



A People Place, A Change of Pace
SHELBURNE
ONTARIO, CANADA

Meeting Date:	Monday, October 03, 2022
To:	Mayor and Members of Council
From:	Steve Wever, Town Planner
Report:	P2022-29
Subject:	Adoption of Community Improvement Plan & Establishment of CIP Project Areas

Recommendation

1. THAT Report P2022-29 regarding the Community Improvement Plan be received;
2. THAT Council enact By-law 50-2022 to establish Community Improvement Project Areas for the Town of Shelburne; and,
3. THAT Council adopt the Community Improvement Plan (dated May 30th, 2019, attached as Schedule A to By-law 51-2022), enact By-law 51-2022 and direct staff to submit the adopted Community Improvement Plan to the County of Dufferin for approval.

Background

On October 28, 2019, Council received Report EDC 2019-03 summarizing key background information about the Community Improvement Plan (CIP) as well as the CIP process, findings, reports and recommendations, and held a statutory public meeting under Section 28 of the Planning Act.

Staff undertook further review of the CIP to determine appropriate CIP Project Areas for consideration of implementation of the various programs recommended in the CIP and to facilitate the adoption of the CIP and future budgeting of

program funding/incentives. A Council meeting date in March 2020 was earmarked to bring back a final recommendation for adoption of the CIP and designation of CIP Project Areas, so that the CIP could be submitted for approval by the County of Dufferin as the approval authority. Ultimately, the preparation of a final recommendation report and by-laws was deferred by the onset of the COVID-19 pandemic.

Report P2022-29 and By-laws 50-2022 and 51-2022 have been prepared to facilitate the designation of CIP Project Areas including the Downtown and the Main Street and Owen Sound Street corridors and Council adoption of the CIP.

Analysis

Report EDC 2019-03 summarizes the many Town initiatives and investments in public realm improvements as well as several programs to support and incentivize private-sector investments in privately owned buildings and properties for consideration of implementation. The public realm investments recommended by the CIP involving municipal properties and road allowances and the application of the CIP Design Guidelines are not restricted to CIP Project Areas and may be considered Town-wide. However, the CIP incentive programs for improvements to private land and buildings require the designation of appropriate CIP Project Areas where some or all of these programs may be implemented.

The following table summarizes the recommended CIP programs and appropriate Project Areas where the implementation of these programs may be warranted:

Incentive Program	Purpose / Objective	Project Areas
Façade Improvement Grant Program	To promote sensitive redesign of existing building facades to improve their appearance.	Downtown, Main Street between James Street and the Besley Drain, Owen Sound Street between Second Ave. and O'Flynn St.
Sign Improvement Grant Program	To promote the sensitive redesign and repair of existing signs, and/or installation of new signs, to enhance the existing image of the area.	Downtown

Incentive Program	Purpose / Objective	Project Areas
Accessibility Improvement Grant Program	To promote improved accessibility to existing buildings, including barrier-free storefront access, ramps or the improvement of business access (eliminating stairs) and other accessibility improvements.	Downtown
Landscape Improvement Grant Program	To promote enhanced landscaping to improve the existing image of the area, including portable and permanent planters, modification of existing open spaces, sustainable landscape initiatives and additional landscape improvements as approved by the Town.	Downtown, Main Street between James Street and the Besley Drain, Owen Sound Street between Second Ave. and O'Flynn St.
Heritage Building Improvement Grant Program	To promote improvements to the appearance of existing heritage building façades including general work that conserves or enhances designated attributes, conservation of significant exterior architectural features, recreation of documented historical features, exterior painting in documented historical colours, structural repairs, architectural and/or engineering services, elements to protect heritage features, historical landscaping and other improvements as approved by the Town.	Downtown

Additional programs are identified in the CIP to generally facilitate new development, including a Planning and Development Fee Rebate Program (no specific type of development is identified for this program), Residential Unit Development Grant Program (for new residential units in the Downtown) and Redevelopment Tax Rebate Program (for the development of new residential apartments). Given that Shelburne is currently experiencing significant growth pressures and unallocated servicing capacity is currently very limited for new residential development / redevelopment, these programs should be considered at a future date based on availability of infrastructure capacity and through the establishment of detailed guidelines for the specific types of development/ redevelopment that these programs are intended to support and incentives (e.g. affordable housing, sustainable/green buildings).

Financial Impact

As summarized in Report EDC 2019-03. Funding of the identified grant programs within the CIP Project Areas would be considered and determined by Council as part of the annual budgeting process and can be revisited each year. Council is not required to fund all or any of these programs in any given year, but the absence of funding will render the programs inoperative for as long as no grant funding is available. The Director of Financial Services / Treasurer has noted that there is \$29,643 held in a reserve left over from a former grant initiative established as part of the 2006 CIP. The 2006 CIP incentive programs expired in 2010; however, the reserve could be reallocated to new incentive programs established as part of the 2019 CIP once approved.

Policies & Implications (if any) Affecting Proposal

Town of Shelburne Official Plan
Town Zoning By-law 38-2007

Consultation and Communications

As summarized in Report EDC 2019-03. Notice of the public meeting on October 28, 2019 was given and agencies and departments were circulated a copy of the notice and the CIP report, in accordance with the Planning Act. No public comments or objections were made at the public meeting.

The County of Dufferin was consulted and circulated as the approval authority for the CIP.

Council Strategic Priorities

Council's Strategic Priorities has three Goals - Sustainable, Engaged and Livable. There are a total of 12 targets with the three Goals.

This report aligns with the Sustainable, Engaged and Livable Goals within the Targets:

Target T4	Promote balanced growth
Target T7	Promote partnerships and collaboration
Target T9	Promote age-friendly, multicultural community
Target T10	Improve and enhance parks and recreation services
Target T11	Improve community connections
Target T12	Support and celebrate arts and culture

Supporting Documentation

CIP Design Guidelines
CIP Implementation Strategy
CIP Marketing Strategy
CIP Monitoring, Evaluation and Financial Strategy

Respectfully Submitted:

Steve Wever, Town Planner

Reviewed by:

Denyse Morrissey, CAO



A People Place, A Change of Pace
SHELBURNE
ONTARIO, CANADA

Meeting Date: Monday, October 28, 2019
To: Mayor and Members of Council
From: **Carol Maitland, EDC/Marketing Coordinator**
Steve Wever, Town Planner
Report: EDC 2019-03
Subject: Shelburne Community Improvement Plan

Recommendation

Be it Resolved that Council of the Town of Shelburne:

1. Receives report EDC 2019-03 regarding the Shelburne Community Improvement Plan - Project Update for information.
2. Directs staff to bring forward a by-law to designate Community Improvement Project areas and a final recommendation for Council consideration of adoption of the Shelburne Community Improvement Plan.

Background

In June 2017, The Town of Shelburne in collaboration with the BIA and Economic Development Committee, identified a need for a Community Improvement Plan (CIP), with the following objectives:

- To provide a strategy to articulate a vision for the downtown and surrounding areas, to attract more people and businesses to Shelburne;
- To align with the Town's updated Official Plan which establishes a growth management and intensification strategy that directs development activity

to the downtown and adjacent area where infrastructure is readily available.

The adoption of a Community Improvement Plan under the Planning Act provides the Town with additional tools to stimulate and undertake redevelopment and land use changes, including the following powers:

- Acquire, hold and clear, grade or otherwise prepare land for community improvement;
- Construct, repair, rehabilitate or improve buildings on land acquired or held in the community improvement project area in conformity with the CIP, and sell, lease or otherwise dispose of any such buildings and the associated land;
- Sell, lease or otherwise dispose of any land acquired or held by the municipality in the community improvement project area to any person or governmental authority for use in conformity with the CIP;
- Make grants or loans, in conformity with the CIP, to registered owners, assessed owners and tenants of lands and buildings within the community improvement project area, to pay for the whole or any part of the eligible costs of improvements which 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;
- Impose conditions of sale or lease of lands or buildings owned by the municipality in the CIP area to require the new owner or tenant to keep and maintain the land or buildings and use thereof in conformity with the CIP;
- Enter into agreements with any government authority for the preparation, implementation and financing of improvement plans in conformity with the CIP.

The CIP Study commenced in August 2018 and the project, via RFP, was awarded to The Planning Partnership (TPP).

Analysis

The scope of the CIP includes the following:

- Revitalize the downtown core as the central hub of the community where people can eat, visit, work, shop, and rest in one central area;
- Encourage more tourism by highlighting the Town's assets including historic homes and the annual festivals;
- Identify improvements to the public realm through improved streetscapes, parkettes, accessibility, traffic calming, site furnishing, entrance features, sidewalks and walkways, and public art;
- Promote accessibility to the downtown through various modes of transportation (i.e., walkways, bike lanes, trails);
- Provide incentives to the private sector to encourage the redevelopment and revitalization of buildings and properties, facades, and signage;
- Prioritize municipal infrastructure improvements relating to, but not limited to, sidewalks, streetscapes, entrance features, rear lane ways and underground infrastructure;
- Develop a marketing strategy to advertise financial incentive programs to the private sector;
- Create a financial plan that will be required to implement the Community Improvement Plan in a successful manner
- Devise a monitoring program to track the usage, benefits, and outcomes of the financial incentive programs.

The CIP process was completed in three phases:

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

Phase 1: Background Review and Assessment

The background review and assessment were undertaken to gain a better understanding of the Town of Shelburne. This phase included a preliminary review of the current physical environment of Shelburne, its existing land-use,

urban design conditions, community destinations, private-public realms and roads/circulations (pedestrian connectivity and road network).

This phase also reviewed applicable Provincial, Regional and Municipal policies and guidelines.

Within the Background Report, Section 5 are five case studies of community improvement plans in Orangeville, Hanover, St. Marys, Huntsville, and Georgina.

The review and assessment phase also looked at examples of financial incentive programs to Promote Improvement (Façade Improvement Grant Program, Accessibility Improvement Grant Program, Landscape Improvement Grant Program, Heritage Building Improvement Grant Program) and Facilitate New Development (Planning and Development Fees Rebate Program, Residential Unit Development Grant Program, Redevelopment Tax Rebate Program).

Additionally, this Phase reviewed revenue and funding opportunities from the Provincial and Federal governments for CIP implementation. This included Rural Economic Development (RED), Ontario Trillium Foundation, Southwestern Ontario Development Fund (SWODF), Provincial Gas Tax Revenue and Municipal Financial Tools.

Phase 1 included two workshops to gain insight regarding potential community improvements and appropriate financial incentive programs. One workshop was held on November 2, 2018 with the business community and another on November 3, 2018 with public. The findings were presented to Council on December 3rd, 2018.

A **CIP Vision Statement** was also developed at the two workshops. It is the culmination of the collaborative efforts between stakeholders:

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

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

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

Phase 2: Design Guidelines

The CIP Design Guidelines build upon the CIP Vision Statement and the many conversations with stakeholders on how to improve the Downtown neighbourhoods.

Potential future actions are identified as '12 Big Moves' to support placemaking, community identity, recognition and celebration of natural and cultural heritage, better connectivity and active transportation opportunities, pedestrian scaled environments and quality public spaces and buildings.

The 12 Big Moves are organized around three main themes: Buildings, Public-realm and Mobility which form the basis of the CIP and are summarized:

BIG MOVES # 1 TO # 4: BUILDINGS

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

- The CIP proposes a façade improvement program to assist businesses and developers with enhancing the façades of existing and new buildings primarily in the downtown area, to promote revitalization and positive community image.

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

- The CIP proposes financial incentive programs and guidelines to improve various aspects of those homes within the historic residential neighbourhoods.

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

- The CIP outlines opportunities to use Downtown properties more efficiently and intensify key areas to attract businesses that are currently lacking.
- The CIP provides design guidance through development and architectural guidelines for infill development within Downtown.

#4 Develop a Mural Program as part of a public art program

- A Mural Program is proposed to animate walls that lack appeal and general interaction with the public realm.
- This type of public art is flexible and can be customized to the specific location.

BIG MOVES # 5 to # 9: PUBLIC REALM

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

- The CIP provides guidelines to enhance Main street and divides the street and enhancements into 3 sections: Downtown, Residential, and Commercial:
 - Downtown – The Downtown portion of Main Street has the potential for a more extensive and flexible public realm through the use of parking spaces as temporary parklets, creating the opportunity for patio spaces when deemed appropriate, alongside bike lanes, street furniture, and additional vegetation on both sides of the street.
 - Residential – This section of Main Street holds the potential for improved active transportation facilities and traffic calming measures.
 - Commercial – This section of Main Street may have potential for separated types of movements with active transportation facilities on both sides of the street, street furniture and extensive vegetation that acts as buffer to traffic, creates a sense of safety, adds visual interest, and improves the overall tree canopy of the area.

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

- The CIP provides examples of various gateway features to consider for Town Gateways, Downtown Gateways and Downtown Nodes;
- Town Gateway locations identified in the CIP include Main Street East (Highway 89) at the future intersection east of County Road 124, Main Street West (Highway 89) at the west limit of the municipal boundary on the south side of Main Street, and Owen Sound Street (Highway 10) north of Col. Phillips Drive;
- Downtown Gateway locations include the intersections of Main and James Street, Main and Gordon Street and Owen Sound Street at Second Avenue;
- Three Downtown Nodes are identified at the intersections of Main and Owen Sound Street, Owen Sound Street and First Avenue, and Main and Victoria Street.

#7 Redesign Fiddle Park as a community hub

- The CIP identifies the following potential redesign components for Fiddle Park:
 - A lake/pond that would provide a range of water sports during the Summer season and ice-skating during Winter
 - A community garden that can be used throughout Spring, Summer and Fall
 - Additional vehicle and bicycle parking spaces to improve accessibility
 - A trail system that provides access to many parts of the park including the lake/pond and the natural heritage system
 - Flexible spaces to host outdoor activities
 - Reforestation of key areas to complement the natural heritage system
- Further review of these concepts and a site master plan for Fiddle Park will be required to determine the feasibility, timing, costs, phasing and other details of the suggested park improvements identified in the CIP.

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

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

#9 Improve public realm and buildings along County Road 124 and Main Street East (Highway 89) with sidewalks, trails, and landscape/pavement treatment

- The CIP identifies potential opportunities to incorporate streetscape improvements alongside the main arterial roads with gateway features at the eastern entrance of the Town along Main Street (Highway 89) and County Road 124;
- In addition, the CIP recommends that properties along the main arterial roads should be developed/redeveloped and intensified to provide a continuous building wall with a street presence and extensive public realm with minimal front yard setback and parking located at the rear;
- Traffic calming measures are also recommended at the existing and new intersections on the east side;
- Some of the improvements identified in the CIP cannot be implemented with current development and may not be feasible as the roads are under MTO and County jurisdiction and minimum setbacks are required to protect these Provincial and County Roads for long-term traffic operations.

BIG MOVES #10 to #12: MOBILITY

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

- The CIP has identified potential ways to discourage through truck traffic on Main and Owen Sound Streets including a potential future alternate truck route and to provide a sense of priority to pedestrians, cyclists, and car drivers in Shelburne;
- Some of the suggestions identified for Main Street (Highway 89) such as lane width reductions and cycling lanes may not be possible and will be subject to MTO consultation and approvals.

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

- The CIP identifies possible connections to link existing and planned trails to local destinations;
- Arterial roads are also identified as key corridors for improved pedestrian and cyclist mobility.

#12 Improve Downtown lanes

- The CIP identifies possible improvements to rear lanes to intensify those spaces to include special pavement and landscaping to improve use for parking, servicing/loading, pedestrian and cycling connections.

Phase 3: Community Improvement Plan Report

The final CIP deliverable includes a consolidated report comprised of the following documents prepared by TPP:

- Background Report
- Design Guidelines
- Application Forms for Incentive Programs
- Implementation Strategy
- Marketing Strategy
- Monitoring, Evaluation and Financial Strategy

The Design Guidelines, Implementation Strategy, Marketing Strategy and Monitoring, Evaluation and Financial Strategy comprise the main documents that provide direction for future community improvements, guidelines, incentive programs, and marketing, and are appended to this report.

The Implementation Strategy summarizes seven key recommendations as follows:

7 KEY RECOMMENDATIONS: SUMMARY

1 - Public Realm Improvements

Make the public realm more inviting for pedestrians.

- Streetscapes
- Laneways
- Parks
- Residential Streets

2 - Transportation Improvements

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

- Promote truck-by-pass route
- Calm traffic
- Parking Strategy

3 - Planning Policy

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

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

4 - Financial Incentive Programs

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

- Promoting Improvements
- Facilitating New Development

5 - Administration

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

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

6 - Maintenance/Operations

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

- Prepare a Maintenance Framework
- Funding for Ongoing Maintenance

7 - Marketing Strategy

Promote the Town to bring in new visitors.

- Complete a First Impressions Downtown Report
- Prepare Marketing Materials
- Branding
- Festivals and Events

The CIP report has also outlined:

- That success of the plan can be driven by a series of activities that can be completed over a long period of time. Success will be achieved in direct relation to the ability of the municipality and its partners to invest in public infrastructure and supportive programs, and the ability of the private sector to respond to market demands for redevelopment.
- Government agencies will also play a role in the evolution, either as funding partners for key initiatives, or as promoters in other complementary infrastructure components.

- Government intervention beyond infrastructure investment, for example through building programs, incentives and supportive planning policy regimes, is seen as a key development catalyst that can influence private sector investment decisions.

The Community Improvement Plan has identified a broad array of public sector initiatives and private sector redevelopment opportunities, within the context of an overall vision for the future. The success of the plan will be driven by a series of activities that can be considered for completion over a long period of time.

A wide range of projects and initiatives, including the “12 Big Moves”, are outlined and recommended in the reports. The costs for projects will need to be estimated and presented (and funded over a number of years and in some cases multi-year budgets) for the consideration of Council through the annual budget process.

Further reporting and Council consideration will be required to determine the feasibility, timing and other details for implementation of specific recommendations made by the consultants in the CIP final report.

To formalize the CIP and enable the additional Planning Act tools available to the Town within CIP project areas, a by-law will be required to be passed to designate Community Improvement project areas along with a resolution to adopt the CIP. The County of Dufferin is the final approval authority for the CIP.

Financial Impact

The CIP budget was \$80,000 and had been included in the approved 2018 and 2019 budgets. The Rural Economic Development (RED) program grant funding was 50% or the \$40,000 maximum.

The Shelburne BIA contributed \$1,000 to the develop of the project and The Town of Shelburne contributed \$39,000 from reserves.

Future costs and potential funding sources and strategies associated with the broad range of public realm improvements will need to be determined through more detailed review and studies for specific projects.

Future costs for the CIP incentive programs to stimulate and assist private sector redevelopment opportunities may be in the form of direct municipal financial contributions such as grants or in-kind services, loans, or by reduction or waiver of municipal fees.

Implementation of specific projects and programs identified in the CIP is intended to be evaluated on a case-by-case basis subject to more detailed review and as part of future annual budgets for the consideration of Council.

Policies & Implications (if any) Affecting Proposal

Town of Shelburne Official Plan
Town Zoning By-law 38-2007

Consultation and Communications

The following Consultation Strategy was undertaken with stakeholders:

Phase 1: Background Review and Assessment

Phase 1 included two workshops held on November 2nd and 3rd, 2018 with the business community and the public. Both allowed public and stakeholder engagement to gain insights on potential community improvements and appropriate financial incentive programs. The findings were presented to Council on December 3rd, 2018.

Phase 2: Design Guidelines

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

Phase 3: Community Improvement Plan Report

During this phase the Implementation Strategy was prepared and finalized. This report accompanied the Background Report and Design Guidelines to form the final Community Improvement Plan. The Community Improvement Plan Report was presented to the public on May 24, 2019.

Over a period of about 11 months TPP worked with the stakeholders to discuss the CIP's development.

A public meeting of Council is required under the Planning Act and will be held on October 28, 2019. Notice of the public meeting was given and agencies and departments were circulated a copy of the notice and the CIP report, in accordance with the Planning Act.

The County of Dufferin was consulted and circulated as the approval authority for the CIP.

To date, comments received from the agency circulation are limited to a response from the Wellington-Dufferin-Guelph Public Health Unit that they are unable to attend the public meeting but look forward to future opportunities to work with the Town to engage with the CIP and other planning efforts.

Supporting Documentation

CIP Design Guidelines
CIP Implementation Strategy
CIP Marketing Strategy
CIP Monitoring, Evaluation and Financial Strategy

Respectfully Submitted:

Carol Maitland EDC/Marketing Coordinator

Steve Wever, Town Planner

Reviewed by:

Denyse Morrissey, CAO

THE CORPORATION OF THE TOWN OF SHELBURNE

BY-LAW NO. 50-2022

BEING A BY-LAW TO DESIGNATE COMMUNITY IMPROVEMENT PROJECT AREAS
FOR THE TOWN OF SHELBURNE

WHEREAS Section 28(2) of the *Planning Act, R.S.O., 1990*, as amended, provides that where there is an official plan in effect in a local municipality that contains provisions relating to community improvement in the municipality, Council may, by by-law, designate the whole or any part of an area covered by the official plan as a community improvement project area;

AND WHEREAS the Town of Shelburne Official Plan designates all land within the Town of Shelburne municipal boundary as a Community Improvement Area and provides for the designation, by by-law, of community improvement project areas;

AND WHEREAS the Council of the Corporation of the Town of Shelburne deems it appropriate and in the public interest to designate Community Improvement Project Areas for the purposes of establishing a Community Improvement Plan to promote and facilitate revitalization, redevelopment and enhancement of both the public realm and private land and buildings;

NOW THEREFORE the Council of The Corporation of the Town of Shelburne in accordance with the *Planning Act, R.S.O. 1990*, as amended, hereby enacts as follows:

1. That the areas illustrated on Schedule A attached hereto and forming part of this By-law are hereby designated as Community Improvement Project Areas; and,
2. That this By-law shall come into force and take effect on the day of the final passing.

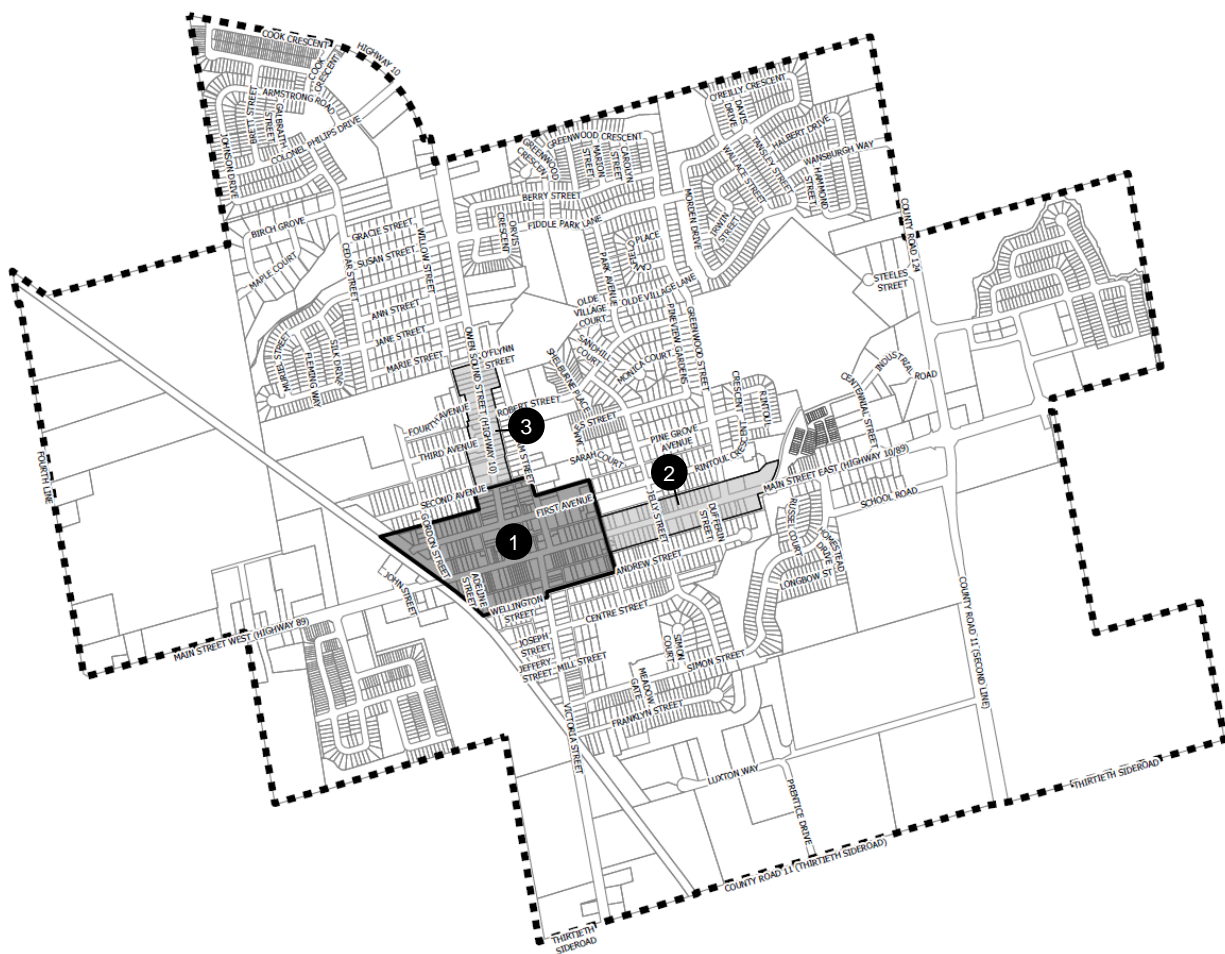
BY-LAW READ A FIRST AND SECOND TIME THIS 3RD DAY OF OCTOBER, 2022.

BY-LAW READ A THIRD TIME AND ENACTED THIS 3RD DAY OF OCTOBER, 2022.

.....
MAYOR

.....
CLERK

SCHEDULE A TO BY-LAW NO. 50-2022



- 1 Downtown Community Improvement Project Area
- 2 Main Street East Corridor Community Improvement Project Area
- 3 Owen Sound Street Corridor Community Improvement Project Area

THE CORPORATION OF THE TOWN OF SHELBURNE

BY-LAW NO. 51-2022

BEING A BY-LAW TO ADOPT A COMMUNITY IMPROVEMENT PLAN FOR THE
TOWN OF SHELBURNE

WHEREAS Council of the Corporation of the Town of Shelburne enacted By-law No. 50-2022 on the 3rd day of October, 2022, designating Community Improvement Project Areas for the purposes of preparing and adopting a Community Improvement Plan pursuant to Section 28(4) of the *Planning Act, R.S.O., 1990*, as amended;

AND WHEREAS the Council of the Corporation of the Town of Shelburne deems it appropriate and in the public interest to adopt a Community Improvement Plan for the Community Improvement Project Areas established by By-law No. 50-2022, in accordance with Section 28 of the *Planning Act, R.S.O., 1990*, as amended for the purposes of promoting and facilitating community improvement through various programs and financial incentives set forth in the Community Improvement Plan;

AND WHEREAS Council of the Corporation of the Town of Shelburne has fulfilled the requirements of Section 28 of the *Planning Act, R.S.O., 1990*, as amended;

NOW THEREFORE the Council of The Corporation of the Town of Shelburne in accordance with the *Planning Act, R.S.O. 1990*, as amended, hereby enacts as follows:

1. That the document entitled “Shelburne Community Improvement Plan” inclusive of the Design Guidelines, Implementation Strategy, Marketing Strategy and Monitoring, Evaluation and Financial Strategy, dated May 30th, 2019, attached as Schedule “A” is hereby adopted;
2. That the Clerk is hereby authorized and directed to make application to the County of Dufferin for approval of the aforementioned Community Improvement Plan for the Town of Shelburne in accordance with the Planning Act, R.S.O. 1990, as amended;
3. That this By-law shall come into force and take effect on the day of the final passing subject to the aforementioned Community Improvement Plan receiving the approval of the County of Dufferin.

BY-LAW READ A FIRST AND SECOND TIME THIS 3RD DAY OF OCTOBER, 2022.

BY-LAW READ A THIRD TIME AND ENACTED THIS 3RD DAY OF OCTOBER, 2022.

.....
MAYOR

.....
CLERK

SCHEDULE A TO BY-LAW NO. 51-2022



SHELBURNE

COMMUNITY IMPROVEMENT PLAN



DESIGN GUIDELINES

for shelburne community improvement plan

The Planning Partnership + MDB Insight | May 30th, 2019



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SECTION 1

INTRODUCTION



SECTION 1 INTRODUCTION

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

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

VISION STATEMENT

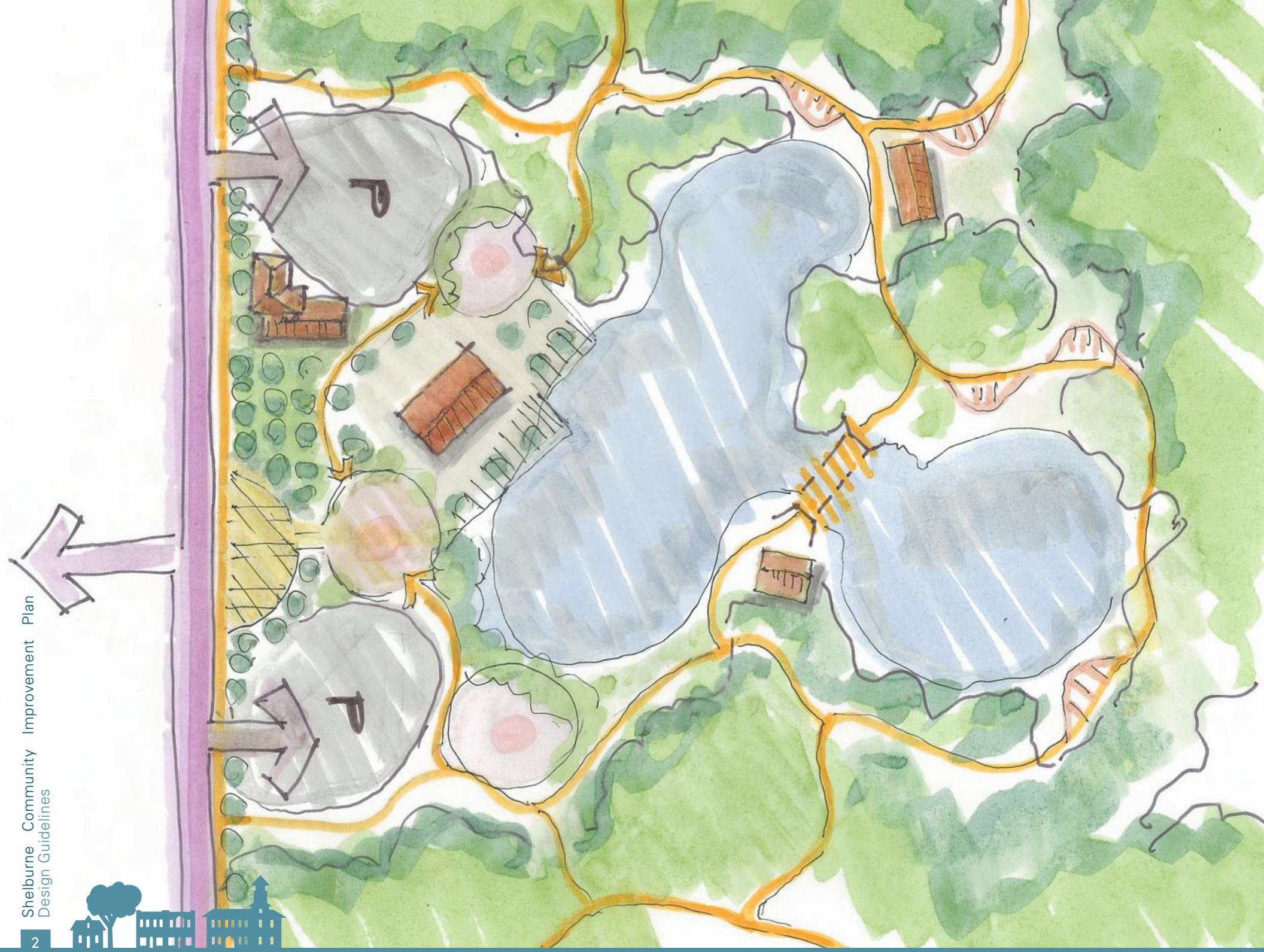
The historic Town of Shelburne is a progressive and diverse community that is friendly, welcoming, and inclusive. Development is sustainable and accessible with parks, recreation facilities and trails that encourage a healthy lifestyle.

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

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

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





12 BIG MOVES FOR SHELBURNE

BUILDINGS

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

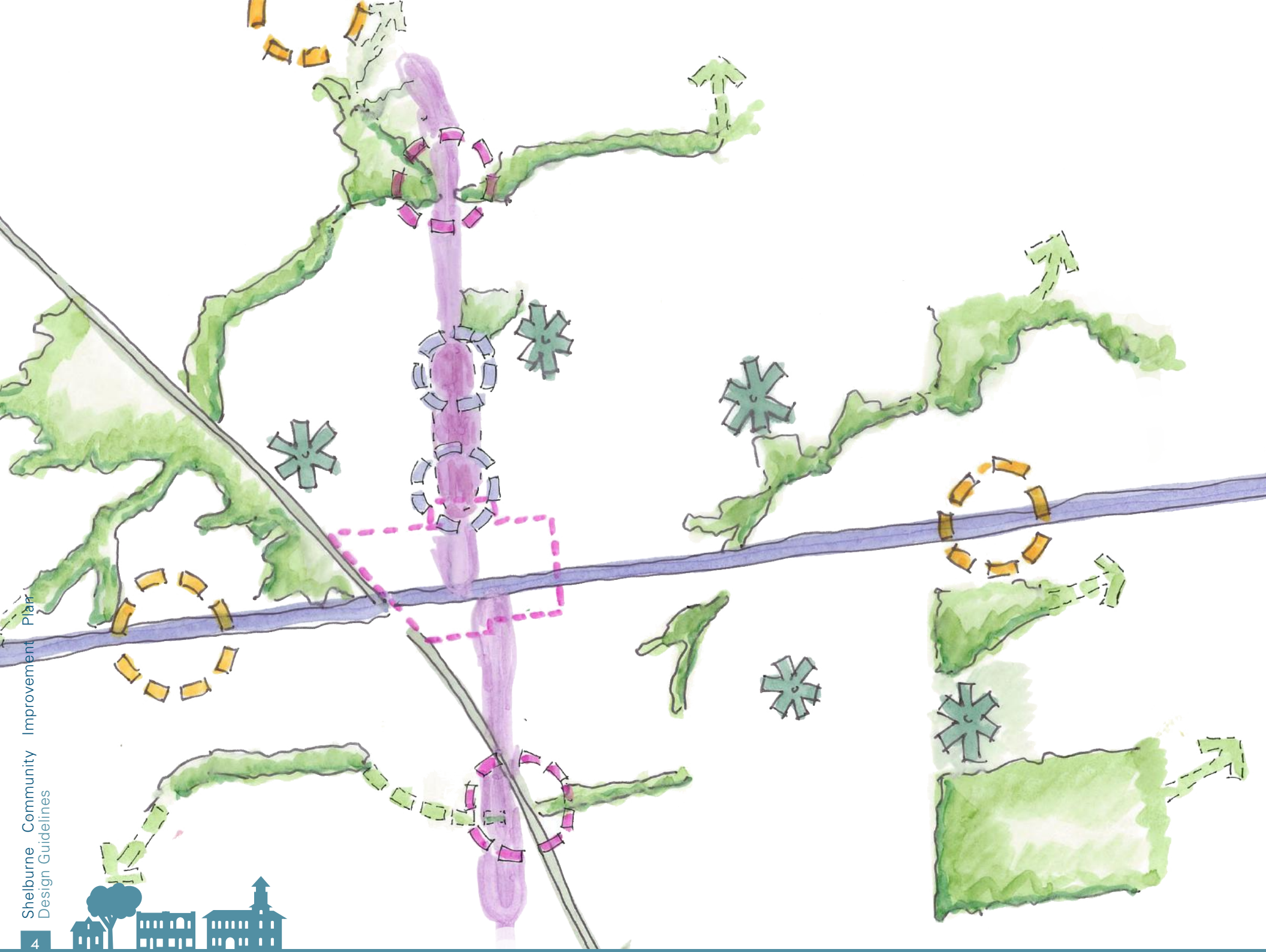
PUBLIC REALM

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

MOBILITY

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





GLOSSARY

Awning

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

Awning Sign

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

Canopy

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

Canopy sign

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

Cornice

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

Datum Line

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

Display Window

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

Fascia and Banner Signs

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

Ground Signs

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

Lintel

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

Materiality

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

Moulding

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

Projecting Signs

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

Sign Band

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

Sills

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

Streetwall

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

Wall Sign

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

Window Base

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

Window Signs

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







SECTION 2

BUILDINGS

BUILDINGS BIG MOVE #1

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

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

EXISTING CONDITIONS



applicable area

applicable buildings



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

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

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

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

ELEMENTS OF A BUILDING

Roof

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

Upper Storeys

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

Storefront

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



CHANGES TO EXISTING BUILDINGS WITH HERITAGE VALUE

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

Changes to a building of heritage value should:

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

6. Ensure the selection of windows be undertaken in a manner that the materials and surrounds be based on those of the original building. The type of window (double hung etc.) and the resulting profile should reflect that of the original building.

GENERAL CHARACTERISTICS OF A BUILDING

Materials

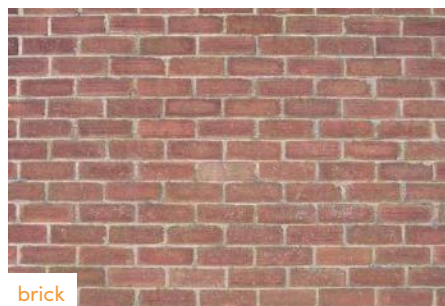
Much of Downtown Shelburne's historic character comes from the preservation and continued use of traditional cladding materials. Appropriate façade cladding materials to ensure the continuation of this character include:

- brick
- stone
- clapboard
- batten board

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



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



brick



stone



clapboard



batten board

Colours and Painting

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

Guidelines for colours and painting include:

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



ELEMENTS OF A FAÇADE

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





STOREFRONT

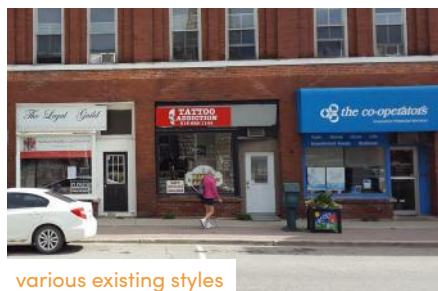
Well-proportioned and designed storefronts can contribute positively to the pedestrian environment by providing animation and visual interest at the sidewalk. A defining characteristic of a main street is the mix and variety of storefront styles and types, in addition to the narrow widths and high level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

Entryways & Doors

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



traditional doorway surrounds



various existing styles

Windows

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



Window Base

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



Sign Band, Awning & Canopy

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



Fascia and Banner Signs

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





fascia and banner signs

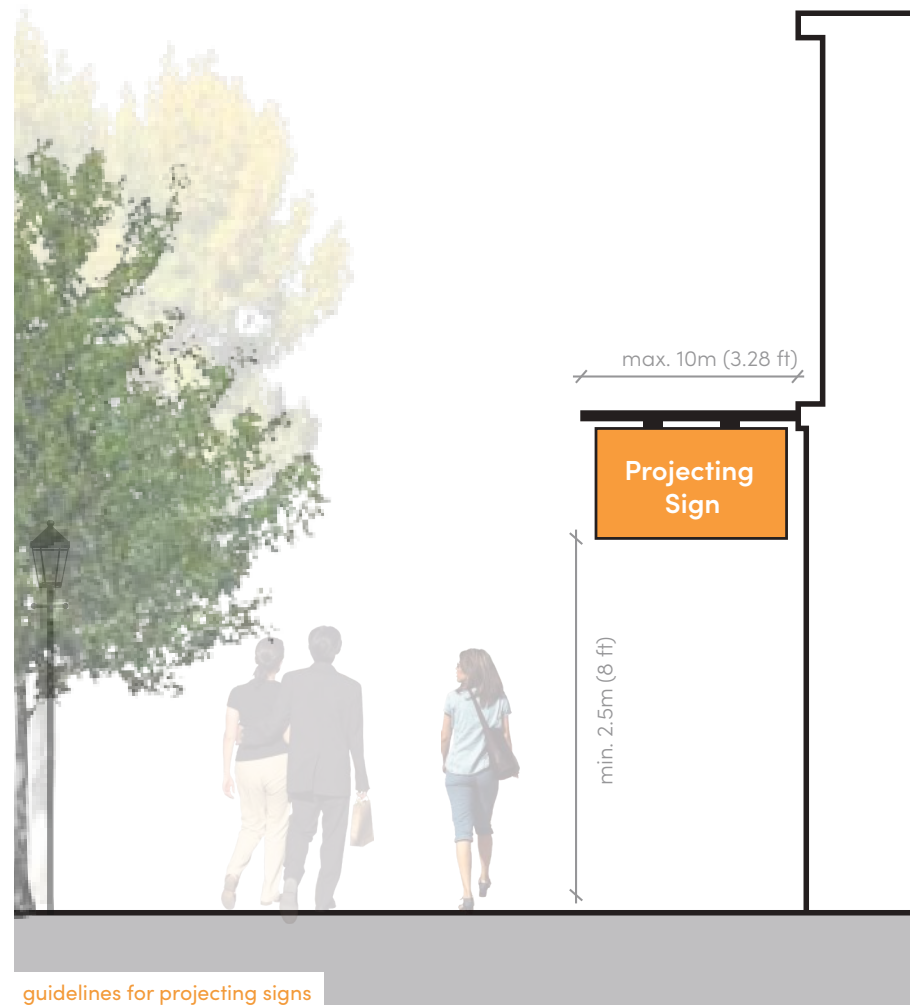


Projecting Signs

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



projecting signs



guidelines for projecting signs



Canopy Signs

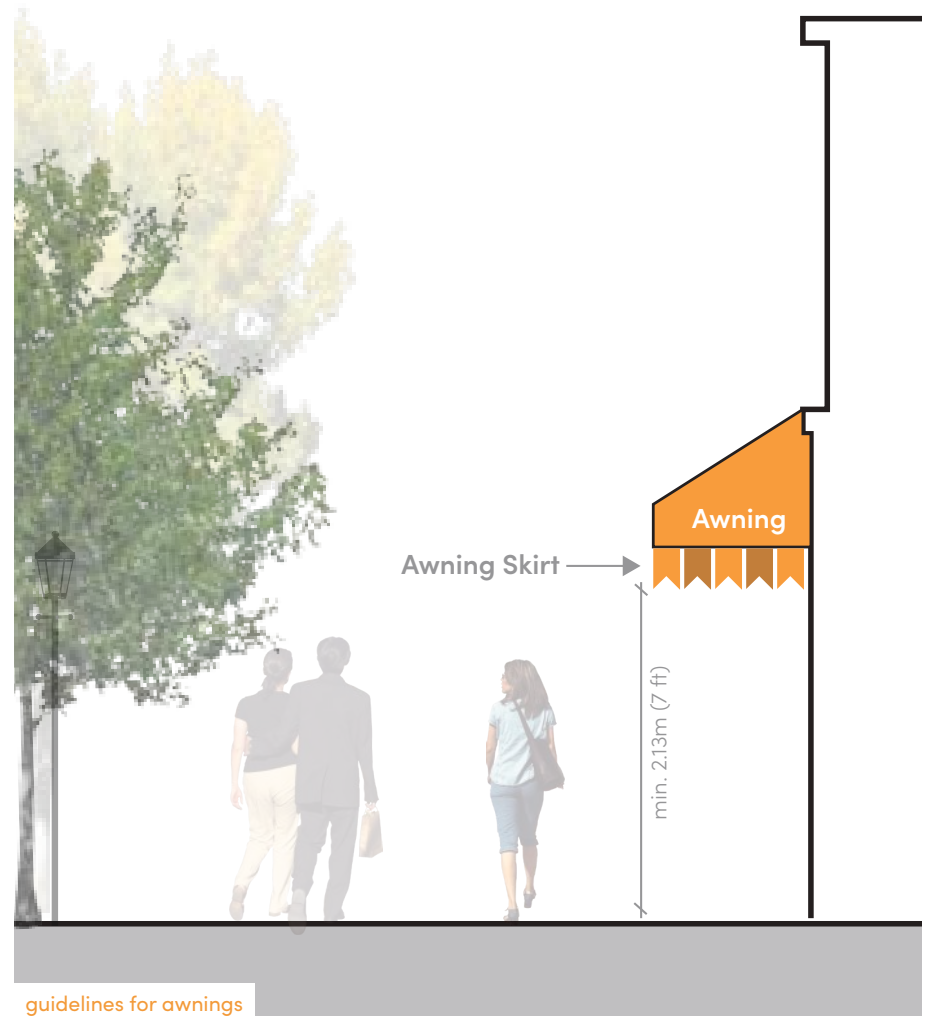
1. Canopy signs are prohibited

Awning

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



awnings



guidelines for awnings



Lighting

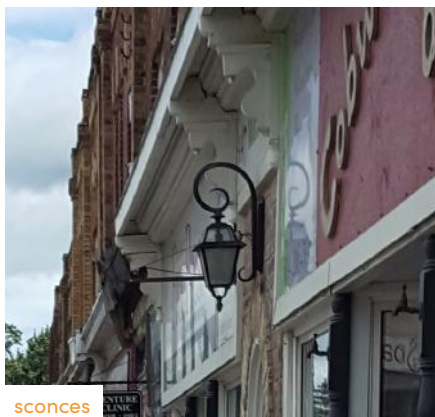
1. Lighting along the storefront is encouraged for safety purposes and to highlight signage.
2. All approved signs may be illuminated only by an external light source.
3. Lighting should be balanced with adjacent buildings' lighting.
4. Lighting should be located above the signband or the window to encourage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



gooseneck lights

Ground Sign

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



sconces



downlights





UPPER STOREYS + ROOF

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

Windows, Sill and Lintel

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



Cornices

Cornices add a sense of completion and historic ornamentation to storefront buildings. Many older buildings in Downtown Shelburne have had their cornices removed, while newer ones have in some cases been built without cornices.



Guidelines for cornices include:

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

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



historic window and cornice style



BUILDINGS BIG MOVE #2

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

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

EXISTING CONDITIONS



applicable area

applicable buildings



1 MATERIALITY

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



2 ENERGY EFFICIENCY

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



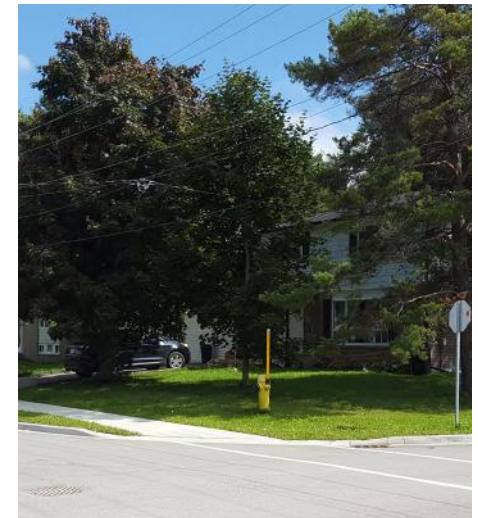
3 ACCESSIBILITY

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



4 LANDSCAPE

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



BUILDINGS BIG MOVE #3

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

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

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

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



applicable area



GENERAL BUILDING GUIDELINES

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



sketch of an infill building



INFILL-SPECIFIC GUIDELINES

Façade Articulation

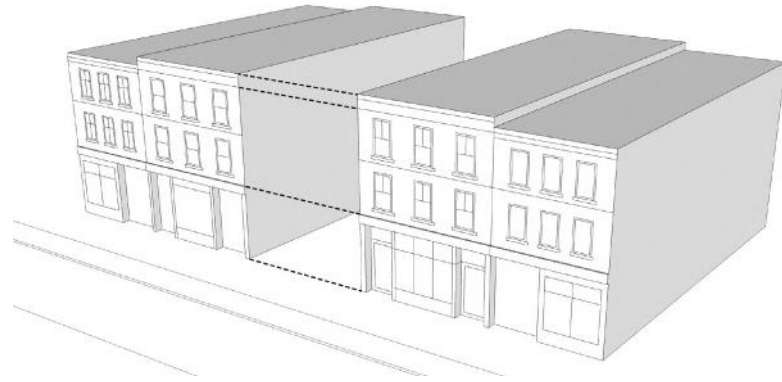
New buildings should:

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

Orientation and Placement of Buildings

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

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

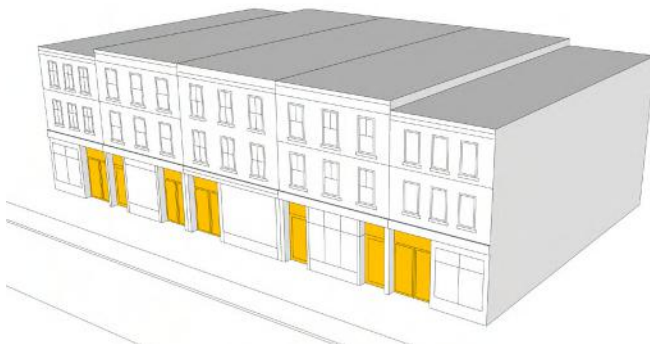
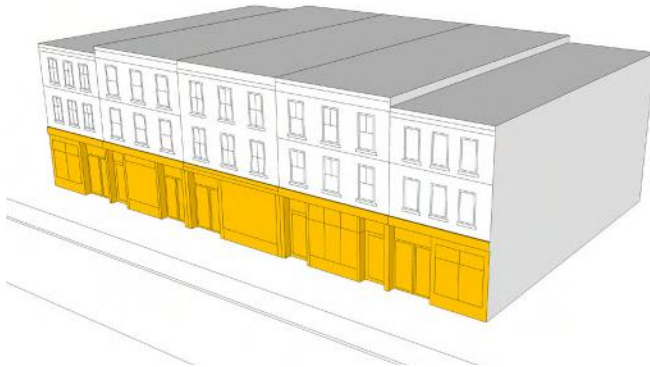


Horizontal and vertical architectural features should be aligned with neighbouring buildings





Barrier-free access can be accomplished using recessed entries



Storefront entrances should be visible

Storefronts

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

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



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

Materials

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

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

glass and metal siding utilizing exposed fasteners should be discouraged.

Encroachments

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

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

OUTDOOR CAFES & PATIOS GUIDELINES

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

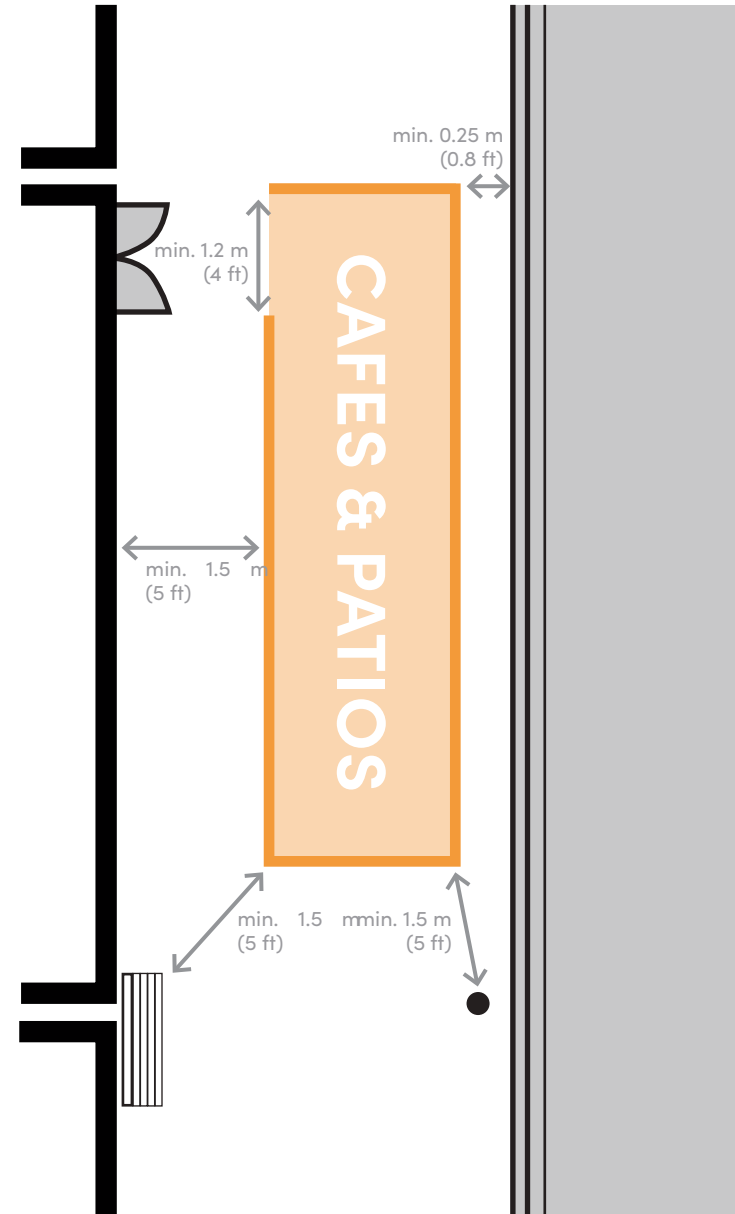
1. Outdoor cafés and patios should not encroach on a 1.5m clearance right-of-way.
2. Outdoor cafés and patios are encouraged to be located at the curb edge.



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



outdoor temporary street café encroaching onto the sidewalk



Infill Buildings on Larger Lots

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



1. New development shall be compatible with its surrounding context. It shall improve the character of the community, without causing any undue, adverse impacts on adjacent properties.
2. Development intensity and massing should be measured through a combination of floor space index (FSI), lot coverage and height.
3. Where the setbacks of existing buildings are greater than 5 metres, the front yard setback of new buildings will be a maximum of 5 metres.
4. Side yard and rear yard setbacks should be developed in keeping with the historic configuration of buildings along common streets.
5. Side yard setbacks may be minimized to generate a continuous street wall.
6. Parking for infill development should be consistent with current Town policies and By-laws. The Town may consider alternate or reduced parking requirements for new residential development.
7. All new infill development within the Downtown area shall be subject to site plan control.



ADDITIONS-SPECIFIC GUIDELINES

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

Architectural Expressions

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

Materiality

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

Horizontal Elements

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

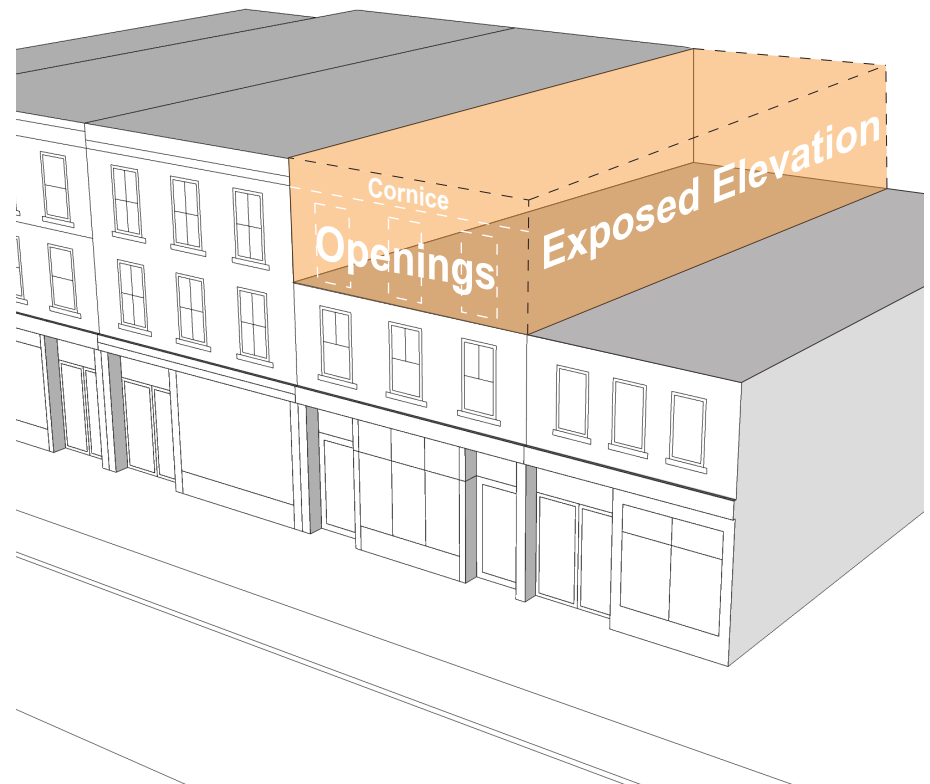
- Cornices;
- Setbacks;
- Materials;
- Balconies; and,
- Architectural Details.

Relationship to the Street

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

Exposed Elevations

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



BUILDINGS BIG MOVE #4

Develop a Mural Program as part of a public art program

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

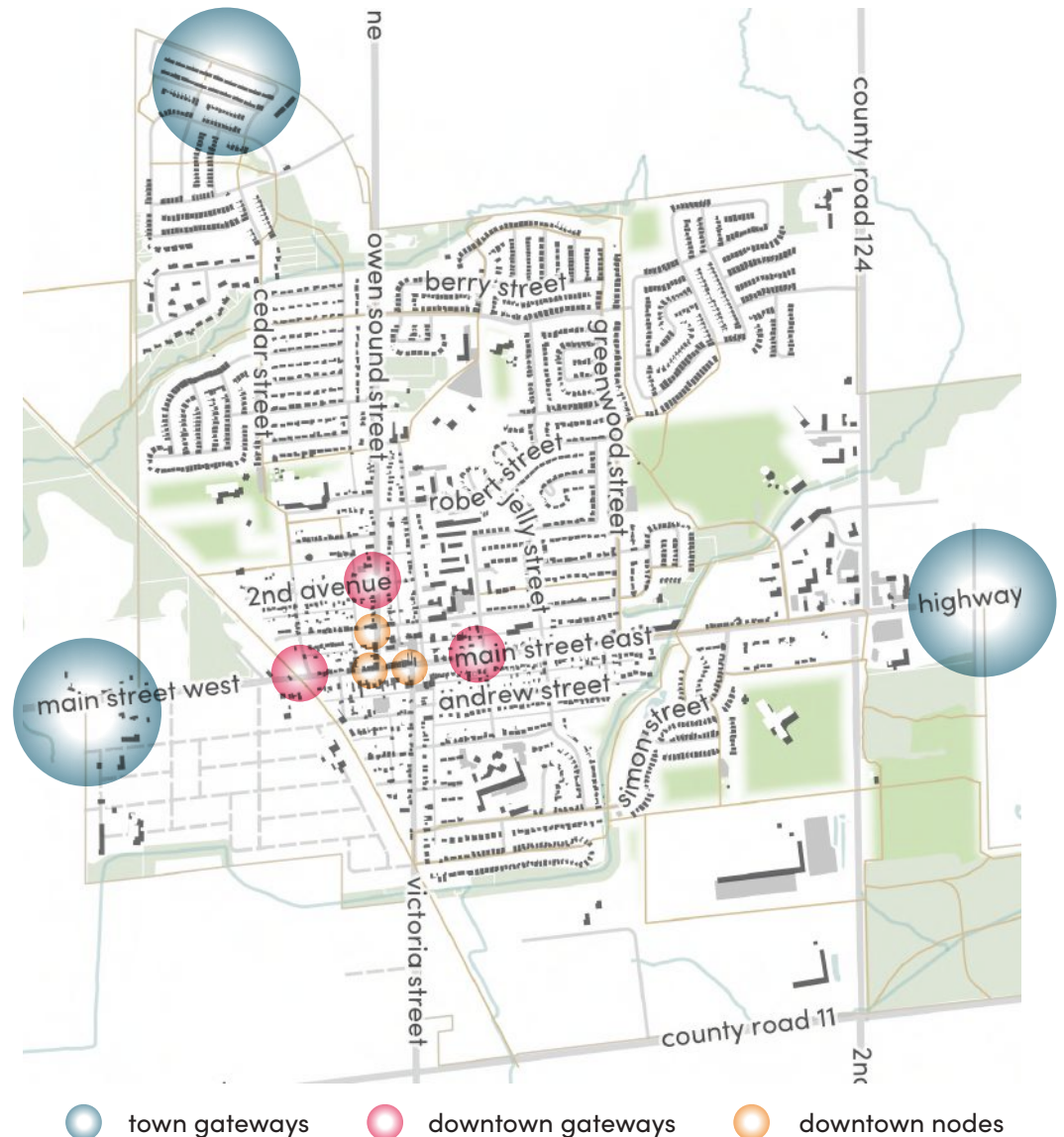
Shelburne has many opportunities for murals and therefore, should consider creating a Mural Program, as part of a Public Art Program.

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

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

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

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





exposed elevation



temporary structure



sides of a building





A photograph of a large, moss-covered tree trunk in a park setting, with other trees and a grassy area visible in the background. A thick green curved overlay covers the right side of the image, and a white curved shape is positioned over the bottom left corner.

SECTION 3

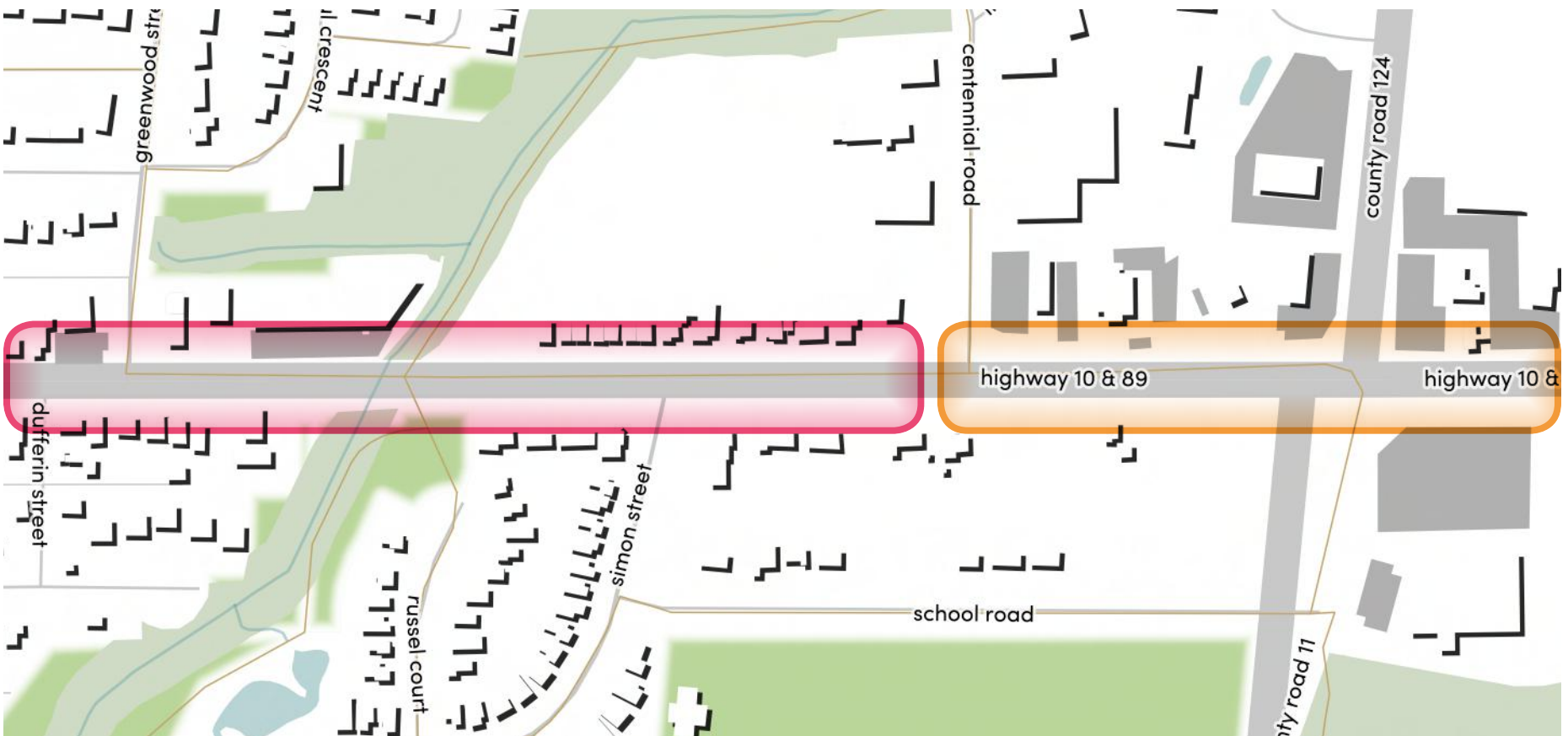
PUBLIC REALM

PUBLIC REALM BIG MOVE #5

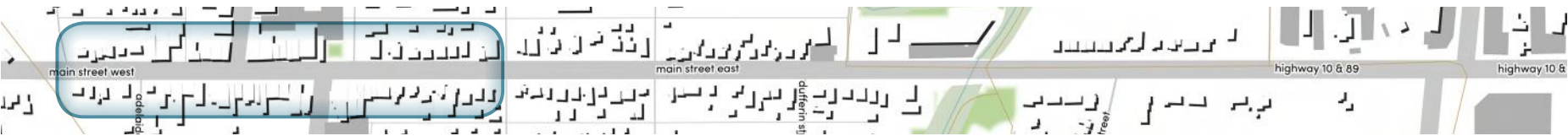
Enhance Main Street with narrower lanes and extensive tree/landscape planting

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





DOWNTOWN MAIN STREET

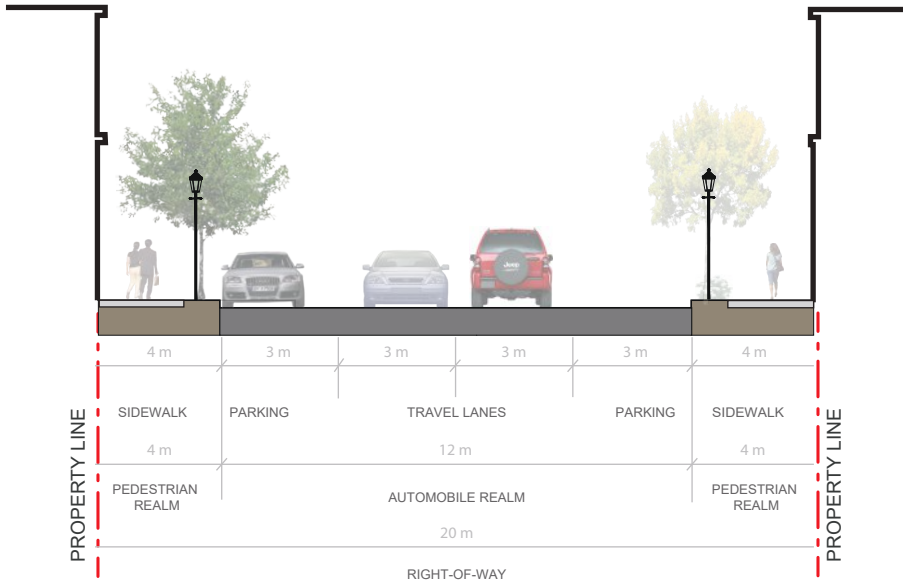


The Downtown portion of Main Street currently hosts the most activities and acts as the Town’s downtown core. It has a Right-of-Way (ROW) of 20.0m and incorporates two (2) traffic lanes, street parking, and sidewalks and trees on both sides of the street.

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



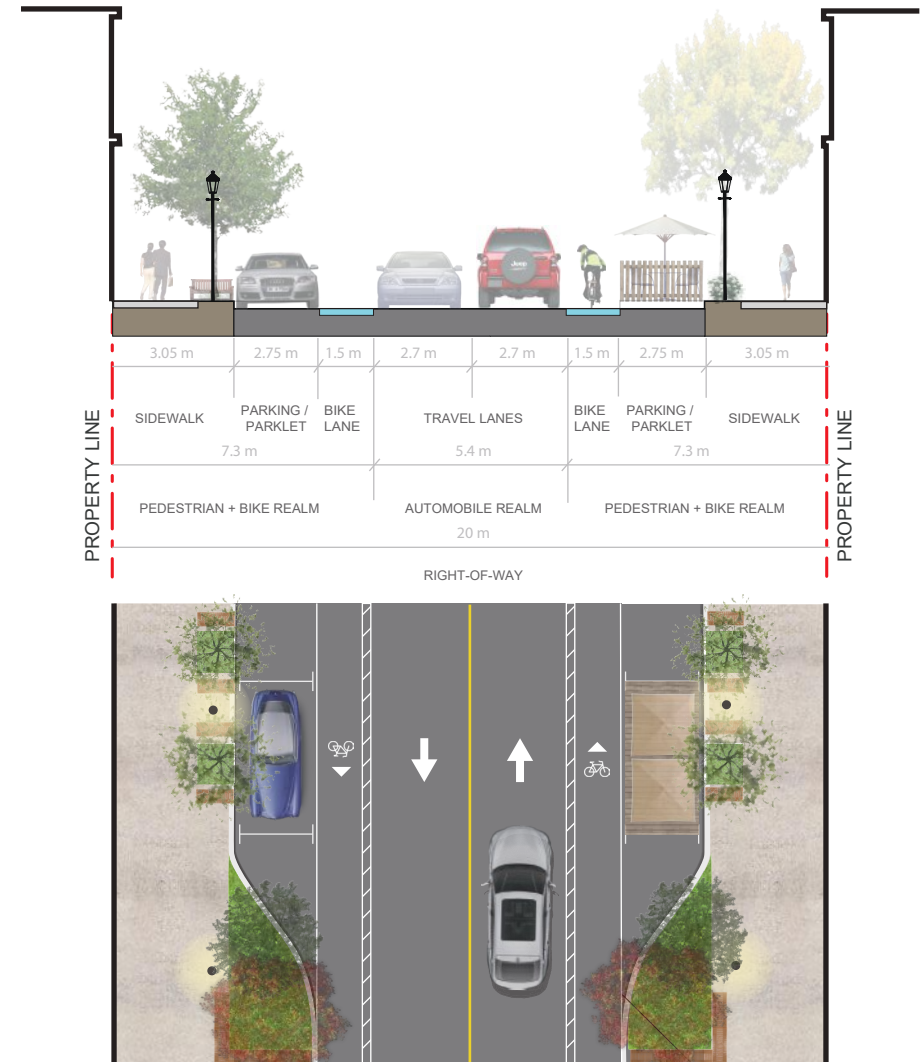
EXISTING CONDITIONS



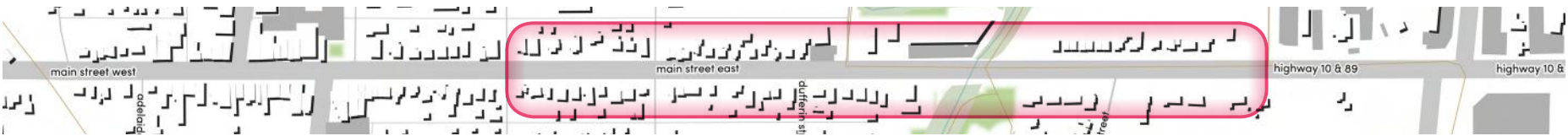
DESIGN ELEMENTS



DOWNTOWN SECTION & PLAN (20.0m)



RESIDENTIAL MAIN STREET

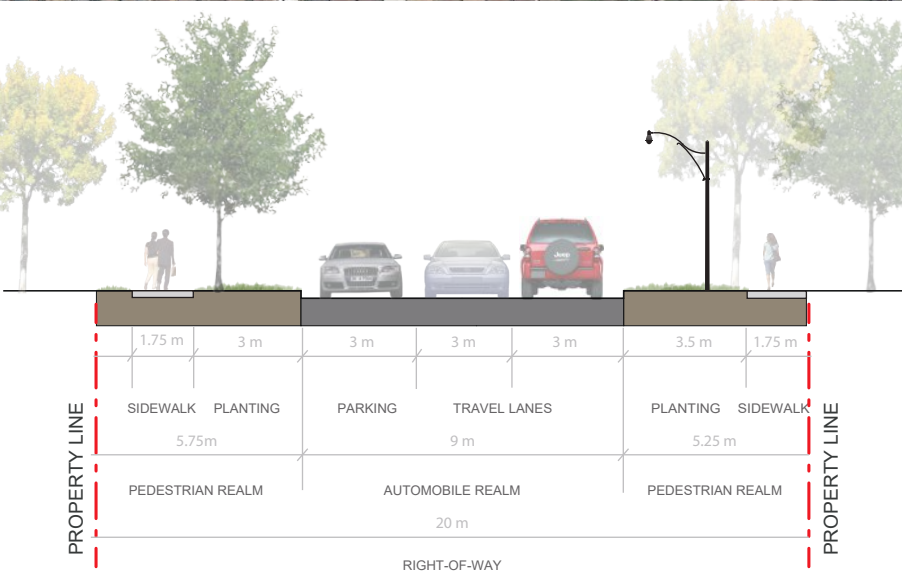


The residential section of Main Street currently consists of a Right-of-Way (ROW) of 20.0m that incorporates two (2) traffic lanes, street parking on the north side of the street, and sidewalks on both sides of the street with a landscaped vegetative buffer with mature trees.

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



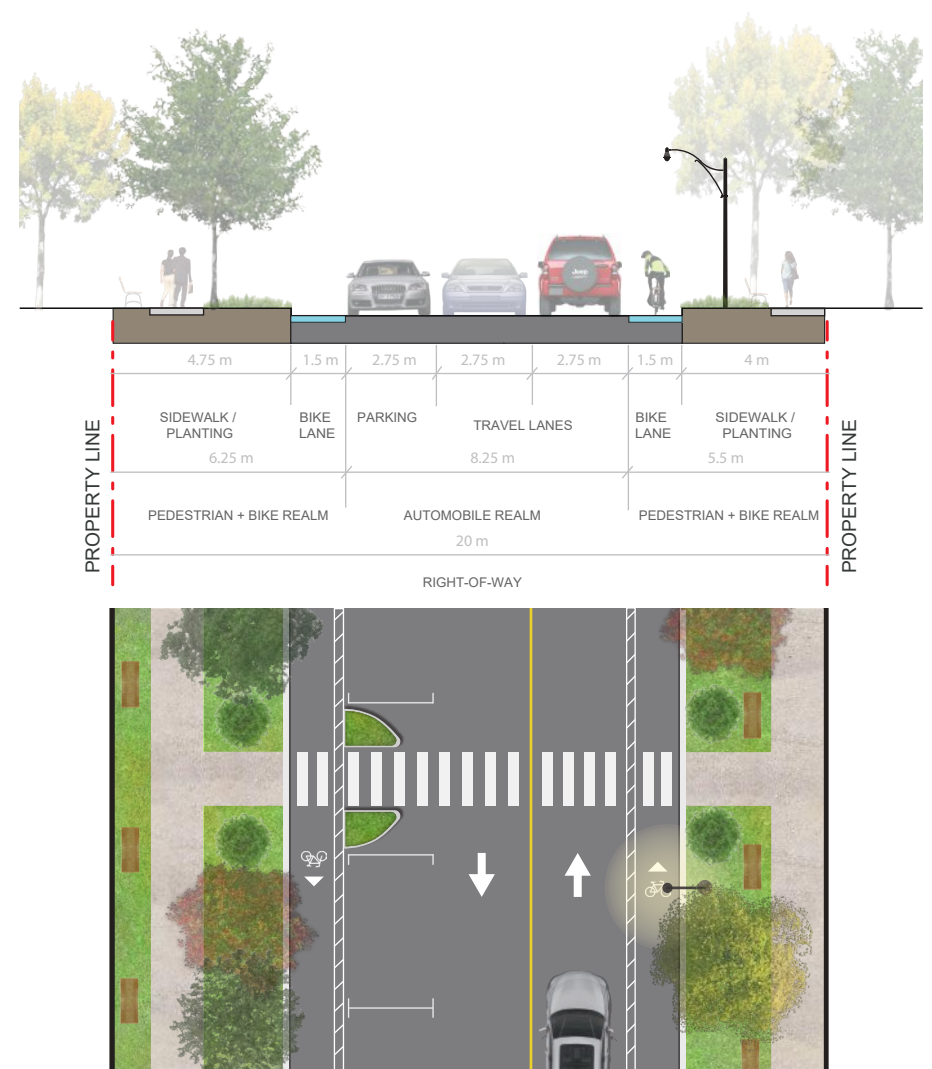
EXISTING CONDITIONS



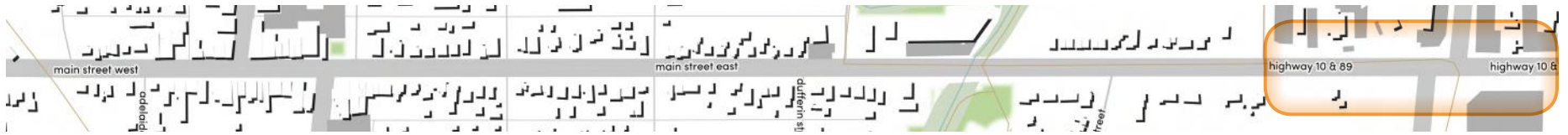
DESIGN ELEMENTS



RESIDENTIAL SECTION & PLAN (20.0m)



COMMERCIAL MAIN STREET

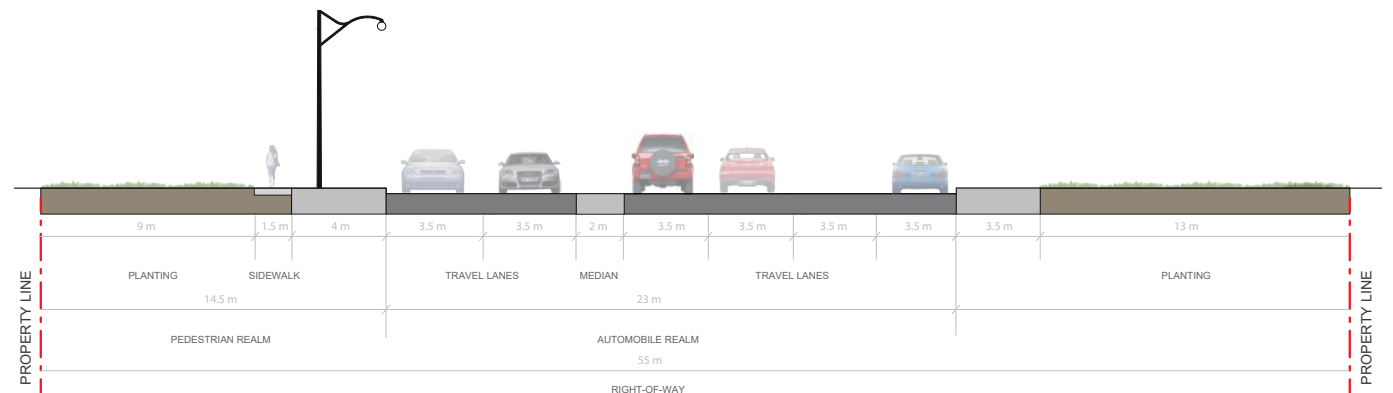


The eastern section of Main Street, specifically at the intersection with County Road 124, currently consists of a Right-of-Way (ROW) of 55.0m that incorporates six (6) traffic lanes with a median, sidewalks on one side and grassed area between the property lines and the ROW.

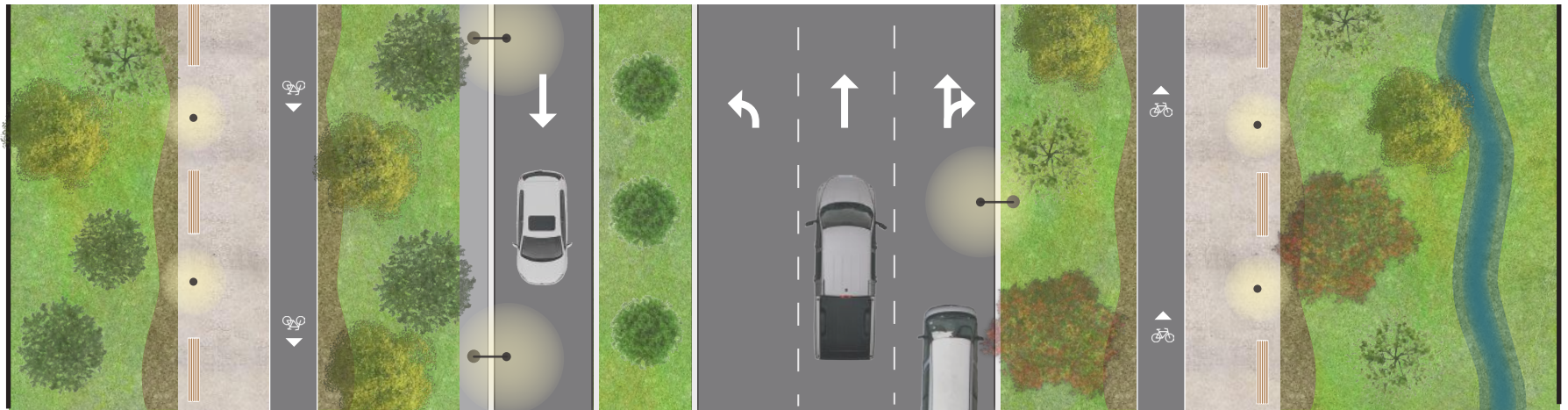
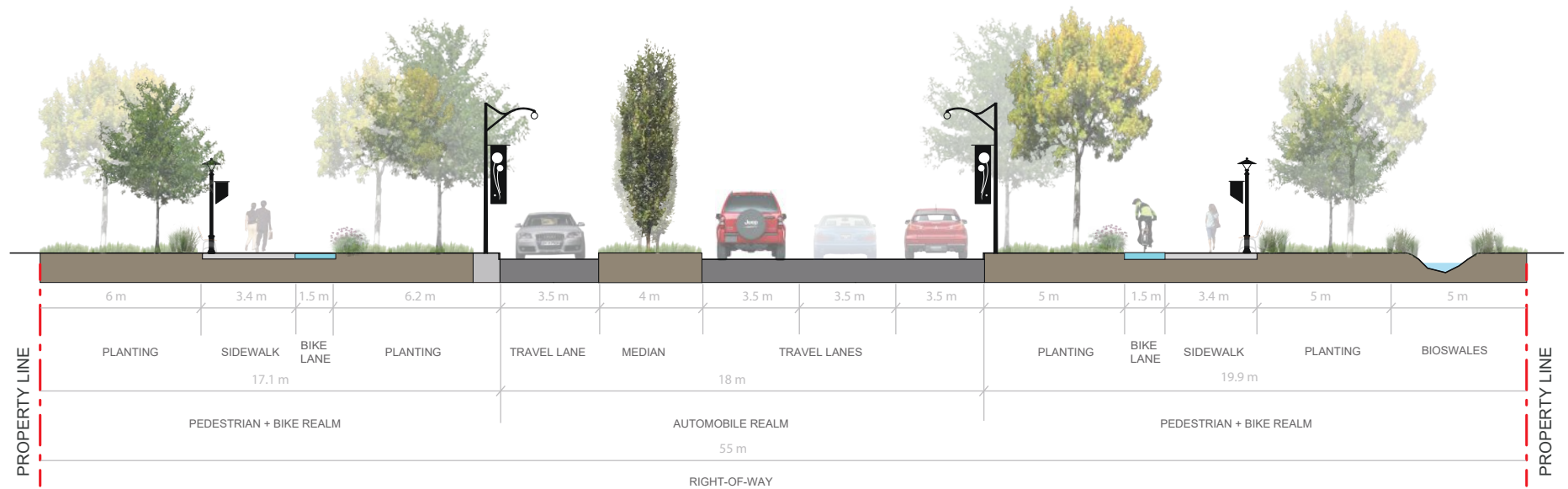
This section of Main Street holds the potential for separated multi-modal movements with active transportation facilities provided on both sides of the street alongside street furniture and extensive vegetation that acts as buffer to traffic, creates a sense of safety, adds visual interest, and improves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



EXISTING CONDITIONS



COMMERCIAL SECTION & PLAN (55.0m)



STREET FURNITURE FOR MAIN STREET

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

LIGHTING



pedestrian lighting

DOWNTOWN RESIDENTIAL



boulevard lighting

COMMERCIAL



trail lighting

DOWNTOWN RESIDENTIAL COMMERCIAL



light bollards

DOWNTOWN RESIDENTIAL COMMERCIAL

SEATING



two-person benches

DOWNTOWN RESIDENTIAL COMMERCIAL



one-person benches

DOWNTOWN



long benches

DOWNTOWN



tables

DOWNTOWN



PLANTERS



standalone planters

■ DOWNTOWN ■ RESIDENTIAL ■ COMMERCIAL



dual planters

■ DOWNTOWN ■ RESIDENTIAL ■ COMMERCIAL



planter + seating

■ DOWNTOWN



planter + seating

■ DOWNTOWN

OTHER



garbage+recycling

■ DOWNTOWN ■ RESIDENTIAL ■ COMMERCIAL



garbage- only

■ DOWNTOWN ■ RESIDENTIAL ■ COMMERCIAL



bike rack/locks

■ DOWNTOWN ■ RESIDENTIAL ■ COMMERCIAL



bollards

■ DOWNTOWN ■ RESIDENTIAL ■ COMMERCIAL



PUBLIC REALM BIG MOVE #6

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





TOWN GATEWAY

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



welcoming signage



entrance signage



public art



DOWNTOWN GATEWAY

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



luminous planter



gateway arch



wayfinding



DOWNTOWN NODE

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



pavement treatment



parklets



design for jack downey park



PUBLIC REALM BIG MOVE #7

Redesign Fiddle Park as a community hub

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

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

EXISTING CONDITIONS



POSSIBLE DESIGN



DESIGN RECOMMENDATIONS

Key design recommendations for Fiddle Park include:

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



lake / pond



community garden



pavilion

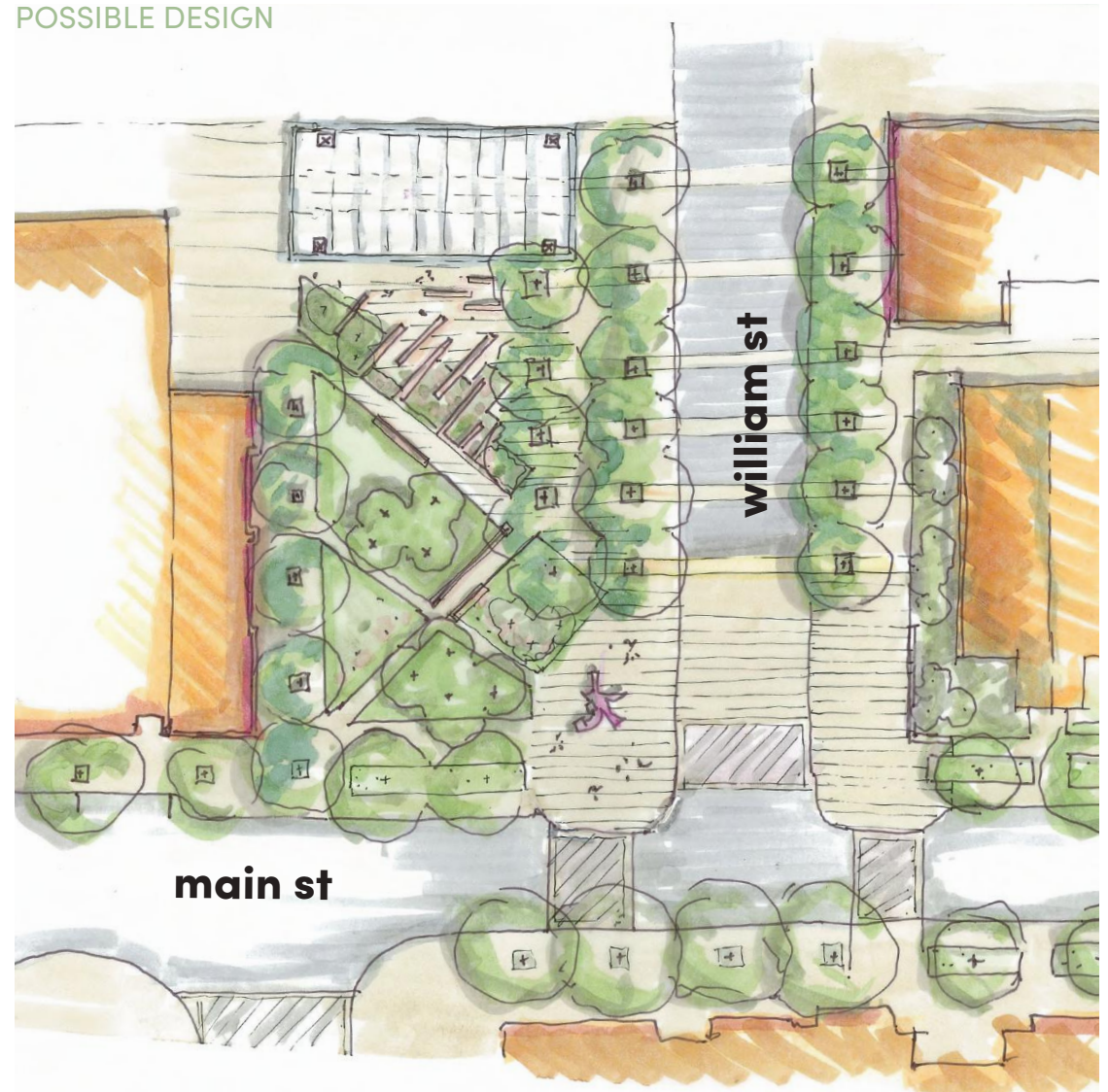


PUBLIC REALM BIG MOVE #8

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

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

POSSIBLE DESIGN



EXISTING CONDITIONS



DESIGN RECOMMENDATIONS

Key design recommendations for Jack Downey Park include:

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



PUBLIC REALM BIG MOVE #9

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

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

EXISTING CONDITIONS



↔ potential future routes



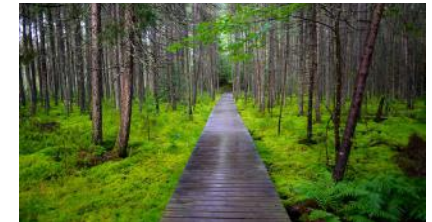
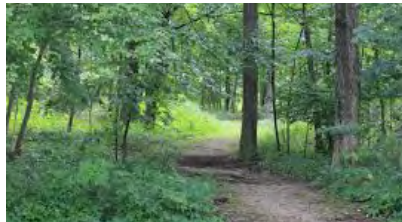
↔ STREETScape IMPROVEMENT

Notwithstanding current MTO regulations, Main Street and County Road 124 / Second Line should be improved with pedestrian and cyclist amenities such as sidewalks, bike lanes, and street furnitures. The Town will work with MTO over time to achieve this objective.



←----> NATURAL TRAIL

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



└ BUILDING EDGE

Notwithstanding current MTO requirements, buildings at key intersections should have a street presence with minimal front yard setbacks and parking at rear. In general, there should be a clear and continuous 'wall' of buildings along the street edge. The Town will work with MTO over time to achieve this objective.



● GATEWAY

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



★★★★★
"BLOODY
HILARIOUS!"
TORONTO STAR

**EVIL
DEAD**
THE MUSICAL

LIVE ON STAGE
TicketCity

"FORGET
WALKING
DEAD...
WE'VE GOT
DANCING
DEAD!"

**EVIL
DEAD**
THE MUSICAL

LIVE ON STAGE
TicketCity



A photograph of a person riding a bicycle on a paved path, viewed from behind. The rider is wearing a light blue long-sleeved shirt, dark shorts, and a helmet. The path is lined with green trees and bushes. In the background, a car and a yellow car are visible on a road. A large, thick, dark blue curved line sweeps across the right side of the image. A white rectangular box is positioned in the lower-left corner, containing the text 'SECTION 4' in large, bold, dark blue letters, and 'MOBILITY' in smaller, white, sans-serif letters below it.

SECTION 4

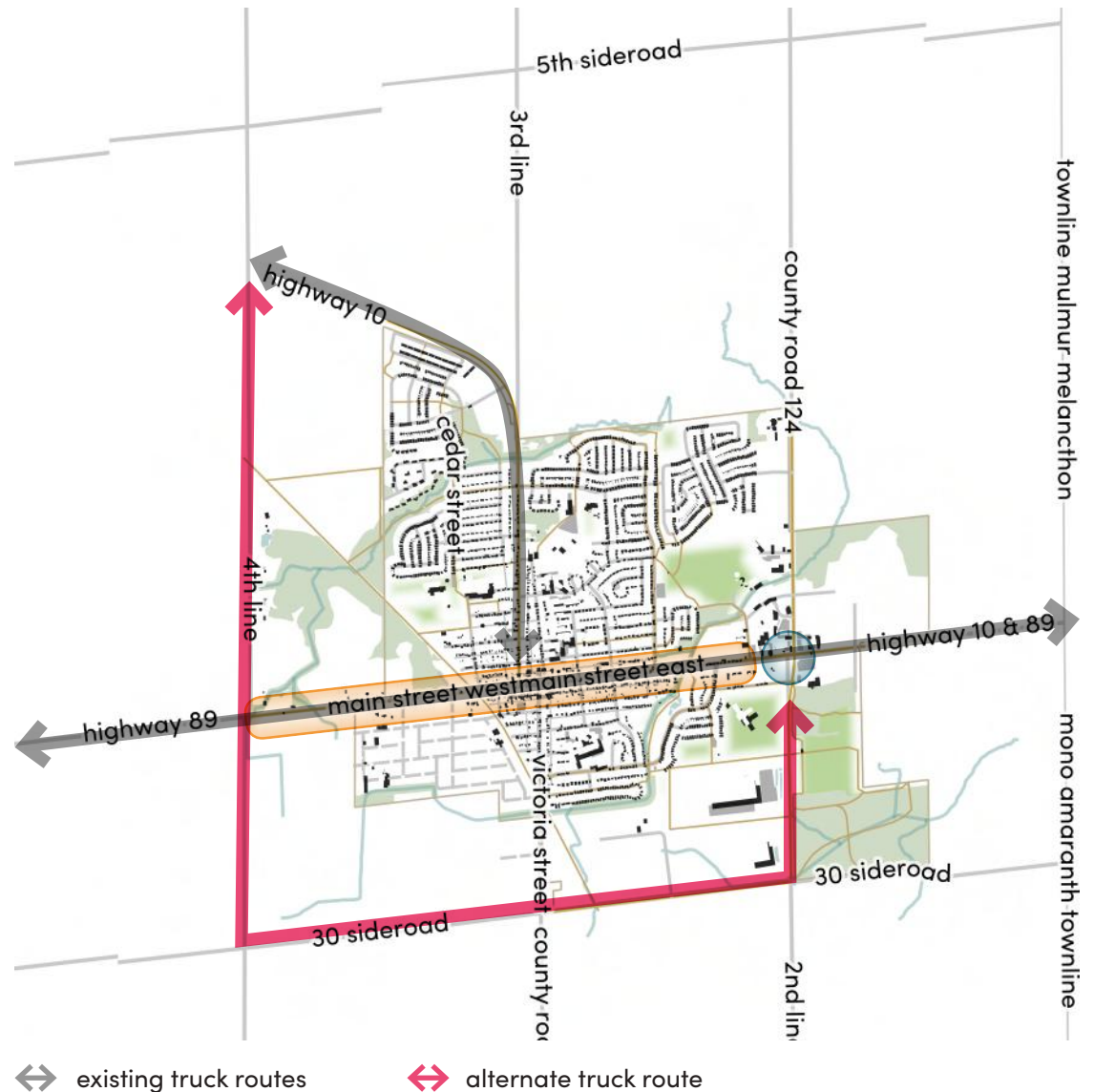
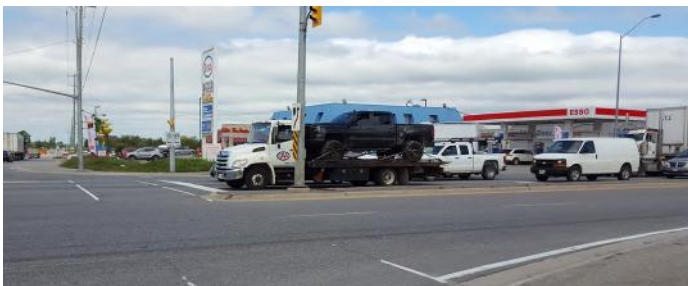
MOBILITY

MOBILITY BIG MOVE #10

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

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

EXISTING CONDITIONS



REDUCE TRUCK TRAFFIC

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

ENHANCED MAIN STREET

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

- Decrease lanes’ width;
- Incorporate a wide range of traffic calming measures; and,
- Incorporate bike lanes. (The Town will work with MTO over time to achieve this objective)

WAYFINDING

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



MOBILITY BIG MOVE #11

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

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

EXISTING CONDITIONS





EXISTING DESTINATIONS

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

EXISTING + FUTURE TRAILS

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



ARTERIAL ROADS

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

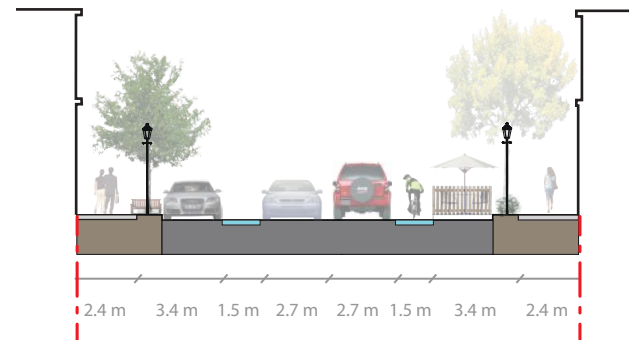
POSSIBLE CONNECTIONS

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

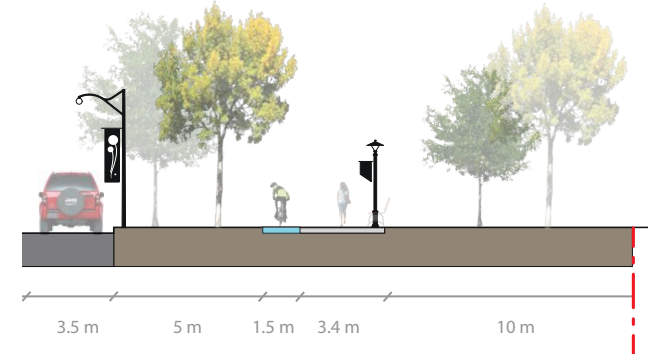
POSSIBLE ACTIVE TRANSPORTATION FACILITIES

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

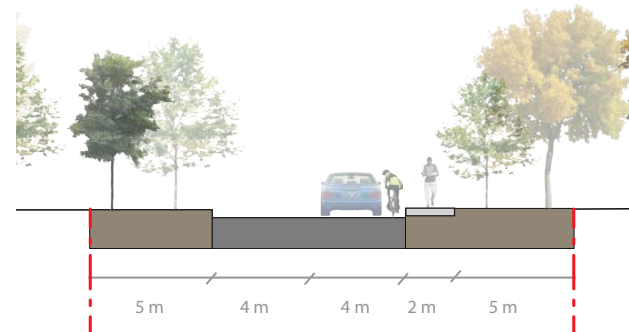
separated bike lane for arterial roads



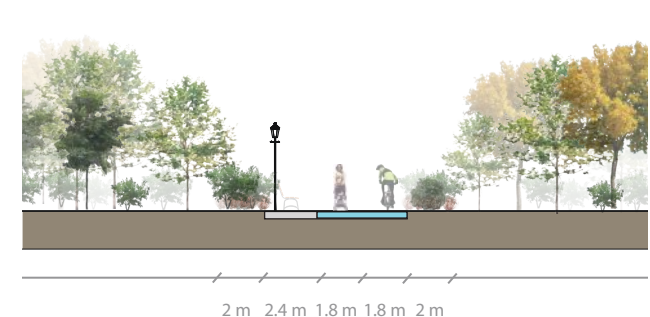
multi use trail for arterial roads



sharrows for local and collector roads



multi-use trail / natural trail



MOBILITY BIG MOVE #12

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

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

EXISTING CONDITIONS



PRECEDENTS



trench drain as median



different paint for different uses

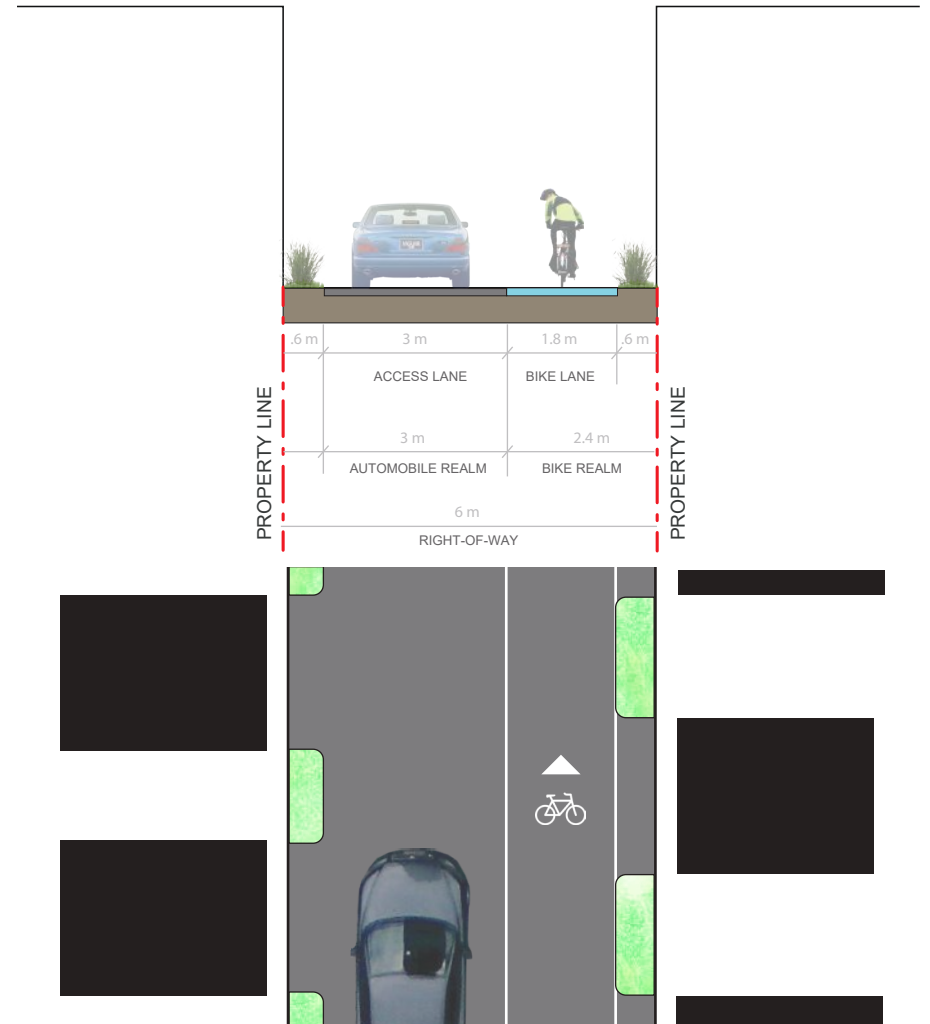


special pavement



porous material

LANE SECTION & PLAN







IMPLEMENTATION STRATEGY

for shelburne community improvement plan



TABLE OF CONTENTS

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2.0	Formula for Success	5
3.0	Seven Key Recommendations	11
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5.0	Quick Wins and Short-Term Priorities	39

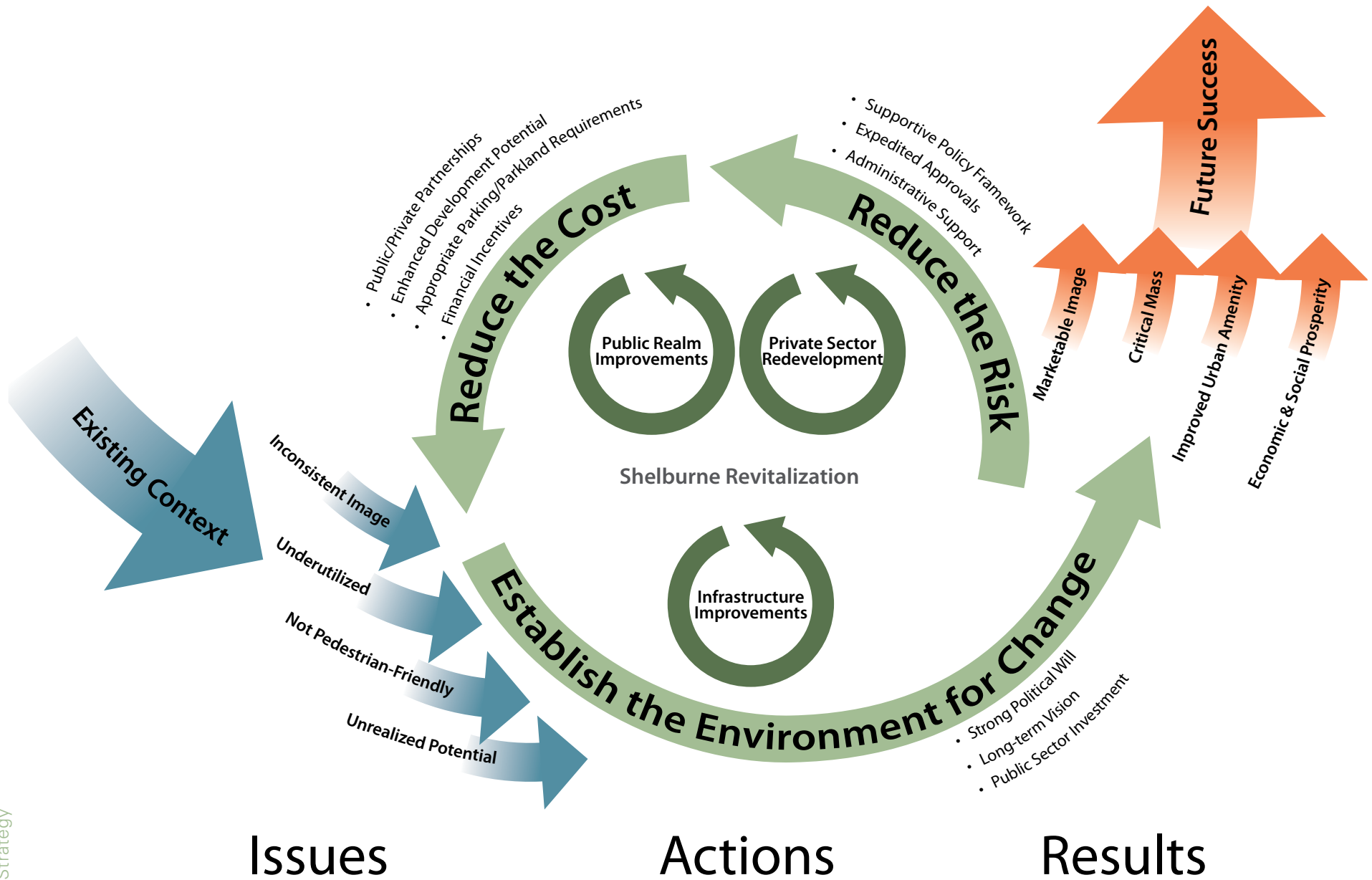






SECTION 1

THE PHILOSOPHY OF CHANGE



Actions to Stimulate Change



SECTION 1 THE PHILOSOPHY OF CHANGE

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

Success will take time and come from a series of activities

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

Sustaining strategic partnerships will be crucial

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

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







SECTION 2

FORMULA FOR SUCCESS



SECTION 2 FORMULA FOR SUCCESS

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

Variety of Tools to Achieve Success

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

Change Takes Time

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

Cooperation and Commitment are Required

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





Three Actions to Stimulate Change

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

1. Establish the Environment for Change

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

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

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

2. Reduce the Risk of Development

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

3. Reduce the Costs of Private Sector Development

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







SECTION 3

SEVEN KEY RECOMMENDATIONS



SECTION 3 SEVEN KEY RECOMMENDATIONS

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

Recommendation #1: Public Realm Improvements

P1/ Streetscapes

Green Main Street

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

Trees and shrubs for planting in Shelburne:

Streets

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



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

Parks/Gardens – Trees

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

Parks/Gardens – Shrubs

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

Provide Active Transportation Facilities

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



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

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

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

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

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

P2/ Laneways

Improve Downtown lanes with special pavement and landscaping

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

P3/ Parks

Redesign Fiddle Park as a community hub

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



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

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

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

P4/ Residential Streets

Plant Large Canopy Street Trees

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

Recommendation #2: Transportation Improvements

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

T1/ Promote truck by-pass route

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

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

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



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

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

T2/ Calm Traffic

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

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

T3/ Parking Strategy

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

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



Recommendation #3: Update Planning Policy to Facilitate Compatible Development

PP1/ Amend the Official Plan and Zoning By-law

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

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

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

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

PP2/ Amend Parking Standards

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

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

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



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

PP3/ Amend Parkland Standards

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

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

Recommendation #4: Financial Incentive Programs

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

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

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

F1/ Promoting Improvements

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

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



Façade Improvement Grant Program

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

Program-Specific Requirements

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

- Applicants must submit a Façade Improvement Grant Program form with a design concept appropriate for the Façade Improvement Grant Program, consistent with the Design Guidelines.
- Business operators can have access to the Façade Improvement Grant Program if they can provide written consent to conduct the improvements from the owner of the property.
- The subject property shall not be in a position of tax arrears. All taxes owing shall be paid or canceled, prior to the disbursement of any grant money.

Sign Improvement Grant Program

A Sign Improvement Grant Program looks specifically at signage provided through private buildings and promotes the sensitive redesign and repair of existing signs, and/or installation of new signs, to enhance the existing image of the area. This program is intended to provide existing building owners/business operators with a financial incentive to improve the appearance of any forms of signage. Eligibility for sign improvements include the redesign, installation and/or repair of the following types of signage: fascia and banner signs, projecting signs and awnings. In addition, the installation of new signs is subject to the sign by-law.

Program-Specific Requirements

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

- Applicants must submit a Sign Improvement Grant Program form with a design concept appropriate for the Sign Improvement Grant Program, consistent with the Design Guidelines.
- Business operators can have access to the Sign Improvement Grant Program if they can provide written consent to conduct the improvements from the owner of the property.
- The subject property shall not be in a position of tax arrears. All taxes owing shall be paid or canceled, prior to the disbursement of any grant money.



Accessibility Improvement Grant Program

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

Program-Specific Requirements

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

- Applicants must submit a Accessibility Improvement Grant Program form with a design concept appropriate for the Accessibility Improvement Grant Program, consistent with the Design Guidelines.
- Business operators can have access to the Accessibility Improvement Grant Program if they can provide written consent to conduct the improvements from the owner of the property.
- The subject property shall not be in a position of tax arrears. All taxes owing shall be paid or canceled, prior to the disbursement of any grant money.

Landscape Improvement Grant Program

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

Program-Specific Requirements

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

- Applicants must submit a Landscape Improvement Grant Program form with a design concept appropriate for the Landscape Improvement Grant Program, consistent with the Design Guidelines.
- Business operators can have access to the Landscape Improvement Grant Program if they can provide written consent to conduct the improvements from the owner of the property.
- The subject property shall not be in a position of tax arrears. All taxes owing shall be paid or canceled, prior to the disbursement of any grant money.



Heritage Building Improvement Grant Program

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

Program-Specific Requirements

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

- Applicants must submit a Heritage Building Improvement Grant Program form with a design concept appropriate for the Heritage Building Improvement Grant Program, consistent with the Design Guidelines.
- Business operators can have access to the Heritage Building Improvement Grant Program if they can provide written consent to conduct the improvements from the owner of the property.
- The subject property shall not be in a position of tax arrears. All taxes owing shall be paid or canceled, prior to the disbursement of any grant money.

F2/ Facilitating New Development

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

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

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

Planning and Development Fees Rebate Program

The Planning and Development Fees Rebate Program provides grants/rebates of various municipal development application fees to offset the cost of specific planning and development fees for qualifying redevelopment projects to stimulate new investment in Shelburne. The rebate applies to most municipal fees for planning and development applications (except for the building permit fee itself). The rebate of these fees would be paid to the property owner, regardless of who pays the fee. All property owners within Shelburne would be eligible for program participation, subject to program requirements. Payment of fees is usually required by the Town at the application stage for planning approval(s) and demolition permits. Upon



final inspection of the completed and occupied project, a rebate is provided in an amount equal to all eligible fees collected from the property owner. This program does not apply to any performance or maintenance guarantees (i.e., letters of credit) posted by the proponent, required professional studies, or expenses, including deposits incurred by the applicant because of the Town's participation at the Local Planning Appeal Tribunal (LPAT) proceedings.

Program-Specific Requirements

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

- Official Plan Amendment;
- Zoning By-law Amendment;
- Minor Variance;
- Site Plan Application; and,
- Demolition Permit.

Residential Unit Development Grant Program

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

Program-Specific Requirements

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

Redevelopment Tax Rebate Program

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

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

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



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

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

Program-Specific Requirements

- Any property owner wishing to be considered for a grant under this program must complete and submit a Redevelopment Tax Rebate Application Form to the Town prior to the commencement of any works and prior to application for building permit.
- The property shall be redeveloped such that the amount of work undertaken is sufficient enough to result in an increased revaluation by the Property Assessment Office and further, the total value of the tax rebate provided under this program shall not exceed the total value of work done under eligible program costs.
- Eligible program costs include the costs of:
 - Site preparation including construction/improvement of on-site public works;
 - Demolition; and,
 - Reconstruction.

- Actual costs for any or all of the eligible items may be subject to independent audit, at the expense of the property owner.
- All property owners participating in this program would be required to enter into a Redevelopment Agreement with the Town which would specify the terms of the tax rebate. All Redevelopment Tax Rebate Applications and implementing agreements must be approved by Town Council.

Recommendation #5: Administrative Responsibilities

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

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



A1/ Seek or Establish Sources of Revenue for Capital Projects

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

Rural Economic Development (RED)

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

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

The Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) is not currently accepting applications to the Rural Economic Development Program but was accepting applications from July 30, 2018 to September 28, 2018.

There has been a strong demand for its continuation, reflecting the benefits of this initiative for the food and agriculture sectors, rural economies and Ontario families.

Business Retention and Expansion Program (BR+E)

OMAFRA also supports local businesses through its Business Retention and Expansion (BR+E) Program that builds locally-based strategies to support businesses, retain and create new jobs, and grow opportunities in Ontario's rural communities.

Program happens in four stages and takes approximately two years to complete (www.ontario.ca/page/business-retention-and-expansion-program).

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

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

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



Ontario Trillium Foundation

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

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

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

Southwestern Ontario Development Fund (SWODF)

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

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

In addition, projects need to:

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

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



Provincial Gas Tax Revenue

Provincial gas tax revenue is a potential revenue source that the Town of Shelburne may be eligible for if the Town invests in a transit service. Gas tax funds are dedicated to transit and cannot be used for any other purpose. Unless otherwise approved by MTO, gas tax revenues are only provided to support municipal public transportation expenditures above a municipality's baseline spending and not to reduce or replace current levels of municipal public transportation funding. The funding allocation that the participating municipalities receive depends on the total funding envelope available, their transit ridership and the municipal population. To calculate potential gas tax dollars that may be available for a municipality, 70 percent of the funding formula is based on the transit system's ridership compared to the provincial total.

The remaining 30 percent is based on the population of the municipality relative to the provincial total (of all participating municipalities) as estimated by the Ministry of Finance through the Census.

This formula provides an incentive for ridership growth and provides more support for growing municipalities. For new recipients such as Shelburne, gas tax funding is based solely on the population served in the first year; transit ridership level is then considered for year two and all subsequent years.

Municipal Financial Tools

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

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

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



A2/ Establish an Oversight Committee to Implement this Plan.

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

A3/ Support ongoing volunteerism

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

Recommendation #6: Maintenance/Operations

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

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

01/ Prepare a maintenance framework

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

02/ Funding for Ongoing Maintenance

Maintenance costs are typically to be funded through:

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



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

Design for Lower Maintenance

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

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

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

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

The Role of the BIA

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

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

Adopt-a-Park/Street Program

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

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



Recommendation #7: Marketing Strategy

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

M1/ Complete a First Impressions Downtown Report

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

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

1. FICE will first orient the program to the community.
2. FICE will identify a partner community traditionally 2-3 hours away to participate in the exchange of impressions.

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

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

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



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

The Report also identifies opportunities for improvement, such as the state of stores' façades and the need for more:

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

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

M2/ Prepare Marketing Materials

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

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

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

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



M3/ Branding

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

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

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

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

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

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

M4/ Festivals and Events

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

Existing Events

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

Event Ideas

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

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



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

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

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

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







SECTION 4

RECOMMENDATIONS CHECKLIST



SECTION 4 RECOMMENDATIONS CHECKLIST

P Public Realm Improvements

Make the public realm more inviting for pedestrians.

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

T Transportation Improvements

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

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

PP Planning Policy

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

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

F Financial Incentive Programs

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

- F1 Promoting Improvements
- F2 Facilitating New Development

A Administration

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

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

O Maintenance/Operations

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

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

M Marketing Strategy

Promote the Town to bring in new visitors.

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



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SECTION 5

QUICK WINS AND SHORT-TERM
PRIORITIES



SECTION 5 QUICK WINS AND SHORT-TERM PRIORITIES

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

Four Quick Wins

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

Four Short-Term Priorities

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

Other Top Priorities

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







Shelburne Community Improvement Plan

Marketing Strategy

May 30th 2019





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1. About the Shelburne Community Improvement Plan

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

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

The Shelburne CIP provides seven key recommendations:

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

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



2. Marketing the Shelburne Community Improvement Plan

2.1 Marketing Goals

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

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

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

2.2 Target Market(s)

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

Existing Business Owners/Property Owners & BIA

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

Potential New /Relocating Businesses and Entrepreneurs

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

Real Estate Professionals



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

Tourists

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

Current Residents

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

2.3 Marketing Initiatives

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

2.3.1 Logo/Brand Development

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

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

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

2.3.2 CIP Webpage/Social Media Campaign

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



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

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

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

2.3.3 Real Estate Conference/Realtor Roundtable

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

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

Metric: Number of visitors to event booth

2.3.4 Traditional Media Advertisements

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

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

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

2.3.5 Signage

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



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

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

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

2.3.6 Celebrate Success Stories

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

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

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

2.4 Responsibilities for Implementing the Marketing Strategy

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

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



2.5 Recommended Marketing Collaterals

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

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



Shelburne Community Improvement Plan

Monitoring, Evaluation and Financial Strategy

May 30th 2019





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1. Monitoring Strategy

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

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

1.1 Data Collection

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



1.2 Evaluation Measures

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

Figure 1: Shelburne CIP Measures

Element of CIP	Objective	Recommended Measure	Suggested Target by Year 5
Establish the Environment for Change	Public sector leadership, administrative support and marketing to ensure the Town of Shelburne is championing the CIP and establishing the vision	<ol style="list-style-type: none"> 1. # of public realm improvement projects undertaken as part of the CIP including streetscape improvements and park rehabilitation projects 2. # of transportation projects undertaken that support the CIP including traffic calming, active transportation projects and parking initiatives 3. Implementation of the Shelburne CIP Marketing Strategy 	<ul style="list-style-type: none"> ▪ 1 major and 2-3 minor public realm improvements undertaken each year (depending on budget) ▪ 1 major and 2-3 minor transportation projects undertaken each year (dependant on budget) ▪ Full implementation of the Shelburne CIP Marketing Strategy



Element of CIP	Objective	Recommended Measure	Suggested Target by Year 5
Reduce the Risk of Development	Planning approval processes and policies that support the goals of the CIP and are consistent with its intent	<ol style="list-style-type: none">1. Planning and policy changes initiated that support the CIP including streamlined OP, zoning, parking and parkland amendment forms2. Level of satisfaction with planning processes	<ul style="list-style-type: none">▪ Review of all planning application forms▪ Increased level of satisfaction with planning application processes from Year 1



Element of CIP	Objective	Recommended Measure	Suggested Target by Year 5
Reduce the Costs of Private Sector Investment	Enable the private sector to participate in the CIP by reducing financial barriers	<ol style="list-style-type: none"> 1. # of applications, pre-consultation meetings or direct inquiries received for financial incentive programs 2. # of grant applications received for each of the following programs: <ol style="list-style-type: none"> a. Façade Improvement b. Sign Improvement c. Accessibility Improvement d. Landscape Improvement e. Planning and Development Fees Rebate f. Residential Unit Development g. Redevelopment Tax Rebate h. Heritage Building Improvement 3. # of applications for financial incentive programs approved each year 	<ul style="list-style-type: none"> ▪ 15-25 pre-consultations per year by Year 5 ▪ Year-over-year increase in consultations over the life of the CIP as awareness and marketing plan are implemented ▪ 5-10 applications per year by Year 5 ▪ 5-10 applications approved per year by Year 5



2. Financial Strategy

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

2.1 Funding of Financial Incentives

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

2.1.1 Base Funding

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

2.1.2 Incentive-Specific Funding

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

2.1.3 Redevelopment Tax Rebate

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

2.1.4 Marketing Funding

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



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