areas;</li> <li>• Update (as required) recommendations for improvement to the supply and access to the public parking supply.</li> </ul>	department <ul style="list-style-type: none"> <li>• County Transportation and Public Safety department</li> <li>• External consultant (option)</li> </ul>	
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: <ul style="list-style-type: none"> <li>• Better incorporating viewlines and vistas from Bruce Street to the Harbour</li> <li>• Wayfinding signage between the Harbour and the commercial core area;</li> <li>• Coordination with Bruce Street North streetscape improvements;</li> <li>• Potential seasonal closure of Harbour Street, either permanently, seasonally, or daily;</li> <li>• Harbour break wall improvements;</li> <li>• Pedestrian pathways and routing;</li> <li>• More active uses surrounding the Harbour;</li> <li>• Coordination with Harbour Hill parkette improvements; and</li> <li>• Coordination with the Georgian Trail route and establishment of a trailhead parkette.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Recreation department</li> <li>• Public Works department</li> <li>• External consultant (option)</li> </ul>	Medium
44	Undertake a detailed streetscape master plan study	The PUDS Strategy identifies a series of recommended improvements to the streetscape of several principal streets 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: <ul style="list-style-type: none"> <li>• The species, location and spacing of street trees and other plantings;</li> <li>• The width and treatment of sidewalks and boulevards;</li> <li>• The style and location of light standards;</li> <li>• The style, orientation and location of streetscape furniture, including benches, waste receptacles, and</li> </ul>	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Public Works department</li> <li>• External consultant</li> </ul>	Very High

			<p>bike racks;</p> <ul style="list-style-type: none"> <li>• The location and provision of on-street parking spaces;</li> <li>• The location and treatment of pedestrian crossings; and</li> <li>• The incorporation of gateway and wayfinding features.</li> </ul>		
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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).	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Town Council</li> <li>• County Planning department</li> </ul>	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).	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Town Council</li> <li>• County Planning department</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Town Council</li> <li>• External consultant</li> <li>• County Planning department</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Town Council</li> <li>• County Planning department</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Planning department</li> <li>• Town Council</li> <li>• County Planning department</li> </ul>	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.		<ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Finance Department</li> <li>• Town Council</li> </ul>	Very High
51	Implement the Commercial Building Façade Grant Program	<p>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>.</p> <p>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.</p>		<ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Finance Department</li> <li>• Town Council</li> </ul>	Very High
52	Implement the Commercial Building Improvement Loan Program	<p>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.</p> <p>30% of loan is forgivable if the project achieves LEED certification or conforms to the Town’s Sustainable Design Guidelines.</p>		<ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Finance Department</li> <li>• Town Council</li> </ul>	High
53	Implement the Residential Intensification Grant or Loan Program	<p>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) <b>OR</b></p> <p>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).</p> <p>If residential unit created is affordable, loan is 30% forgivable.</p>		<ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Finance Department</li> <li>• Town Council</li> </ul>	Very High

54	Implement the Revitalization Tax Increment Grant Program	<p>Annual grant equal to 60% of the municipal property tax increase generated by the project for up to 10 years after project completion.</p> <p>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.</p> <p>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.</p> <p>Maximum grant limit of \$500,000.</p>		<ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Finance Department</li> <li>• Town Council</li> </ul>	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.		<ul style="list-style-type: none"> <li>• Planning Department</li> <li>• Finance Department</li> <li>• Town Council</li> </ul>	Medium

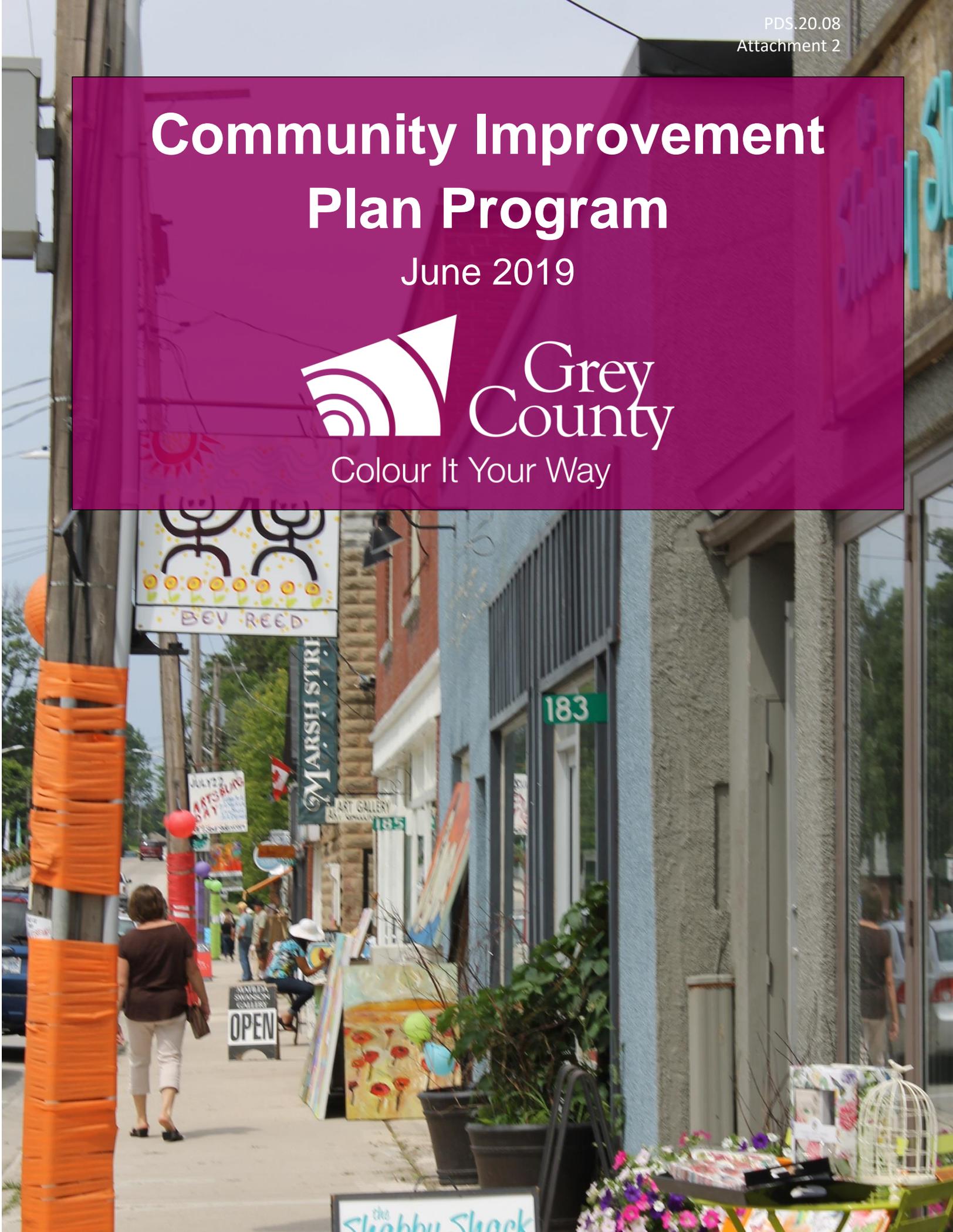
# Community Improvement Plan Program

June 2019



Grey  
County

Colour It Your Way



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# Community Improvement Plan Program

A Community Improvement Plan is a tool where municipal planners and economic developers can work hand in hand to develop policies and provide incentives targeting specific types of growth and investment. Grey County and the local municipalities have identified a need for a Community Improvement Plan (CIP) Program to help promote and enable prioritized development across the County as outlined in the County Official Plan. The ability for Grey County to become investment ready happens first and foremost at the local level.

Grey County hopes to have an inventory of Investment-Ready properties and to realize its economic development vision of being 'Open for Business; while ensuring County Council's goal of 'Growing the Grey County Economy' is met. This CIP Program is meant to enable and boost development momentum across the region. This Program demonstrates the County's commitment to enhancing the regional ecosystem from the ground up, which is where investment happens. The intent of this Program is to offer targeted incentives countywide including within settlement areas as well as in our rural areas.

This CIP Program will provide a menu of incentives to promote and support the following types of development and revitalization projects:

- Increase attainable housing stock, including secondary suites, multi-unit housing, purpose built rental housing, rooming house developments and apartment dormitory style developments.
- Increased value added agricultural uses, agri-tourism, and facility improvement projects
- Promotion of the development, redevelopment and/or conversion of brownfield, vacant, and grey field properties
- Support for downtown revitalization of store fronts, publicly-used frontages, and streetscapes
- Support the adaptive re-use of commercial, industrial and institutional buildings



# What is a Community Improvement Plan?

A Community Improvement Plan is a tool where municipal planners and economic developers can work hand in hand to develop policies and provide incentives targeting specific types of growth and investment. The [insert municipality here] has identified a need for a Community Improvement Plan (CIP) program to help promote and enable prioritized development across the [Township/Municipality/City] and to support and complement Grey County's Official Plan.

A Community Improvement Plan for the [insert municipality here] has been prepared to serve as a long-term strategy to revitalize the community, improve the quality of life of the community's residents, better utilize under-developed properties and to promote private investment in land and buildings.

## Purpose of the Plan

This CIP program is meant to enable and boost development momentum across the region. The intent of this program is to offer targeted incentives across [insert municipality here] both within settlement areas as well as in our rural areas.

Along with facilitating the revitalization and improvement of the entire [insert municipality here], the CIP program will provide a menu of incentives to promote and support the following types of priority development and revitalization projects (in line with many of the priorities outlined at the County level):

- Increase attainable housing stock, including secondary suites, multi-unit housing, purpose built rental housing, rooming house developments and apartment dormitory style developments;
- Increased value-added agricultural uses, agri-tourism, and facility improvement projects;
- Promotion of the redevelopment and/or conversion of brownfield, vacant, and grey field properties;
- Support for downtown revitalization of store fronts, publicly-used frontages, and streetscapes;
- Support the adaptive re-use of commercial, industrial and institutional buildings.

Revitalization and improvement refer, in a broad sense, to activities that contribute to the economic development, beautification, quality of life, aesthetic improvements, environmental sustainability, and the creation of a sense of place. Examples of activities that contribute towards long-term revitalization include:

- The improvement and beautification of buildings, façades and properties;
- The adaptive reuse and restoration of historic properties and structures;
- Improvement of community infrastructure, open spaces and pedestrian networks;

- The remediation and redevelopment or reuse of environmentally contaminated properties (brownfields);
- The sensitive and appropriate redevelopment of underutilized properties, or development of existing properties (e.g. conversion of upper storey space for residential uses);
- Providing opportunities for affordable/attainable housing;
- Improvements of buildings to enhance accessibility for persons with disabilities; and
- Promotion of economic development and business growth.

The revitalization and improvement of the community will take many different forms and will require the participation of the [Municipality/Township/City], the County, the public, developers, and various stakeholders. This Plan establishes a set of financial incentive programs aimed at encouraging private investment to undertake many of the above-noted activities. Eligible projects are listed for each incentive program, along with details regarding the value of the financial incentive and how it is being calculated. The Plan recognizes that improvements achieved through the various CIP initiatives can serve as catalysts for further private investment and are therefore critical to an overall revitalization strategy.

## Application of this Plan

This Plan applies to the geographic area designated by a bylaw of the [Municipality/Township/City] as the Community Improvement Project Area. Activities under this Plan can only take place within the designated Community Improvement Project Area. Council may choose to modify the Community Improvement Project Area Bylaw by passing another bylaw to replace it.

Generally, the purpose of this Plan is to promote the revitalization of the [Municipality/Township/City]. Revitalization means different things to different neighbourhoods and areas of the community. In a downtown, revitalization will take place in the form of façade improvements, adaptive reuse of historic buildings, improvements to upper storeys, brownfield remediation, streetscaping, parking, accessibility and other improvements. In commercial areas, revitalization may be better focused on improved landscaping, parking and redevelopment opportunities, as well as improvements to encourage walkability, for instance.

## How to Use this Plan

The [Insert municipality here]' CIP enables the [Municipality/Township/City] and County to issue financial incentives to private property owners interested in undertaking improvements to their building, property, or to developing or redeveloping their land. The financial incentive programs outlined in this Plan will be used by local businesses,

property owners, and tenants, and are intended to facilitate community-enhancing property and building improvement projects. This Plan is intended to be read and interpreted in its totality. Interpretation of the Plan will be at the sole discretion of the Council or its designated approval authority. Programs will be made available only when Council assigns incentive funds. Available funding for incentive programs may change on an annual basis based on Council's consideration and to reflect the [\[Municipality/Township/City\]](#)'s evolving community improvement needs.

Interested property owners and tenants are encouraged to review this Plan and contact the [\[Insert municipality here\]](#) to confirm their eligibility, discuss their project, and to identify the types of financial incentives that could be applicable.

# The Planning Framework



# Planning Framework

## Planning Context and Policy Review

The preparation of a Community Improvement Plan (CIP) must be consistent with applicable provincial, regional, and local policy. This section provides an overview of the legislation, policies and studies relevant to the preparation of a CIP for the Municipality of [insert municipality here].

<p><b>Planning Act</b></p>	<p>Section 28 of the Ontario <i>Planning Act</i>, R.S.O. 1009 C.P 13 provides the legislative framework and authority for preparing CIPs, and frames the types of programs that the CIP may enable.</p> <p><b>Community Improvement Project Area</b> Section 28(1) of the <i>Planning Act</i> defines community improvement as:</p> <p><i>“...the planning or replanning, design or redesign, subdivision, 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.”</i></p> <p>Section 28(2) permits municipalities, where the municipality has appropriate policy in the Official Plan, to pass a by-law designating a “community improvement project area” and to prepare a “[CIP].” Once the CIP 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 <i>Planning Act</i> of section 365.1 of the <i>Municipal Act</i>, 2001 in order that the exception provided in Section 106(3) of the <i>Municipal Act</i>, 2001 will apply.</p> <p>The <i>Planning Act</i> allows municipalities when carrying out a [CIP] within a Community Improvement Project Area to:</p> <ul style="list-style-type: none"> <li>• Acquire and hold land (Section 28(3));</li> <li>• Clear, grade or otherwise prepare the land for community improvement;</li> <li>• Construct, repair or rehabilitate or improve buildings on the land held by the municipality. Lease, sell, or otherwise dispose of such buildings;</li> </ul>
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	<ul style="list-style-type: none"> <li>• Sell, lease or otherwise dispose of land or acquire by the municipality to any person or government authority for the use in conformity with the [CIP] (Section 28 (6)); and</li> <li>• Make grants or loans to registered owners, assessed owners and tenants of lands and buildings within the community improvement project area for the purpose of rehabilitating such lands and buildings in conformity with the [CIP] (Section 28(7)).</li> </ul> <p>Eligible costs include “costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provisions of energy efficient uses, buildings structures, works, improvements or facilities (Section 28(7.1))”.</p> <p><b>Transfer of Grants Between Upper-Tier and Lower-Tier Municipalities</b> Section 28 (7.2) speaks to the allowance of upper-tier municipalities to participate in the funding for local CIP Programs. Section 28 (7.2) states,</p> <p><i>“The council of an upper-tier municipality may make grants or loans to the council of a lower-tier municipality and the council of a lower-tier municipality may make grants or loans to the council of the upper-tier municipality, for the purposes of carrying out a [CIP] that has come into effect, on such terms as to security and otherwise as the council considers appropriate, but only if the official plan of the municipality making the grant or loan contains provisions relating to the making of such grants or loans.”</i></p> <p><b>Other Relevant Sections</b> Section 17 of the Planning Act outlines the statutory process for adopting the CIP, including the provision of at least one public meeting to be held a minimum of 20 days after making the CIP publicly available for review. 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 [CIP] with respect to those lands and buildings. 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; many CIPs offer application fee refunds as a financial incentive.</p>
<b>Municipal Act</b>	The <i>Ontario Municipal Act, S.O. 2001, C. 25</i> governs many procedures, tools, and powers of municipalities. The following

	<p>sections of the <i>Municipal Act</i> are relevant to the implementation of [CIPs]:</p> <ul style="list-style-type: none"> <li>• Section 106(1) of the <i>Municipal Act</i> establishes that municipalities can neither directly or indirectly assist manufacturing businesses or other industrial or commercial enterprise through engaging in “bonusing”; however, municipalities applying a CIP program are exempt from this prohibition under Section 28 of the <i>Planning Act</i>.</li> <li>• Section 107 of the <i>Municipal Act</i> outlines the powers a municipality has to make grants, including the power to provide a grant in the form of a loan or by guaranteeing a loan, subject to criteria outlined in Section 106.</li> <li>• Section 365.1.2 of the <i>Municipal Act</i> provides the authority to allow 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 the property for municipal and education purposes during the “rehabilitation period” and the “development period” of the property.</li> </ul>
<b>Development Charges Act</b>	<p>Section 5 of the <i>Development Charges Act</i> allows a Municipality to provide a full or partial development charge exemption for certain types of development, which may require updates to the Development Charges Bylaw.</p>
<b>County of Grey Official Plan, 2013</b>	<p>The Grey County Official Plan provides guidance on Local CIP Areas and Programs. Section 6.16 in Grey County’s 2013 Official Plan provides comments regarding a Local Municipality’s ability to develop a CIP. The plan states,</p> <p><i>“Identifying a Community Improvement Area shall be carried out through a by-law designating the whole, or any part of the local municipality as a Community Improvement Area. The goal of any Community Improvement Area shall be to foster and co-ordinate the physical improvements and maintenance of older or dilapidated areas of a community for environmental, social or community economic reasons.</i></p> <p><i>Community Improvement Areas are intended to achieve one or many of the following objectives:</i></p> <ul style="list-style-type: none"> <li>• <i>To encourage the efficient provision and maintenance of physical infrastructure, public services and utilities to serve present and future needs on a local and regional scale;</i></li> <li>• <i>To address issues which may be particular to one neighbourhood;</i></li> <li>• <i>To ensure the maintenance and renewal of older housing stock;</i></li> <li>• <i>To foster redevelopment, reuse and/or maintenance of existing brownfield sites and/or current industrial sites;</i></li> </ul>

	<ul style="list-style-type: none"> <li>• <i>To enhance retail and downtown commercial areas within the municipalities;</i></li> <li>• <i>To encourage the preservation and adaptive re-use of built heritage;</i></li> <li>• <i>To promote energy efficiency and sound environmental design;</i></li> <li>• <i>To foster economic growth within designated areas;</i></li> <li>• <i>To promote intensification in targeted areas;</i></li> <li>• <i>To enhance the visual characteristics of neighbourhoods;</i> <i>and</i></li> <li>• <i>To encourage local participation in funding programs for local development which may also be eligible for Provincial or Federal funding.</i></li> </ul> <p><i>[CIPs] will be submitted to the Ministry of Municipal Affairs and Housing for review and comment. The County may provide grants, loans or other assistance as County Council deems appropriate for the purposes of carrying programs as described in lower tier municipal [CIPs].”</i></p>
<p><b>County of Grey Official Plan, Adopted October 2018 – pending Provincial Approval</b></p>	<p>The Draft Grey County Official Plan also contains language that will guide the development of future CIPs. The description of CIPs is identical to the 2013 Official Plan, with the exception of the following objectives:</p> <ul style="list-style-type: none"> <li>a) <i>“To encourage the efficient provision and maintenance of physical infrastructure, public services and utilities to serve present and future needs on a local and regional scale</i></li> <li>b) <i>To address issues which may be particular to one neighbourhood <b>or region</b></i></li> <li>c) <i>To ensure the maintenance and renewal of older housing stock</i></li> <li>d) <b><i>To promote the creation of affordable housing units</i></b></li> <li>e) <i>To foster redevelopment, reuse and/or maintenance of existing brownfield sites and/or current industrial sites</i></li> <li>f) <b><i>To enhance the visual appeal of downtown core areas and neighbourhoods</i></b></li> <li>g) <b><i>To promote on-farm business growth or farm innovation</i></b></li> <li>h) <i>To encourage the preservation and adaptive re-use of built heritage</i></li> <li>i) <i>To promote energy efficiency and sound environmental design</i></li> <li>j) <i>To foster economic growth within designated areas</i></li> <li>k) <b><i>To promote intensification in targeted areas</i></b></li> <li>l) <i>To encourage local participation in funding programs for local development which may also</i></li> <li>m) <i>be eligible for Provincial or Federal funding</i></li> </ul>

	<i>Community Improvement Plans will be submitted to the Minister of Municipal Affairs and Housing for review and comment. The County may provide grants, loans or other assistance as County Council deems appropriate for the purposes of carrying out programs as described in lower tier municipal Community Improvement Plans.”</i>
<b>Local Official Plan</b>	<a href="#">[Insert here]</a>

# Priority Areas



# Approach to Community Improvement

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Community improvement is a long-term process involving incremental improvements. Over time, many improvements can yield real and visible improvement. A series of goals and objectives, guided by a long-term vision, can be used to evaluate individual decisions to ensure that improvements are working towards achieving the desired ends.

## Goals and Objectives

The Plan is further guided by goals and objectives to ensure that community improvement activities are contributing to the vision of being 'Open for Business'. Financial incentive programs should contribute toward achieving one or more of the following goals:

**Affordable/Attainable Housing:** To increase affordable/attainable housing stock, including secondary suites, multi-unit housing, rooming house developments, purpose built rental housing, and apartment dormitory style developments.

- **Why:** limited stock of affordable/attainable housing to buy and rent; increasing need for mixed housing types which improve affordability and access.
- **How:** Potential Incentives could include - Surplus Land and Building Transfer, Development Charge Deferral and/or Grant, Planning and Building Permit Fee Grant, Housing Rehabilitation and Conversion Grant, Vacant Building Conversion/Expansion Grant

**Agricultural:** To increase agricultural value-add, agri-tourism, and facility improvement projects

- **Why:** Increase diversified agricultural uses, increased agri-tourism
- **How:** Tax Increment Equivalent Grant, Buildings and Land Improvement Grant, Destination Infrastructure Grant, Planning and Building Permit Fee Grant, Study and Design Grant

**Industrial:** To promote the development, redevelopment and/or conversion of brownfield, vacant, and grey field properties

- **Why:** improve assessment base, improvement of underutilized property and creation of investment ready industrial lands
- **How:** Tax Increment Equivalent Grant, Vacant Lands Tax Assistance Grant, Environmental Study Grant Program, Brownfield Property Tax Assistance Program, Buildings and Land Improvement Grant, Building Permit and Planning Application Fee Grant, Surplus Land and Building Transfer

**Downtown Improvement:** Downtown revitalization of store fronts, publicly-used frontages, and streetscapes; reduction of vacant storefronts

- **Why:** Creation of Neighbourhood Character, increased business and tourism
- **How:** Façade, Signage and Property Improvement Grant, Destination Infrastructure Grant, Vacant Building Conversion/Expansion Grant, Startup Space Leasehold Improvement Grant

**Residential and Commercial Uses:** Adaptive re-use of buildings, support development of new commercial uses, support heritage conservation.

- **Why:** Increase tax generation, increase housing stock and to support heritage conservation
- **How:** Building conversion grants or revitalization grants, permit and application fee rebates/exemptions, Heritage Property Tax Relief



# Eligibility and Procedure

## General Eligibility Criteria

All owners and authorized tenants of lands (who are authorized in writing by the owner) and buildings within the local municipality are eligible to apply.

All Proposed projects must demonstrate some level of improvement or rehabilitation over the existing conditions unless applying for the Heritage Property Tax Relief.

All projects must contribute to achieving one or more community improvement goals as indicated in the introduction of this document, must conform to the County and Municipal Official Plan, and must comply with the local zoning by-law.

A property may be eligible for multiple regional incentives and may submit multiple applications; however, the total combined value of grants /incentives approved through the Municipality for any given year shall not exceed \$XX,XXX. This amount does not include other incentives such as tax increment funding, development charge exemptions/refunds or permit and application fee rebates/exemptions.

Financial incentives will not be applied to works started prior to approval of applications and any application cost incurred prior to the adoption of this document will not be eligible.

For programs involving granting back of fees or charges, said fees and charges must be paid in full, and the eligible amount will be paid back to the applicant unless there are opportunities to defer, exempt or reduce the fees up front as identified in the Incentives Section.

The property owner must have no outstanding building permit, property standards orders, property tax arrears, or any other outstanding Municipal/County accounts receivable on the subject property at the time of application.

All works approved under this document shall comply with all relevant municipal policies and standards including zoning, design guidelines (if any), and heritage matters or permit, and will be subject to planning and development approvals and building permits pursuant to the Ontario building code.

The grant approval will expire if work is not completed within 18 months from the execution of the agreement between the Applicant, the County and the local municipality. Any request for an extension beyond 18 months must be made in writing and is subject to the approval of Council or the Implementation Committee (if granted deciding power by council). This provision only applies to grant funding and does not include other incentives such as tax increment funding, development charges rebates/exemptions, or permit and application fee rebates/exemptions.

Where funding requests exceed the County’s budget for a given year, the Applicant may opt to defer the application to a subsequent year if funds are available.

The Municipality or the County reserve the right to discontinue any of the programs contained in this section at any time, but applicants with approved grants will still receive said grant.

Approved applicants for incentives associated with affordable housing may be required to enter into an agreement with the local municipality to ensure that the units are kept at affordable levels over a set period of time. All Proposed projects must be within the municipal boundary.

A property owner may be required to provide a business plan for the proposed work as a part of the program application

The Municipality may undertake an audit of work done and associated costs if deemed necessary

Any outstanding orders against the subject property must be satisfied prior to the grant or other incentive being made or satisfied as part of the proposed work.

There is no fee to apply for any of the programs. Grants may not be provided up to the maximum stated in each section. Availability will be determined by uptake for any given year.

The County may provide grants, loans or other assistance as County Council deems appropriate for the purposes of supporting the incentives identified in local municipal Community Improvement Plans.

Municipalities are eligible to apply to programs within this CIP, but must abide by the same requirements as outlined in this document.

## Application Procedure

[Insert Wording here about who to contact for application details] \*\* process will vary for each municipality \*\*





# Incentives



# Study, Fees & Charges Grant

## Study & Design Grant

**RESIDENTIAL** **INDUSTRIAL** **COMMERCIAL** **AGRICULTURAL**

To assist property owners with financing costs of undertaking various studies and design that promotes and support economic development and diversification. Eligible projects to receive study and design grants include affordable housing developments, brownfield developments, heritage properties, value-added agricultural developments, and façade improvements.

Eligible documents may include, but are not limited to: technical reports, environmental site assessment – ESA, class environmental assessment – EA, urban design studies, architectural drawings, property survey, structural analysis, parcel register, title search opinion, property maps, site servicing (sanitary, water and wastewater, telecommunications, natural gas, hydroelectricity, transportation), heritage impact assessments, feasibility studies, traffic impact studies, market analysis, and business development related studies and plans.

Finance Type	Matching Grant
Finance Details	50% of the cost of eligible studies
Eligibility	-All general eligibility criteria apply -Applicants may apply to this grant for multiple studies listed above, but each property is only eligible for \$10,000 maximum. -Priority will be given to applications that match the goals outlined in the introduction, and are perceived to be beneficial to the community as a whole.



## Permit/Application Fee Exemption

**RESIDENTIAL** **INDUSTRIAL** **COMMERCIAL** **AGRICULTURAL**

To assist property owners with financing the cost of the development process by providing an exemption to the cost of the applicable permit and/or application fee. Eligible projects that can receive permit/application fee exemptions includes affordable housing developments, brownfield developments, value added agricultural developments, and façade improvements.

Eligible fees may include, but are not limited to: building permit, demolition permit, sign permit, official plan amendment (local Municipality and County), zoning by-law amendment, minor variance, plan of subdivision, site plan application.

Finance Type	Percentage of Fee
Finance Details	100% of eligible fees
Eligibility	<ul style="list-style-type: none"> <li>- All general eligibility criteria apply</li> <li>- Applicants may apply to this grant for multiple permit/application exemptions listed above.</li> <li>- For affordable housing developments, the application/permit fees will be waived based on the proportion of units that are affordable within the development. For example, if 50% of the proposed units are affordable than 50% of the application/permit fees will be waived.</li> <li>- Priority will be given to applications that match the goals outlined in the introduction, and are perceived to be beneficial to the community as a whole.</li> <li>- See General Terms of Grant Program in Appendix X</li> </ul>

To enable more affordable housing through intensive multi-family residential and mixed-use development. These exemptions can be used for secondary suites, multi-unit housing, dormitory style developments, and rooming house developments.

Eligible fees include: building permit, demolition permit, sign permit, official plan amendment, zoning by-law amendment, minor variance, plan of subdivision, site plan application, and development charges (subject to the development charges by-law(s)).

Finance Type	Percentage of Fee
Finance Details	100% of eligible fee, up to a maximum of \$15,000 50% of the grant will be provided to the applicant at the time of building permit approval, with the remaining 50% provided upon issuance of an occupancy permit by the municipality.
Eligibility	<ul style="list-style-type: none"> <li>- All general eligibility criteria apply</li> <li>- Applicants may apply to this grant for multiple studies listed above, but each property is only eligible for \$15,000 maximum each year.</li> <li>- Parkland Dedication Waivers are also available for applications that contain 30% affordable rental housing stock.</li> </ul>

# Development Charge Exemption/Deferral

**RESIDENTIAL** **INDUSTRIAL** **COMMERCIAL** **AGRICULTURAL**

To assist property owners with financing the cost of the development process by providing an exemption to the amount of applicable local municipal and county development charges. If the proposed development qualifies for one of the other incentives offered in the CIP program, than any applicable development charges will be exempted subject to the development charges by-law(s).

Finance Type	Percentage of Fee
Finance Details	100% of eligible fee
Eligibility	<ul style="list-style-type: none"><li>- All general eligibility criteria apply</li><li>- The applicants for the Development Charges Exemption must be registered owner(s) of the property and must construct an eligible project within the Community Improvement Area.</li><li>- Property owners and assessed owners of lands and buildings who are in arrears of property taxes are not eligible</li><li>- If the proposed development qualifies for one of the other incentives offered in the CIP Program than any applicable development charges will be exempted subject to the development charges by-law(s). For affordable housing projects, the units that meet the affordability criteria may qualify for the development charge exemption. For industrial, commercial and value added agricultural developments, the portion of the building that is being built, converted or redeveloped may qualify for the development charge exemption.</li><li>- See General Terms of Grant Program in Appendix X</li></ul>



# Tax Increment Financing

## Brownfield Tax Assistance Grant

### INDUSTRIAL

To provide tax assistance for properties who require environmental remediation, and/or risk assessment/management prior to redevelopment.

Finance Type	Percentage of Tax
Finance Details	Up to 100% of municipal and county taxes during rehabilitation period. The Municipality can also apply for a 100% matching education property tax under the program.
Eligibility	<ul style="list-style-type: none"><li>- All general eligibility criteria apply</li><li>- Requires a municipal by-law submission, according to section 365.1 of the <i>Municipal Act</i>.</li><li>- Eligible properties include those which have had a Phase II ESA completed, and did not meet the required standards under subparagraph 4i of section 168.4(1) of the <i>Environmental Protection Act, as amended</i></li><li>- Eligible tax relief is available to the development during the Rehabilitation period” which starts on the date on which the by-law under subsection 365.1(2) providing tax assistance for the property is passed, and ending the earliest of:<ul style="list-style-type: none"><li>- 18 months after the tax assistance begins to be provided,</li><li>- When the site condition for the property is filed in the Environmental Site Registry under section 168.4 of the <i>Environmental Protection Act, as amended</i>, and</li><li>- The date that the tax assistance property is the sum of 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 as well as the cost of complying with any certificate of property use issued under 168.6 of the <i>Environmental Protection Act</i>.</li></ul></li></ul>



## Tax Increment Equivalent Grant

### INDUSTRIAL COMMERCIAL AGRICULTURAL

To stimulate major investment by deferring part of the increase in property taxation as a result of a redevelopment or rehabilitation project of commercial/industrial, agricultural, and value-added agricultural properties. The Tax Increment Equivalent Grant (TIEG) would provide a grant to pay a portion of the Municipal taxes attributed to the increased assessment over a 10-year period. This essentially would phase in tax increases relating to re-assessments resulting from property improvements.

Finance Type	Percentage of Tax
Finance Details	Up to 100% of the municipal and/or County portion for up to 10 years. -The Tax Increment Equivalent Grant will be provided for approved projects on a declining basis over a 10 year period. The following is the percent of taxes that the grant would cover for the increase in municipal taxes relating to the increase in assessment value from the property improvements – 100% in Year 1, 90% in Year 2, 80% in Year 3, 70% in Year 4, 60% in Year 5, 50% in Year 6, 40% in Year 7, 30% in Year 8, 20% in Year 9 and 10% in Year 10. After the 10 <sup>th</sup> year, the Owner will be responsible for paying the full amount of property taxes.
Eligibility	<ul style="list-style-type: none"> <li>- All general eligibility criteria apply</li> <li>- The applicants for a Tax Increment Equivalent Grant must be the registered owner(s) of the property and must undertake improvements to their buildings and/or property, which shall be sufficient size and cost to result in a re-assessment of the property.</li> <li>- The tax increment does not include any increase or decrease in municipal taxes due to a general 'tax' rate increase or decrease, or a change in assessment for any other reason.</li> <li>- Municipal staff will conduct a title search of the property and review property tax records. Property owners and assessed owners of lands and buildings who are in arrears of property taxes or any other municipal financial obligations are not eligible to receive this grant.</li> <li>- See General Terms of Grant Program in Appendix X</li> <li>- Eligible costs include, but are not limited to:               <ol style="list-style-type: none"> <li>a) Redevelopment of a property from commercial, industrial, agricultural, or value-added agricultural uses;</li> <li>b) Adaptive reuse of a property to suit a new commercial, industrial, agricultural, or value-added agricultural uses;</li> <li>c) Major additions to a commercial, industrial, agricultural, or value-added agricultural property, involving an increase of at least 25% of the existing gross floor area;</li> <li>d) Infrastructure;</li> <li>e) Professional services by an engineer, architect, or professional planner;</li> <li>f) Energy efficiency improvements; or</li> <li>g) Any combination of the above.</li> </ol> </li> </ul>

## Vacant Lands Tax Assistance Grant

**RESIDENTIAL** **INDUSTRIAL** **COMMERCIAL** **AGRICULTURAL**

To assist property owners with financing the increased taxes resulting from the redevelopment of a vacant site.

Finance Type	Percentage of Tax
Finance Details	Up to 100% of the municipal and/or County portion for up to 10 years. -The Vacant Lands Tax Assistance Grant will be provided for approved projects on a declining basis over a 10-year period. The following is the percent of taxes that the grant would cover for the increase in municipal taxes resulting from the redevelopment of a vacant site – 100% in Year 1, 90% in Year 2, 80% in Year 3, 70% in Year 4, 60% in Year 5, 50% in Year 6, 40% in Year 7, 30% in Year 8, 20% in Year 9 and 10% in Year 10. After the 10 <sup>th</sup> year, full taxes will be paid by the Owner.
Eligibility	<ul style="list-style-type: none"> <li>- All general eligibility criteria apply</li> <li>-Eligible properties are not permitted to receive funding from the Brownfields Tax Assistance Grant.</li> <li>- See Appendix X for further details about the Terms of the Grant Program, etc.</li> </ul>

## Heritage Property Tax Relief

**RESIDENTIAL** **COMMERCIAL** **AGRICULTURAL**

To provide heritage property tax relief for historic properties which are privately owned following restoration.

Finance Type	Percentage of Tax
Finance Details	20% of the municipal, county and education portion, one-time payment, renewable up to 10 years.
Eligibility	<ul style="list-style-type: none"> <li>- All general eligibility criteria apply</li> <li>-Buildings must be on land that is Designated under section IV of the <i>Ontario Heritage Act</i>.</li> <li>-The property must be subject to a heritage conservation agreement</li> <li>-properties must be in good habitable condition</li> <li>-Tax relief is available to the subject property to a maximum of 10 years</li> <li>-For specific Information about how to enter into a heritage conservation agreement , consult local planning or heritage staff.</li> </ul>

# Affordable Housing

## Housing Rehabilitation and Conversion Grant

**RESIDENTIAL** **COMMERCIAL** **AGRICULTURAL**

To provide a grant for the rehabilitation of a previous residential unit, or the conversion of a commercial/residential/mixed-use building space into affordable residential units. To assist financing of building improvements that would have previously been cost prohibitive.

Finance Type	Matching Grant
Finance Details	50% of eligible expenses
Eligibility	<ul style="list-style-type: none"><li>- All general eligibility criteria apply</li><li>Eligible works include:<ul style="list-style-type: none"><li>- Interior design and restoration to existing upper floor/rear residential units in a mixed-use building, which will improve living conditions, result in an increase in value, or bring units into compliance with the applicable codes and by-laws; and</li><li>- Conversions of existing commercial, residential, or mixed-use building space where two or more new upper floor/rear residential units are created.</li></ul></li></ul>

## Surplus Land Grant

**RESIDENTIAL** **INDUSTRIAL** **COMMERCIAL** **AGRICULTURAL**

Lands that are determined to be surplus to the needs of the local municipality or the County will be offered through a Request for Proposal process for development purposes. The local municipality and County will work together to identify lands that are surplus and to determine the best use for the surplus lands with first priority given to affordable housing developments. If the surplus lands are not appropriate for a residential use, they will be offered up for other uses such as Industrial and Commercial on a Request for Proposal basis.

Finance Type	Land Grant
Finance Details	Land to be awarded at a reduced cost or possibly at no cost.
Eligibility	Eligibility criteria will be identified in the Request for Proposal to be released by either the local municipality or the County. The eligibility criteria will identify the needs to be met by the local municipality/County. For example, lands to be offered for an affordable housing development could include developing a dormitory style housing development to serve a specific need in the community such as for student housing or housing to address labour shortage. Proposals submitted will be assessed based on the criteria identified in the Request for Proposal. The proposal that best meets or exceeds the criteria identified in the RFP will be awarded the land at a reduced rate or possibly at no cost.

# Building & Land Grants

## Buildings and Land Improvement Grant

**INDUSTRIAL** **COMMERCIAL** **AGRICULTURAL**

To encourage the rehabilitation, repair and/or improvement of buildings and lands for commercial, industrial, agricultural, or value-added agricultural purposes.

Eligible Expenses may include, but are not limited to:

- Conversion of agricultural buildings for farm-related commercial or industrial occupancy, or value-added agricultural purposes;
- Entrance modifications to provide barrier-free accessibility, where required;
- Repair/replacement of roof;
- Structural repairs to walls, ceilings, floors, and foundations;
- Extension/upgrading of plumbing and electrical services for the creation of retail, industrial, or value-added agricultural space;
- Such other similar structural improvements
- Other external improvements not eligible under the Façade, Signage and Property Improvement Grant in section XX.

Finance Type	Matching Grant
Finance Details	50% of eligible expenses
Eligibility	<ul style="list-style-type: none"> <li>- All general eligibility criteria apply</li> <li>- Successful applications will fulfil the goals of the CIP program, as listed in the introduction</li> <li>- The applicant will be required to submit a cost estimate from a licensed contractor or supplier, including the breakdown of costs, and shall be consistent with the cost estimate indicated on the accompanying building permit application, where applicable.</li> <li>- Construction of all proposed improvement must be completed within 12 months of the date of approval of the grant or loan.</li> </ul>

# Startup Space Leasehold Improvement Grant

**INDUSTRIAL** **COMMERCIAL** **AGRICULTURAL**

To assist new businesses and startup companies to set up shop by providing grants to property owners and tenants for the financing of non-temporary interior leasehold improvements or accessibility improvements for commercial space or live/work space to increase the marketability of property and rental units.

Eligible leasehold improvements may include:

- Installation, change, repair and/or restoration of partitions or rooms
- Installation, repair or reinstall of plumbing, heating, HVAC, electrical, fixtures, cable, telephone, fibre and other service-specific installations
- Change, repair, re-install of flooring, ceiling, walls, fixed cabinets and other structurally permanent elements
- Painting, repainting, or re-facing of interior platforms, walls, and any surfaces
- Install, repair or restoration of masonry, brickwork or wood
- Install, replacement, repair or restoration of other architectural features
- Install, replacement or repair of windows
- Entranceway modifications that improve the appearance and/or access to the commercial unit(s)
- Redesign and reconstruction of the front of building
- Machinery and equipment if bolted to the floor
- Demolition or removal of fixtures, structural and non-conforming or hazardous materials
- Installation of appropriate new interior signage or improvements to existing signage
- Installation or repair of interior lighting, and
- Restoration of historic features
- Implementation of accessibility improvements, up to AODA standards (*Act* found here: <https://www.aoda.ca/the-act/>)

Finance Type	Matching Grant
Finance Details	50% of eligible expenses
Eligibility	<ul style="list-style-type: none"> <li>- All general eligibility criteria apply</li> <li>- Grants are eligible to owners of buildings with a minimum 2 stories (with startup areas being located on the second floor)</li> <li>- Applications must satisfy design policies where applicable</li> <li>- Property owners must be matched up with a prospective startup company—demand management and matching will be carried out by the Municipality</li> </ul>

# Vacant Building Conversion/Expansion Grant

**RESIDENTIAL** **INDUSTRIAL** **COMMERCIAL** **AGRICULTURAL**

To assist in the small-scale conversion of existing vacant space into new commercial, mixed-use and other eligible uses.

Eligible Building Conversion/Expansion Grant Examples include:

- Conversion of an existing vacant floor space into a rental dwelling unit
- Conversion of an existing unused barn into commercial space
- Expansion to an existing farm vacation home to include new accommodation space
- Conversion of an existing storefront into a more suited commercial space- from retail to restaurant (must be proved to be more beneficial to the community)

Finance Type	Matching Grant
Finance Details	\$15/sq. ft. of converted or expanded floor space,
Eligibility	<ul style="list-style-type: none"> <li>- All general eligibility criteria apply</li> <li>- The Grant is eligible for the following types of uses:               <ul style="list-style-type: none"> <li>- Conversion of non-conforming or vacant building space into new commercial, mixed-use, secondary uses, or agriculture-related uses, and other eligible uses, including:                   <ul style="list-style-type: none"> <li>- Upper story space conversion into residential units</li> <li>- Conversion of existing ground floor commercial space to better suit new commercial use</li> <li>- expansion of existing eligible uses to increase the gross floor area</li> </ul> </li> <li>- Eligible Costs include any services of a professional engineer, architect or planner to design and implement the project.</li> </ul> </li> </ul>



# Community Grants

## Façade, Signage & Property Improvement Grant

**RESIDENTIAL** **COMMERCIAL** **AGRICULTURAL**

To assist with the improvements to a building’s façade or signage or other improvements to private property. This could also include improvements to heritage buildings.

Eligible Costs may include:

Façade: improvements to the main façade, and visible side and rear building sides are eligible; restoration/replacement of exterior building; treatments (ex. brickwork/cladding/siding); restoration/replacement of cornices, eaves, parapets, windows, doors, awnings, or exterior lighting; Exterior painting, chemical or other façade cleaning; Redesign of storefront or entrance modifications, including accessibility improvements.

Signage: Improvements to main store signage, and signage that is visible from the public realm.

Property: Improvement to the front yard are eligible; Addition of landscaping features and elements (ex. Plants/green space, benches, planters); Parking area upgrades (in front and rear or lot); Addition of walkways; adding a patio to an existing commercial business

Finance Type	Matching Grant
Finance Details	50% of eligible costs
Eligibility	All general eligibility criteria apply



# Destination Infrastructure Grant

**COMMERCIAL** **AGRICULTURAL**

To encourage local stakeholders, organizations and municipalities to upgrade and invest in destination infrastructure.

Eligible expenses include:

- Capital improvements to core attractions such as trails, waterfront (i.e. parking, restrooms, staging, lookouts),
- Signage that improves visitor experiences (i.e. interpretive/historical plaques, dementia friendly signage, kiosks, route markers for cycling/hiking, etc.)
- Community wayfinding signage,
- Permanent installation of outdoor art,
- Converting vacant lands to parks/green space enhancements
- Streetscape beautification (i.e. banners, benches, garbage/recycle receptacles, green space/park enhancements, seasonal decorations).

Finance Type	Matching Grant
Finance Details	50% of eligible costs
Eligibility	All general eligibility criteria apply



# Monitoring and Evaluation

This Community Improvement Plan is primarily intended to be a flexible revitalization tool. As circumstances evolve, and as market forces, economic conditions, and financial resources change, the CIP will also need to evolve. Council or its designated authority will have the discretion to determine funding for the financial incentive programs. However, to inform decision making about the implementation budget, and to ensure that the programs are working as they are intended, the Plan should be monitored, evaluated and, if necessary, revised, on a regular basis.

An annual report card identifying the projects that received support through the CIP program, projects that applied but that did not receive funding, projects completed through the CIP program and the success stories of the CIP incentives will be completed by each municipality and submitted to the County for reporting to County Council.

## Process for Monitoring and Evaluation

Immediately following adoption of the Community Improvement Plan, the Plan Administrator will begin to undertake the activities outlined in the following sections.

### Establish the Monitoring Database

The Plan Administrator should initially develop a database upon which to monitor the number, types and success of financial incentive applications. As applications for financial incentives are received, they should be recorded in the database. Additionally, the Administrator should record all pre-application consultations related to potential application submissions, even if the consultations do not result in an application being submitted.

Specific performance indicators will need to be identified and monitored. The selection of indicators will provide guidance about the success of the Plan and its individual programs. At this time, it is suggested that the Plan Administrator gather the following information from applicants (which should be incorporated into the application form for financial incentives):

The approved/denied value of the grant and the total value of construction (the total public investment versus private investment);

The effect of the incentives, such as the number of new residential units created and/or rehabilitated, the number and type of retail or businesses created, the number of trees being planted, etc.;

The projected and actual increase in property assessments and property taxes, as may be applicable; and

Indirect indicators including economic indicators, qualitative indicators and other indicators which speak more generally to the success of the [Municipality/Township/City], and which may or may not be directly attributed to the influence and success of the Community Improvement Plan.

Other indicators should be identified and monitored on a period basis, such as:

- Utilization of the total financial incentives program budget;
- Utilization of the various incentive programs;
- Total dollars spent on other specific variables which indicate advancement of the program (e.g., number of trees planted, number of metres of sidewalks improved, etc.);
- Other indirect indicators, such as economic indicators as may be identified (e.g., number of overnight stays, number of new businesses established in the Municipality, etc.).

## Determine Baseline Conditions

For the indicators identified in 7.1.1, the Plan Administrator should identify baseline conditions at the outset of the Plan implementation, so that variables may be compared from year-to-year, beginning with implementation of this Plan.

## Collect Data

Throughout the course of a one-year review period, the Plan Administrator should enter information from applications and pre-application consultation meetings into the database on an on-going basis.

## Prepare Annual CIP Evaluation Report to Council

Based on the information obtained, the Plan Administrator will prepare an annual report to Council to evaluate the Community Improvement Plan and its individual programs, based on the changes to the baseline conditions established above, and based generally on the uptake of the programs and any new challenges that have emerged. The report will recommend adjustments to the Community Improvement Plan, including its terms, financial incentive programs and eligibility criteria, to improve the programs offered through the Plan. The report will provide recommendations based on the results of monitoring. Recommendations may include:

- Budget adjustments or funding strategies;
- Potential revisions to the Community Improvement Plan area;

- Adjustments to the financial incentive programs including the addition or discontinuation of programs, where necessary;
- Any necessary changes to plan administration or processes.

The report should be made available on the [Municipality/Township/City]'s website each year for public review. The reporting of financial incentive program success should be accompanied by before and after photos of the projects completed to communicate the successes of the Plan.

Additionally, the annual report should include a review, summary and analysis of potential funding opportunities from the Province, County or other sources as may become available.

## Program & Plan Adjustment

Based on the annual review and report to Council, adjustments to this Plan may be required, including:

**Adjustments to the Plan:** Based on the monitoring and evaluation process, changes to the terms of this Plan, the eligibility requirements, or the financial incentive programs may be required. Council may also choose to discontinue funding for one or more of the financial incentive programs and may do so without amending this Plan. However, the permanent/change/removal of a financial incentive program or the addition of eligibility criteria or eligible costs will require an amendment to this Plan in accordance with Section 28 of the *Planning Act*.

**Adjustments to Program Funding:** It is recognized that Council or its designated authority may choose to cease, reduce or increase funding to one or more of the financial incentive programs, based on an evaluation of this Plan. Adjustments to program funding or the amount of the annual budget will not require an amendment to this Plan.

The activities above are intended to be repeated on an annual basis throughout the life of this Plan.

## Implementation

[Municipal/Township/City] Council or its designated approval authority will oversee the implementation of this Plan while day-to-day tasks associated with implementation will be coordinated by the Plan Administrator. This section outlines how the Plan is to be implemented and administered.

# Administration of Program

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CIPs will be administered by member municipalities.

The County will advance an annual budget for use by the municipality to assist with implementing the CIP program. The proposed cash contribution is \$20,000 per municipality for five years. In addition to budget, the County will also participate in the County tax portion of tax increment financing and provide relief to planning application fees and development charges as outlined in the CIP program. Surplus land will also be offered up as outlined in the CIP program. Local municipalities are encouraged to contribute additional funds towards the incentives.

## **Designation of Plan Administrator**

Upon implementation of this Plan, Council will designate a member of Municipal staff to be the Plan Administrator. An alternate Plan Administrator should also be designated in the event that the primary Plan Administrator becomes available.

## **Designation of Approval Authority**

By default, Council will be the approval authority, making decisions on financial applications. Council may choose to delegate this authority to a committee of its choosing by bylaw in consideration of recommendation by staff. The Plan Administrator may be included as a member of this committee or function as a coordinator for the committee.

## **Administration of Financial Incentive Programs**

The financial incentive programs outlined in this document will be administered primarily by the Plan Administrator, and decisions about whether to approve financial incentive applications will be made by Council or its designated approval authority.

## **Submission of Applications for Financial Incentives**

Applications for financial incentive programs will be submitted and processed in accordance with the steps outlined in this document. The Plan Administrator will be responsible for ensuring that this process is carried out in a timely manner.

## **Approval of Applications for Financial Incentives**

Decisions on financial incentive applications and Financial Incentive Program Agreements will be made by Council. Should an application be refused all applicants will be given an opportunity to request that Council reconsider its decision, as applicable. Where Council has designated approval authority to a committee, an applicant will be given an opportunity to appeal a refusal for Council consideration.

## Budgeting for the Incentive Programs

### **Annual Budget for Financial Incentive Programs**

Council will establish an annual overall budget for financial incentive programs and may allocate all or a portion of the funds to individual programs based on the monitoring process outlined in this document and based on annual priorities.

### **Changes to Funding Levels**

In accordance with the monitoring process outlined in this document, Council will determine changes in the funding and incentive levels are necessary or warranted to ensure that the Community Improvement Plan functions properly considering the [Municipality/Township/City]'s financial circumstances. Any change to the funding for the financial incentive programs of this Community Improvement Plan will be made at the sole discretion of Council, without an amendment to this Plan.

### **Funding Sources**

The [Municipality/Township/City] shall identify, explore and pursue external funding sources where possible to support the incentive programs, including Provincial funding sources as may be made available from time to time, and Provincial or County participation in the financial incentives, where possible.

## General Eligibility Requirements for Incentive Programs

The following General Eligibility Requirements are applicable to all incentive programs and must be met in order for an applicant to be considered eligible for any of the financial incentive programs. The General Eligibility Requirements must be read by the applicant in association with program specific eligibility requirements and program details.

General Eligibility Requirements include:

### **Timing of Community Improvement Works**

In order to be eligible for any incentive program contained with this Plan, a financial incentive program application form must be submitted to the [Municipality/Township/City] (accepted and processed by the Plan Administrator) prior to commencing any community improvement works. Complete applications must be submitted and approved prior to application for planning approval and/or building permit, as may be required, and prior to commencing community improvement works.

### **Only Property Owners or Tenants with Consent**

Eligible applicants must be either the owner of the property, an agent for the owner of the property, or the tenant of a property to whom the owner has provided written consent for the application. Should ownership change hands prior to the approval of an application or while works are being undertaken, the tenant shall advise the [\[Municipality/Township/City\]](#) and obtain the new owner's authorization.

### **Financial Incentives Not Available to Greenfield Properties**

In no case shall a greenfield property, as defined in this Plan, be eligible for financial incentive programs.

### **No Outstanding Property Tax Arrears**

The property owner must not have outstanding tax property arrears and must be in good standing regarding taxation at the time of application and through the duration of the incentive benefit period, as identified within this Plan.

### **Number of Applicants Per Property**

There are no specific restrictions on the number of applications that may be submitted by a property owner or tenant in relation to a specific property. The intent of providing this flexibility is to allow applicants to phase in components of their projects over time, should it be necessary. However, the Plan Administrator may reject an application where it is of the opinion that the proposed works have already been undertaken as part of a previously approved application.

### **Complete Financial Incentive Application & Supporting Materials**

In order to be eligible, all incentive program applications must include completed application forms and supporting materials such as detailed work plans, cost estimates and contracts, applicable reports, and any additional information as required by the [\[Municipality/Township/City\]](#).

### **Project in Accordance with Municipal Bylaws, etc.**

Community improvement works associated with an incentive program application must be in accordance with all Municipal bylaws policies procedures, standards, and guidelines in order to be approved.

### **Project in Conformity with the Official Plan & Zoning Bylaw**

Existing and proposed land uses must be in conformity with the policies and standards provided by the [\[Municipality/Township/City\]](#)'s Official Plan, and in accordance with applicable regulations, such as the Zoning Bylaw, and all other planning documents.

### **Project in Accordance with Planning Approvals & Building Permits**

Community improvement works associated with an incentive program application must be undertaken pursuant to application for planning approval and/or building permit, and any additional required permits, and in accordance with the Ontario Building Code and all applicable planning policies and standards.

### **Conformity with Design Criteria**

The proposed exterior design of buildings, including signage associated with an incentive program application must be considered by the [Municipality/Township/City] as consistent with the [Municipality/Township/City]'s desired goals for appearance/character of the [Municipality/Township/City], in relation to the design criteria outlined in this Plan, and any design guidelines adopted by the [Municipality/Township/City] in the future, as applicable. Council will consider details of exterior design proposed by each application when determining eligibility for incentive programs of the Community Improvement Plan. Council will use the design criteria as well as any future design guidelines adopted by the [Municipality/Township/City] as tools to characterize whether a project is considered desirable and meets the goals and objectives of this Plan.

### **Completed Works to be Consistent with Approved Application**

Community improvement works undertaken and completed that are associated with an approved incentive program application must be consistent with the project description contained in the application form and supporting materials, and with the program agreement. Should the works not be consistent with the original project description, to the satisfaction of the Plan Administrator the [Municipality/Township/City] may delay, reduce or cancel the approved incentive program benefits, and may require repayment of any of the incentive program benefits, at the discretion of the [Municipality/Township/City].

### **Combination & Value of Incentives**

The incentive programs made available under this Plan may be used individually or may be combined, subject to the exceptions outlined within the specific program details and eligibility criteria in the Community Improvement Plan. The total of all incentive benefits (including grants and refunds) provided to each applicant for each community improvement proposal for a buildings or lands must not exceed the project's costs related to the planning, or re-planning, design or redesign, re-subdivision, clearance, development or redevelopment, and/or reconstruction and rehabilitation association with the application.

### **Not Maintenance or Life Cycle Replacements**

Eligible projects are generally only considered to include improvements over existing features. The incentive programs are not intended to cover life cycle replacements or

maintenance activities. Exceptions may be considered for original features of designated historic/heritage buildings.

### **Grants to be a Maximum 50% of the Eligible Costs**

In no case shall the total amounts of all grants be greater than 50% of the calculated eligible costs of the project(s).

### **Minimum Grant of \$500**

Should a grant have a value of less than \$500, the approval authority has the sole discretion to reject the application on the basis that the project is too minor and the administrative costs too high to be worth processing the grant.

## **General Process and Submission Requirements for Incentive Programs**

In order to be eligible for any of the incentive programs, applicants must submit a complete application in accordance with the General Process and Submission Requirements outlined below. A complete application will include:

- Completed application forms; and
- Supporting materials such as plans, cost estimates and contracts, applicable reports, and any additional information required by the Plan Administrator and/or Council or its designated approval authority.

### **General process & submission requirements include:**

[\[Municipality/Township/City\]](#) Not Responsible for Applicant's Costs

The [\[Municipality/Township/City\]](#) is not responsible for any costs incurred by the Applicant during the application process, including costs associated with preparing the materials which are required by the [\[Municipality/Township/City\]](#) as part of a complete application.

### **Application Prior to Commencement of Works**

An application must be submitted to the [\[Municipality/Township/City\]](#) prior to commencing any community improvement works. Should an application be submitted following the commencement of community improvement works, the application will be rejected upon receipt.

### **Applicant to Declare Other Funding**

All sources of additional funding or incentives must be declared at the time of submission. The Plan Administrator is entitled to make recommendations for incentive reductions based upon any declared funding or incentive.

### **Administrator's Application Review**

The Plan Administrator will initially evaluate all applications and supporting materials and offer a recommendation to Council or its designated approval authority who will then make a decision on the applicant.

### **Financial Incentive Program Agreement**

Should the application be approved by Council or its designated approval authority, a Financial incentive Program Agreement will be required, which will outline the terms, duration, default, and any other provisions of the incentive program. This agreement will also be subject to approval by Council.

### **Additional Information May be Required**

Should the Plan Administrator, or Council or its designated approval authority require additional information, plans, studies, or any additional works related to the proposed project and incentive program application, the requested information and/or works must be adequately provided and/or undertaken prior to approval of the application.

### **Project Audit at the Cost of the Applicant**

Upon approval and/or completion of community improvement works, the [Municipality/Township/City], under direction of the Plan Administrator, reserves the right to audit the costs associated with any of the works described by the approved application for financial incentive(s). Audits will be undertaken at the expense of the applicant.

### **Inspection of Completed Project**

Upon approval and/or completion of community improvement works, the [Municipality/Township/City] reserves the right to inspect any properties/buildings that are associated with an incentive program application offered within this Plan. Inspections would be carried out by the Plan Administrator.

### **Failure to Meet Requirements**

Should the applicant fall into default of the General Eligibility Requirements, or fail to meet the detailed requirements of each of the incentive programs the financial incentive program agreement, or any other requirements of the [Municipality/Township/City], the [Municipality/Township/City], under the direction of the Plan Administrator, may delay, reduce or cancel the approved incentive program benefits and may require repayment

of any of the incentive program benefits, at the discretion of the Plan Administrator in consultation with Council or its designated approval authority.

### **Discontinuation of Funding**

The [Municipality/Township/City] may discontinue funding any of the incentive programs at any time; however, all applicants with approved incentive program benefits will continue to receive the benefits in accordance with the terms outlined in this Plan, subject to fulfilling any requirements and agreements and subject to available funding as approved by Council or its designated approval authority.

### **Cancelation of Grant due to Failure to Initiate the Project**

Any program commitments may be cancelled if work does not commence within six months of the approval of an application, or in accordance with an agreement with the [Municipality/Township/City].

## **Application Process for Incentive Programs**

### **Application Process**

The [Municipality/Township/City] may implement either a “first come, first served” or an “intake window(s)” process for receiving and making decisions on financial incentive applications. By default, this Plan is to be administered by a “first come, first served” process. However, Council may choose to change the process in consideration of a recommendation of staff and/or a Committee of Council. Council has the discretion to modify the approval process for applications at any time. The general process types are outlined as follows:

**First Come, First Served:** In a first come, first served application process, the [Municipality/Township/City] accepts grants applications throughout the year, provided funding is still available. Applications are processed and decided upon in the order in which they are received. When funding is exhausted, the [Municipality/Township/City] will close the application process until funding becomes available.

**Intake Window:** In an intake window application process, the [Municipality/Township/City] may establish a set timeframe in which it will accept applications. All applications will be reviewed and decided upon at a meeting of Council or the delegated approval authority. During this process, funding may become exhausted. Accordingly, there may be a need to prioritize which approved applications will receive funding. Council or the designated authority will have the sole discretion to determine how the applications may be prioritized for funding (in consideration of the Plan Administrator’s recommendations). In no order, applications may be prioritized on a basis of:

- Consultation with the applicants to determine if any applicants are accepting of application deferral until funding becomes available;
- Whether properties are designated or listed as being of historical interest;
- The value of the grant being sought (i.e., a large application may be deferred to permit many smaller improvements to benefit a larger number of property owners);
- Whether the project or property is considered to carry great importance and significance (e.g. highly visible corner lots); and/or
- Other criteria as may be determined by Council or its designated approval authority.

### **Application Process Changes**

Council may direct changes to the application process without amending this Plan. Changes should be considered as part of the annual monitoring and evaluation of the Plan and in consideration of the recommendations provided by staff, the Review Panel and/or a Committee of Council.

### **Pre-Application Consultation and Application Submission**

Applicants are required to arrange and participate in a pre-application consultation meeting with the Plan Administrator, in order to discuss and confirm application requirements, program eligibility, proposed scope of work, project timing, supporting documentation requirements, etc.

The applicant will be required to submit a completed application, which will include all the required application forms, in addition to any supporting documentation, as required by the Plan Administrator or by Council or its designated approval authority. Supporting documentation may include, but is not limited to, the following materials:

- Photographs of the existing building condition or property;
- Historical photographs and/or drawings
- A site plan and/or professional design study/architectural drawings;
- Specification of the proposed works, including a work plan for the improvements and construction drawings; and/or
- At least two cost estimates for eligible work provided by licensed contractors or consultants, as appropriate in the context of the financial incentive program.

Once all the required forms and supporting materials are received, the Plan Administrator will undertake a preliminary screening of the proposal and application.

Based on the application and proposal, the results of the preliminary screening, the Plan Administrator may perform an initial site visit and inspection of the building/property, as necessary. The Plan Administrator will inform the applicant of the approximate time for

the site visit and inspection. The applicant will accompany the inspector during the inspection, if possible, and will inform the inspector of any potential safety hazards on the site.

If the application clearly does not meet the program requirements, the application will not be accepted.

If the application meets the program requirements, the application will be accepted. By accepting an application for any of the financial incentive programs, the Plan Administrator does not guarantee program approval.

### **Application Review & Evaluation**

Once an application has been accepted by the Plan Administrator, information related to the applicant, application, and proposal information will be entered into the [Municipality/Township/City]'s database in order to track the application details, progress and results in accordance with the Monitoring and Evaluation Strategy. This will be an on-going task throughout the remainder of the application process as this information will need to be updated as the application is processed.

Applications and supporting documentation will be considered by the Plan Administrator against the incentive program eligibility requirements (including both general and specific requirements). Based on the proposal, application, and fulfillment of eligibility requirements, the Plan Administrator will determine if the proposal and application will be considered eligible. Based on eligibility, a recommendation report will be prepared by the Plan Administrator. The report may recommend approval of the application or refusal of the application.

Should the Plan Administrator recommend approval of the application, a financial incentive program agreement will be prepared by the Plan Administrator. If applicable, the financial incentive program agreement will be forwarded to the applicant to be dated and signed.

Once the financial incentive program agreement has been reviewed by all parties and returned to the [Municipality/Township/City], the application, recommendation report, and agreement will be forwarded to Council or its designated approval authority to initiate the approval process. Should the application be approved, the Plan Administrator will ensure that all parties sign the agreement prior to the commencement of any approved works. If the agreement is not signed by all parties, the [Municipality/Township/City] does not guarantee program approval.

### **Application Approval**

If the Plan Administrator has recommended that the application be refused, the Recommendation Report will be provided to Council or its designated approval authority

for a decision. Where a designated approval authority has refused the application, the applicant may re-submit the application for reconsideration by Council, provided the applicant has made consideration of the designated approval authority's reasons for refusal. If Council or its designated approval authority determines that the application should be approved, the process continues with the steps below.

Alternatively, if the Plan Administrator has recommended that the application be approved, the Recommendation Report and signed agreement will be forwarded to Council or the designated approval authority for consideration. If the application is approved, the process continues with the next step. If the application is refused, the applicant may re-submit the application for reconsideration by Council provided the applicant has made consideration of Council's reasons for refusal.

If Council or its designated approval authority approves the application and Financial Incentive Program Agreement, the Agreement will be executed by the signing and dating of the agreements by Municipal officials. A copy of the signed and dated Financial Incentive Program Agreement will be provided to the applicant.

### **Completion of Works and Payment**

Once an application has been approved by Council or its designated approval authority and the agreements signed and dated, and once all the required approvals and permits for the work are secured, the applicant may commence community improvement works.

Payment of the financial incentive, in accordance with the Financial Incentive Program Agreement, will be provided upon successful completion of the approved works.

Prior to the issuance of the financial incentive, the applicant may be required to provide the Plan Administrator with final supporting documentation, which may include but is not limited to:

- Photographic evidence of the completed works satisfactory to the Municipality;
- Other documentation proving completion of the project;
- Invoices for all eligible work done, indicating the total amount paid for eligible works;
- Proof of payment to contractors, in full; and
- Presentation of the terms of a loan and/or proof of approval of a loan provided by a financial institution, as it may be applicable in relation to the interest rebate programs contained in this Plan.

Final Site Inspection (if required) - The Plan Administrator may perform a final site visit and inspection of the building/property (as necessary) in order to ensure that the project has been completed in accordance with the Financial Incentive Program Agreement.

Assurance of Conformity to the Program Requirements and Financial Incentive Program Agreement - Prior to issuance of the financial incentive payment, the Plan Administrator will ensure that all program requirements and details of the Financial Incentive Program Agreement have been met.

If Applicant has Defaulted on the Agreement - The Plan Administrator will take appropriate remedies as specified in the agreement if the applicant defaults on the Financial Incentive Program Agreement.

Payment of Grant - If all the program requirements and Financial Incentive Program Agreement requirements have been met to the Plan Administrator's satisfaction in accordance with the decision of Council or its designated approval authority, the Plan Administrator will issue payment of the approved grant in accordance with the general and specific program eligibility requirement, and the Financial Incentive Program Agreement.

## Timeline for Application Review and Decision

This Plan recognizes that the success and uptake of the financial incentive programs will depend in part on the expedience of the application and review process. As a guide, and subject to the availability of staff resources, the Plan Administrator will accept and review applications for funding in consideration of the following timeline:

The Plan Administrator should be available to meet with a potential applicant for a pre-consultation meeting within then (10) business days of being requested to meet by a potential applicant, or as soon as is reasonably possible.

The Plan Administrator should review an application for financial incentives and notify the applicant of its completeness within ten (10) business days of receiving the application, or sooner, if possible.

Upon receipt of the application, the Plan Administrator should prepare a recommendation report to Council or its designated approval authority and, if applicable based on the recommendations contained within the recommendation report, prepare a Financial Incentive Program Agreement and forward it to the applicant within twenty-five (25) business days of receiving the application.

The application for funding should be considered for approval at the next meeting of Council if Council is the approval authority or the next planned meeting of the designated approval authority.

The total time between receipt of a complete application for funding and the meeting to consider the application should not exceed thirty-five (35) business days.

The execution of the Financial Incentive Program Agreement should occur within ten (10) business days of the application approval. Should the application be approved, payment of the grant should occur within thirty (30) business days of completion of the project. The applicant is responsible for notifying the Municipality of the completion of the project and may be required to provide proof of its completion.

The timelines identified above are for guideline purposes only and are not intended to be construed as deadlines. Timelines will vary depending on the availability of staff and resources and the nature of the application received.

# Definitions

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To assist in the interpretation of this Plan, the following defines some of the terms used in this Plan:

**Administrator or Plan Administrator** means one or two Municipal staff members assigned by Council, who are primarily responsible for ensuring that the responsibilities of the Plan Administrator, as set out herein, are fulfilled.

**Affordable/Attainable Housing** can be defined as housing which accounts for no more than 30% of a household's gross income. Affordable/Attainable housing is housing that gives a household the ability to enter the local housing market before graduating to successively higher levels of housing within the market. Implicit in this definition of attainability is the idea that a range of housing options (type, size, tenure, cost) exist in the local market, allowing households at various income levels to find and secure suitable housing as their needs or means change.

**Applicant**, unless otherwise indicated, means a registered owner, assessed owner or tenant of lands and buildings within the community improvement project area who has a right to apply for one or more financial incentive(s) in accordance with the policies of this Plan.

**Approval Authority** means the body responsible for approving or denying financial incentive applications. By default, the approval authority is Council. However, Council may designate an approval authority in accordance with the policies of this Plan.

**Brownfield** means a site that is under-developed or was previously developed and may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

**Certificate of Property Use** means a certificate of property use issued in accordance with Section 168.6 of the *Environmental Protection Act*. The Certificate of Property Use may outline actions or restrictions on use or construction in relation to managing adverse effects of contaminants, as outlined in a risk assessment.

**Community Improvement** unless otherwise specified, is as defined in accordance with its definition under Section 28 of the *Planning Act*.

**Community Improvement Plan** unless otherwise specified, is defined in accordance with its meaning under Section 28 of the *Planning Act*.

**Community Improvement Project Area** unless otherwise specified, is as defined in accordance with its meaning under Section 28 of the *Planning Act*.

**Community Improvement Works** refer to the activities undertaken in accordance with the policies of this Plan, including activities that may be funded by the financial incentives.

**Council** means the Council of the [\[Insert municipality's name here\]](#).

**Development Period** means a period that begins when the Rehabilitation Period ends and concludes on the earlier of a) the end date specified in the municipal property tax assistance bylaw or b) when the property tax assistance is equal to the eligible remediation costs, as per section 365.1 of the *Municipal Act*, 2001.

**Eligible Applicant** means an applicant (as defined above) who meets all the general and program specific requirements of the financial incentive programs and prepares and submits an application for a grant or loan that is in accordance with the specific requirements of the program, as outlined in this Plan. The Plan Administrator reserves the right to determine whether an applicant is eligible for the financial incentive programs.

**Financial Incentive Program** means a program listed in the Incentives Section of this Plan.

**Financial Incentive Program Agreement** means an agreement executed between the [\[Municipality/Township/City\]](#) and a successful applicant for a financial incentive program, as required by this Plan.

**Greenfield Property** means a vacant property that has no prior history of development, or an agricultural use that has not been developed or redeveloped for urban uses. In determining whether a property is considered a greenfield, the Approval Authority, in consultation with the Administrator of this Plan, shall have sole discretion.

**Greyfields** are underutilized properties that have been affected by development, but not to the extent required to be considered a brownfield site. Unlike brownfield sites, greyfield sites have not endured significant environmental damage. An example of a greyfield would be a property containing an abandoned restaurant.

**Gross Floor Area** means, for a dwelling, the total area of the storeys exclusive of basements, cellars, attic, garages, sunrooms, unenclosed verandas or porches; and for a building other than a dwelling, the total area of all the floors contained within the outside walls of the building. Only that floor area having a clear height to the ceiling of at least 2.25 metres may be used to calculate floor area.

**Heritage**, when used as an adjective, means historic and significant with respect to cultural heritage value or interest. Heritage, when used in designated heritage buildings, refers to buildings designated under Part IV of the *Ontario Heritage Act*. Similarly, the

term heritage, when used in reference to a Heritage Conservation District as designated in accordance with Part V of the *Ontario Heritage Act*.

**Mixed Use** means a combination of a mix of commercial uses (retail, restaurant, office) along with apartment dwellings located either in the upper storey(s) or the rear of the same building.

**Municipality** means the [\[Insert municipality's name here\]](#).

**Plan** or **this Plan** means the [\[Insert municipality's name here\]](#) Community Improvement Plan, unless otherwise specified.

**Qualified Person** is a person as defined by Section 168.1 of the *Environmental Protection Act*, Ontario Regulation 153/04 (as amended by Ontario Regulation 66/08) who meets the qualifications to be a qualified person for the purpose of:

- Conducting or supervising a Phase I environmental site assessment;
- Conducting or supervising a Phase 2 environmental site assessment; and
- Completing the certifications that must be completed by a qualified person in a record of site condition in respect of a property.
- A qualified person is considered to meet the qualifications to be a qualified person if:
  - The person holds a license, limited license or temporary license under the *Professional Engineers Act*; or
  - The person holds a certificate of registration under the *Professional Geoscientists Act* and is a practicing member, temporary member or limited member of the Association of Professional Geoscientists of Ontario.

**Record of Site Condition** means the record of site condition prepared and filed in accordance with Section 168.4 of the *Environmental Protection Act*.

**Risk Assessment** means an assessment of risks prepared and filed in accordance with Section 168.4 of the *Environmental Protection Act*.

**Rehabilitation Period** means the period starting from the date a municipal property tax assistance bylaw is passed to the earlier of a) eighteen months, b) the date a Record of Site Condition is filed, or c) when the property tax assistance is equal to the eligible remediation costs (as defined) under Section 168.4 of the *Environmental Protection Act*.

**Vacant land** is land that does not contain any permanent structures and is not environmentally damaged.

## Interpretation

### Interpretation at Sole Discretion of Council

Ultimately the Community Improvement Plan will be interpreted at the sole discretion of Council or the designated approval authority in consultation with Plan Administrator. In some cases, as provided herein, interpretation and discretion may rest with the Plan Administrator.

## Implementation Period

### **Implementation Period**

It is anticipated that this Plan will be implemented over a 10-year period. Council may adjust this implementation period as it deems appropriate or necessary, subject to funding, as approved by Council.

### **Dissolution of Community Improvement Plan**

Once Council is satisfied that the Plan has been carried out, Council may choose to dissolve the community improvement project by bylaw which renders the Plan inoperative.

# Appendix A - Links to other source materials

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## Heritage Programs

Provincial Guide for Heritage Tax relief Programs

<http://www.mtc.gov.on.ca/en/publications/taxguide-e.pdf>

## Attainable Housing Programs

Grey County Affordable Housing and Secondary suites programs

<https://www.grey.ca/affordable-housing/investment-in-affordable-housing-program>

# Appendix B -General Terms of Incentive Programs

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## Tax Incremental Equivalent Grant Program

### General Terms

Any Tax Incremental Equivalent Grant will be provided in accordance with a grant schedule to the registered owner of the property on an annual basis.

Any Tax Incremental Equivalent Grant will be provided following the payment of all property tax installments for the year.

Any Tax Incremental Equivalent Grant represents a percentage of increased taxes payable resulting from the improvements. Owing to this, the total value of the work completed and the amount of the municipal portion of the taxes paid prior to, and after renovation would have to be known.

All property taxes owing for each year must be fully paid for the entire year prior to the provision of any annual grant amount under this program. If a property tax installment is missed or payment is late, the Municipality will have the option, without notice and at its own discretion, to terminate all future grant payments.

Notwithstanding any administrative rules governing this and other grant or loan programs, the Municipality will not pay an annual grant which exceeds the Municipal portion of the property tax collected in any year on the increased assessed value.

The annual grant is based upon changes in property taxes as a result of remediation, construction and improvement. The annual grant is not based upon occupancy or changes in occupancy.

Tax increases resulting from general re-assessments, changes in tax legislation or increases in the mill rate are not eligible to be considered for the purposes of calculating the grant.

If the property is sold, in whole or in part, before the grant period lapses, the subsequent owner is not entitled to future grant payments.

The amount of the grants over the life of the program shall not exceed the value of the work completed as indicated on the building permit application.

The Municipality may at any time discontinue the Tax Incremental Equivalent Grant; however, any participants in the program prior to its closing will continue to receive the grants as determined for their properties until the conclusion of their approved schedule.

Provided all eligibility criteria and conditions are met for this program, participation in the Tax Incremental Equivalent Grant program does not preclude the owner from being eligible for other grant and loan programs offered under the Economic Community Improvement Plan. However, at no time shall the total amount of grants and loan servicing and forgiveness costs provided under this Community Improvement Plan for an eligible property exceed \$50,000 or the eligible costs of rehabilitating the lands and buildings.

### **Grant Period**

Grants will be paid over a ten year period with Year 1 of the program defined as follows: Year 1 is the first full calendar year in which taxes are paid after the project has been completed and re-assessed.

### **Procedures**

#### **Grant Application Submitted at Time of Building Permit Application**

The applicant is required to submit a completed Tax Incremental Equivalent Grant application form to the Director of Development and Environmental Services for approval prior to commencing construction or site remediation activities. The application will include a copy of the Building Permit application or remedial work plan, risk assessment and/or management plan including drawings detailing the proposed work expected to result in an increase in assessment. This may require drawings to be prepared by a Professional Engineer or Architect. The application will be reviewed by the Director and ad-hoc Staff Committee, as appropriate. Staff will prepare a recommendation for Council's consideration and approval.

#### **Current Assessment Determined**

Municipal staff will record the current assessment of the property and determine the amount of the Municipal taxes payable. The applicant will be provided a copy by correspondence for his/her records.

#### **Increased Assessment Value Determined**

The applicant shall ensure that a post-improvement assessment of the property is undertaken. Using the post-renovation or remediation assessment, Municipal staff shall determine the difference between the amount of Municipal taxes prior to the renovation and the amount of Municipal taxes to be paid after the renovations. The difference is known as the "increased assessment value" and shall be the portion eligible for a partial

grant under this program. Subsequent increases in assessed value or increases to the mill rate are not eligible to be used to determine the amount of the grant.

### **Provision of Grant**

Following the completion of the work, final building inspection by the Building Department and the Director, and the payment of all property tax installments for that year, the Tax Incremental Equivalent Grant will be provided for approved projects on a declining basis over a 10 year period in accordance with the following chart.

<b>Year of Increased Assessment Value</b>	<b>Grant as a Percentage of the Year 1 Municipal Taxes on Increased Assessment Value</b>
Year 1	100%
Year 2	90%
Year 3	80%
Year 4	70%
Year 5	60%
Year 6	50%
Year 7	40%
Year 8	30%
Year 9	20%
Year 10	10%

## **Development Charges Exemption/Deferrals and Planning and Building Permit/Application Fee Exemption**

### **General Terms**

The Development Charges Exemption/Deferrals and Planning and Building Permit/Application Fee Exemption will be provided as a one-time grant to the registered owner(s) of the property and represents an amount equivalent to the local Municipal Development Charges and County Development Charges, Building Permit, or Planning Application Fees of the local municipality and the County. Development Charge Exemptions and Deferrals are subject to the Development Charges Bylaw(s).

This financial incentive program may be combined with other programs, however, at no time shall the total amount of grants and loan servicing and forgiveness costs provided under this Community Improvement Plan for an eligible property exceed \$50,000 or the eligible costs of rehabilitating the lands and buildings.

The applicant will be required to submit a cost estimate from a licensed contractor or supplier, including a breakdown of costs, and shall be consistent with the cost estimate indicated on the accompanying building permit application, where applicable.

Professional design/architectural drawing(s) and all eligible works must conform to the Municipality's Design Guidelines, where applicable.

Construction of all proposed improvement is to be completed within eight (8) months of the date of approval of the grant.

The provision of any Grant will be administered to the limit of available funding in accordance with any administrative rules governing this and other grant and loan programs

## **Procedures**

### **Grant Application**

The applicant is required to submit a complete Development Charges Exemption and Planning and Building Permit/Application Fee Exemption application form to the local municipality for approval prior to commencing construction. The application will include a copy of the building permit application including drawings detailing the proposed project to be constructed. This may require drawings to be prepared by a professional engineer or architect.

### **Description of Eligible Works or Submissions of Quotations**

The applicant will include a description of the proposed retrofitting and an estimate of costs. The estimation of costs must be from a qualified licensed contractor and shall be consistent with the cost estimate indicated on the accompanying building permit application, where applicable.

### **Inspection**

Prior to approving a Development Charges Exemption and Building Permit/Planning Application Exemption, municipal staff may need to inspect the building to review its condition and the proposed improvements.

### **Decision of Council**

A recommendation to Council as to how much of the proposed work, if any, is eligible for funding under the Development Charges Exemption and Building Permit/Planning Application Exemption will be made by the local municipality. Prior to issuing their recommendation, the local municipality may request further drawings, cost estimates or other information. Approval of the Grant is made by Council. If the number of qualifying applications exceeds the available grant funding in any given year/intake, the Municipality may provide a lesser grant over all applications; may recommend consideration of an alternative program for which additional funding is available, or recommend deferral until the following year, based upon consultation with the applicant.

## **Expiry of Approval**

If all eligibility criteria and conditions are met and funds are available, Council will approve the loan or grant. A letter from the local municipality to the applicant will represent a grant or loan commitment and will be valid for a period of eight (8) months. The local municipality may grant discretionary extensions when justified, however, undue delay beyond the eight (8) month timeframe may result in the grant allocation being revoked.

## **Inspection of Completed Work**

Staff from the local municipality will conduct an inspection of the completed work.

## **Provision of Grant**

Following the inspection of the work and final building inspection by the local municipality, the grant will be provided for approved projects. Poor stewardship will not be rewarded. The Municipality reserves the right to withhold payment of a grant to work/projects that are substandard or completed poorly; inconsistent with the approved application, or which require a building permit and inspections have not been completed.

# **Study and Design Grants and Startup Grants**

## **General Terms**

Environmental Study Grants will only be offered on eligible properties where there is potential for rehabilitation and/or redevelopment of the property.

All environmental studies must be completed by a “Qualified Person” as defined in Section 5.1.

All environmental studies prepared may become property of the Municipality and/or the County of Grey, at the discretion of the Municipality and the County.

The grant program may be combined with other grant programs, however, at no time shall the total amount of grants and loan servicing and forgiveness costs provided under this Community Improvement plan for an eligible property exceed \$50,000 or the eligible costs of rehabilitating the lands and buildings.

## **Procedures**

### **Grant Application**

The applicant is required to submit an application form to the local municipality for approval prior to commencing eligible studies. The application must include a detailed study work plan, outlining anticipated timing/delivery; a quotation of a qualified person to

carry out the works; and for environmental studies, a copy of the Phase 1 Environmental Site Assessment. The applicant should also note any known plans for redevelopment, noting and planning applications that have been submitted or approved for redevelopment of the land. The application will be reviewed by the municipality and ad-hoc Staff Committee, as appropriate.

### **Decision of Council**

A recommendation to Council as to how much of the proposed work, if any, is eligible for funding under the Study and Business Grant will be made by the Director. Prior to issuing their recommendation, the Director may request further cost estimates or other information. Approval of the Study and Business Plan Grant is made by Council. If the number of qualifying applications exceeds the available grant funding in any given year/intake, the Municipality may provide a lesser grant over all applications; may recommend consideration of an alternative program for which additional funding is available, or recommend deferral until the following year, based upon consultation with the applicant.

### **Expiry of Approval**

If all eligibility criteria and conditions are met and funds are available, Council will approve the loan or grant. A letter from the municipality to the applicant will represent a grant or loan commitment and will be valid for a period of eight (8) months. The municipality may grant discretionary extensions when justified, however, undue delay beyond the eight (8) month timeframe may result in the grant allocation being revoked.

### **Provision of Grant**

Following the completion of the work and submission of an electronic/digital copy of the study findings prepared by a "Qualified Person" as defined in Section XX of this plan, the grant will be provided. A copy of the original invoice, indicating that the study consultants have been paid in full, shall be provided in support of payment of the grant. The grant payment will be calculated based on the lesser of the cost estimate provided, and the actual cost of the completion of the study. Poor stewardship will not be rewarded - the Municipality reserves the right to withhold payment of a grant to work/projects that are substandard, completed poorly, or inconsistent with the approved application,

## **Building and Land Grants**

### **General Terms**

This financial incentive program may be combined with other programs, however, at no time shall the total amount of grants and loan servicing and forgiveness costs provided

under this Community Improvement Plan for an eligible property exceed \$50,000 or the eligible costs of rehabilitating the buildings and lands.

The applicant will be required to submit a cost estimate from a licensed contractor or supplier, including a breakdown of costs, and shall be consistent with the cost estimate indicated on the accompanying building permit application, where applicable.

Professional design/architectural drawing(s) and all eligible works must conform to the Municipality's Design Guidelines, where applicable.

Construction of all proposed improvement must be completed within eight (8) months of the date of approval of the grant or loan.

Loan repayment will be deferred for six (6) months after the advancement of the funds. Repayment will be made on a monthly basis and calculated based upon a 10 year amortization period. Full payment can be made at any time with no penalty. The loan is also transferrable to successors in title provided the new owner meets the eligibility criteria and agrees to the terms and conditions of the loan.

All loans and mortgages applicable to a property, including the Buildings and Land Improvement Loan must not exceed 75% of the post improvement value of the building and property.

The provision of any Building and Land Improvement Grant or Loan will be administered to the limit of available funding in accordance with any administrative rules governing this and other grant and loan programs.

The loan will be secured through a lien placed against the title of the property. The lien will be reflected on the tax roll and will be registered and discharged by the Municipality. The loan will be interest free with an amortization period of ten (10) years. A 2.5% reduction per year (based on the original loan amount) will be rewarded for early payment in full. For example, a \$10,000 loan paid full after Year 1 would be reduced by \$250 (2.5%) for years 2-10, resulting in a forgiveness of \$2250 (\$250x9 years). The loan is fully open and may be paid in full at any time; however loan forgiveness will be calculated as of May 31<sup>st</sup> of each calendar year.

## **Procedures**

### **Grant or Loan Application**

The applicant is required to submit a completed application form to the municipality for approval prior to commencing any works that are the subject of the grant/loan application. The application will include a copy of the building permit application including drawings of the proposed works, where applicable. This may require drawings to be prepared by a Professional Engineer or Architect. The application will be reviewed

by the Director and ad-hoc Staff Committee, as appropriate. Staff will prepare a recommendation for Council's consideration and approval.

### **Description of Eligible Works or Submission of Quotations**

The applicant will include a description of the proposed improvements and an estimate of costs. The estimation of costs must be from a qualified licensed contractor and shall be consistent with the cost estimate indicated on the accompanying building permit application.

### **Inspection**

Prior to approving, Municipal staff may need to inspect the building or property to review its condition and the proposed improvements.

### **Decision of Council**

A recommendation to Council as to how much of the proposed work, if any, is eligible for funding will be made by municipal staff. Prior to issuing their recommendation, municipal staff may request further drawings, cost estimates or other information. If the number of qualifying applications exceeds the available grant funding in any given year/intake, the Municipality may provide a lesser grant over all applications, may recommend consideration of an alternative program for which additional funding is available, or recommend deferral until the following year, based upon consultation with the applicant.

### **Expiry of Approval**

If all eligibility criteria and conditions are met and funds are available, Council will approve the loan or grant. A letter from the municipality to the applicant will represent a grant or loan commitment and will be valid for a period of eight (8) months. The municipality may grant discretionary extensions when justified, however, undue delay beyond the eight (8) month timeframe may result in the grant allocation being revoked.

### **Inspection of Completed Work**

Staff from the municipality will conduct and inspection of the completed work.

### **Provision of Loan**

Following the inspection of the work, Council's approval, and the receipt of invoice from the applicant, the loan agreement will be executed. The loan will be advanced to the applicant only upon the completion of works and process payments will not be made.

### **Provision of Grant**

Following the inspection of the work and final building inspection by the Building Department (if applicable), the grant will be provided for approved projects. Poor stewardship will not be rewarded - the Municipality reserves the right to withhold payment of a grant to work/projects that are substandard or completed poorly, inconsistent with the approved application, or which require a building permit and inspections have not been completed.

# Appendix C: By-law Templates

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The Corporation of the [insert municipality name here]

[Title]

Being a by-law to designate certain lands in the [insert municipality name here] as a Community Improvement Project Area

**Whereas**, Section 28 (2) of Part IV of the *Planning Act*, R.S.O. 1990, c.P.13 (“the *Planning Act*”) empowers the council of a municipality in which the official plan is in effect to designate the whole or any part of the municipality covered by the official plan as a community improvement project area ; and,

**Whereas**, The Corporation of the [insert municipality name here] has adopted an Official Plan which covers all the land within its boundary and which contains provisions relating to community improvement; and,

**Whereas**, Section 28 (1) of the *Planning Act*, defines a “community improvement project area” as “a municipality or an area within a municipality, the community improvement of which in the opinion of council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community development reason”; and,

**Whereas**, the Council of the Corporation of the [insert municipality name here] deems it expedient and in the interest of the Municipality to designate the land hereinafter described as a community improvement project area.

**The Council of The Corporation of the [insert municipality name here] enacts as follows:**

That pursuant to Section 28 (2) of the *Planning Act*, the lands illustrated on [Schedule “A”](#) to this by-law are hereby designated as a community improvement project area to be known as the “Community Improvement Project Area”.

That this by-law shall come into force and take effect upon being passed by Council.

Schedule “A” attached hereto forms part of this by-law.

**Read a first, second and third time and finally passed this Choose an item. day of Choose an item., year.**

---

[mayor name], Mayor

---

[clerk name], Clerk

**SCHEDULE “A-1” to By-law No \_\_\_ - 2019**

**Of The Corporation of the [insert municipality name here]**

**Passed on this Choose an item. day of Choose an item., year.**

**\*\*INSERT MAP OF PLAN AREA\*\***

The Corporation of the [insert municipality name here]

[Title]

Being a by-law to Adopt a Community Improvement Plan for the Community Improvement Project Area of [insert municipality name here]

**Whereas**, Section 28 (4) of Part IV of the *Planning Act*, R.S.O. 1990, c.P.13 (“the *Planning Act*”) empowers the council of a municipality in which a by-law designating a community improvement project area has been passed to adopt a community improvement plan ; and,

**Whereas**, pursuant to By-law Number \_\_\_\_-2019, The Corporation of the [insert municipality name here] designated the land identified in Schedule “A” to that By-law as a community improvement area to be known as the ‘Community Improvement Project Area’; and,

**Whereas**, the Council of the Corporation of the [insert municipality name here] deems it expedient and in the interest of the Municipality to adopt a community improvement plan for the lands designated and known as the ‘Economic Community Improvement Project Area.

**The Council of The Corporation of the [insert municipality name here] enacts as follows:**

That the document attached hereto as **Schedule “A”** entitled “Community Improvement Plan” is hereby adopted as a community improvement plan pursuant to Section 28(4) of the Planning Act.

That this by-law shall come into force and take effect upon being passed by Council.

Schedule “A” attached hereto forms part of this by-law.

**Read a first, second and third time and finally passed this Choose an item. day of Choose an item., year.**

---

[mayor’s name], Mayor

---

[clerk’s name], Clerk

**SCHEDULE “A-1” to By-law No \_\_\_\_ - 2016**

**Of The Corporation of the [insert municipality name here]**

**Passed on this Choose an item. day of Choose an item., year.**

**\*See DRAFT COMMUNITY IMPROVEMENT PLAN**

The Corporation of the

[insert municipality name here]

**Tax Increment Equivalent Grant Program**

**GRANT ACKNOWLEDGEMENT AND AGREEMENT FORM**

This Agreement made this \_\_\_\_ day of \_\_\_\_\_, 2019

BETWEEN:

(Property Owner)

**(the “Owner”)**

And

THE CORPORATION OF [INSERT MUNICIPALITY NAME HERE]

**(the “Municipality”)**

and

THE CORPORATION OF THE COUNTY OF GREY

**(the “County”)**

WHEREAS:

The Municipality has instituted a Tax Increment Equivalent Grant Program (the “TIEG Program”) to promote the development, redevelopment, or rehabilitation of eligible buildings or properties within the Municipality, in accordance with the Municipality’s Community Improvement Plan (“CIP”);

Pursuant the Financial Incentive Program, the Municipality intends to make available certain rebates, grants and refunds to property owners who satisfy certain requirements under the Financial Incentive Program;

The owner has applied for and been approved by the Municipality for participation in the Financial Incentive Program;

The County has agreed to participate in the TIEG program by providing a grant for the County portion of the property tax increases.

**THE AGREEMENT WITNESSES** that for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, it is agreed among the party hereto as follows:

### Part One: Property and Project Information

<b>A. Subject Property</b>			
Building Number, street name		Unit number	Lot/con.
Municipality	Postal code	Plan number/other description	
Property Assessment roll number			
<b>B. Registered Property Owner</b>			
Last name		First name	Corporation or partnership
Street Address		Unit Number	Lot/con
Municipality	Postal Code	Province	E-mail
Telephone Number ( )	Fax ( )		Cell number ( )
<b>C. Applicant (if not the registered owner)</b>			
Last name		First name	Corporation or partnership
Street Address		Unit Number	Lot/con
Municipality	Postal Code	Province	E-mail
Telephone Number ( )	Fax ( )		Cell number ( )
<b>D. Summary of Approved Community Improvement Project</b>			
File number		Date of application approval	
Anticipated commencement date of community improvement works *		Anticipated completion date of community improvement works	
Details respecting approved community improvement works			

## Part Two: Estimated Grant Calculation and Payment

A. Calculation of Estimated Grant Payment*			
Total eligible costs			\$
Pre-project assessed value (year 20__)			\$
Pre-project property taxes (Municipality levy only. Does not include education levies)			\$
Pre-project property taxes (County levy only. Does not include education levies)			\$
Estimated post-project assessed value (year 20__)			\$
Estimated post-project property taxes (Municipality levy only)			\$
Estimated post-project property taxes (County levy only)			\$
Tax increment (equals estimated pre-project property taxes minus post-project property taxes)			\$
B. Estimated Grant Payment Schedule *** Local Municipality PORTION			
Year	Grant factor	Tax Increment	Grant
1	100%		\$
2	90%		\$
3	80%		\$
4	70%		\$
5	60%		\$
6	50%		\$
7	40%		\$
8	30%		\$
9	20%		\$
10	10%		\$
<b>TOTAL</b>			\$
C. Estimated Grant payment Schedule *** COUNTY PORTION			
Year	Grant factor	Tax increment	Grant
1	100%		\$
2	90%		\$
3	80%		\$
4	70%		\$
5	60%		\$
6	50%		\$
7	40%		\$
8	30%		\$
9	20%		\$
10	10%		\$
<b>TOTAL</b>			\$

## Part Three: General Description

The TIBG Program will provide a financial incentive in the form of an annual grant equal to XX% of the increase in municipal property taxes that results from a brownfield redevelopment project, attainable housing project, vacant land conversion project, or for up to ten (10) years. The remaining portion of the increase in municipal taxes will be retained by the City. Publicly owned properties may also use the TIBG program. In this case, the grant is calculated similar to tax-paying properties, and is based on the increase in the municipal portion of payment in lieu of taxes. The TIEG program is available for a series of programs outlined in the Municipal CIP. The grant available under this program is generally paid to the original property owner who remediated the brownfield property, even if the property is subsequently sold once it has been remediated. The grant may be assigned to a third party, subject to approval by the Municipality. TIEG grant payments may be retained by the City to address any outstanding financial obligations to the City pertaining to the project. Once those obligations are addressed, the remaining payments would be made to the applicant.

## Part Four: Grant Terms and Conditions

Any Tax Incremental Equivalent Grant will be provided in accordance with a grant schedule to the registered owner of the property on an annual basis.

Any Tax Incremental Equivalent Grant will be provided following the payment of all property tax installments for the year.

Any Tax Incremental Equivalent Grant represents a percentage of increased taxes payable resulting from the improvements. Owing to this, the total value of the work completed and the amount of the municipal portion of the taxes paid prior to, and after renovation would have to be known.

All property taxes owing for each year must be fully paid for the entire year prior to the provision of any annual grant amount under this program. If a property tax installment is missed or payment is late, the Municipality will have the option, without notice and at its own discretion, to terminate all future grant payments.

Notwithstanding any administrative rules governing this and other grant or loan programs, the Municipality will not pay an annual grant which exceeds the Municipal portion of the property tax collected in any year on the increased assessed value.

The annual grant is based upon changes in property taxes as a result of remediation, construction and improvement. The annual grant is not based upon occupancy or changes in occupancy.

Tax increases resulting from general re-assessments, changes in tax legislation or increases in the mill rate are not eligible to be considered for the purposes of calculating the grant.

If the property is sold, in whole or in part, before the grant period lapses, the subsequent owner is not entitled to future grant payments. The original owner is eligible to apply for a grant on a property, even after it has been sold to a new owner.

The amount of the grants over the life of the program shall not exceed the value of the work completed as indicated on the building permit application.

The Municipality may at any time discontinue the Tax Incremental Equivalent Grant; however, any participants in the program prior to its closing will continue to receive the grants as determined for their properties until the conclusion of their approved schedule.

Provided all eligibility criteria and conditions are met for this program, participation in the Tax Incremental Equivalent Grant program does not preclude the owner from being eligible for other grant and loan programs offered under the Economic Community Improvement Plan. However, at no time shall the total amount of grants and loan servicing and forgiveness costs provided under this Community Improvement Plan for an eligible property exceed \$50,000 or the eligible costs of rehabilitating the lands and buildings.

## Part Five: Grant Period

Grants will be paid over a ten year period with Year 1 of the program defined as follows: Year 1 is the first full calendar year in which taxes are paid after the project has been completed and re-assessed.

## Part Six: Procedures

### **Grant Application Submitted at Time of Building Permit Application**

The applicant is required to submit a completed Tax Incremental Equivalent Grant application form to the Director of Development and Environmental Services for approval prior to commencing construction or site remediation activities. The application will include a copy of the Building Permit application or remedial work plan, risk assessment and/or management plan including drawings detailing the proposed work expected to result in an increase in assessment. This may require drawings to be prepared by a Professional Engineer or Architect. The application will be reviewed by the Director and ad-hoc Staff Committee, as appropriate. Staff will prepare a recommendation for Council's consideration and approval.

### **Current Assessment Determined**

Municipal staff will record the current assessment of the property and determine the amount of the Municipal taxes payable. The applicant will be provided a copy by correspondence for his/her records.

**Increased Assessment Value Determined**

The applicant shall ensure that a post-improvement assessment of the property is undertaken. Using the post-renovation or remediation assessment, Municipal staff shall determine the difference between the amount of Municipal taxes prior to the renovation and the amount of Municipal taxes to be paid after the renovations. The difference is known as the "increased assessment value" and shall be the portion eligible for a partial grant under this program. Subsequent increases in assessed value or increases to the mill rate are not eligible to be used to determine the amount of the grant.

**Provision of Grant**

Following the completion of the work, final building inspection by the Building Department and the Director, and the payment of all property tax installments for that year, the Tax Incremental Equivalent Grant will be provided for approved projects on a declining basis over a 10 year period in accordance with the following chart.

**Part Seven: Agreement**

Attention: \_\_\_\_\_ (position)

To the owner: (if address is different than subject property)

THIS AGREEMENT shall be binding upon the successors and assigns of the parties hereto.

IN WITNESS WHEREOF the parties have affixed their hands and seals this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

SIGNED, SEALED AND DELIVERED ) THE CORPORATION OF  
) THE MUNICIPALITY OF  
) [NAME OF MUNIC]  
)  
)  
) \_\_\_\_\_  
) Mayor  
)

) \_\_\_\_\_

) Clerk

)

) I/We have authority to bind the Corporation

) THE CORPORTATION OF

) THE COUNTY OF

) GREY

)

)

) \_\_\_\_\_

) Warden

)

)

) \_\_\_\_\_

) Clerk

)

) I/We have authority to bind to Corporation

)

)

) BUSINESS NAME (Printed in full)

)

) \_\_\_\_\_

)

)

) \_\_\_\_\_

\_\_\_\_\_

WITNESS

) Name:

) Title:

)

)

)

\_\_\_\_\_

)\_\_\_\_\_

WITNESS

) Name:

) Title:

)

## Appendix D: Status of Municipalities

How to make a Municipal-wide CIP possible:

<b>Municipality</b>	<b>Things Needed to Implement County wide Municipal-CIP</b>
Southgate	Local Official Plan Amendment (to introduce CIP language) -All LOPA procedures Community Improvement Plan -Creation, Public Consultation, Council Decision
West Grey	Specific wording changes in the County Official Plan Community Improvement Plan -Creation, Public Consultation, Council Decision
Georgian Bluffs	Specific wording changes in the County Official Plan Community Improvement Plan -Creation, Public Consultation, Council Decision
Grey Highlands	Potential Local Official Plan Amendment (to change language) -All LOPA procedures Community Improvement Plan -Creation, Public Consultation, Council Decision
Chatsworth	Specific wording changes in the County Official Plan Community Improvement Plan -Creation, Public Consultation, Council Decision
Town of Blue Mountains	Amendment to existing CIP for land area and programs
Hanover	Amendment to existing CIP for land area and programs
Owen Sound	Amendment to existing CIP for land area and programs
Meaford	Potential Amendment for programs

# Appendix E: Evaluation Criteria

EVALUATION CRITERIA		Applicant 1		Applicant 2		Applicant 3	
		ES	FS	ES	FS	ES	FS
Evaluator Name							
<b>APPLICATION QUALITY</b>	5		0				
Overall quality of the application **							
<b>ECONOMIC GROWTH</b>	10		0				
Stimulate economic growth and diversification**							
<b>AGRICULTURAL EFFICIENCY</b>	10		0				
Diversify and increase agricultural land efficiency**							
<b>QUALITY OF PLACE</b>	10		0				
Improve quality of place for residents and visitors **							
<b>TAX BASE</b>	10		0				
Improve the stability and sustainability of the tax base **							
<b>AESTHETIC IMPROVEMENT</b>	10		0				
Improve the overall attractiveness/aesthetic quality of the subject property and/or buildings							
<b>RETURN ON INVESTMENT</b>	10		0				
Enhance the value of the property and provide return on investment							
<b>IMPROVEMENT OR REHABILITATION</b>	10		0				
Results in a level of improvement or rehabilitation over the existing conditions and not simply a life cycle replacement							
<b>ATTAINABLE HOUSING</b>	15		0				
Increase in attainable residential units.							
<b>OTHER</b>	10		0				
Other Municipal evaluation criteria							
<b>OTHER</b>	10		0				
Other Municipal evaluation criteria							
Individual Score							

Bonus 5 points if new property	5						
** see definitions below ** TOTAL POINTS							

<b>Scoring / Evaluation Instructions</b>	
Score each criteria out of 10 regardless of the percentage weighting using the scale below:	
0	Did not submit information for criteria
2	Does not satisfy the requirements of the criteria in any manner
4	Submission minimally addresses some, but not all of the criteria
6	Submission adequately meets most of the requirements of the criteria
8	Submission fully meets all requirements of the criteria
10	Submission exceeds the requirements of the criteria, very desirable

## Definition

### Application Quality:

- Considerations in the overall quality of the application
- A detailed and effective project description and illustrating material
- Reasonable project estimates
- A reasonable anticipated start date and complete date of construction.

- Good quality photographs

**Economic Growth:**

- Stimulate economic growth and diversification
- To encourage the expansion of the agribusiness sector through new and expanded value added/agricultural related enterprises
- To encourage the expansion of business activity for existing commercial businesses in the downtown areas/main streets of settlement areas.
- To increase the number of business start-ups
- To increase tourism
- To increase the number of creative economy businesses
- To increase employment opportunities for local resident

**Agricultural Efficiency:**

- Diversify and increase agricultural land efficiency
- Increase diversified agricultural uses
- Increase agri-tourism
- Increase facility improvement and efficiency

**Quality of Place**

- Improve quality of place for residents and visitors
- To improve the appearance of major entry points and tourism corridors
- To improve the appearance and utilization of downtown business frontages
- To improve the appearance of the Municipality and foster civic pride through improvements to private properties

**Tax Base:**

- Improve the stability and sustainability of the tax base

- To reduce the number of vacant commercial building spaces in the Municipality, particularly in settlement areas.
- To increase the assessment base of properties in the Municipality
- To increase the assessment base of brownfield, vacant land, or grey field properties

**Attainable Housing:**

- Create a diversified housing market to accommodate all income types
- To increase secondary suites
- To increase multi-unit housing
- To increase purpose built rental housing
- To increase rooming houses
- To increase apartment/dormitory developments
- Attainable/Affordable housing developments will be favored over market-rental units
- NEW Property = Property that has not applied to the program before.



# Grey County

Colour It Your Way

