



Township of Selwyn

Community Improvement Plan

October 2020



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1 Introduction

1.1 Purpose

The Township of Selwyn adopted a Community Improvement Plan (CIP) for the commercial core areas in the Villages of Bridgenorth and Lakefield and the Hamlets of Ennismore and Young's Point in November of 2012. Implementation of the Public Realm Improvement Strategy and three of the seven incentive programs in the CIP commenced in 2013.

The Township then updated its CIP in April of 2018. The Community Improvement Project Area (CIPA) was expanded to all land within the Township of Selwyn, as amended from time to time, with the four commercial core areas having the highest priority within that CIPA. A Ground Signage Improvement Grant was also added, bringing the total number of incentive programs in the CIP to eight.

Over two years has passed since the last update of the CIP. The CIP has been quite successful with over 90 incentive program applications received by the Township and 88 of these applications approved and associated projects completed to the end of 2019. Therefore, the Township has gained considerable knowledge and insights into the effectiveness and administration of its incentive programs. This knowledge can be used to enhance the incentive programs contained in the CIP.

More recently, the Township has responded to the economic impact of the covid 19 pandemic on businesses in the CIPA, including the four commercial core areas. The Township funded a Business Re-opening Program administered by Community Futures Peterborough to assist business in Selwyn Township with costs associated with the covid 19 pandemic. With a funding commitment of up to \$250,000 from Township Council, the Business Re-Opening Program provided grants of up to \$2,500 to individual businesses for covid 19 related costs such as personal protective equipment, sanitation products, plexiglass, signage, and floor markings, but the intake of applications for this temporary program ended on August 31, 2020. The need for a more permanent grant program to support business in Selwyn with costs related to building adaptation measures to reduce and prevent the transmission of covid 19 was identified by local businesses, Township staff and Council.

Therefore, the Township retained RCI Consulting to conduct a review and update of its CIP to enhance the incentive programs and make it more responsive to these community improvement needs identified in Selwyn. RCI Consulting worked closely with Township staff and Council during the review and update process, drawing on their

several years of experience with the CIP programs. In addition, the CIP update was informed and guided by consultation with the Economic Development and Business Committee (EDBC) (see list of members in **Appendix B**). The methodology employed for both the 2018 and 2020 review and update of the CIP is described in Section 1.3.

The purpose of the CIP is to:

- a) Identify an appropriate Community Improvement Project Area that captures and prioritizes areas within the Township that are in need of community improvement;
- b) Identify key community improvement needs both in the commercial core areas and in other areas of the Township;
- c) Adjust the toolbox of incentive programs that can be offered by the Township to better address community improvement needs and directly stimulate private sector investment in the revitalization and redevelopment of the commercial core areas and other areas in the Township;
- d) Update the Public Realm Improvement Strategy that contains recommended improvements to various features in the commercial core areas that will enhance the pedestrian environment and promote private sector investment activity; and,
- e) Specify Village and Hamlet Core Design Guidelines that can be used by the Township to guide enhancement of buildings, properties and streets within the village and hamlet areas.

1.2 Study Area Assessment

The study area for this CIP is the entire municipality. The 2018 review and update of the CIP re-examined the project area boundaries of the four commercial core areas in the original 2012 CIP (see **Appendix A**), including nearby properties, to determine if any properties should be added or removed from the commercial core project areas.

Next, a number of additional areas spread across several parts of the municipality were identified in consultation with Township staff and studied to determine the properties within each additional area most in need of community improvement, and the types of community improvement most needed in these areas. The additional study areas included:

- 1) Chemong Road from Third Line to Bridgenorth;
- 2) Third Line (County Road 19) from Chemong Road to Hilliard Street & small section of County Rd 19 from Chemong Road west towards Fairbairn Street;
- 3) Eighth Line (County Road 18) from Centre Line to Lakefield (Lakefield Road);
- 4) Portion of Robinson Road in Ennismore;
- 5) Hamlet of Selwyn at Twelfth Line and Buckhorn Road; and,
- 6) Lakefield Road from Woodland Drive to Eighth Line.

Finally, study area assessment determined that there are also a number of commercial, industrial, institutional and mixed use buildings sprinkled throughout other parts of the municipality in need of community improvement.

The results of the above noted study area assessment are presented in Sections 4 and 5, and the resulting recommended Community Improvement Project Area boundary is shown and described in Section 6. The Community Improvement Project Area as noted in Section 6 was designated by a by-law passed by Council in 2018, and the CIP applies to this designated Community Improvement Project Area.

1.3 General Methodology

A number of tasks were completed in the 2018 review and update of the CIP. These tasks included:

- As noted above, an assessment of land use, building characteristics, and community improvement needs in the commercial core areas and other parts of the study area, including a driving and walking tour of various parts of the study area conducted by Town staff and the consultant;
- Updating the review of the legislative framework for the CIP;
- Updating the review of relevant Township, County and Provincial planning and policy documents;
- Updating of the Public Realm Improvement Strategy;
- A review of the existing CIP, including: discussions with Township staff responsible for administering and marketing the three CIP incentive programs that have been implemented to date; a quantitative review of data on the uptake and results associated with the three CIP incentive programs implemented to date from inception in 2013 to the end of 2016; and a review of the content and functionality of the CIP incentive program marketing materials, program guides and application forms on the Township's website;
- Discussion of critical community improvement needs in the existing commercial core project areas and additional areas with the EDBC in April of 2017;
- Development and presentation of an expanded draft Community Improvement Project Area and new and enhanced draft incentive programs to staff and the EDBC in August of 2017;
- A Public Open House held in October of 2017; and,
- Finalization of the expanded Community Improvement Project Area and new and enhanced incentive programs based on feedback received from Township staff, Council, the EDBC and the public during the consultation process.

The following tasks were completed during the 2020 review and update of the CIP:

- Updating the review of the legislative framework for the CIP;
- Updating the review of relevant Township, County and Provincial planning and policy documents;
- Updating of the Public Realm Improvement Strategy to identify all projects completed to date;
- A quantitative review of data on the uptake and results associated with the four CIP incentive programs implemented to date from inception of the CIP in 2013 to the end of 2019;
- A scoped best practices review of similar CIP programs in a number of Ontario municipalities;
- Discussions with the Township staff responsible for administering and marketing the CIP incentive programs that have been implemented to date regarding the key community improvement needs not being met by the 2018 incentive programs, and potential incentive program enhancements;
- A Critical Needs Analysis of the existing incentive programs in the CIP to identify short term and long term community improvement needs that have arisen since 2018, and how the incentive programs can better respond to those needs;
- Two meetings with the Economic Development and Business Committee (EDBC), with the first meeting held on June 22, 2020 to discuss the key community improvement needs not being met by the current incentive programs and potential incentive program enhancements, and the second meeting held on August 24, 2020 to obtain input on draft updated incentive programs;
- Presentation of the CIP Update and draft updated incentive programs to Township Council on September 8, 2020; and,
- Finalization of the updated incentive programs based on feedback received from Township staff, the EDBC, and Council.

1.4 Report Content

This CIP is divided into the following sections:

- Section 2 contains the review of the legislative framework for the CIP.
- Section 3 contains the review of the policy and regulatory framework for the CIP.
- Section 4 contains a summary and assessment of the physical and building characteristics for each of the commercial core areas in Bridgenorth, Ennismore, Lakefield and Young's Point, and additional areas within the Township.
- Section 5 contains the Critical Needs Analysis done to identify key community improvement needs in the township, including an update to identify critical needs not being met by the 2018 CIP.

- Section 6 describes the Community Improvement Project Area (Project Area) for the CIP, including three priority areas identified within the overall Project Area.
- Section 7 provides a brief summary of the Village and Hamlet Core Design Guidelines, which are available under separate cover.
- Section 8 presents the Public Realm Improvement Strategy for the commercial core project areas, with updates on the projects that have been completed to date.
- Section 9 contains an updated comprehensive tool kit of municipal Financial Incentive Programs specifically designed to help spur private sector building and property improvements in the Project Area.
- Section 10 contains an Implementation Strategy that outlines the priorities for implementation of the various actions in this CIP and the key stakeholders who will be involved in implementing these actions.
- Section 11 contains a Monitoring Program designed to assist the Township in monitoring progress on implementation of the CIP and the economic and other impacts of the programs contained in the CIP.
- Section 12 contains a basic Marketing Strategy for the CIP.
- Section 13 provides a brief conclusion to the CIP.

2 Legislative Framework

2.1 Municipal Act, 2001

Section 106 (1) and (2) of the *Municipal Act, 2001* prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses. Prohibited actions include giving or lending any property of the municipality, including money; guaranteeing borrowing; leasing or selling any municipal property at below fair market value; and giving a total or partial exemption from any levy, charge or fee.

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

Section 365.1 of the *Municipal Act, 2001* operates within the framework of Section 28 of the *Planning Act*. A municipality with an approved CIP in place that contains provisions specifying tax assistance for environmental remediation costs can pass a by-law providing tax assistance to an eligible brownfield property in the form of a deferral or cancellation of part or all of the taxes levied on that property for municipal and education purposes during the rehabilitation period and the development period of the property, both as defined in Section 365.1 (1) of the *Municipal Act, 2001*. Municipalities may also apply to the Province to provide matching education property tax assistance through the Province’s Brownfields Financial Tax Incentive Program (BFTIP).

Section 107 of the *Municipal Act, 2001* describes the powers of a municipality to make a grant, including the power to make a grant by way of a loan or guaranteeing a loan, subject to Section 106 of the *Municipal Act, 2001*. In addition to the power to make a grant or loan, these powers also include the power to sell or lease land for nominal consideration or to make a grant of land; provide for the use by any person of land owned or occupied by the municipality, upon such terms as may be fixed by council; sell, lease or otherwise dispose of at a nominal price, or make a grant of, any personal property of the municipality or to provide for the use of the personal property on such terms as may be fixed by council.

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

2.2 Planning Act

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

According to Section 28 (1), a “community improvement project area” is defined as “a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason”.

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

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

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

Section 28 (7.1) specifies that the eligible costs of a CIP for the purposes of Subsection 28 (7) may include costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities. Again, this includes a wide range of activities that can be considered as eligible costs for grants and loans.

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

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

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

2.3 Ontario Heritage Act

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

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

Another advantage of the *Ontario Heritage Act* is that interpretation of Section 39 (1) of the *Heritage Act* suggests that this section does not restrict grants and loans only to heritage features. Section 39 (1) of the *Ontario Heritage Act* refers to “...paying for the whole or any part of the cost of alteration of such designated property on such terms and conditions as the council may prescribe.” Consultations with provincial staff and legal experts have confirmed that this section of the Act does not restrict grants and loans only to heritage features.

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

2.4 Development Charges Act

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

Municipalities can also use a CIP (Section 28 of the *Planning Act*) to offer a reduction in development charges in the form of a grant equivalent to part or all of the development charge normally payable. It is much easier for a municipality to offer a reduction of development charges for certain types of development such as residential intensification and/or projects that achieve sustainability performance criteria within a CIP than within a development charge by-law. This is because the CIP is inherently more flexible and can provide grants based on meeting intensification targets and/or project performance criteria, while development charge reductions within a development charge by-law are typically based on location of the development within a specific geographic area, e.g., downtown, or a specific type of site, e.g., a brownfield site.

3 Policy & Regulatory Framework

3.1 Provincial Policy Statement, 2020

The Provincial Policy Statement (PPS) is issued under Section 3 of the *Planning Act* and provides direction on matters of provincial interest related to land use planning and development. Section 3 of the *Planning Act* requires that, “decisions affecting planning matters shall be consistent with policy statements issued under the Act”.

The Province of Ontario released the latest version of the PPS in February of 2020, and the policies took effect on May 1, 2020. The vision for land use planning in Ontario in the PPS states that “the long-term prosperity and social well-being of Ontarians depends on planning for strong, sustainable and resilient communities for people of all ages, a clean and healthy environment, and a strong competitive economy”. To this end, the key policies in the PPS promote:

- Efficient and cost-effective development and land use patterns, an appropriate range and mix of affordable and market based residential types, improving accessibility for persons with disabilities and the elderly, and promoting development and land use patterns that conserve biodiversity and reduce the impacts of climate change (Section 1.1.1);
- Land use patterns that support active transportation, promote energy efficiency, and minimize the negative impacts to air quality and climate change (Section 1.1.3.2);
- Opportunities for transit supportive development, intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected need (Section 1.1.3.3);
- An appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs and the social, health, economic and well-being requirements of current and future residents (Section 1.4.3);
- Healthy, active communities with parks, public and open spaces, trails and linkages that facilitate active transportation and the provision of public access to shorelines (Section 1.5.1);
- Long-term economic prosperity through the maintenance and enhancement of the vitality and viability of downtown and mainstreets (Section 1.7.1d) and the redevelopment of brownfield sites (Section 1.7.1f);
- Encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including built heritage resources and cultural heritage landscapes (Section 1.7.1 e);
- Opportunities for sustainable tourism development (Section 1.7.1 h); and,

- Land use and development patterns that support energy conservation and efficiency, improved air quality, reduced greenhouse gas emissions, and preparing for the impacts of changing climate (Section 1.8.1).

3.2 Ontario Housing Policy Statement, 2011

On July 1, 2016, the Province of Ontario replaced its Ontario Housing Policy Statement with the “Policy Statement: Service Manager Housing and Homelessness Plans” issued under Section 5 of the *Housing Services Act, 2011*. This Policy Statement recognizes municipalities as the largest contributors to funding for housing and homelessness services and developing more cost effective and efficient housing programs. The City of Peterborough is the Consolidated Municipal Service Manager for the service area, including the Township of Selwyn, to deliver and administer affordable housing programs under the *Housing Services Act, 2011*.

3.3 Growth Plan for the Greater Golden Horseshoe

The 2019 Growth Plan for the Greater Golden Horseshoe (“Growth Plan”) came into effect on May 16, 2019 and replaces the 2017 Growth Plan. The 2019 Growth Plan is the Province of Ontario’s growth strategy for the GGH region, which includes the County of Peterborough.

The Growth Plan provides an overall growth strategy that builds upon the policy foundations in the PPS and is implemented primarily by municipal planning documents such as official plans, and other municipal tools including community improvement plans. The Growth Plan works together with the Greenbelt Plan, the Oak Ridges Moraine Conservation Plan and the Niagara Escarpment Plan to manage growth, build complete communities, curb sprawl and protect the natural environment.

The Growth Plan seeks to build vibrant and complete communities that:

- Feature a diverse mix of land uses, including residential and employment uses, and convenient access to local stores, services, and public service facilities;
- Prioritize intensification and higher densities to make efficient use of land and infrastructure;
- Provide a diverse range and mix of housing options, including affordable housing to serve all sizes, incomes, and ages of households;
- Ensure the development of high quality compact urban form;
- Integrate green infrastructure and low impact development;
- Protect and enhance natural resources;
- Support a strong and competitive economy; and,
- Optimize the use of new and existing infrastructure.

The County of Peterborough is considered a “Rural Area” within the Growth Plan. Similar to the urban areas, the desire for rural areas is also complete communities with a range of land use types; a diverse mix of housing options; high quality open spaces; sustainable transportation choices; connected pedestrian and cyclist networks; and energy conservation measures. The Growth Plan encourages municipalities to plan for a variety of cultural and economic opportunities within rural settlement areas to serve the needs of rural residents and area businesses.

Lakefield is within the Delineated Built-Up Area while Bridgenorth, Ennismore and Young’s Point are in the Undelineated Built-up Area. The vast majority of growth will be directed to Delineated Built-Up Areas and growth will be limited in Undelineated Built-Up Areas. The Growth Plan directs that all municipalities will develop a strategy to achieve the minimum intensification target and intensification throughout the delineated built-up area.

The Growth Plan notes that existing employment areas outside of settlement areas on rural lands that were designated for employment uses in an official plan that was approved and in effect as of June 16, 2006 may continue to be permitted. Expansions to these existing employment areas may be permitted only if necessary in order to support the immediate needs of existing businesses, and if compatible, with the surrounding uses.

3.4 Official Plan

As of October 2008, the County of Peterborough Official Plan (the “Official Plan”) functions as the lower tier Official Plan for Selwyn Township. The Official Plan is the comprehensive policy document that outlines the County’s long term objectives and policies governing growth management, land use planning, and the provision of municipal services throughout the County, including Selwyn Township. Selwyn Township currently contains approximately one-third of the County’s population base, and is planned to accommodate a similar proportion of the County’s growth over the next twenty years. The Official Plan directs how this growth is to occur.

The Official Plan contains three general components that are relevant to the preparation of this CIP (strategic objectives, land use policies, and community improvement policies). Each of these components is discussed in the subsections below.

3.4.1 Strategic Objectives

Section 1.2 of the Official Plan outlines an overall strategy that coordinates the intent and direction of the vision statements, goals, objectives and policies within the Official Plan. Utilizing a watershed approach to the County, this strategy strives to:

- Respect and protect the County's traditions of rural lifestyle by ensuring that potential impact from developments of a particular size or sensitivity is considered within the watershed area;
- Maintain and enhance the County's quality of life through managed orderly growth and development while considering the natural environment and watersheds as a basis for the management of future development;
- Protect the integrity of the environment by recognizing all natural resources as important features to be protected, regulated and enhanced by a 'holistic' or ecosystem approach that is based on watershed areas to reflect natural systems rather than political boundaries; and,
- Provide an efficient, helpful, cost-effective form of County government in which joint planning and cost-sharing strategies are encouraged between local municipalities in similar watershed areas.

Sections 4.0 and 5.0 of the Official Plan identify a series of goals and objectives for the County on a number of themes, including settlement areas, economic development, housing, transportation and heritage. These sections identify that the County will strive to:

- Promote efficient utilization of existing services and facilities;
- Encourage a full range of living and employment opportunities
- Promote the role of settlement areas as the primary employment centres;
- Support main streets and downtown areas as the primary local retail and service areas;
- Participate in initiatives that support four season tourism opportunities;
- Encourage the provision of affordable housing and a variety of housing types;
- Ensure opportunities for a range of housing options and support services for seniors;
- Encourage local municipalities to adopt and implement community improvement plans;
- Prevent the demolition, destruction, inappropriate alteration or use of heritage resources;
- Encourage the preservation, improvement and utilization of heritage resources.

3.4.2 Land Use Policies

Section 6.0 of the Official Plan outlines the land use policies that guide the planning and development of land within Selwyn Township. Lands examined within the study area fall either within the rural component (Section 6.2) or urban component (Section 6.3) of the Official Plan. Further discussion on the specific land uses and policies in the commercial core study areas (Lakefield, Bridgenorth, Ennismore and Young's Point) and the additional study areas is provided in Sections 4 and 5, respectively, of this CIP. The Lakefield and Bridgenorth study areas are principally designated a combination of commercial and residential designations within the urban component of the Official Plan. Lakefield and Bridgenorth are growth centres that are to accommodate commercial and residential growth within the Township. Lakefield is the principal growth centre given its full municipal servicing. Bridgenorth is a secondary growth centre given its lack of municipal servicing but due to its prominence as a service centre. These growth centres are intended to provide the broad range of land uses expected of a village core, including commercial, residential, community and institutional uses.

The Ennismore and Young's Point study areas are designated "Hamlet" within the rural component policies of the Official Plan. The general intent of the rural policies is to protect the area's character while allowing opportunities for economic activities that depend on the area's natural resources. The hamlets are recognized as the service centres for the surrounding residential areas in terms of commercial and community uses.

The additional study areas have a variety of land use designations including Highway Commercial, Rural Industrial and Rural.

The Hamlet of Buckhorn is designated as a Rural Settlement Area; and is intended to support minor infill development and/or limited extension of existing development. Buckhorn is a separate Community Improvement Project Area and has its own CIP known as the Buckhorn CIP

3.4.3 Community Improvement Policies

Based on a request from the Township of Smith-Ennismore-Lakefield (now the Township of Selwyn), the County of Peterborough adopted Amendment No. 12 to its Official Plan, which took effect on January 4, 2012. This Official Plan Amendment updated the existing Community Improvement Policies (Section 7.25) in the Official Plan. Amendment No. 12 replaced Community Improvement Policies that were dated, lacked sufficient detail, and contained a number of omissions and redundancies in relation to Section 28 of the *Planning Act*. The new Community Improvement Policies conform to Section 28 of the *Planning Act*, provide more detail than the previous

policies, and ensure the Township can implement a range of incentive programs, policies and municipal actions as part of any CIP. A summary description of the key aspects of the new Community Improvement Policies in the County Official Plan is provided below and a copy of Section 7.25 of the County Official Plan is contained in **Appendix C**.

Section 7.25.1 sets out the purpose of the Community Improvement Policies in the Official Plan, which is to provide a comprehensive framework for the designation of community improvement project areas and the preparation, adoption and implementation of community improvement plans by the Township that promotes the maintenance, rehabilitation, redevelopment and revitalization of the physical, social and economic environment in the Township.

Section 7.25.2 sets out a number of goals and objectives for community improvement plans in the Township. Many of these goals and objectives apply to the core areas in Bridgenorth, Lakefield, Ennismore and Young's Point. This includes the renovation, repair, rehabilitation and redevelopment of the built environment, encouraging infill and intensification, improving the streetscape, maintaining and improving municipal services, and promoting community economic development.

Section 7.25.3 sets out the criteria that must be present for designation of a community improvement project area with the requirement that at least one, and preferably more than one, of the specified criteria must be satisfied. The core areas in Bridgenorth, Lakefield, Ennismore and Young's Point in fact satisfy a number of the criteria for designation of a community improvement project area.

Section 7.25.3 also sets out the priorities for the designation of community improvement project areas and phasing of community improvements. Priority for designation of community improvement project areas will be given to existing built up areas and those areas where the greatest number of criteria for designation of community improvement project areas are present. Phasing of community improvements will take place in a logical sequence that focuses on those improvements that will most substantially improve the aesthetic, environmental and service qualities of a community improvement project area, while reflecting the capability of the Township and the County to fund community improvement projects.

Finally, Section 7.25.4 specifies the general contents of a CIP and that the preparation of a CIP shall meet the minimum requirement of the *Planning Act* for public consultation.

3.5 Zoning By-law

By-Law No. 2009-021 is the Comprehensive Zoning By-law (the “Zoning By-law”) for Selwyn Township. Adopted in 2009, the Zoning By-law implements the policies of the Official Plan by specifically regulating the use of land in terms of permitted uses and built form. There are several land use zones that apply to properties within the four commercial core areas, including Highway Commercial (C1) and Local Commercial (C2), Residential (Type 1, 2 or 3), Community Facility (CF) and Recreational Open Space (RE). Most of the properties in the additional study areas are zoned Highway Commercial (C1), Local Commercial (C2) or Rural Industrial (M1).

The following provides a description of the permitted uses and regulations for the commercial zones and the rural industrial zone within the Township’s Zoning By-law as these are the most relevant for discussion purposes considering the nature of the study areas for the CIP. In terms of permitted uses for the commercial zones, the Highway Commercial (C1) zone permits primarily automobile-related commercial uses, as well as service, office and retail commercial uses that are accessory to these automobile-related uses and an upper storey ancillary residential unit. The Local Commercial (C2) zone permits a broad range of service, office and retail commercial uses that would be expected in a village core area, as well as upper floor residential units as part of non-residential buildings. The Rural Industrial (M1) Zone permits a range of uses such as farm equipment sales and service, motor vehicle service and repair, machine/workshop, manufacturing, processing, assembling or fabrication plant, warehouse, bulk storage, building supply outlet, etc.... The Community Facility (CF) zone permits only community and institutional type uses, and has no permissions for residential uses.

3.6 Sign By-law

The Township passed a Sign By-law in 2012. The Sign By-law regulates the design and placement of signs throughout the Township and is principally concerned with regulating the type, location, size and permitting of signs on private properties within the Township. This is done via the requirement for a sign permit issued by the Township.

Within the commercial zones, a number of sign types are permitted, including fascia, ground, sandwich board, hanging, window, electronic message display, mobile, and poster panel signs, among others. The display of mobile signs is limited to 90 days per calendar year. However, there are additional requirements and regulations for signs within the commercial core project areas of Lakefield, Bridgenorth, Ennismore and Young’s Point, including the prohibition of mobile signs in these areas after December 31, 2014.

3.7 CAUSE Study

In 1991, the Ontario Architects Association (OAA) undertook a “Community Assist for an Urban Study Effort”, or CAUSE Study, specifically for the Village of Lakefield. A CAUSE Study was a program developed by the OAA that enabled teams of professionals to undertake an intensive weekend study of a particular community to identify local issues, opportunities, and a plan for resolution and implementation of recommendations. A CAUSE Study was initiated for the core area of Lakefield given a number of unresolved issues in the area, including: a lack of coordination and focus; insufficient parking; poor connections and public access to the waterfront; lacking infrastructure; lacking overnight accommodations; and limited expansion potential.

Ultimately, the CAUSE Study was a comprehensive and inclusive community project that included a research, brainstorming and design exercise for the core area of Lakefield. Through the process, the community identified a number of issues and concerns affecting the core area. In summary, the key general themes that are relevant to the preparation of the CIP include:

- Maintaining the intimate and small scale village atmosphere;
- Becoming a greater destination for visitors (together with amenities that support tourism), without becoming a tourist town;
- Better defining the main entrances to the core;
- Embracing and celebrating the history and context of the village (people, buildings, events and industry)
- Ensuring tighter controls on buildings and architecture to ensure the village character is maintained;
- Accommodating more opportunities for seniors to live downtown;
- Repairing and enhancing many streets in need of repair, including the addition of trees and other amenities;
- Improving the interface with the waterfront, including connections (along the waterfront and to the core area businesses) and activity areas;
- Improving building conditions and building signage throughout the area; and
- Enhance efforts at branding the village and its particular community identity.

The CAUSE Study identified a number of recommendations for improvements to the public realm in the Lakefield Village core, including recommendations on entrance features, infill development, architecture, streetscape improvements, parking area improvements, pedestrian connections, and waterfront improvements. A number of these recommendations were also incorporated into a CIP that was prepared for Lakefield in 1992.

3.8 Lakefield CIP

The former Council of the Corporation of Lakefield adopted a CIP for the Village of Lakefield on December 21, 1992. Basically, the entire Village of Lakefield was designated as the Community Improvement Project Area for this 1992 CIP. The main goal of the 1992 CIP was to develop and implement an overall strategy for the renewal and revitalization of the main central area as the focal point of economic activity within the Village. Like many CIPs prepared during the 1980s and early 1990s, the Lakefield CIP focused on municipal infrastructure, streetscape, parking and open space improvements in order to provide and enhance opportunities for infilling and intensification, as well as the renewal and revitalization of the central business area. The Lakefield CIP did not contain any financial incentive programs.

The Lakefield CIP was prepared in order for the municipality to satisfy the requirements for obtaining provincial funding under provincial programs such as the Commercial Area Improvement Program (CAIP), the Program for Renewal, Improvement and Development (PRIDE), and its predecessor, the Neighbourhood Improvement Program (NIP). A PRIDE grant of \$200,000 was awarded to the Village conditional upon the completion of the necessary CIP. These provincial programs provided funding to municipalities primarily for improvements to municipal services, streetscaping, parkland, and parking areas, usually in downtowns and business improvement areas. Activities such as the municipal provision of grants and loans were not explicitly contemplated or included in these early CIPs. The provincial programs were phased out by the early 1990's and the CIP all but disappeared from the planning landscape in Ontario.

The municipal infrastructure and open space improvements included in the Lakefield CIP were general improvements to the municipal water supply and distribution system, sewage treatment system, storm drainage system and municipal roads. As well a number of infrastructure and open space improvements were recommended to promote renewal and revitalization of the main central area in Lakefield, and improvements to the waterfront area, recreational open spaces and the industrial area. The CIP proposed to phase the improvements to public lands recommended in the CIP over a 15 year period to 2006. The total estimated cost of the recommended infrastructure and open space improvements in the Lakefield CIP was \$7,605,590 with \$2,595,590 to be spent in the first three years. The CIP noted that the implementation of the various project components will be governed, to a large extent, by the availability of funding, both at the municipal level and the level of senior government assistance.

A number of the public realm recommendations in the Lakefield CIP were acted on and completed by the former municipality. Predominately, these included improvements to the waterfront walkway, sidewalks, civic space, and streetscape furnishings. A number

other recommended improvements, such as consolidation of rear private parking areas, entrance features, defined crosswalks, among other improvements, remain outstanding. These outstanding items have been assessed to determine if they remain valid, and where appropriate, included as part of the Public Realm Improvement Strategy component of this CIP.

3.9 Buckhorn CIP

In 2016, Selwyn Township and the Municipality of Trent Lakes adopted the Buckhorn CIP for the Hamlet of Buckhorn which straddles the boundary of both municipalities. The purpose of the Buckhorn CIP is to help preserve, rehabilitate, and redevelop the existing built environment in the Hamlet of Buckhorn. The Buckhorn CIP contains incentives designed primarily to improve the facades, signage and landscaping of commercial, institutional, and mixed-use buildings.

3.10 Strategic Plan

The Township's Strategic Plan, which was updated in 2018, contains a vision statement, mission statement, values and key goals. A number of initiatives are specified to help achieve each of the goals. The Vision Statement in the Strategic Plan is for "**A progressive, sustainable community.**" The goals of the Strategic Plan are to:

1. Foster a healthy, engaged and connected community;
2. Achieve excellence in governance and service delivery;
3. Support a sustainable, balanced, and investment-ready community; and,
4. Cultivate partnerships and promote collaboration.

While this CIP will help to achieve all of these goals, the Strategic Plan specifically references the use of the CIP to help achieve goals 2 and 3 above.

3.11 Economic Strategy

The Township's Economic Strategy for the period 2002-2012 was prepared shortly after the amalgamations that formed the Township. The Economic Strategy contained an economic vision for 2012 that sees the local economy as vibrant and growing with local business people attracted to commercial and office space in the Township's villages, hamlets, and well located business and industrial parks.

The Township formed an Economic Development and Business Committee (EDBC) in 2015. This Committee led the development of new Economic Development Strategy and Marketing Plan in 2018. The Economic Development Strategy focusses on five key sectors: Development & Trades; Professional Services; Retail; Senior Services and

Tourism. In addition, a complementary Marketing Plan has also been developed to support the Economic Development Strategy.

3.12 Recreation Services Plan

The Township completed a Recreation Services Plan and Council endorsed this Plan in February of 2012. In 2017, this Plan was reviewed and updated. This Plan will guide the development of the Township's recreation system. The Plan includes 43 recommendations for actions, initiatives and improvements to implement the Plan. There are no specific references in the recommendations to properties or spaces that are within the four commercial core project areas. However, a number of the recommendations in the Recreation Services Plan have informed the Public Realm Improvement Strategy contained in this CIP, including recommendations in the Recreation Services Plan for a Recreational Trails Master Plan (since prepared and adopted) that creates a systematic approach for the trail system; the incorporation of trail user amenities (signage, seating, other amenities) at specific locations along Township trails; exploration of opportunities for community gardens; evaluation of improvements to unmaintained municipal waterfront access points; and improvements to the Robert E. Young Recreation Complex and Ennismore Community Centre.

3.13 Recreational Trails Master Plan

The Recreational Trails Master Plan was prepared in June, 2014. The goal of the Trails Master Plan is to provide the Township with a long-range strategy for trails and trail facilities. The Plan identifies the need for trail development and provides recommendations for trail improvements throughout the Township. The Plan also sets out Design Guidelines and an Implementation Strategy for these trail improvements.

3.14 Village and Hamlet Core Design Guidelines

In 2012, as part of the original CIP, the Township of Selwyn adopted Village and Hamlet Core Design Guidelines to support the CIP. The Design Guidelines express the Township's design expectations for development review and are intended to facilitate high quality well-designed projects that support the small scale and pedestrian-oriented developments that complement, and enhance the existing nature and character of the core areas. Section 7 provides a brief summary of the Village and Hamlet Core Design Guidelines, which are available under separate cover.

3.15 Public Realm Design Plan

In March of 2015, the Township of Selwyn endorsed a detailed Public Realm Design Plan for the project areas in Bridgenorth, Ennismore, Lakefield and Young's Point. The detailed Public Realm Design Plan builds on the Public Realm Improvement Strategy by providing conceptual drawings for each area and detailed construction drawings for many of the key actions contained in the Public Realm Improvement Strategy contained in this CIP. The detailed designs in the Public Realm Design Plan allows the Township to move forward with implementation of the components included in the Public Realm Improvement Strategy and the Public Realm Design Plan, subject to funding from various levels of government, including the Township, and collaboration with willing partners that may include business, service clubs, beautification organizations and other interested stakeholders.

4 Commercial Core and Additional Areas Assessment

4.1 Village of Bridgenorth

4.1.1 Background and History

The Village of Bridgenorth is located in the southern area of the Township of Selwyn, in what was formerly the Township of Smith. Smith Township was one of the first areas in the County opened up to settlement, after being surveyed in 1818. Settled based on the agricultural capabilities of the area, Smith Township began to prosper in the late 1820s with the establishment of a grist mill in the area. The area thrived on the production of grain and fruit in the area, and later cheese production.



The village of Bridgenorth, situated on the banks of Lake Chemong, had its roots in the 1840s, growing with the growth of steam navigation of the surrounding lakes, and particularly with a quality connection to Bobcaygeon. The bridge across Chemong Lake at Bridgenorth resulted in most traffic from Ennismore Township travelling through the village. Bridgenorth grew as a service centre in the community, for both residents and tourists, with shops, services and accommodation needs.

The Bridgenorth central business area provides a range of retail and service commercial uses to local residents and seasonal cottagers from the surrounding area. Bridgenorth is undergoing pressure for growth. Due to the intensity of development and the mix of existing land uses, a Secondary Plan is necessary to guide future growth and development. Growth within the Bridgenorth community is encouraged through the development of existing Residential designated lands in the area. Growth of the local business sector is a priority for the Bridgenorth community. The designation of strategic locations for commercial and industrial activity are to contribute to continued growth of the business sector, and the provision of policies for assuring the long-term viability of the local business sector are to assist in continued economic growth of the community.

4.1.2 Official Plan

The Bridgenorth area is comprised principally of two designations in the Official Plan: the “Commercial” designation mainly reflecting the village’s commercial corridor and the “Residential” designation throughout the remainder of the area (see **Figure 1**). The Commercial designation is intended to serve the residents and travelling public through Bridgenorth. The designation permits a broad range of retail and service commercial uses, including automobile sales and service, as well as apartments above stores and home occupation uses. The intent is to maintain the extent of the commercial area in a compact form without unnecessarily extending into abutting residential areas, principally focused on infilling with the commercial area. Within the Commercial designation, the Township supports high quality development with attractive architecture, as well as the rehabilitation and restoration of historically significant buildings. The Township commits to assessing the need for public off-street parking facilities to service the Bridgenorth commercial area.

The Residential designation permits a broad range of residential uses, including single detached, semi-detached, row house and apartment dwellings. The maximum height for residential buildings in the designation is three storeys, with residential densities ranging from 12 to 45 units per gross hectare depending on unit type. Residential development is contingent on proving the suitability and capacity of the water supply, hydrogeology and soils given the lack of municipal servicing infrastructure in Bridgenorth.

4.1.3 Zoning

The Bridgenorth area is generally zoned Local Commercial (C2), principally, as well Highway Commercial (C1) and Community Facility (CF) along the main Ward Street corridor through the area. Outside of the commercial corridor, properties are zoned Lakeshore Residential (LR), Residential Type 1 (R1), and Recreational Commercial (RC); as well a larger property zoned Development (D) (see **Figure 2**).

Figure 1 Bridgenorth – Official Plan

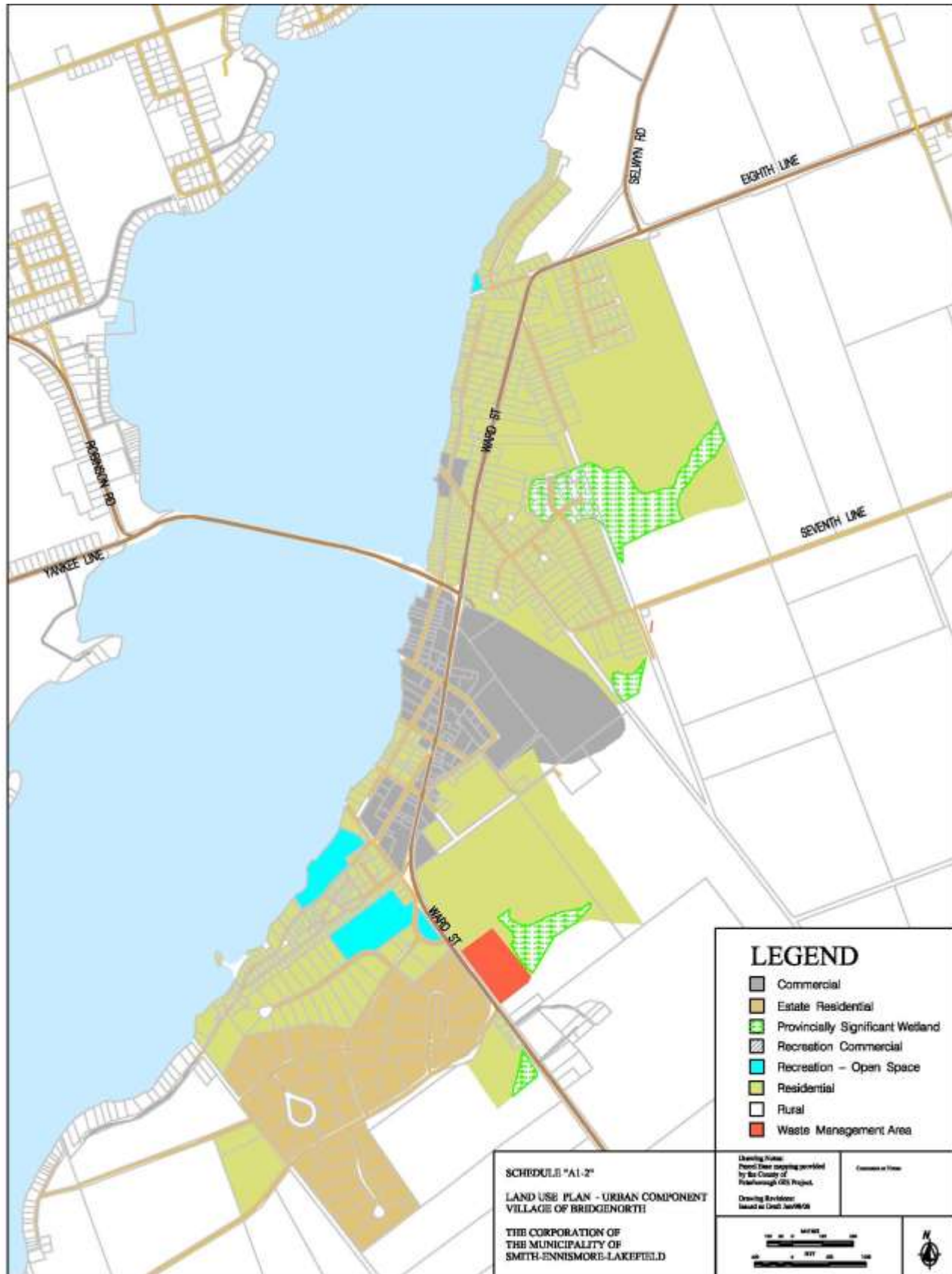
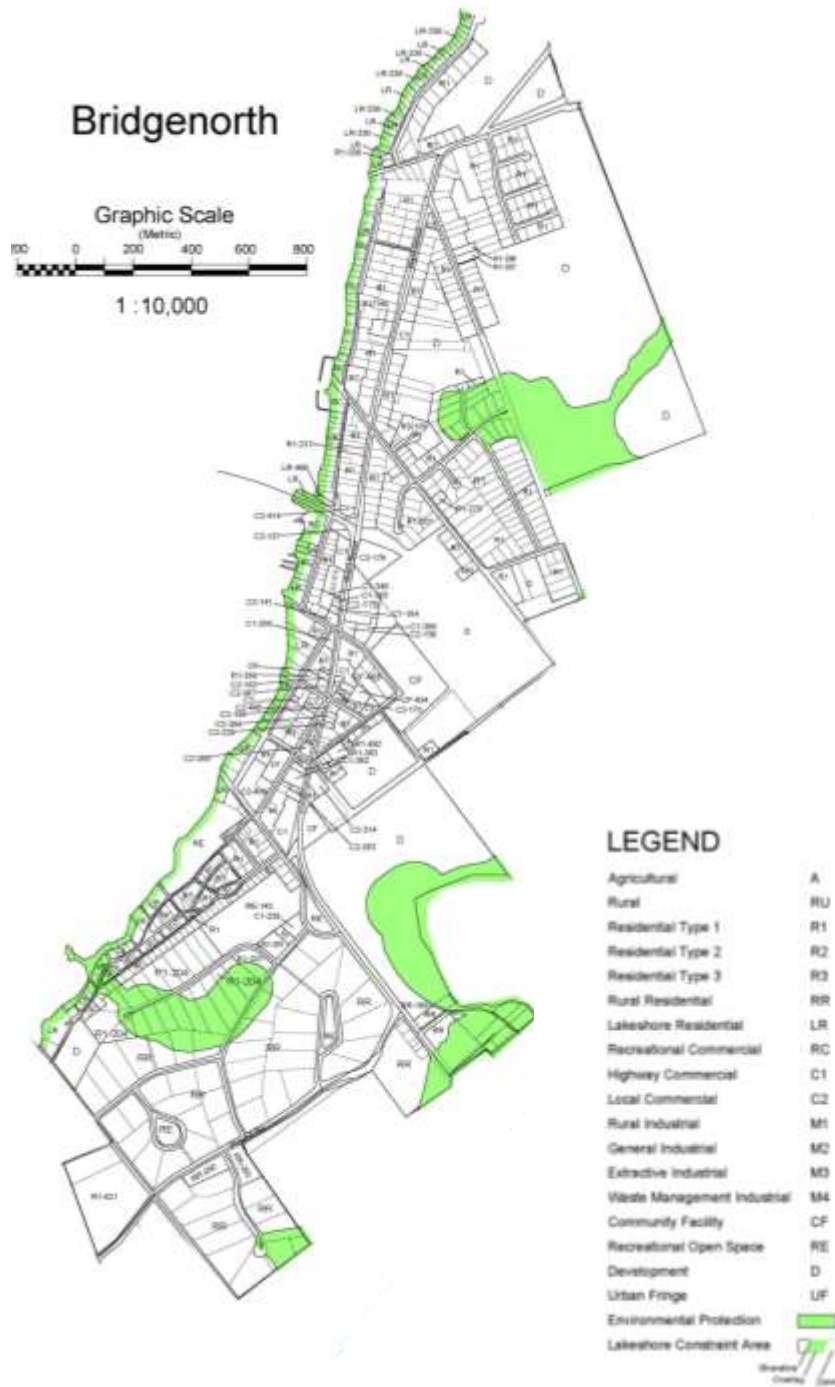


Figure 2 Bridgenorth – Zoning



4.1.4 Area Assessment

The following provides a general summary of the characteristics of the Bridgenorth area relating to the land use, built form, public realm and economic conditions of the area.

Land Use

- A broad range of commercial uses provided within the project area, including principally service and retail commercial uses.
- Commercial uses cater principally to the day-to-day needs of the surrounding community and travelling public.
- Residential and institutional uses on either side of the Ward Street corridor support commercial uses in the area.
- No on-street parking permitted along Ward Street.
- There are considerable amounts of off-street parking associated with individual properties.

Built form

- The Ward Street corridor is characteristic of a contemporary commercial area catering principally to passing vehicular traffic.
- Buildings are generally one-storey buildings with larger front yard setbacks and more contemporary façades.
- The physical condition of buildings throughout the area vary, but a number of buildings are in need of maintenance and improvement and exhibit poor visual quality.
- Building façades throughout the area vary in nature, including the condition, materials, and scale, but a number of building facades are in need of improvement.
- There are no designated heritage buildings and few buildings of significant architectural quality.
- The area contains a mixture of commercial and residential building forms that accommodate commercial uses.

Public Realm

- The urban/rural cross-section along Ward Street has a varying range of treatment.
- The west side of Ward Street generally features rolled or fixed curbs with concrete sidewalks behind the paved boulevard.
- The east side of Ward Street generally features rolled or fixed curbs with a paved boulevard and no concrete sidewalks.
- There are high volumes of traffic along Ward Street.
- Some of the pedestrian sidewalks in the area are in fair to poor condition.
- There are a large number of interruptions of pedestrian sidewalks along the corridor with curb cuts for driveway accesses.

- There are no consistent street trees or plantings along the streetscape, other accentuations in certain locations.
- There is entrance signage and associated landscaping at the south, west and north entrances to the area.
- Heritage Park along the west side of Ward Street provides a structured passive green space within the commercial area.
- Directional signage on the east side of Ward Street provides direction to institutional cluster near hamlet centre in Ennismore.
- The Causeway presents special view lines and vistas to and from the commercial area.
- There are traffic control measures along Ward Street for vehicles within the area located at Ward/Willcox and the Causeway.
- The pedestrian environment along Ward Street is uncomfortable.
- There is limited waterfront access between Ward Street and the shoreline.

Economic Activity

- There are approximately 50 occupied businesses in the area with only a few business vacancies.
- Service commercial uses include several restaurants, a few hairstylists, beauty salons/spas, and a few financial, insurance and real estate offices.
- Retail commercial uses include a women's clothing store, an auto parts store, wine making shop, and boat sales and service.
- The business mix reflects the primary function of the Bridgenorth commercial area as an automobile based commercial area with service commercial uses that are oriented to local vehicular traffic and passing motorists.
- The northern section of the commercial area contains a number of strip plazas along Ward Street that are not visually attractive.

4.1.5 Community Vision

The Vision developed for the Bridgenorth Village Core identifies that over time it will be:

The Look:

A place that has a distinct visual identity specific to Bridgenorth that sets it apart from other communities in the Township and the surrounding area. It is a place that embraces the James Gifford Causeway and celebrates the waterfront as an integral feature of the community's historic presence. It connects with a visually more appealing Causeway that physically and visually links Bridgenorth and Ennismore. It has a greener Ward Street streetscape that features more plantings and amenities, coupled with well-designed and attractive looking business storefronts and signage, which are maintained over time to preserve their attractive look and provide evidence of

care of ownership. It has a softer, greener interface with the street and property edges and has more contemporary developments abutting the street edge.

The Function:

A place that continues to function as the day-to-day service centre for residents and visitors in the surrounding area, albeit it with a more complete offering of commercial uses and activities within the village core, including services, unique shops, residences, and gathering places. It capitalizes on the village core's potential as a complete community with the provision of municipal water and sewer infrastructure. It has safer and more comfortable pedestrian movements along and across Ward Street with a continuous system of moving people on foot, including more connections and access to the waterfront. It has calmer and more efficient traffic patterns along Ward Street in terms of intersections, turning movements, traffic calming, and access.

The Feel:

A place that demonstrates its small scale, village feel and that celebrates its history and context along Chemong Lake. It has welcoming entrances from all directions that invite visitors to stay and explore. It has improvements to its streets and buildings that incorporate principles of a traditional main street but which cater to the uniqueness of Bridgenorth and set it apart from other communities. It is a place that builds on a thriving tourism environment by further connecting the waterfront to businesses, and businesses to the waterfront. It builds on the good work and improvements already made to the village core by business owners and community groups.

4.2 Hamlet of Ennismore

4.2.1 Background and History

The Hamlet of Ennismore is located in the northwestern area of the Township of Selwyn, in what was formerly the Township of Ennismore. Surveyed in the 1820s, settlement of Ennismore Township utilized the rich and fertile soils in the area for the farming industry as its base. The Hamlet of Ennismore grew up in the centre of the Township as the service centre for the agricultural community, small in scale containing a few shops and services, as well as a school and church. Lying on a natural direct route from Peterborough to Bobcaygeon, travel was difficult until the establishment of a bridge at Bridgenorth.



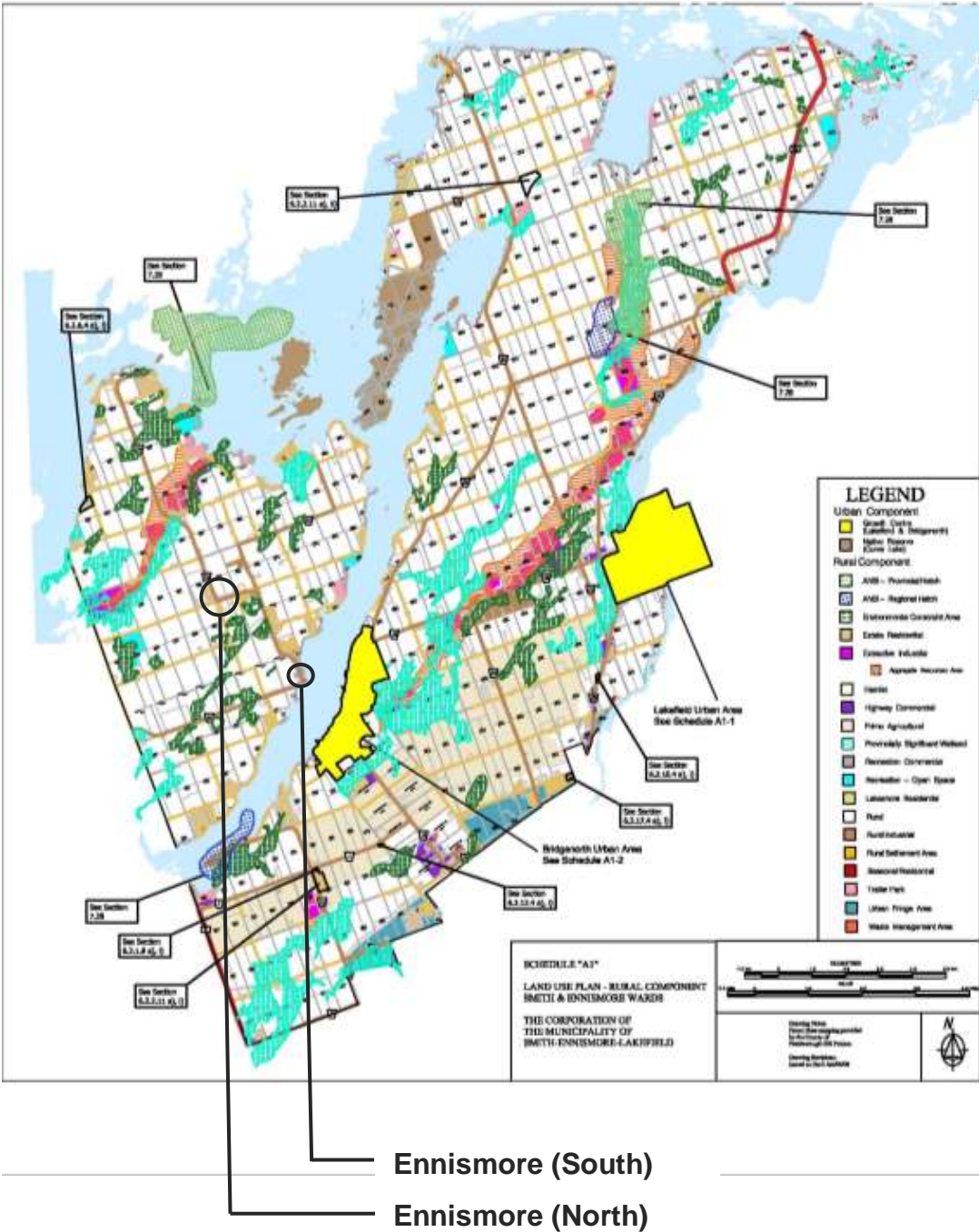
4.2.2 Official Plan

The Ennismore area is designated with two designations in the Official Plan: the “Hamlet” designation in the northern portion and the “Highway Commercial” designation in the southern portion near the bridge (see **Figure 3**).

The Hamlet designation reflects the existing rural settlement areas within the Township that function as the residential and commercial nodes within the area. The intent for the Hamlet designation is for these areas to grow by infilling and minor expansion. Permitted uses are principally single detached units as well as retail and service commercial uses that are needed to service the surrounding rural and agricultural community. A compact form, rather than linear, is preferred for the Hamlet designation.

The Highway Commercial designation is located in areas catering to the travelling public, with exposure along major roads and highways in the community. The designation permits a range of retail and service commercial uses, including auto-oriented uses and shopping centres operating as a single unit, with direct road access to arterial and collector roads. A compact form, rather than linear, is preferred for the Highway Commercial designation.

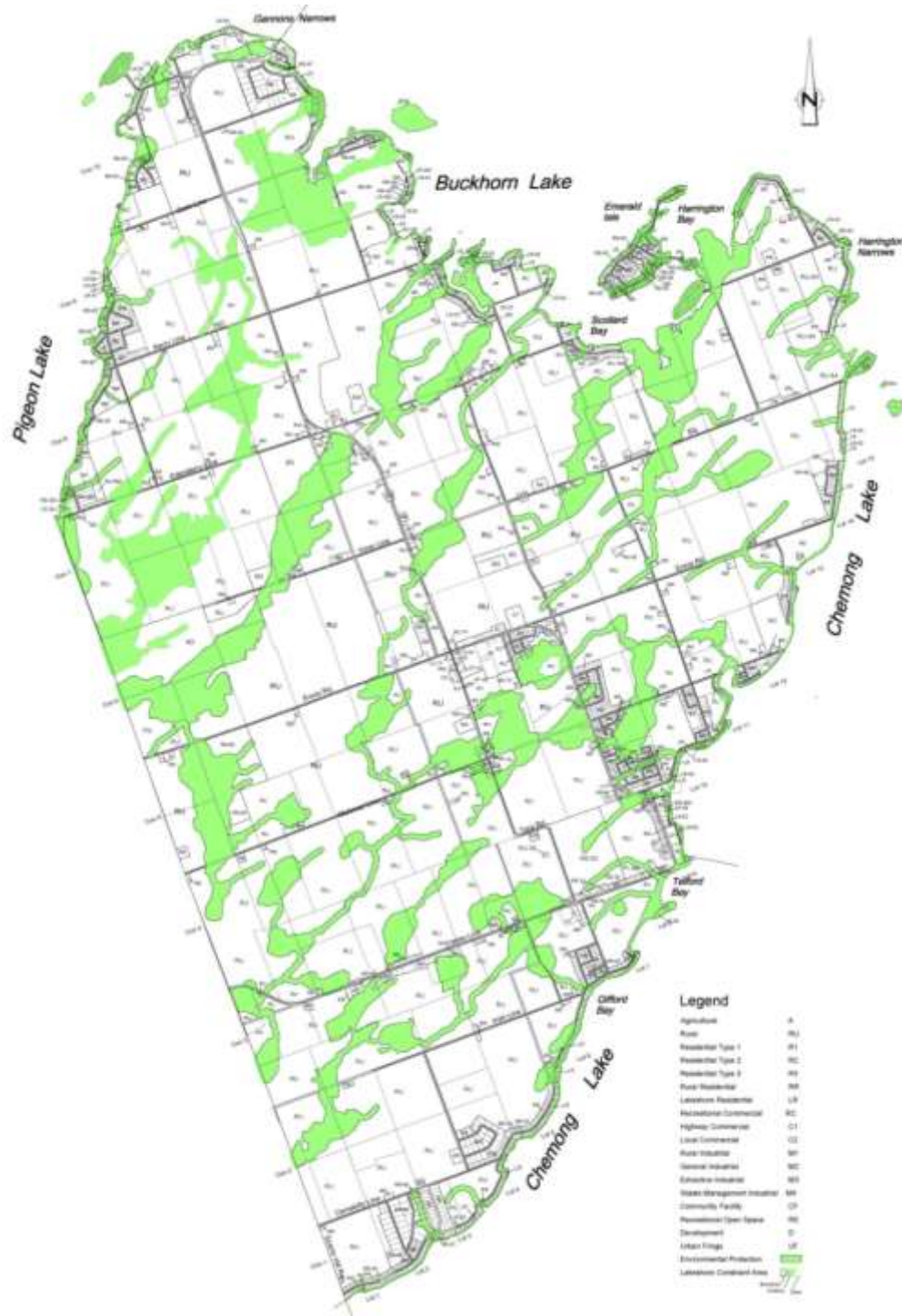
Figure 3 Ennismore – Official Plan



4.2.3 Zoning

The Ennismore area is zoned Local Commercial (C2) and Community Facility (CF) near the hamlet core and Highway Commercial (C1) near the Robinson Road commercial cluster (see **Figure 4**).

Figure 4 Ennismore– Zoning



4.2.4 Area Assessment

The following provides a general summary of the characteristics of the Ennismore area relating to the land use, built form, public realm and economic conditions of the area. A distinction is made between the hamlet centre at the northern end, and the cluster of commercial uses at the southern end.

Land Use

- Commercial uses at both hamlet centre and southern cluster are limited to retail and service commercial uses for travelling public and immediately surrounding community.
- Concentration of institutional and community uses along Ennis Road to the east of the Hamlet centre (churches, library, sport fields, community buildings).
- Residential uses located around the hamlet centre.
- Residential uses, trailer park and vacant land located around the southern cluster of commercial uses.
- Combination of off-street parking and on-street shoulder parking throughout hamlet centre.
- Off-street parking area for southern commercial cluster.

Built Form

- Both the hamlet centre and southern commercial cluster are small compact areas.
- The hamlet centre has a quaint “crossroads” feel.
- Two-storey buildings at the hamlet centre are generally in fair physical condition.
- There are several buildings of heritage significance or architectural quality in the hamlet centre.
- Building facades in the hamlet centre are in fair to good condition, with some façade and signage improvements possible.
- The two single storey commercial buildings at the southern commercial cluster are in poor condition, exhibiting structural issues, and poor facades, signage, and landscaping.
- These buildings require maintenance and improvement, or replacement.

Public Realm

- Rolled curb and asphalt shoulder throughout the hamlet centre.
- New entrance markers and wayfinding signage installed at Ennis Road and Tara Road intersection.
- Concrete sidewalk on south side of Ennis Road running eastwards from hamlet centre intersection.
- Rural street cross-section on Robinson Road with no sidewalks, paved/gravel shoulder, and ditches.

- New entrance markers installed at western end of the Causeway.
- New wayfinding signage installed at approaches to Robinson Road and Causeway/Yankee Lane.
- Central island medium at Robinson Road and Causeway/Yankee Lane reconstructed and plantings installed in the central island medium.

Economic Activity

- The commercial development at the hamlet centre at the corner of Ennis Road and Tara Road is a small area with five businesses, including a post office, ice cream shop, gift shop, general store and gasoline station.
- The southern commercial cluster adjacent to the Foodland Supermarket contains a number of businesses that have dual exposure with front facades facing Robinson Road and rear facades facing the Foodland Plaza.

4.2.5 Community Vision

The Vision developed for the Ennismore Hamlet Core identifies that over time it will be:

The Look:

A place that emphasizes its small scale and rural character. It is a place with an improved streetscape quality at the hamlet centre and the commercial cluster closer to the Causeway. It preserves and enhances its distinct architectural character at the hamlet centre and incorporates streetscape improvements and amenities that are in keeping with the hamlet's rural character and identity. It has improved building conditions and building signage at the southern commercial cluster and Gateway entrance to the hamlet that provide a better impression for travelers.

The Function:

A place that it is a more complete hamlet core that providing additional day-to-day services and functions that serve the local community as well as uses and activities that cater to visitors. The defined core of the hamlet is compact and easily walkable among the four corners of the crossroads. There is a safe and comfortable pedestrian connection between the hamlet centre and the recreation complexes to the east. The area is a place that better accommodates visitors during the summer months offering recreational opportunities, including access, connections, uses and parking along the waterfront. Altogether, it is a place that one can easily move by walking, biking or driving with both transportation infrastructure and directional signage to accommodate these movements.

The Feel:

A place that exemplifies a quaint, walkable, and small village feel set within a rural atmosphere and context. It has a welcoming feel at both the hamlet centre and the southern commercial cluster. Each has a specific feel and focus: an intimate crossroads feel at the hamlet centre that capitalizes on a potential arts or local theatre theme; and an open waterfront feel at the southern cluster that builds on the context of the Chemong Lake. 7

4.3 Village of Lakefield

4.3.1 Background and History

The Village of Lakefield is located in the eastern area of the Township of Selwyn, in what was formerly the Village of Lakefield. Located approximately ten kilometres from the City of Peterborough, the Village business core provides a wide range of retail and service commercial uses to local residents and seasonal cottagers, as well as the traveling public who are passing through Lakefield, onto destinations in the Kawarthas, Haliburton and the Trent-Severn Waterway System.

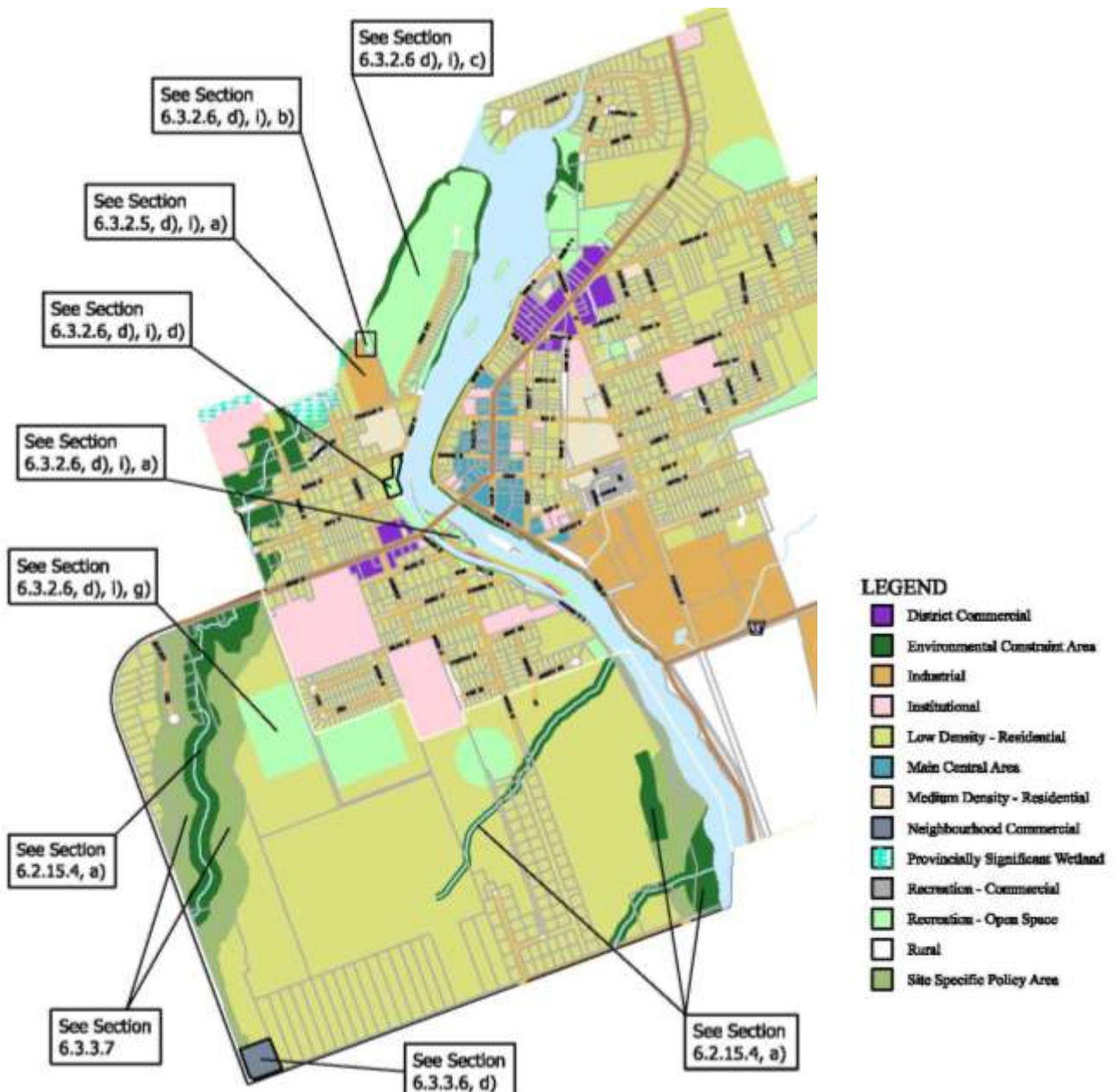


The Village of Lakefield emerged as the principal prosperous village in the County of Peterborough, owing to its connections to the rail line from Peterborough, and its location on the Otonabee River. Settled in the 1830s, Lakefield prospered largely based on the water power derived from Lake Katchewanooka and significant lumber supplies in the area. Emerging as a centre for lumber and milling operations, significant growth began to occur in the 1850s with the emergence of a number of accommodations, stores and churches to serve the surrounding community and lumber labour force. Industry and manufacturing followed in the village as it became a local commercial centre within the County.

4.3.2 Official Plan

The Lakefield area is comprised principally of two designations in the Official Plan: the “Main Central Area” designation reflecting the village’s core area, and the “District Commercial” designation further along at the ends of the village’s core area (see **Figure 5**).

Figure 5 Lakefield – Official Plan



There are also properties designated Low Density Residential and Institutional in the study area, however, the commercial designations are the principal land use patterns, and are discussed in detail below.

The Main Central Area designation reflects the village core area of Lakefield, the principal retail centre and activity focal point within the community. The designation permits a broad range of retail and service commercial uses, as well as residential uses

above shops and other supporting community uses, in order to allow residents the opportunity to “live, work, conduct business, shop or rest” within the core area. Automobile sales and service are specifically prohibited with this designation. A compact form of development is desired, rather than a linear corridor form, with a three storey maximum height for development, which is sensitive to the scale and character of the surrounding community. The area in the vicinity of Water Street, Bridge Street, Queen Street and Otonabee River is intended to be anchor for the Main Central Area designation. Priority for any redevelopment adjacent to the River is to feature urban design measures that will promote “economic vitality of the area as a whole”.

The Township has committed to cooperating with property owners in undertaking façade and storefront improvements in the Main Central Area designation, particularly those concerning heritage rehabilitation and restoration, as well as rationalizing and reorganizing rear areas for off-street parking areas with pedestrian connections to the street. Furthermore, the Township will strive to improve the streetscape within the Main Central Area, including consideration for lighting of public spaces and connections, street furniture and rest areas, defined pedestrian crossings, open space amenity areas and tree plantings; and sign regulation.

The District Commercial designation reflects the commercial corridors leading into the village core area of Lakefield, at the eastern and western ends of the core area. The designation is oriented to activities requiring vehicular traffic and exposure for their commercial operations, and is intended to complement the function of the Main Central Area by accommodating uses that may not necessarily be appropriate in the core area. The designation permits a range of auto-related uses, such as restaurants, accommodations, and automobile service, as well as uses requiring larger areas of land for their operations. Secondary residential uses, such as apartments above commercial units, are also permitted. The District Commercial designation is intended to be physically separated from the Main Central Area designation, in a nodal fashion that promotes infilling and relocation of non-conforming uses from elsewhere. The Township has committed to cooperating with property owners in undertaking façade and storefront improvements, encouraging the relocation of non-conforming uses to these areas, and regulating setbacks to maintain continuity or provide additional setbacks for public realm space.

4.3.3 Zoning

The Lakefield area is primarily zoned Local Commercial (C2) in the Zoning By-law, which includes both the properties in the core area as well as the corridor areas as either ends of the core area. Other zones include the Community Facility (CF), Residential Type 1 (R1), and Residential Type 2 (R2), scattered throughout the study area (see **Figure 6**).

Figure 6 Lakefield – Zoning



4.3.4 Area Assessment

The following provides a general summary of the characteristics of the Lakefield area relating to the land use, built form, public realm and economic conditions of the area. For description purposes, the Lakefield area is divided into the “core” and “corridor” areas given the differing characteristics of these two areas.

Land Use

- Broad range of commercial uses present, including service commercial, retail commercial, community and institutional and upper storey uses in multiple-storey buildings.
- Principally day-to-day commercial uses, although there are a number of specialty retailing uses.
- There are a number of public and institutional uses in and around the core area.
- Supporting residential uses on either sides of principal commercial corridor.
- The public off-street parking area is located on the east side of Bridge/Queen Streets.
- There is a relatively limited supply of private off-street parking.
- The core area generally has on-street parking on both sides of Bridge/Queen Streets.
- The corridor areas generally have no on-street parking on either side of Bridge/Queen Streets.

Built form

- The core area is characteristic of a traditional main street with two-storey building form, tighter front yard setbacks, and more traditional building façades.
- The corridor areas are more characteristic of contemporary commercial areas with one-storey buildings, larger front yard setbacks, and more modern facades.
- Buildings throughout both the core and corridor areas are in relatively good physical condition, although some do require maintenance and updating.
- Building façades vary in condition and quality within both the core and corridor areas, with a number exhibiting high quality façade improvements, but a number also requiring façade improvement.
- There are two buildings designated under the Part IV of the *Ontario Heritage Act* and several other buildings of heritage or architectural quality within the Lakefield core area.
- There are predominately commercial building forms, although residential building forms are scattered throughout the area.

Public Realm

- The public realm in the core area is in relatively good condition, although there are specific elements in need of maintenance.
- Public realm in the corridor area does not have similar conditions or amenities to the core area.
- The core area has sidewalks on both sides of the Bridge/Queen Street corridor; corridor areas have variations of concrete sidewalks and asphalt shoulder.
- Street tree and other plantings are limited along streetscape throughout both the core and corridor areas – this is most apparent in corridor areas given the edge of front yard parking areas.
- Core area contains matching style of decorative lighting standards (as well as cobra head standards) and benches; corridor areas have cobra heads fixtures and overhead wires.
- Core area has curb extensions in certain areas with unit pavers that provide space for streetscape amenities.
- Core area has decorative paving treatment in and around the Queen/Bridge Street and Albert Street intersection.
- The gateways into the area lack a string first impression.
- Considerable vehicular traffic in the core area.
- The marina is not well connected to the core area.

Economic Activity

- There are approximately 100 occupied businesses in the area with a relatively small percentage of business vacancies.
- The area contains a diverse mix of retail shops and services, including a number of specialty shops.
- The occupied business include a relatively balanced mix of approximately 70% service commercial uses, 25% retail commercial uses, and 5% institutional uses.
- Service commercial uses include restaurants, hairstylists, beauty salons and spas, and financial, insurance and real estate offices.
- Retail commercial uses include women's fashions stores, jewelry stores, a furniture store, a hardware store, two auto parts stores, as well as specialty uses such as an art gallery, chocolate store and a wine making store.

4.3.5 Community Vision

The Vision developed for the Lakefield Village Core identifies that over time it will be:

The Look:

A place that celebrates its traditional village appearance defined by its small scale and fine-grained streets, buildings, and spaces. It is a place with heritage features and façades that are preserved, protected and enhanced as part of its traditional character, with new contemporary developments that sensitively complement and fit this character. Streetscapes are visually appealing, with a seamless visual transition between its traditional core area and its contemporary ends. It has a distinct waterfront look that is tied to its water connections. It has a series of distinct yet coordinated building facades and business signage.

The Function:

A place that is a comfortable walking environment, while still accommodating those arriving by vehicle. It is a place with safe and comfortable pedestrian connections between its traditional core area and its more contemporary ends. It provides numerous opportunities for parking throughout the core, including both on-street and off-street spaces. It has well-maintained public infrastructure, including both the “seen” above ground infrastructure and the “unseen” below ground infrastructure. It incorporates the waterfront into the fabric of the core as an integral component of the day-to-day function of the community. In terms of uses and activities, it is a place that accommodates and welcomes all demographics, from youth to seniors. It is a complete community that provides all of the necessary day-to-day functions of residents and visitors.

The Feel:

A place that emphasizes its quaint, friendly, intimate, welcoming, and traditional heritage atmosphere. It is a place that embraces all facets of its history, including its cultural, architectural, natural, and economic heritage. It has a clear sense of pride in its built form, with well-maintained and visually attractive streets, buildings and spaces. It recognizes the role that the waterfront has played and will play in the area’s future. It is innovative and sustainable, all the while preserving its small town village atmosphere.

4.4 Hamlet of Young's Point

4.4.1 Background and History

The Hamlet of Young's Point is located in the northeastern area of the Township of Selwyn, in what was formerly the Township of Smith. This small hamlet is situated at the convergence of Clear Lake and Katchewanooka Lake, to which it generally owes its existence. Named after the postmaster and lockmaster in the area, Patrick Young, the hamlet has its settlement roots in the late 1820s. The hamlet featured milling operations, including grist, lumber and shingle mills, as well as the dams across the watercourse. Young's Point grew as a service centre for the surrounding community providing accommodations, supplies and churches.



4.4.2 Official Plan

The Young's Point area is designated "Hamlet" in the Official Plan (see **Figure 7**). The Hamlet designation reflects the existing rural settlement areas within the Township that function as the residential and commercial nodes within the area. The intent of the Hamlet designation is for these areas to grow by infilling and minor expansion. Permitted uses are principally single detached residential units as well as retail and service commercial uses that are needed to service the surrounding rural and agricultural community. A compact form, rather than linear, is preferred for the Hamlet designation.

4.4.3 Zoning By-law

The Young's Point study area is primarily zoned Local Commercial (C2) and Community Facility (CF) (see **Figure 8**).

Figure 7

Young's Point – Official Plan

Young's Point

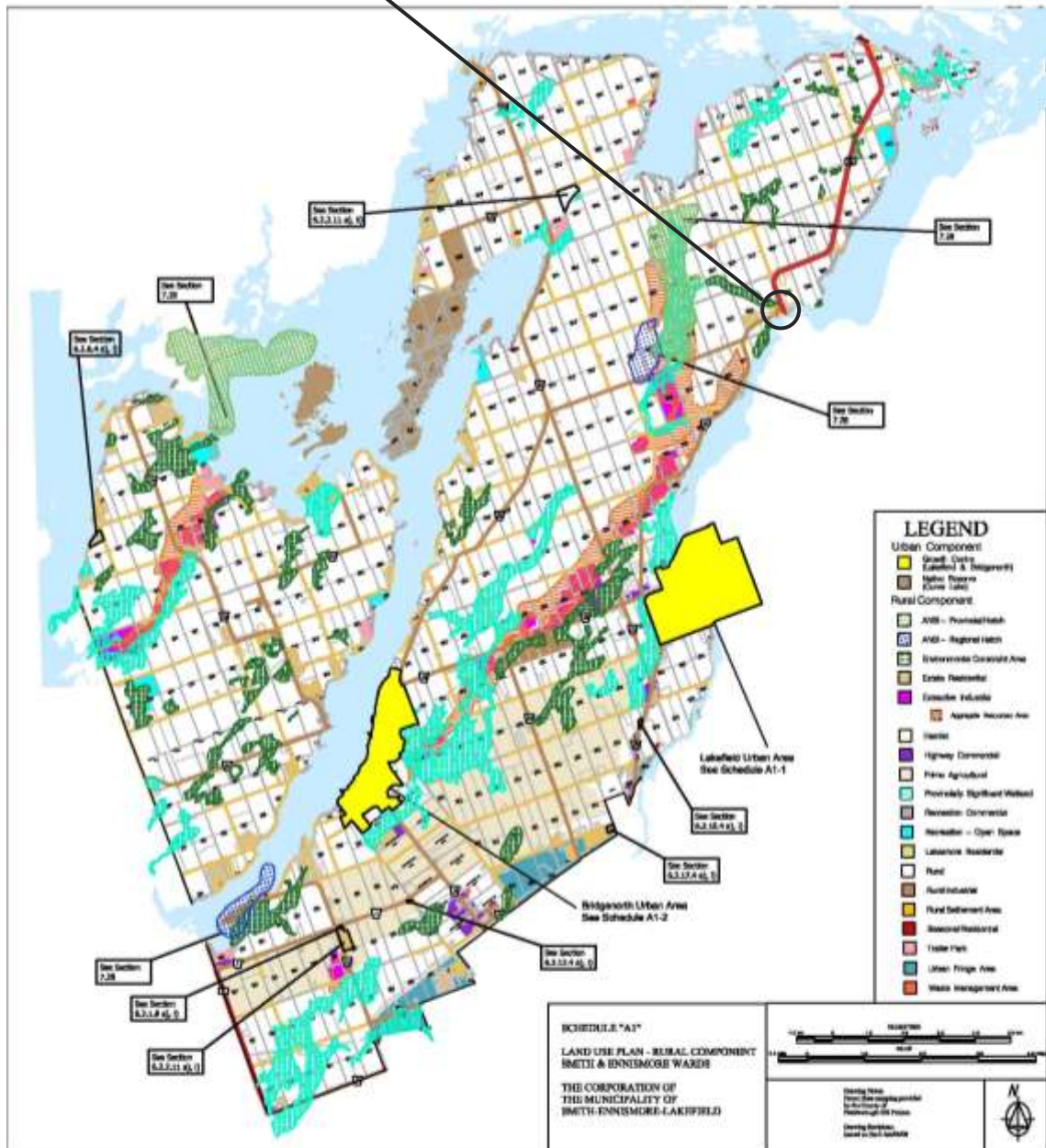


Figure 8 **Young's Point – Zoning**



4.4.4 Area Assessment

The following provides a general summary of the characteristics of the Young's Point area relating to the land use, built form, public realm and economic conditions of the area.

Land Use

- There are a limited number of land use activities in the area given its size.
- Commercial uses focus on tourist and visitor retail commercial.
- There are numerous passive recreational opportunities (walkways along canal, island space, existing bridge, benches and sitting areas, locks).
- There are a number of vacant, undeveloped properties in the area.

Built form

- Small and compact project area.
- Quaint “off the beaten track” feel to the area.
- Primarily a residential form of development, with both residential and commercial uses.
- Buildings are in relatively good physical condition, although some requiring maintenance and updating.
- Building façades vary in condition and quality although they are generally in fair to good condition.
- There are several buildings of heritage or architectural quality.

Public Realm

- A rural cross-section for the streets in the area with no curbs or sidewalks.
- Gravel surface in some areas, both parking areas and vehicle routes.
- There are a number of pedestrian amenities along Canal, including walkways, benches and tables, and site signage features.
- Numerous passive recreational opportunities (walkways along canal, island space, existing bridge, benches and sitting areas, locks)
- No directional or wayfinding signage to and within the area.

Economic Activity

- Most of the commercial uses in the area cater to visitors and tourists drawn to the hamlet core's location on the Trent Severn Waterway.
- Commercial uses include a café, ice cream parlour, clothing store, and general store.
- There is also a cottage resort and a marina.

4.4.5 Community Vision

The Vision developed for the Young's Point Hamlet Core identifies that over time it will be:

The Look:

A place that celebrates its small scale, off-the-beaten track character and look. It is a place that has well-maintained buildings and properties that are visually attractive and promote a sense of pride of ownership. It has an improved central intersection and streetscape that provides a defined focus for the hamlet core, and yet fits with the overall character and look of the area. It accommodates the addition of small scale buildings, sensitively incorporated into the existing built fabric, that complement the existing character of the hamlet core. It is inextricably linked to the Trent Severn Waterway and the natural features surrounding the waterfront which provide a distinct look to the hamlet core.

The Function:

A place that is more than just a summer destination, but rather one that has more activities and destinations throughout all four seasons. It is a safe, friendly and accessible environment for all users, including families with children and seniors. It is a place where the north (within Selwyn) and south (with Douro-Dummer) parts of Young's Point, divided by the Waterway and connected by the Old Highway 28 bridge, are united visually and physically as a cohesive hamlet core. It is well connected to its surrounding context with a continuous walking system, including connecting surrounding residential areas, trails, pathways, and the broader community. It is more accommodating to visitors arriving by vehicle, including welcoming signage and expanded parking opportunities. It is easily navigated by visitors to the hamlet core, both those arriving from Highway 28, and those arriving by the Waterway.

The Feel:

A place that embraces its distinct historic and "cottage country" feel alongside the Waterway. It embraces and celebrates the historic and natural context established by the Waterway, and capitalizes on the distinct opportunities available through education and promotion. It is a place that is attractive and welcoming to visitors, drawing them from Highway 28 to this "off-the-beaten track" hamlet core. It accommodates additions to the built form fabric and the key streetscape within the hamlet core that are complementary to the existing character of the area.

4.5 Additional Areas

During the 2018 review and update of the CIP, a number of additional areas spread across several parts of the municipality were identified in consultation with Township staff and studied to determine if properties within each additional area are in need of community improvement, and if so, the types of community improvement most needed in these areas. The additional study areas included:

- 1) Chemong Road from Third Line to Bridgenorth;
- 2) Third Line (County Road 19) from Chemong Road to Hilliard Street & small section of County Rd 19 from Chemong Road west towards Fairbairn Street;
- 3) Eighth Line (County Road 18) from Centre Line to Lakefield (Lakefield Road);
- 4) Portion of Robinson Road in Ennismore;
- 5) Hamlet of Selwyn at Twelfth Line and Buckhorn Road; and,
- 6) Lakefield Road from Woodland Drive to Eighth Line.



Parcel fabric mapping for these areas (including zoning) was examined and the areas were toured by the consultant with Township staff. During this tour, dozens of photos in the various areas were taken and observations/notes were made by the consultant with respect to land use, building and property conditions, and business activity. This allowed the consultant to assess the types of community improvement needed in these areas. Then, the EDBC, Township staff, and the public were consulted on the types of community improvement needed in these areas, and the priority of the various above-noted areas for community improvement.

As described in Section 5.1, this assessment of the additional areas determined that a number of commercial, industrial, institutional and mixed use buildings, and agricultural buildings with a retail commercial and/or agri-tourism component in the above-noted areas are in need of community improvement. The types of community improvement needed include improvement to building facades, signage, parking areas, landscaping, and access and egress.

As described in Section 5.1, the assessment of the additional areas identified Areas 1 through 4 above as having the greatest need for community improvement among the six additional areas studied. Finally, the assessment of the additional areas identified that there are also a few other commercial, industrial, institutional and mixed use buildings sprinkled throughout other parts of the municipality in need of community improvement.

5 Critical Needs Analysis

Sections 5.1 below contain the critical needs analysis that identified key community improvement needs as a result of the 2018 CIP review and update that were not being met by the 2012 CIP. Section 5.1 addresses key community improvement needs in the existing Project Area which consists of the four commercial core areas of Bridgenorth, Ennismore, Lakefield and Young's Point. Section 5.1 also addresses key community improvement needs identified in the additional areas of the township.

Section 5.2 below contains the critical needs analysis that identified key community improvement needs as a result of the 2020 CIP review and update that were not being met by the 2018 CIP.

The critical needs analysis in Sections 5.1 and 5.2 relied on the respective methodologies (2018 and 2020) described in Section 1.3. The results of the 2018 and 2020 critical needs analysis are summarized below.

5.1 2018 Critical Needs Analysis

5.1.1 Existing Community Improvement Project Area

The first step in the 2018 Critical Needs Analysis was to re-examine the existing Community Improvement Project Area boundaries of the four commercial core areas (Bridgenorth, Lakefield, Ennismore, and Young's Point) in the original 2012 CIP, including nearby properties, to determine if any properties should be added or removed from the commercial core project areas. This was done based on the rationale contained in the original CIP for inclusion of lands within the CIPA. This rationale focused on the following types of properties:

- Properties that require community improvement and are designated commercial, institutional, mixed use or industrial in the Official Plan;
- Properties that require community improvement that while not designated commercial in the Official Plan are currently used for commercial or mixed use; and,
- Properties containing existing buildings and vacant infill and commercial use opportunities.

Based on this examination, it was determined that all lands within the four current commercial core project areas continue to merit inclusion within the Community Improvement Project Area. It was also determined that some commercial and institutional properties at or near the boundary of the existing Lakefield Project Area should be added to this Project Area based on their location, use, and need for community improvement. Also, the review determined that one property should be

added to the Ennismore South Project Area. Consequently, these properties have been added to the Lakefield Project Area and the Ennismore South Project Area as shown in Section 6 of this Plan. Based on the policy review and assessment of conditions in the existing commercial project core areas, it was also determined that these areas should remain the highest priority for community improvement in the CIP.

5.1.2 Existing Incentive Programs

Next, the seven (7) incentive programs in the 2012 CIP and the implementation, uptake, and performance of the three (3) incentive programs that were implemented in 2012 (the Urban Design Study Grant, Façade Improvement Grant, and Landscaping Improvement Grant) were analyzed to determine if any program gaps and/or weaknesses exist. This was done by:

- Analyzing the quantitative and qualitative results of the incentive programs implemented from 2013 to the end of 2016;
- Interviewing Township staff responsible for administering and marketing the incentive programs;
- Reviewing the content and functionality of the CIP incentive program marketing materials, program guides and application forms on the Township's website; and,
- Consulting with the EDBC.

The detailed results of this review of the current CIP incentive programs are available under separate cover.

The above-noted analysis of existing CIP incentive programs resulted in the development of the following program content, marketing, and administration revisions to address gaps and weaknesses in the existing CIP incentive programs. These program content and marketing revisions have been incorporated into the Incentive Programs and Marketing Strategy sections contained in this CIP, while the suggested program administration revisions have been implemented by Township staff.

5.1.2.1 Program Content Revisions

- a) Clarify that the Façade Improvement Grant Program applies only to signage that is attached to the building, i.e., building signage.
- b) Revise the Landscaping Improvement Grant Program to indicate that where two or more contiguous property owners submit a joint application in Priority Area 1 only, the maximum grant per property can be increased up 20% up to \$6,000;
- c) Add a Ground Signage Improvement Grant Program to the CIP that applies to ground based signage;

- d) Add the conversion of existing lighting to LED lighting, and the installation of new LED lighting, as an eligible cost under the Façade Improvement Grant, Landscaping Improvement Grant, and Ground Signage Improvement Grant;
- e) In order to allow the phasing in of community improvements, clarify that more than one application may be permitted under certain types of programs, but once the maximum grant amount has been reached, no additional applications can be submitted for a five (5) year period.

5.1.2.2 Program Marketing Revisions

- a) Actively promote more applications for the Urban Design Study Grant Program.
- b) Improve access to the CIP Incentive Programs webpage from the Township's home web page.
- c) Improve the structure and flow of the CIP Incentive Programs webpage using direct document links.
- d) Develop and make available (in hardcopy and electronic format) a easy to understand marketing brochure that provides an overview and highlights of the available incentive programs.

5.1.2.3 Program Administration Revisions

- a) Require applicants to attend a mandatory pre-application meetings with Township staff for certain application types so as to clarify and better communicate the application/approval process and the Township's requirements to the applicant.
- b) Provide tenant applicants with a standard form that must be completed and signed by the property owner authorizing the tenant to apply for and receive the specified incentive program.
- c) In order to streamline the incentive program application and approval process, Council should delegate approval authority for the smaller value grant programs to staff.

5.1.3 Additional Areas

As previously noted, in consultation with Township staff, six additional areas spread across several parts of the municipality were identified as having properties zoned/used for commercial, industrial, institutional, and mixed use buildings, and agricultural buildings with a retail commercial and/or agri-tourism component. These areas were toured and studied with respect to land use, building and property conditions, and business activity to determine:

- a) the types of community improvement most needed in these areas; and,
- b) the priority of these areas for community improvement.

Based on the community improvement needs assessment of the additional areas and input received from the stakeholder and public consultation (the EDBC, business owners, Township staff, Council, and the public), the types of community improvement most needed in the additional areas was determined to be: façade, signage and landscaping improvement to existing commercial, industrial, institutional, and mixed use buildings and agricultural buildings with a retail commercial and/or agri-tourism component.

It was determined that incentive programs offered in the additional areas should apply only to properties with existing buildings and would not apply to vacant lands. Based on the types of community improvement most needed in the additional areas (focused on existing non-residential buildings), it was determined that the Residential Grant/Loan Program and the Tax Increment Based Grant (TIBG) Program would not apply in the additional areas.

Based on the assessment of the additional areas and input received from the stakeholder and public consultation, the first four (4) of the six (6) additional areas included enough contiguous commercial, industrial, institutional, and mixed use buildings and agricultural buildings with a retail commercial and/or agri-tourism component in need of community improvement so as to form a contiguous project area. Therefore, these first four additional areas are deemed to be second highest priority for community improvement behind the commercial core project areas. The first four additional areas are:

- 1) Chemong Road from Third Line to Bridgenorth;
- 2) Third Line (County Road 19) from Chemong Road to Hilliard Street & small section of County Rd 19 from Chemong Road west towards Fairbairn Street;
- 3) Eighth Line (County Road 18) from Centre Line to Lakefield (Lakefield Road);
- 4) Portion of Robinson Road in Ennismore;

Additional areas 5 and 6 (Hamlet of Selwyn at Twelfth Line and Buckhorn Road; and, Lakefield Road from Woodland Drive to Eighth Line) included only a few existing commercial, industrial, institutional and mixed use buildings in need of community improvement. It was determined that there also are a number of other such commercial, industrial, institutional and mixed use buildings sprinkled throughout other parts of the municipality. Therefore, additional study areas 5 and 6 were added to the other parts of the municipality, and deemed to be third highest priority for community improvement.

5.2 2020 Critical Needs Analysis

The purpose of the critical needs analysis in 2020 was to identify short term and long term community improvement needs that have arisen in the township that are not being met by the 2018 CIP. The methodology included a review of existing incentive program results, consultation with Township staff and the EDBC, and input from Council to identify key community improvement needs not being fully met by the 2018 CIP. The results of the critical needs analysis are presented below.

The seven (7) incentive programs in the existing CIP, including the four (4) programs that have been implemented to date (the Urban Design Study Grant, Façade Improvement Grant, Landscaping Improvement Grant, and Ground Signage Improvement Grant) were reviewed. The 2013 – 2019 quantitative analysis of the four programs implemented to date found that these incentive programs have performed very well in terms of the amount of program uptake, completed projects, leverage ratios, and program effectiveness. The incentive programs are functioning as intended and have leveraged significant private sector investment in the Community Improvement Project Area since 2013. The detailed results of this quantitative review of the current CIP incentive programs are available under separate cover.

With the exception of some shorter-term eligible costs associated with business needs in response to the covid 19 pandemic, the eligible costs under each of the existing incentive programs in the CIP have been found to be sufficiently broad and appropriate. There have been few if any requests for an expansion to the eligible costs under the programs implemented to date. Also, the designated Community Improvement Project Area and three priority sub-areas designated in 2018 continue to reflect the Township's priority for designation of community improvement project areas.

The critical needs analysis identified a number of key community improvement needs not being fully met by the CIP. These are as follows:

- a) A need to change the current 50/50 cost sharing basis of the incentive programs so that the Township pays a larger share of the project value and the applicant pays a smaller share, e.g., a 70% Township/30% Applicant cost sharing formula. The intent of this change would be to incentivize (trigger) more smaller to medium scale property and building improvement/beautification projects that would not otherwise take place, while ensuring that applicants still contribute enough of a financial investment in their projects to ensure that the overall project default/abandonment rate remains very low. In order to incent as many community improvement projects as possible over the next few years, and temper the impact of this revised cost sharing formula on the Township budget, it was determined that the 70%/30% cost

sharing formula should return to the current 50/50 cost sharing formula at the end of 2022.

- b) A need to increase the number of applicants applying for the Urban Design Study Grant where these applicants will be undertaking comprehensive façade improvement projects. The intent of this change would be to help ensure that major façade improvement projects funded by the Façade Improvement Grant produce better designed projects with higher quality architectural features.
- c) A need to incent applicants to undertake their multi-faceted community improvement projects (façade improvement, landscaping improvement, ground signage improvement) in a single phase or at most two phases, whenever financially possible, rather than phasing projects over multiple years.
- d) A need to implement a short-term temporary (time-limited) incentive program, e.g., a “Covid 19 Pilot” that would end at the end of 2022. This Pilot Program would assist businesses with the costs of building and property related improvements incurred to address the costs of preventing/reducing the spread of the covid 19 virus. This includes physical improvements to buildings and properties such as, but not limited to: doorway/entrance modifications, directional signage, physical dividers, sanitation stations, HVAC improvements, floor markings, etc...Such a program could be implemented as a pilot of the Building Improvement Grant Program already contained in the CIP without implementing the entire Building Improvement Grant Program.
- e) Depending on the situation in a few years, there may be a need to either continue with the Covid 19 Pilot component of the Building Improvement Grant Program and/or launch implementation of the full Building Improvement Grant Program. Therefore, this flexibility should be built into the program.

It should be noted that the revised 70%/30% cost sharing formula will help address many of the other community improvement needs. For example, it will help to promote the undertaking of more urban design studies as applicants will have to contribute less to the overall cost of the study. It will also help to ensure that applicants can undertake higher quality projects because they are contributing less to the overall cost of the project. Finally, it will allow applicants to more readily undertake multiple property and building improvements such as façade improvement, landscaping improvement, and ground signage improvement in a single phase, or at most two phases, because applicants will have to contribute less money toward each of these improvements.

6 Community Improvement Project Area

In order to ensure that individual properties spread throughout the municipality that require community improvement are eligible for community improvement programs, while also recognizing and appropriately prioritizing the commercial core project areas and the higher priority additional areas, it was determined that the Community Improvement Project Area (CIPA) for this CIP be designated as **“all land within the Township of Selwyn, as amended from time to time”**.

Based on the critical analysis of community improvement needs, the CIPA has been divided into the following three (3) sub-areas for the purposes of prioritizing the incentive programs contained within this CIP:

Priority Area 1 = the four commercial core project areas, namely the:

Village of Bridgenorth (see Figure 9);
Hamlet of Ennismore (see Figures 10a and 10b);
Village of Lakefield (see Figure 11); and,
Hamlet of Young’s Point (see Figure 12);

Priority Area 2 = the four additional project areas, namely,

- 1) Chemong Road from Third Line to Bridgenorth (see Figures 13a, 13b and 13c);
- 2) Third Line (Country Road 19) from Chemong Road to Hilliard Street & small section of County Rd 19 from Chemong Road west towards Fairbairn Street; (see Figure 13a);
- 3) Eighth Line (County Road 18) from Centre Line to Lakefield (Lakefield Road) (see Figures 14a and 14b); and,
- 4) Portion of Robinson Road in Ennismore (see Figure 10b).

Priority Area 3 = Rest of the Township of Selwyn.

This approach corresponds to Policy 7.25.3.3 of the Official Plan which notes that the priority for designation of community improvement project areas will be given to existing built up areas and those areas where the greatest number of criteria for designation of Community Improvement Project Areas are present.

It should be noted that the commercial core area in the Hamlet of Buckhorn is a separate Community Improvement Project Area and has its own CIP known as the Buckhorn CIP. Therefore, the Buckhorn Community Improvement Project Area does not form part of the CIPA for this CIP, and properties in the Buckhorn Community Improvement Project Area are eligible to apply only for incentive programs contained in the Buckhorn CIP.

6.1 Village of Bridgenorth

The Community Improvement Project Area for the Village of Bridgenorth is shown in Figure 9.

Figure 9 *Bridgenorth Project Area*



6.2 Hamlet of Ennismore

The Community Improvement Project Area for the Hamlet of Ennismore is shown in Figures 10a and 10b.

Figure 10a Ennismore (North) Project Area



Figure 10b **Ennismore (South) Project Area**



6.3 Village of Lakefield

The Community Improvement Project Area for the Village of Lakefield is shown in Figure 11.

Figure 11 **Lakefield Project Area**



6.4 Hamlet of Young's Point

The Community Improvement Project Area for the Hamlet of Young's Point is shown in Figure 12.

Figure 12 *Young's Point Project Area*



6.5 Chemong Road

The Community Improvement Project Area for Chemong Road from Third Line to Bridgenorth is shown in **Figures 13a, 13b, and 13c**.

Figure 13a Chemong Road (South) Road Project Area



Figure 13b Chemong Road (Central) Project Area



Figure 13c Chemong Road (North) Project Area



6.6 Third Line (County Road 19)

The Community Improvement Project Area for Third Line (Country Road 19) from Chemong Road to Hilliard Street & small section of County Rd 19 from Chemong Road west towards Fairbairn Street is shown in **Figure 13a**.

6.7 Eighth Line (County Road 18)

The Community Improvement Project Area for Eighth Line (Country Road 18) from Centre Line to Lakefield (Lakefield Road) is shown in **Figures 14a and 14b**.

Figure 14a Eighth Line (West) Project Area

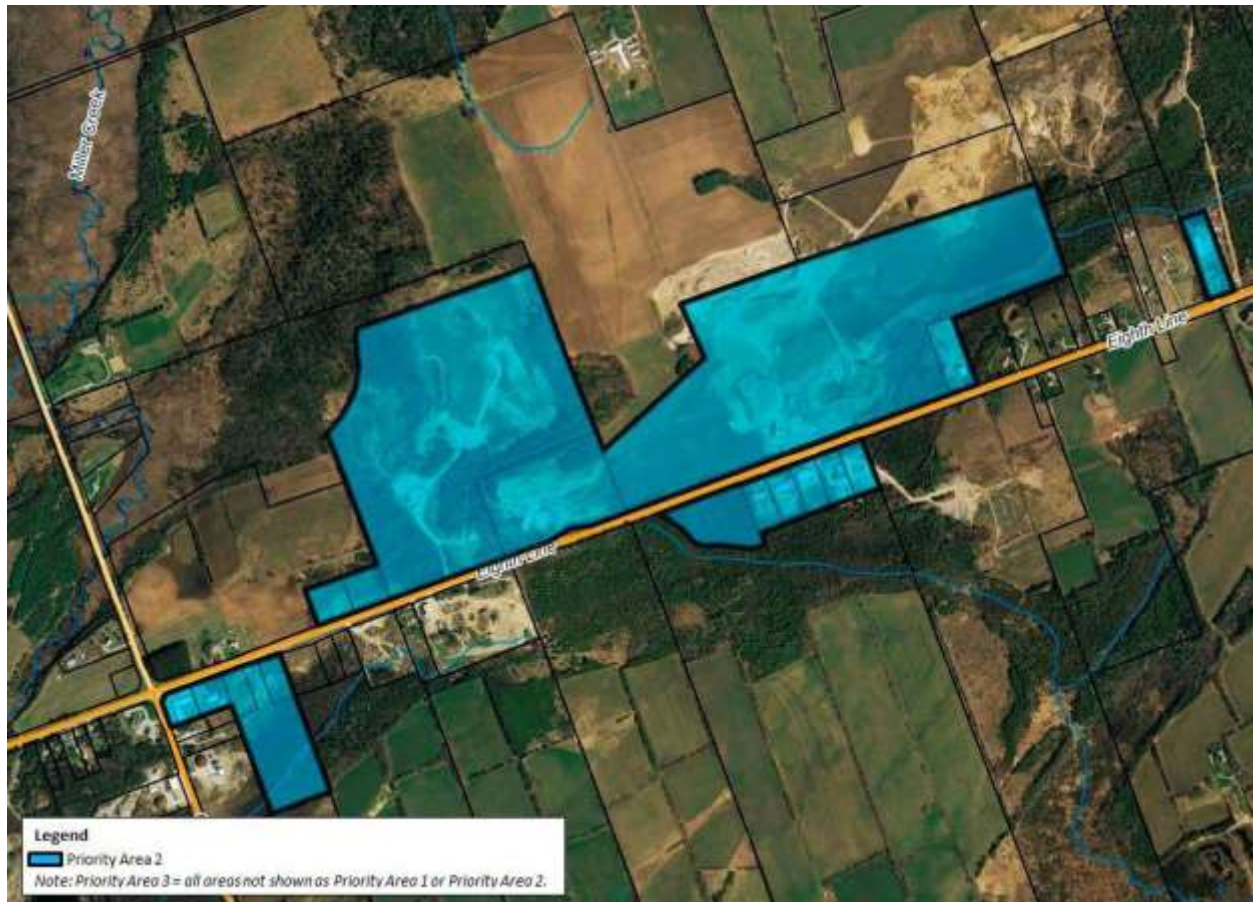
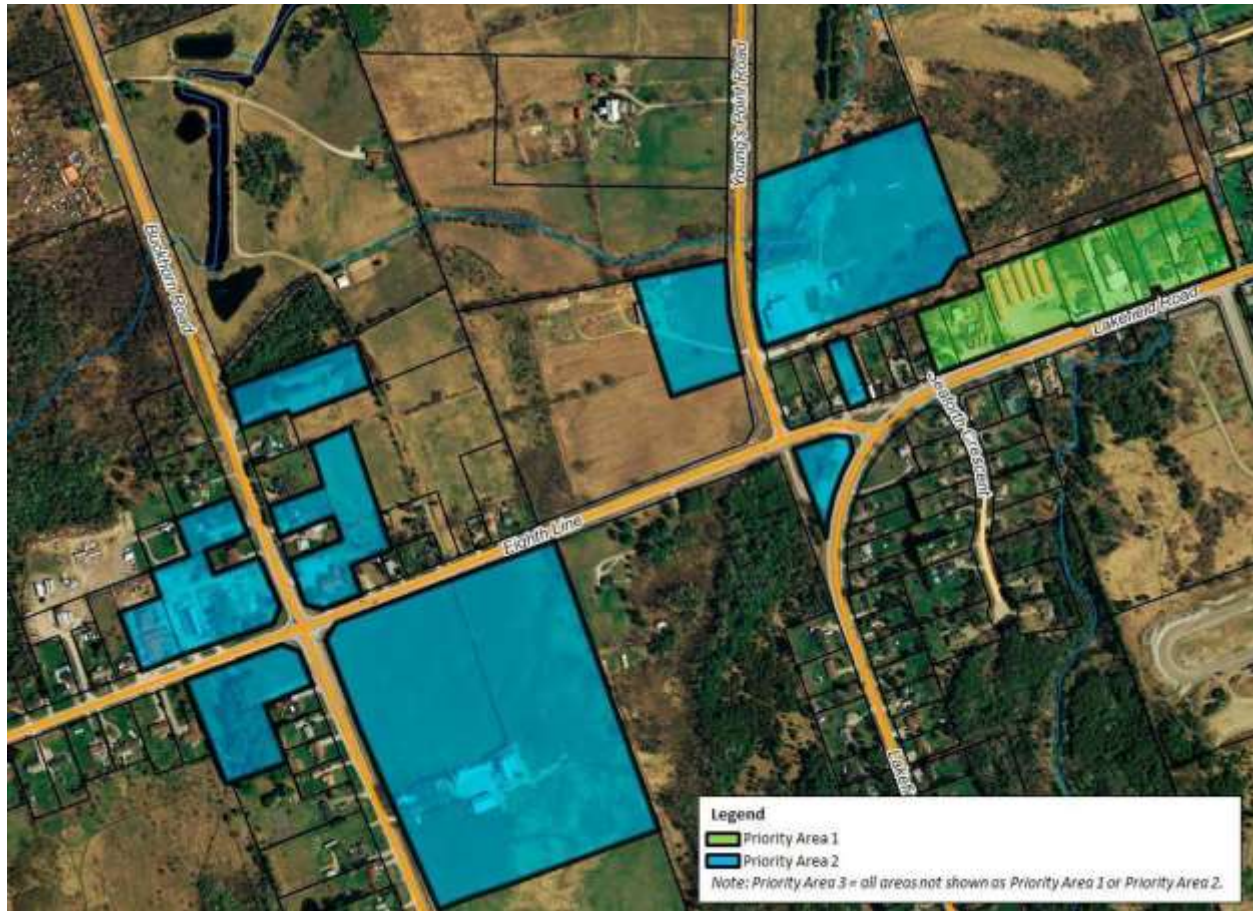


Figure 14b Eighth Line (East) Project Area



6.8 Portion of Robinson Road in Ennismore

The Community Improvement Project Area for the portion of Robinson Road in Ennismore is shown in **Figure 10b**.

7 Village and Hamlet Core Design Guidelines

7.1 Purpose

Selwyn Township prides itself on a blend of its ample recreational opportunities; numerous connections to waterfronts; rural and agricultural environment; local history; economy catering to residents and visitors; and its small scale, intimate and friendly setting. Building on this identity, Village and Hamlet Core Design Guidelines were prepared as a supporting document to the CIP in order to guide the design of building improvements, new developments as well as improvements to public assets. These Design Guidelines are meant to foster the sensitive enhancement of the buildings, properties and streets within the village and hamlet cores within the Township in keeping with the overall desired vision and character for each particular area. The Design Guidelines are intended to complement and assist the financial incentive programs in Priority Area 1 enabled by this CIP.

7.2 Intent

The Design Guidelines express the Township's design expectations for development review and are intended to facilitate high quality design within the Township. They are intended to be a flexible guide for the design and development of new developments and improvements to properties and existing buildings within the core areas of the villages and hamlets with the Township. The design guidance offered by the Design Guidelines is focused on the design and development of commercial and mixed-use buildings within the commercial core project areas, rather than residential or other land use types. The overall intent of the Design Guidelines is to raise the standard for high quality, well-designed projects that support the small scale and pedestrian-oriented nature of the core areas.

7.3 Design Principles

A set of design principles form the foundation of the design guidance in the Village and Hamlet Core Design Guidelines. These design principles are meant to be the general, higher level guidance to new developments and property and building improvements, while forming the foundation for the more specific design guidelines outlined for particular elements. The design principles for new developments and improvements to properties and buildings within the village and hamlet cores of the CIP are as follows:

1. **Small-scale:** new developments and improvements to existing buildings that reinforce the existing small-scale, fine-grained nature of the core areas in terms of building size and form.
2. **Connected:** new developments and site improvements that are designed to connect with the surrounding community in terms of pedestrian and vehicle linkages, main street linkages, and waterfront linkages.
3. **Traditional:** new buildings and improvements to existing buildings that are designed to fit with the traditional style and character of heritage buildings within the core areas in terms of façade proportions, rhythm, and balance.
4. **Green:** new developments and site improvements that are designed to enhance the “greenness” of the community through landscape additions that soften the visual appearance of the core area.
5. **Complementary:** new developments and improvements to existing buildings that are designed to complement the existing architectural styles within the core areas and not overshadow the existing character of the area.
6. **Character:** new developments and improvements to existing buildings that are designed to be in keeping with the intended character of the particular core area, whether a residential form, commercial form or mixed form of development.
7. **Precedent:** new buildings and improvements to existing buildings that are designed using the best built form and architecture examples within the particular core area as guidance.
8. **Sustainable:** new building and site developments and improvements that are designed to incorporate sustainable practices and initiatives through the design of buildings and the layout of sites.

7.4 Application

The Design Guidelines are intended to be used by all participants involved in the planning and design process. These participants include: (a) property owners and developers when planning and designing their projects and developments; (b) the Township when reviewing applications for planning and development approvals; (c) property and business owners when preparing applications for financial incentive programs available in Priority Area 1 under the CIP; (d) the Township when evaluating applications for financial incentive programs; and (e) the Township when undertaking streetscape improvement projects and other public realm improvement projects throughout the commercial core areas.

The Design Guidelines apply to all properties within the commercial core areas, depending on the nature of the development. They are meant to provide design guidance, with the understanding that they are to be applied on a case-by-case basis and are not meant to be a “checklist”. While their application is flexible, all new developments and all improvements to existing properties and buildings are to be consistent with all of the design principles. The Design Guidelines are not meant to be read as “policies” or “regulations”, but rather are to be used as a flexible guidance tool during the planning and design process for development and redevelopment of land within the Township’s commercial core areas that will be applied in a flexible fashion so as to not restrict creativity in design.

8 Public Realm Improvement Strategy

8.1 Key Principles

The Public Realm Improvement Strategy is a comprehensive series of actions for improvement to the public realm that sets the foundation for revitalization efforts in the four core areas that comprise Priority Area 1. Such a coordinated and comprehensive strategy is a critical step in ensuring that the commercial core areas remain competitive in terms of their key strength: a high quality experience based on a comfortable, friendly and welcoming pedestrian environment. In developing a public realm strategy for the four core areas, there are a number of key principles that form the basis of the strategic direction. Understanding these key principles moving forward is critical for the successful implementation of the Public Realm Improvement Strategy. The key principles are as follows:

1. The Public Realm Improvement Strategy needs to be viewed as an investment in the community, and not necessarily just a cost. This investment is intended to leverage private sector investment to achieve the vision for stronger, more comfortable, and healthier main streets in the four core areas.
2. The Public Realm Improvement Strategy is intended to improve the overall experience of the four core areas. The overall experience of visitors, residents, ratepayers, and business owners within the core areas is paramount to the success of revitalization efforts. Enhancing the pedestrian experience along main streets is a principal method for ensuring that core areas can remain vibrant and competitive.
3. The Public Realm Improvement Strategy plays to the existing strengths of the four core areas. Main street areas are special districts that provide unique opportunities that one cannot necessarily find in more contemporary shopping districts. The four core areas need to play to this strength to differentiate themselves from other areas, which includes enhancing its heritage characteristics, its pedestrian friendliness, its small scale shops, and its personality and friendliness.
4. The Public Realm Improvement Strategy is a long-term phased strategy for the improvement of the four core areas. Change will not happen overnight, but rather small, short-term improvements are desirable and necessary in addition to larger, long-term improvements in order to meet the overall objective of an attractive and healthy main street.
5. The Public Realm Improvement Strategy and the implementation of its recommended actions will require a coordinated effort among many participants, and can only be achieved through a combination of public sector (Township and County) and private sector (property and business owners) efforts. Both the public and

private sectors have important and interconnected roles to play, and therefore need to communicate and coordinate their efforts and actions.

6. The Public Realm Improvement Strategy and its recommended actions are focused principally on the area within the boundaries of the Community Improvement Project Area. However, some actions may “spillover” to land outside of these boundaries for continuity purposes and to ensure the desired effect within the core area is achieved.
7. The Public Realm Improvement Strategy provides the overall strategic direction for enhancements to the existing public realm of the four core areas. The strategic direction will be implemented through a number of different methods and processes, including studies that are currently underway or through new initiatives that are identified in the CIP. The relationship of the recommended actions with existing initiatives underway or new recommended initiatives is highlighted in the implementation section of the CIP.

8.2 General Direction

The actions contained in the Public Realm Improvement Strategy generally fall into three themes: (1) actions seeking to improve the identity of the core areas; (2) actions seeking to improve the connectivity of the core areas; and (3) actions seeking to beautify the core areas. These specific actions are discussed below in further detail as part of the Public Realm Improvement Actions for each particular core area, which includes consideration of the location, design, and other elements specific to the particular community. As the foundation for these specific actions, the general direction for the Public Realm Improvement Strategy is as follows:

I. Design

In 2014, the Township prepared a Recreational Trails Master Plan that provides direction on cycling lanes, multi-purpose trails and pedestrian connections. In 2015, *Basterfield & Associates* prepared detailed Public Realm Design Concepts for Bridgenorth, Ennismore, Lakefield and Young’s Point and these Design Concepts were endorsed by Council. Therefore, the actions listed and illustrated below should conform to the designs specified in the Public Realm Design Concepts prepared by Basterfield & Associates and the Township Recreational Trails Master Plan.

II. Identity

These initiatives are geared to enhancing the identity of the four core areas by better defining their character and image to visitors (See **Appendix D** for a

demonstration of a sample “identity” program for the Township). This theme includes the following initiatives:

- a. **Entrance feature program:** the Township should implement its program for entrance features at key gateway locations in the four core areas. While there are existing gateway signs within the four communities, the recommended entrance features are intended to highlight the core areas and complement the function of the existing gateway signs. The design of the entrance features should strive to ensure a coordinated style and design for all entrance features so that they appear as a Township-wide initiative (or Township “brand”), but with opportunities for unique themes or colours for each core area that accentuates the individuality of each core area. Additionally, certain locations may warrant combining the entrance feature with wayfinding signage, described below. The general intent for this initiative is to enhance the first impression of visitors arriving in Selwyn Township as a whole as well as to the four core areas individually.
- b. **Wayfinding program:** the Township should implement its overall program of wayfinding signage that directs visitors to key destinations within the community. Given there is different existing wayfinding signage throughout the four communities, a wayfinding program should build upon on these existing elements in incorporating them into an overall coordinated program for wayfinding. Such a wayfinding program should include simple and universally readable signs with a consistent design template that complements the design of the entrance features. Key destinations that should be considered, among others, in the wayfinding signage include the individual core areas, off-street public parking areas, the Township municipal office, public waterfront access and marinas, public trails, heritage sites, and “landmark” type commercial uses and activities. The general intent of this initiative is to ensure that visitors are able to easily, safely and comfortably move around, whether arriving by foot, bicycle, or automobile.
- c. **Heritage commemoration program:** the Township should design an overall program for heritage commemoration pieces (such as murals, public art, and information boards) through the four core areas. These commemoration pieces are intended to tell the “story” of the four communities in creative and interesting ways and should complement existing heritage elements throughout the core areas, such as Ontario Heritage Act signage or existing interpretative signage in public space. These commemoration pieces could take a wide variety of forms and styles, and could cover a broad range of topics, including special

community residents, historical events, historical properties, particular businesses or other facts and information related to the identity of the particular core area. Such a heritage commemoration program should be guided by a design exercise that establishes the form, style and content of heritage commemoration pieces so that they read as a coordinated package across the Township. The general intent of this initiative is to provide visual interest along the streets and within the spaces of the four areas, while tying such improvements to the local context in order to enhance the visible community identity to visitors.

III. **Connectivity**

These initiatives are geared to improving the connections within and functionality of the four core areas and between the core areas. This theme including the following initiatives:

- a. **Pedestrian crossings:** the Township (with the County as needed) should make improvements to pedestrian crossings as part of key intersections within the four core areas. Through resurfacing, these improvements should be highly visible via differentiation in colour and/or texture from the roadway or the intersection. Universal design standards are a key consideration in improving pedestrian crossings within the core areas, particularly in respect to physical, visual and audible considerations during the design of the improvements. The general intent of this initiative is to better define pedestrian crossings to both drivers and pedestrians in order to create a more comfortable walking environment within the four core areas.
- b. **Sidewalk connections:** the Township should make improvements to the existing network of sidewalks (generally the on-street walking connections) within the four core areas. This includes making repairs and undertaking maintenance where necessary to the existing sidewalk infrastructure within the core areas, but also installing new sidewalks along the street where there are gaps in the sidewalk infrastructure. The general intent of this initiative is to further increase the safety and comfort of pedestrian connections on the key streets within the core areas.
- c. **Trail/Pathway connections:** the Township should make improvements to its existing network of trails and pathways as per the Recreational Trails Master Plan. This includes making physical improvements to existing trails and walkways within the core areas, by such work as improving surfaces or lighting, as well improving existing trails or establishing new trails or pathways between

the four communities. The general intent of this initiative is to further increase connectivity by strengthening the linkages for those walking and cycling both within and between the core areas.

IV. Beautification

These initiatives are geared to improving the visual quality of the public streets and spaces within the four core areas.

- a. Public space improvements:** the Township should make improvements to existing public spaces, such as those along its main streets, and create new public spaces, particularly along the waterfront. These may be more active gathering areas or more passive sitting and viewing areas. The general intent of these initiatives is to enhance existing public spaces or create new public spaces within the four core areas that add to the activity and vibrancy of the main streets and the visual quality of the areas.
- b. Street improvements:** the Township should make improvements to the existing main streets within the four core areas to improve the visual quality and functioning of the street. These improvements can be either minor additions working with the existing street fabric or a more substantial reconfiguration to the streets. These improvements would include the addition of planting and landscape elements along the street edge and further definition of driveway accesses to private properties. Some of these improvements will need to involve or be initiated by the County given they affect County-owned streets. The general intent for the initiatives is to complement the street, creating a greener and more comfortable environment for walking within the core areas.
- c. Private property improvements:** the Township should provide guidance and a financial incentive for property owners to promote improvements to private properties abutting the public street edge in order to improve the visual quality and pedestrian comfort of the streetscape. These improvements could include the addition of plantings and landscape elements along the street edge, as well as further definition and possible consolidation of driveway accesses to private properties. The general intent of these initiatives is to further complement the public realm improvements identified above in creating a greener and more comfortable environment for walking within the core areas.

8.3 Bridgenorth Village Core Public Realm Improvement Actions

The following actions are recommended to improve the public realm of the Bridgenorth Village Core as part of the CIP. The general location of these public realm improvement actions is illustrated in **Figure 15**.

Action #1 Reconfigure Ward Street throughout the core area to create a more balanced and complete street.

Ward Street (County Road 28) is the principal “main street” within the Bridgenorth community and is the key spine street of the Bridgenorth village core. Its form is that of a contemporary commercial strip and not of a traditional main street, which presents a number of issues that impact the potential for the creation of a more vibrant village core environment. This includes minimal built form presence along the street with buildings set back and front yard parking; a lack of vegetation in terms of street trees and plantings that create a larger perceived right-of-way; overhead wires that impact the visual appearance of the street; limited streetscape amenities such as garbage receptacles, benches and planters; and large volumes of passing through traffic that create pedestrian comfort issues.

Ward Street should be reconfigured to create a more balanced and complete main street, with a perceived “tighter” street right-of-way that is oriented to the pedestrian and promotes walking. An Environmental Assessment (EA) for the widening of Ward Street was completed in 2018, and this EA includes the consideration of cycling and pedestrian facilities. Redesigning Ward Street should also consider: removing on-street parking spaces along both sides of Ward Street; accommodating similar sized boulevards and sidewalks (either boulevard curb-side or sidewalk curb-side) on both sides; visually and physically defining pedestrian crossings at key intersections; providing street tree and ground level plantings to define street edges (to build on the landscaping and signage features that have been installed and maintained by the Bridgenorth Beautification Committee); adding central turning lane along Ward Street; installing decorative light standards and street furnishings in strategic locations. The reconfiguration in Action #1 includes several individual actions below, including Actions #2 and 3 (crosswalks), 7 (sidewalks), and 11 (central medians). These latter individual actions are identified separately below in the case that Action #1 is not undertaken for the entirety of Ward Street.

Priority: Very High
Participants: County and Township

Action #2 Resurface crosswalks at Ward Street and Willcox Street intersection.

Action #3 Resurface crosswalks at Ward Street and Bridge Road intersection.

The pedestrian experience and comfortable walking environments are key to successful downtown and main streets environments, whether small or large in scale. Ward Street carries large volumes of vehicular traffic through the community and strong, visually apparent pedestrian crossings at key intersections are necessary to strengthen the walkability of the core area. Pedestrian crossings of Ward Street at the Willcox intersection and the Bridge Street intersection should be resurfaced to further emphasize these high volume pedestrian crossings. The surface of these crossings should be highly visible and differentiated from the remainder of the roadway through the use of colour and/or texture accents. Textured asphalt or stamped concrete should be considered first for crosswalk definition along Ward Street. Further design guidance is provided in Section 4.2 of the Village and Hamlet Core Design Guidelines in respect to design character, style and placement of crosswalks.

Priority: High (#2 and #3)

Participants: County and Township

Action #4 Explore opportunities for incorporating a continuous pedestrian/cycling connection across the Causeway.

The James A. Gifford Causeway is a landmark feature in Bridgenorth's context and lends to the overall waterfront experience of the Bridgenorth community. The Causeway presents notable passive recreation opportunities in terms of walking and cycling paths to and from the Bridgenorth village core, together with sitting and viewing areas along the Causeway. In 2013, the County of Peterborough completed a detailed Environmental Assessment (EA) for the Causeway that includes cycling and pedestrian facilities. The EA process considered all alternatives and proactively involved the public in defining a recommended plan for improvements to the Causeway.

N.B. as part of the Causeway reconstruction a sidewalk and multi-purpose lane for cycling will be constructed connecting Bridgenorth and Ennismore (planned for 2022).

Priority: High

Participants: County, Township, Upper Government levels

- Action #5** **Install entrance markers at the eastern end of the Causeway.**
Action #6 **Install entrance markers at the western end of Ward Street near Communication Road.**

First impressions are important for visitors arriving to small town downtowns and main streets, providing an immediate sense of the character, identity and civic pride to new visitors. The installation of entrance or “gateway” markers at the key entrances would assist in strengthening the gateway presence to the core area. Design and installation of entrance markers at the northern and southern entrance to the core area should consider a standardized design style template across the Township, but which allows individual elements reflective of Bridgenorth through colouring or graphics (see ‘General Direction’ section above). Features should be located in flanking locations on either side of the street to maximize the visual defining effect, located at vertical elements in the street boulevard space. Ground level plantings around entrance markers should emphasize and provide a quality backdrop for the features. Alternatively, the entrance marker at the end of the Causeway (coupled with the entrance marker in Ennismore) could be designed as a complementary archway that extends over the Causeway and provides a different feel to the entrance. Further design guidance is provided in Section 4.9 of the Village and Hamlet Core Design Guidelines.

Priority: High (#4), Very High (#5)
Participants: Township and County

- Action #7** **Install a concrete sidewalk extension along the east side (and west sides in some sections) of Ward Street.**

Pedestrian connectivity is critical for the achievement of an active and vibrant downtown or main street area. However, Bridgenorth generally has numerous gaps (either from continuity purposes or surface materials) in the pedestrian network throughout the village core. While the west side of Ward Street generally has a continuous concrete sidewalk throughout the village core (except a portion of the section between Gore Street and Bridge Street), the east side either lacks sidewalks entirely or is limited to asphalt paved shoulders at the side of the street. These deficiencies warrant installation of a concrete sidewalk in order to more safely and comfortably connect Ward Street for pedestrians. Ideally, a hard (not rolled) curb should divide the public sidewalk from the vehicular travel lanes of Ward Street. Widening of Ward Street may potentially be required, depending on the design and right-of-way widths, at which point

more space for boulevard plantings along the street should be considered, either curb-side or abutting the right-of-way edge.

Priority: Low

Participants: County and Township

Action #8 **Install wayfinding features around the Ward Street and Causeway intersection.**

Action #9 **Install wayfinding features around the Ward Street and Communication Road intersection.**

Action #10 **Install wayfinding features around the Ward Street and Willcox Street intersection.**

Visitors in downtown and main streets should be able to easily, safely and comfortably move around, whether arriving by foot, bicycle, or automobile. Wayfinding signage assists this need by directing visitors to key destinations such as to civic or public buildings, parking areas, open spaces and trails, and other significant destinations or features. Wayfinding features should be installed in the Bridgenorth Core in keeping with the overall coordinated and comprehensive system of wayfinding signage for the Township, at the eastern and western ends of the village core as well as central location in and around Willcox and Ward Street intersection (see 'General Direction' section above). Destinations identified on Bridgenorth wayfinding features should consider, at a minimum, the village cores of Lakefield, the hamlet cores of Ennismore and Young's Point, the Bridgenorth Public Library, Lions Park, Chemong Park, the Robert E. Young Recreation Complex (and its various components), and public waterfront access points to Chemong Lake.

Priority: High (#8 and #9), Medium (#10)

Participants: Township, County, Community Groups

Action #11 **Explore opportunities for providing waterfront access spaces along the Chemong Lake waterfront.**

Bridgenorth is a waterfront community that operates alongside the shoreline of Chemong Lake and the Causeway, but public waterfront access is limited within the village core. The Township should explore opportunities for creating waterfront access points at key strategic locations within the core area. These spaces could provide passive opportunities with sitting and viewing areas with associated pedestrian amenities such as benches and garbage receptacles; small scale boat

parking facilities for visitors to the Bridgenorth village core; or a combination of activities. The design would need to consider the safety of users coupled with the privacy of surrounding residential properties.

Priority: Medium

Participants: Township and Community Groups

Action #12 Explore opportunities to plant private property edges and define vehicular accesses along Ward Street frontages.

In the Bridgenorth village core, there are numerous areas where parking is located between the building front and the street edge, coupled with limited street edge plantings and continuous undefined driveway accesses to private properties. Taken together, these conditions make a less comfortable walking experience along Ward Street. These semi-public edges (given they are located on private property) to the public street can be improved with plantings and decorative walls to provide a better edge along the street with more greenery. Coupled with these landscape improvements, uninterrupted vehicular access along a property's frontage should be defined with fixed curbs and planting strips, where feasible. These improvements would principally be an initiative of the private property owners, but the involvement and assistance of the Township is warranted as using small portions of private property may be required and vehicular accesses to properties may be consolidated impacting the interaction with the public street.

Priority: Medium

Participants: Township and Community Groups

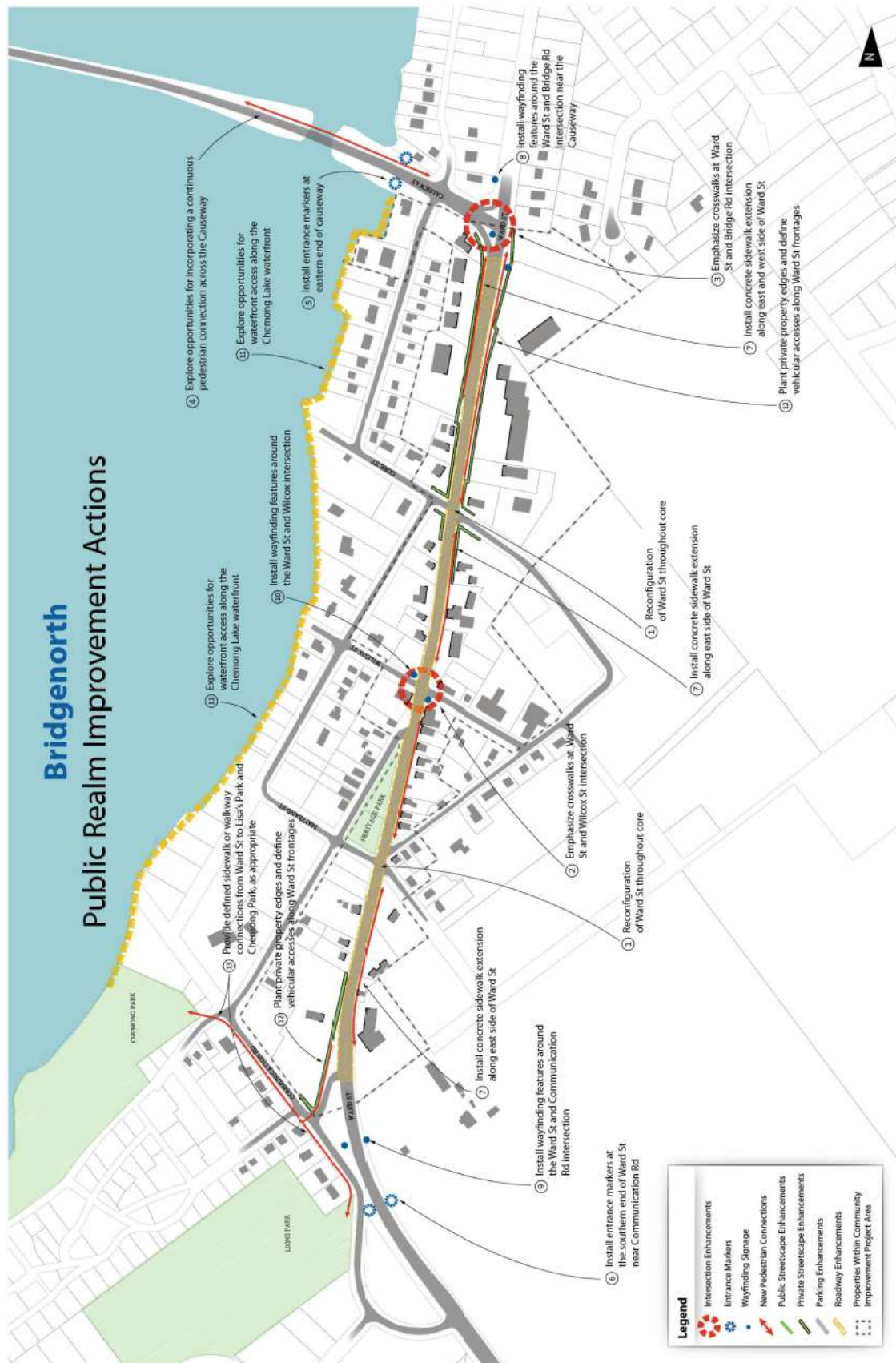
Action #13 Provide defined sidewalk or walkway connections from Ward Street to Lion's Park and Chemong Park, as appropriate.

The Bridgenorth village core benefits from the proximity of two significant community parks, Lion's Park and Chemong Park, at the southern end of the core area. However, there are no defined walking connections between the core area businesses and these two public spaces. New sidewalk and walkway connections should be installed from the west side of Ward Street connecting through the surrounding local street network to these public parks to better integrate them into the business core fabric.

Priority: Medium

Participants: Township

Figure 15 Bridgenorth Public Realm Improvement Actions



8.4 Ennismore Hamlet Core Public Realm Improvement Actions

The following actions are recommended for improving the public realm of the Ennismore Hamlet Core as part of the as part of the CIP. The general location of these public realm improvement actions is illustrated in **Figures 16a and 16b**.

Action #1 Install entrance markers around the Ennis Road and Tara Road intersection (completed).

First impressions are important for visitors arriving to small town downtowns and main streets, providing an immediate sense of the character, identity and civic pride to new visitors. The installation of entrance or “gateway” markers at the key entrances would assist in strengthening the gateway presence to the Ennismore core area. Features should be located in flanking locations on either side of street (the north side co-located with the existing wayfinding kiosk) to maximize the visual defining effect, located as vertical elements in the street boulevard space. Ground level plantings around entrance markers should emphasize and provide a quality backdrop for the features. Further design guidance provided in Section 4.9 of the Village and Hamlet Core Design Guidelines in respect to design character, style and placement of entrance markers.

N.B. Through the efforts of the Ennismore & District Horticultural Society, entrance markers (dry stone wall feature) have been installed in the centre median and a community gateway sign has been installed to welcome residents and visitors to Ennismore. These entrance features were designed and constructed by the Ennismore & District Horticultural Society.

Priority: Very High
Participants: Township and Community Groups

Action #2 Emphasize the crosswalks at the Ennis Road and Tara Road intersection.

The pedestrian experience and comfortable walking environments are key to successful downtown and main streets environments, whether small or large in scale. The intersection of Ennis Road and Tara Road is the key crossroads in the community and carry a lot of vehicular traffic within the area. Given this importance, pedestrian crossings of Ennis Road and Tara Road should be resurfaced to further emphasize these pedestrian

crossings across the higher volume streets. The surface of these crossings should be highly visible and differentiated from the remainder of the roadway through the use of colour and/or texture accents. Definition could simply be accommodated through crosswalk painting, given the smaller scale of the hamlet core, or could be textured and/or coloured asphalt in keeping with the village cores. Further design guidance is provided in Section 4.2 of the Village and Hamlet Core Design Guidelines in respect to design character, style and placement of crosswalks.

Priority: High
Participants: Township

Action #3 Resurface and sign the parking area within Ennis Road right-of-way west of intersection.

The existing surface parking area at the north side of the property at the southwest corner of the Ennis Road and Tara Road intersection provides a modest supply of parking for visitors to the Ennismore core area, but it does not necessarily “read” as a parking area. The Township, in concert with the abutting property owner, should resurface and line these parking spaces, provide a curb to define the spaces from the roadway, and sign the space to identify the parking area.

Priority: Medium
Participants: Township

Action #4 Create curb extensions into the right-of-way with plantings at the Ennis Road and Tara Road intersection.

The wide shoulders at the edges of the Ennis Road right-of-way, near the Tara Road intersection, provide sufficient space to accommodate plantings to provide further vibrancy at the intersection in the interests of better defining the focal point of the Ennismore core area. Extensions of the curb could extend into these road shoulders at the southeast and northeast corners of the intersection (where parking cannot be accommodated anyways given the intersection spacing), through fixed or rolled curbs, and can be planted with ground plantings as well as street trees. Additionally, these spaces could accommodate the intended entrance markers as per Action #1 above.

Priority: Low
Participants: Township

Action #5 **Install wayfinding signage at the four approaches to the Ennis Road and Tara Road intersection (completed).**

Action #6 **Install wayfinding signage at the three approaches to the Robinson Road and Yankee Line intersection (completed).**

Visitors to downtowns and main streets should be able to easily, safely and comfortably move around, whether arriving by foot, bicycle, or automobile. Wayfinding signage assists this need by directing visitors to key destinations such as to civic or public buildings, parking areas, open spaces and trails, and other significant destinations or features. Wayfinding features should be installed in both the Ennismore core and causeway area, in keeping with the overall coordinated and comprehensive system of wayfinding signage for the Township (see 'General Direction' section above). Destinations identified on Ennismore wayfinding features should consider, at a minimum, the village cores of Bridgenorth and Lakefield, the hamlet core of Young's Point, public parking areas along the Causeway, the Robert E Young Recreation Complex (and its various components), and the Ennismore Heritage Trail. Further design guidance is provided in Section 4.10 of the Village and Hamlet Core Design Guidelines in respect to design character, style and placement of wayfinding features.

Priority: High (#5), Very High (#6)

Participants: Township and Community Groups

Action #7 **Resurface crosswalks at the Robinson Road and Yankee Line/Causeway intersection.**

The pedestrian experience and comfortable walking environments are key to successful downtown and main streets environments, whether small or large in scale. Pedestrian crossings at the Bridge Street/Yankee Line and Robinson Road intersection should be resurfaced to further emphasize pedestrian routes in this location. The surface of these crossings should be highly visible and differentiated from the remainder of the roadway through the use of colour and/or texture accents. Similar to the Ennismore core area, this intersection could be defined by crosswalk painting, or could be textured and/or coloured asphalt in keeping with the village cores. Further design guidance is provided in Section 4.2 of the Village and Hamlet Core Design Guidelines.

Priority: High

Participants: Township

Action #8 Reconstruct and plant the central island median at the Robinson Road and Yankee Line/Causeway intersection (completed).

Where Yankee Line and Robinson Road meet is the central intersection in the Ennismore causeway area, and provides a key wayfinding destination within Ennismore. The central median island at this intersection provides a necessary traffic operation function, but can also be utilized to provide landscape plantings to add greenery to this entrance point.

N.B. The central median island (shamrock stone display) was redesigned and reconstructed by the Ennismore and District Horticultural Society.

Priority: High

Participants: Township and Community Groups

Action #9 Install entrance markers at the western end of the Causeway (completed).

Similar to Action #1, entrance markers should be installed at the western entrance to the James Gifford Causeway. Features should be located in flanking locations on either side of street to maximize the visual defining effect, located at vertical elements in the street boulevard space. Ground level plantings around entrance markers should emphasize and provide a quality backdrop for the features. Alternatively, the entrance marker at the end of the Causeway (coupled with the entrance marker in Ennismore) could be designed as a complementary archway that extends over the Causeway and provides a different feel to the entrance. Further design guidance provided in Section 4.9 of the Village and Hamlet Core Design Guidelines in respect to design character, style and placement of entrance markers.

Priority: Very High

Participants: Township and Community Groups

Action #10 Resurface and define the waterfront parking area on the south side of the Causeway.

The south side of the Causeway has waterfront access along Chemong Lake with public sitting and viewing areas and a gazebo as well as a public boat launch in the Bridgenorth-Ennismore-Lakefield (BEL) Rotary Park, which is a County owned property. A small parking area that is gravel surface and undefined serves the public functions in the park.

Improvements to the public parking area can better formalize this space and create a more defined and visually appealing public space.

Improvements to the public parking area should consider better defining two drive accesses to the parking with landscaping and curbing the parking area's frontage along the Causeway, and installing signage (and potentially naming the parking area in coordination with the Rotary Club to clearly identify the space as public parking for BEL Rotary Park.

Priority: Very High

Participants: Township, County, Community Groups

Action #11 Utilize the space on the north side of the Causeway as a public space or public parking area.

Similar to the south side of the Causeway, the north side contains an undefined space that is used for parking purposes on an informal basis.

This space should also be improved to better formalize this space and create a more well-defined function for this space. This function could be a green public space on the north side of Bridge Street, a secondary public parking area for waterfront users, or a combination of both. Improvements to the public parking area should consider better defining a driveway access to the parking with landscaping and curbing the parking area's frontage along the Causeway, as well as installing signage (and potentially naming of the parking area) to clearly identify the space as public parking.

The design should reflect the natural context surrounding the Chemong Lake waterfront and incorporate sustainable design practices in terms of surface materials that consider infiltration and run-off.

Priority: Low

Participants: Township and Community Groups

Action #12 Explore opportunities for incorporating a continuous pedestrian connection across the Causeway.

The Causeway is a defining element of the Ennismore community's identity, similar but to a lesser degree than it is to Bridgenorth. The Causeway is a landmark feature and lends itself to the waterfront recreation opportunities that are available in this portion of the Ennismore community. It presents notable passive recreation opportunities in terms of walking and cycling paths to and from the Ennismore causeway area, together with sitting and viewing areas along the Causeway.

In 2013, the County of Peterborough completed a detailed Environmental Assessment (EA) for the Causeway that includes cycling and pedestrian facilities. The EA process considered all alternatives and proactively involved the public in defining a recommended plan for improvements to the Causeway.

N.B. as part of the Causeway reconstruction a sidewalk and multi-purpose lane for cycling will be constructed connecting Bridgenorth and Ennismore (planned for 2022).

Priority: Medium

Participants: County, Township, Upper Government levels

Action #13 Add plantings along the north side of the Causeway right-of-way.

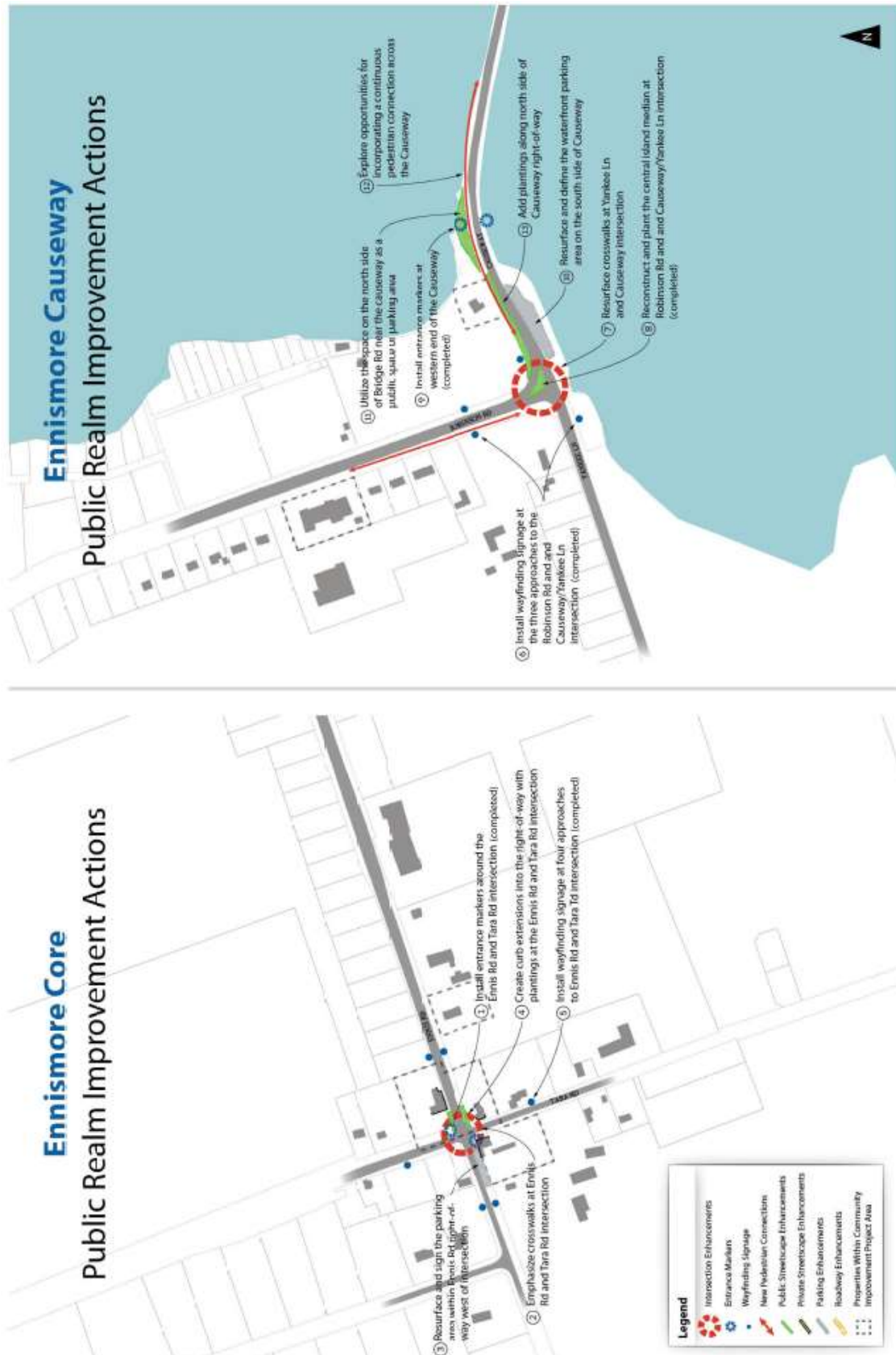
In the Ennismore causeway area there are limited plantings and greenery on either sides of the Causeway leading onto the James Gifford Causeway. The Township should look to add plantings and landscape materials along the northern edge of the Causeway right-of-way to provide a stronger presence and viewline entering or exiting the Causeway. Plantings should include ground plantings as well street trees to provide horizontal and vertical depth to the landscape. These Township efforts could be coupled with landscape improvements and more defined vehicular access and curbing along the commercial property near the Causeway on the north side of the Causeway, principally as an initiative of the private property owners. Further design guidance is provided in Sections 4.5 and 4.6 of the Village and Hamlet Core Design Guidelines tree and ground plantings.

Priority: Medium

Participants: Township and Community Groups

Figure 16a
Figure 16b

Ennismore Core Public Realm Improvement Actions
Ennismore Causeway Public Realm Improvement Actions



8.5 Lakefield Village Core Public Realm Improvement Actions

The following actions are recommended to improve the public realm of the Lakefield Village Core as part of the CIP. The general location of these public realm improvement actions is illustrated in **Figures 17a to 17d**.

Action #1 Make enhancements to the structure and surface of the Otonabee River bridge entering the core area from Bridge Street.

The Bridge Street crossing of the Otonabee River presents a landmark entrance into Lakefield that provides quality view lines into the core area of Lakefield and vistas over the Otonabee River. At a minimum, improvements to the bridge should include the installation of a new bridge railing structure with a character and style that complements the architectural character of the Lakefield core area. Alternatively, railing improvements could consist of retrofitting the existing bridge railing structure with material accents and colours. To complement improvements to the railings, plantings and lighting opportunities are important along the bridge to soften the pedestrian experience. Reducing the width of travel lanes on the bridge to accommodate more space for walkways and planting space (potentially as in-ground, moveable planters, or hanging baskets) should be considered. Resurfacing of the bridge's pavement with distinct surface materials, markings or colours, together with complementary entrance markers (Action #3) can help to define the presence at this prominent entrance to the Lakefield core area.

Priority: Very High

Participants: Township, County, Upper Government levels

Action #2 Explore opportunities to consolidate the rear areas behind Queen Street buildings as parking areas (partially completed).

The Lakefield core area benefits from rear parking areas behind Queen Street and Bridge Street that serve the businesses on these main streets. These rear parking areas (both publicly-owned and privately-owned) should be considered for consolidation and coordination between the different properties, through a reconfiguration and redesign that would assist in improving and strengthening the interface with the streetscape. Consolidation of the rear parking area should seek to better organize parking efficiency in terms of parking quantity and vehicular flows. Preferably, coordinated entrances would be from the side streets.

Coordination would be required between the individual landowners and the Township (as necessary) with mutually agreeable plans and agreements for the use and design of the parking. The roles and responsibilities of the various stakeholders in the design, and maintenance of these areas would have to be clearly defined at the outset of the process.

The Township engaged TranPlan Traffic consultants in 2017 to undertake an inventory of parking facilities and parking needs in Lakefield. This study will help determine the need for any new/reconfigured downtown parking.

As part of this action, the Township should explore opportunities for redeveloping the Queen Street frontage as a new mixed-use development that fills in the built form gap along this key block of the core area. In keeping with the Village and Hamlet Core Design Guidelines, such a development should be multiple storeys in height and should be set back from the street in a consistent fashion to abutting buildings. A pedestrian walkway through the block should be considered to connect the Queen Street sidewalk with the rear parking area, with appropriate wayfinding signage and pedestrian-scaled lighting as necessary. There are various opportunities for implementing the redevelopment such as the sale of the property or a public-private partnership with the Township and a developer.

N.B. The consolidation of rear parking areas has been completed for the west side of Queen Street.

Priority: Medium
Participants: Township, Property Owners

Action #3 Install entrance markers at the northern entrance to the core at the Queen Street and Regent Street intersection.

Action #4 Install entrance markers at the southern entrance to the core on Bridge Street near the south side of the bridge.

First impressions are important for visitors arriving to small town downtowns and main streets, providing an immediate sense of the character, identity and civic pride to new visitors. The installation of entrance or “gateway” markers at the key entrances would assist in strengthening the gateway presence to the core area. Design and installation of entrance markers at the northern and southern entrance to core area should consider a standardized design style template across the

Township, but which allows individual elements reflective of Lakefield (see 'General Direction' section above). Features should be located in flanking locations on either side of street to maximize the visual defining effect, located at vertical elements in the street boulevard space. Ground level plantings around entrance markers should emphasize and provide a quality backdrop for the features. Further design guidance is provided in Section 4.9 of the Village and Hamlet Core Design Guidelines in respect to design character, style and placement of entrance markers.

Priority: Very High (#3 and #4)

Participants: Township and Community Groups

Action #5 Reconfigure and plant the public space in front of the Memorial Hall at the corner of Queen Street and Bridge/Albert Street (partially completed).

The public space in front of Memorial Hall provides a civic presence at the central intersection of the Lakefield core area. Its design, however, with its exclusively hard surface and lack of sitting features, results in an underutilized opportunity space that lacks a defined function as a public space. Reworking this space, through minor enhancements to the existing structure of the space can create a more functional and better defined civic space. Enhancements to the public space should consider the removal of an outer course of bricks and hard surface, and replacing it with landscape materials including ground cover, plantings and trees, coupled with the installation of benches and associated amenities in the remaining inner course of hard surfaced materials. Public art or heritage commemoration pieces should be considered to further define the function of this public space, as well as the addition of pedestrian-scaled wayfinding features to direct visitors. A defined pedestrian walkway between this corner space and Cenotaph Park on the other side of Memorial Hall should be incorporated to create a connection between these two public spaces.

N.B. A public art installation at Memorial Hall is currently being planned for 2021 or 2022.

Priority: Medium

Participants: Township and Community Groups

Action #6 Resurface crosswalks at the Queen Street and Albert/Bridge Street intersection.

Action #7 Resurface crosswalks at the Queen Street and Reid Street intersection.

The pedestrian experience and comfortable walking environments are key to successful downtown and main streets environments, whether small or large in scale. Queen Street carries a lot of vehicular traffic throughout and, while the pedestrian infrastructure in the area is in relatively good condition, opportunities for further defining key pedestrian crossings of Queen Street would further promote comfort and access for those visitors walking within the core area. Pedestrian crossings of Queen Street at the Albert/Bridge Street intersection and the Reid Street intersection should be resurfaced to further emphasize these high volume pedestrian crossings. The surface of these crossings should be highly visible and differentiated from the remainder of the roadway through the use of colour and/or texture accents. Textured asphalt or stamped concrete should be considered first for crosswalk definition along Queen Street. Further design guidance is provided in Section 4.2 of the Village and Hamlet Core Design Guidelines in respect to design character, style and placement of crosswalks.

Priority: High (#6 and #7)

Participants: Township and Community Groups

Action #8 Create a public sitting area along Lakefield Trail immediately north of the bridge.

The area on the north side of the bridge over the Otonabee River provides an opportunity for a respite area along the Lakefield Trail for trail users. This space should be designed as a public sitting area, complete with benches, waste receptacles, and pedestrian-scaled lighting. Additional opportunities for wayfinding signage or heritage commemoration pieces, particularly those with specific reference to the Trent Severn Waterway and its importance to Lakefield's history, should be considered as part of this public space.

Priority: Medium

Participants: Township and Community Groups

Action #9 Resurface and plant the existing curb extensions along Queen Street within the core area at the intersection with Bridge Street/Albert Street and with Reid Street.

The existing curb extensions at the corners of Queen Street where it intersects with Bridge/Albert Street and with Reid Street extend the pedestrian space further into the street and provide opportunities for plantings and street furnishing and amenities. But these spaces are underutilized and could yield an additional space along the street for sitting and the addition of greenery. Reworking these spaces should consider removal of the course of bricks within the curb extension, installation of a concrete pad to accommodate a bench and associated streetscape furnishings, and plantings with ground cover for remainder of the space.

Priority: Low

Participants: Township and Community Groups

Action #10 Add pedestrian amenities along the Lakefield Trail.

The Lakefield Trail provides a continuous waterfront promenade along the Otonabee River that skirts in and around the village core of Lakefield, connecting on to broader regional trail system. Such a walk complements the desired character and identity of the village core by providing a leisurely walking route for visitors during their visit to Lakefield. However, the addition of amenities catering to those walking along the Lakefield Trail can make this experience more enjoyable and comfortable. Opportunities for planting beds or planters along the edges of the walkway should be explored to further provide greenery along the waterfront, as well as the addition of pedestrian-scaled lighting to provide safety and functionality at night. The addition of wayfinding signage along the Lakefield Trail (see Action #13) would further integrate the promenade with the businesses and destinations on Queen Street.

Priority: Medium

Participants: Township and Community Groups

Action #11 Install wayfinding signage at key intersections along Queen Street.

Action #12 Install wayfinding signage at key intersections along Bridge Street.

Action #13 Install wayfinding signage and information boards along Lakefield Trail.

While the commercial areas in the Township and its core areas have a number of significant features that help create vibrancy, there is no

comprehensive system to direct visitors to these features. A coordinated and comprehensive system of wayfinding signage within the Township should be developed (see ‘General Direction’ section above). In Lakefield, wayfinding signage should be located at key intersections along Queen Street and Bridge Street as well as along the Lakefield Trail. Destinations identified on Lakefield wayfinding features should consider, at a minimum, the village cores of Bridgenorth, the hamlet cores of Ennismore and Young’s Point, the Robert E Young Recreation Complex (and its various components), public parking opportunities throughout the core area; heritage buildings and properties in the area; Memorial Hall; the Lakefield Trail; the Trent Severn Waterway and the lockstation; the farmer’s market; and Lakefield marina. Opportunities for co-locating these wayfinding features with existing Lakefield Trail interpretive signage should be considered. Further design guidance is provided in Section 4.10 of the Village and Hamlet Core Design Guidelines.

Priority: Medium (#11), High (#12 and #13)
Participants: Township and Community Groups

N.B. Wayfinding signage and information boards have been installed along the Lakefield Trail by both the Lakefield Trail Committee and Peterborough & the Kawarthas Tourism through the Shimano Canada Cycling Partnership.

Action #14 Install concrete sidewalk extension along the south side of “upper” Queen Street (completed)

Action #15 Install concrete sidewalk extension along the south side of Bridge Street.

Lakefield generally has a well-connected and continuous pedestrian network with the traditional core area along Queen Street, however, there are gaps (either from continuity purposes or surface materials) in the pedestrian network in the more contemporary shoulder areas at either ends of the core. The Queen Street shoulder area (north of King/Regent Street section) and the Bridge Street shoulder area (between Fraser Street and the bridge) warrant installation of a concrete sidewalk on the south side of the streets (currently a paved asphalt shoulder) to match the existing sidewalk on the north side in order to fully connect the two shoulder areas to the core. Widening of Queen Street and Bridge Street may potentially be required, depending on the design and right-of-way widths, at which point more space for boulevard plantings along the street

should be considered, either curb-side or abutting the right-of-way edge. Further design guidance is provided in Section 4.4 of the Village and Hamlet Core Design Guidelines in respect to the size and treatment of sidewalks and boulevards along the street.

Priority: High (#14), Low (#15)

Participants: Township and Community Groups

Action #16 Explore opportunities to plant private property edges and define vehicular accesses along “upper” Queen Street frontages.

Action #17 Explore opportunities to plant private property edges and define vehicular accesses along Bridge Street frontages.

There are several areas where parking in front of buildings is exposed to the public street and sidewalk as well as some locations with continuous undefined driveway accesses to private properties. Together, this makes for a less comfortable walking experience along Queen Street and Bridge Street. These semi-public edges (given they are located on private property) can be improved with plantings and decorative walls to provide a better edge with more greenery along the public street. Coupled with these landscape improvements, uninterrupted vehicular access along a property’s frontage should be defined with fixed curbs and planting strips, where feasible. These improvements would principally be an initiative of private property owners, but the Township can provide guidance for these improvements using the urban design guidelines and the site plan approvals process, as well as considering a financial incentive to promote these types of improvements to private properties. Moreover, the Township should look to establish “fixed” curbs along this portion of Queen Street (through Action #14 potentially) rather than the existing “rolled” curb throughout this portion of Queen Street.

Priority: Low

Participants: Property Owners, Township

Action #18 Maintain and replace existing streetscape amenities within Queen Street core.

The Queen Street core (Water Street to Reid Street) generally contains an existing package of streetscape amenities, including decorative light standards and benches, however, it does not present a complete package for the core area. At a minimum, enhancements to the core area should consider the replacement of existing light fixtures where they are missing

or damaged; extension of the package of light standards and furnishings onto Bridge Street (and the bridge); and the addition of other streetscape furnishings within the block, including garbage/recycling receptacles and bike racks. Alternatively, the installation of a more contemporary, updated style for streetscape amenities and furnishings could be considered for the core area as well as to the shoulder areas (as part of Actions #16 and #17 above). Further design guidance is provided in Section 4 of the Village and Hamlet Core Design Guidelines.

N.B. Street light fixtures will be updated and replaced with new LED lighting (planned for 2021).

Priority: Medium
Participants: Township and Community Groups

Action #19 Improve connectivity between the core area and Lakefield Trail.

The Lakefield Trail provides a continuous waterfront promenade along the Otonabee River that skirts in and around the village core of Lakefield, connecting on to broader regional trail system. The Township should explore all opportunities for creating further connections between the Lakefield Trail and the village core area, whether through on-street or off-street connections.

Priority: Medium
Participants: Township and Community Groups

Action #20 Upgrade the Queen and Concession Street Intersection

Upgrade pedestrian facilities and streetlighting to create a vibrant gateway at this key intersection.

Priority: High
Participants: Township and County

N.B. The upgrade of the Queen and Concession Street intersection in Lakefield has been completed in cooperation with the County of Peterborough. Public realm design elements incorporated into the final design include decorative street lighting, interlock pedestrian facilities, landscaping and benches, creating a vibrant gateway for the east end of Lakefield's core area.

Figure 17a *Lakefield Public Realm Improvement Actions*

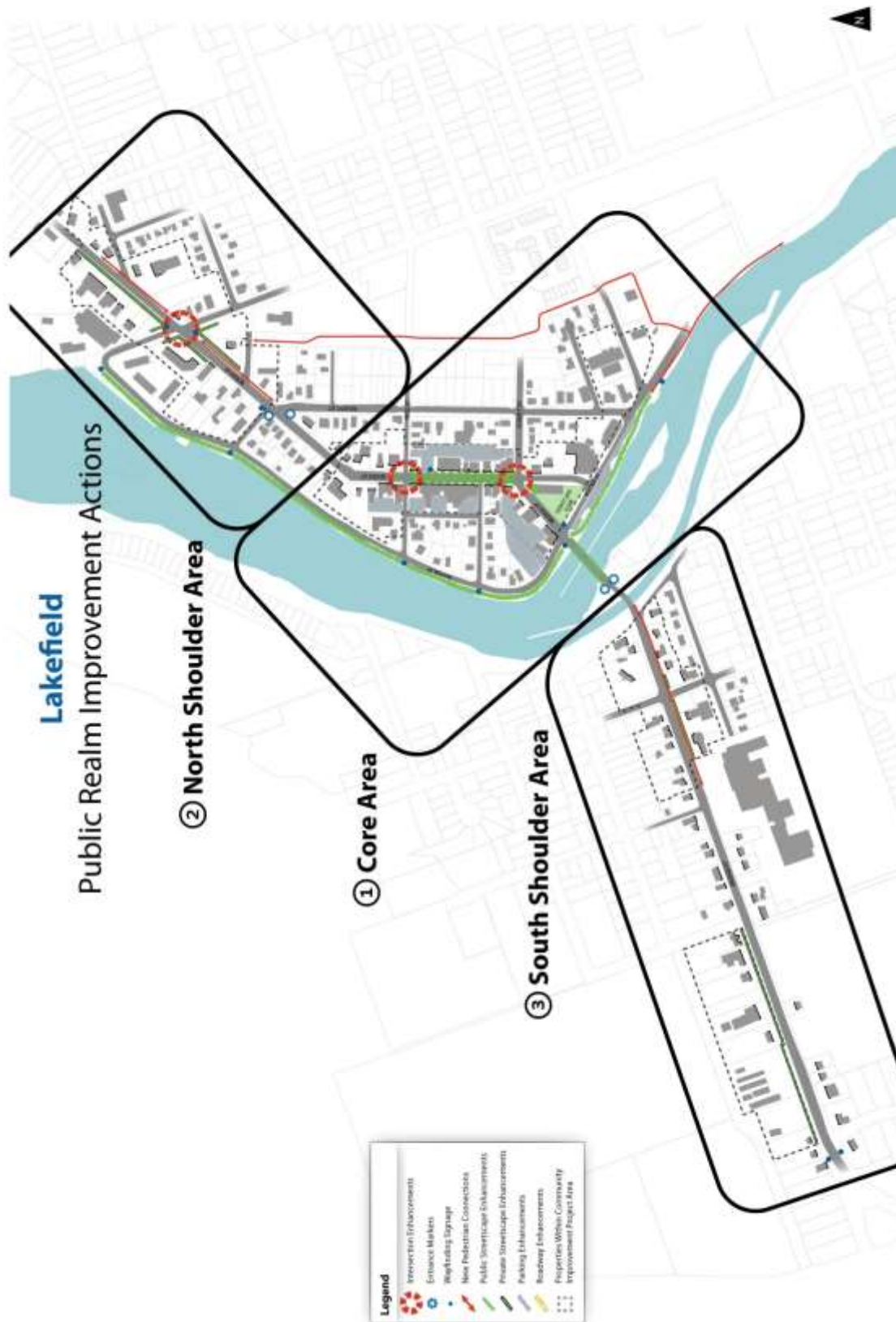


Figure 17b Lakefield Core Area Public Realm Improvement Actions

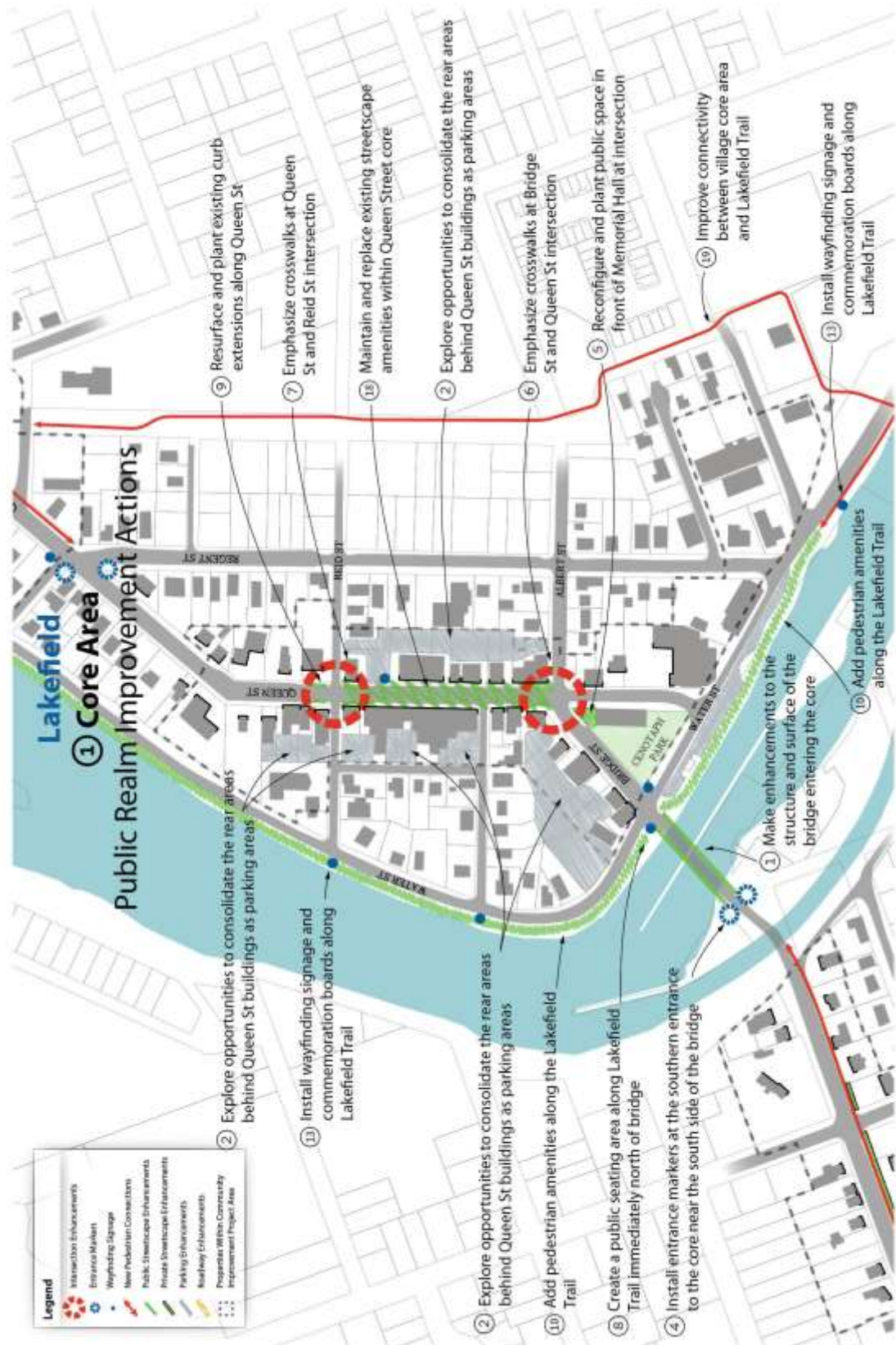


Figure 17c Lakefield North Shoulder Area Public Realm Improvement Actions

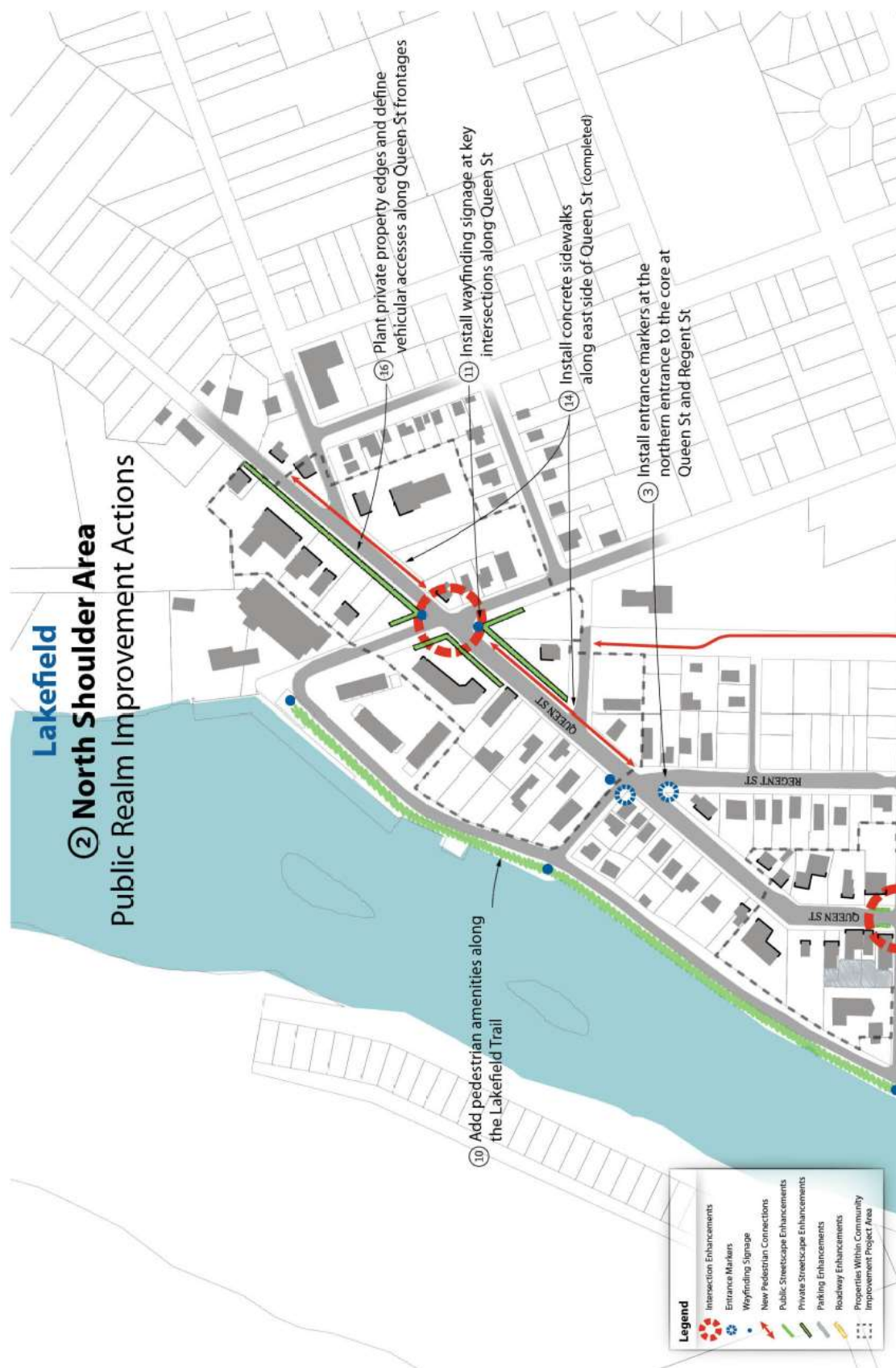
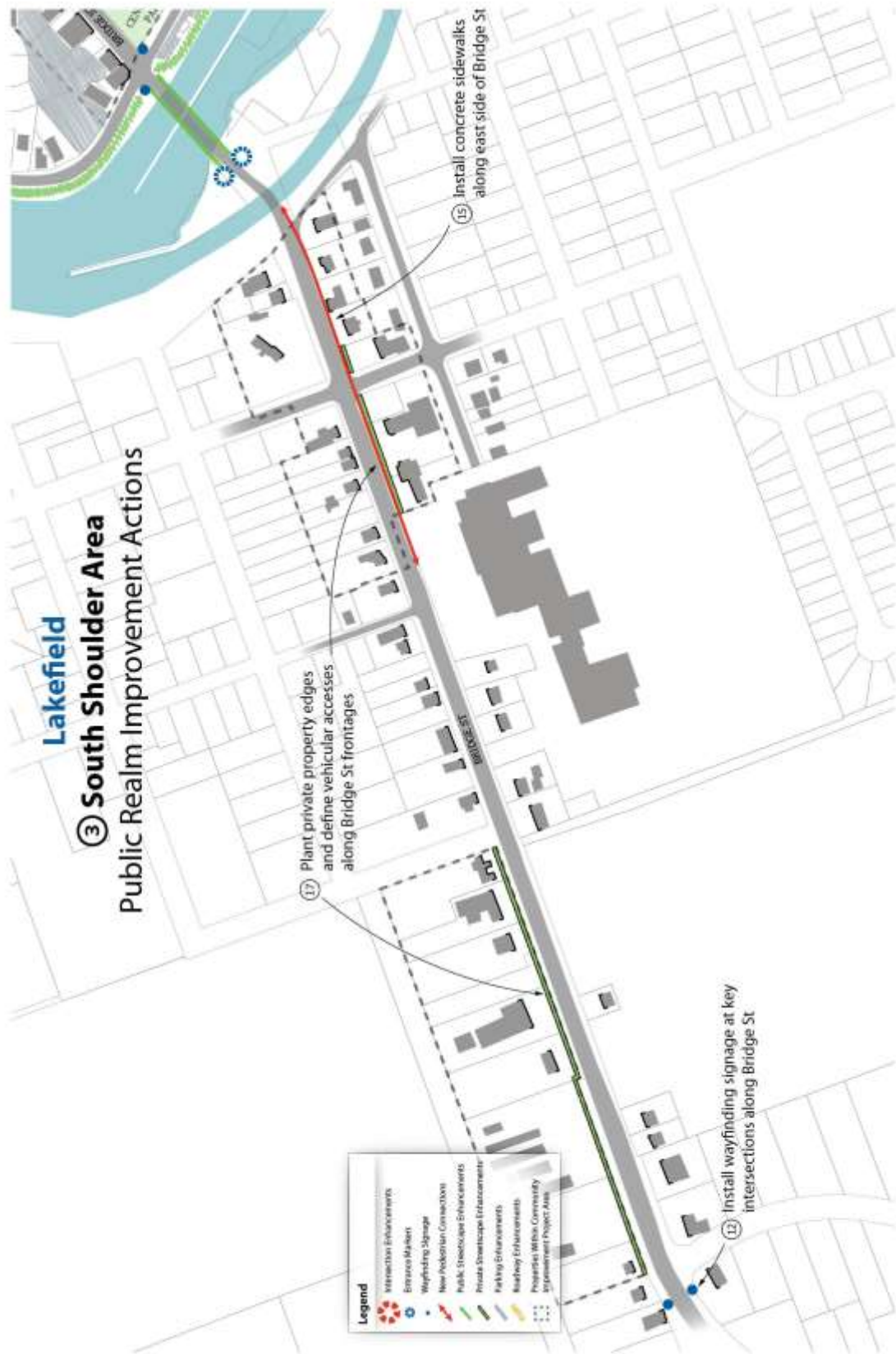


Figure 17d Lakefield South Shoulder Area Public Realm Improvement Actions



8.6 Young's Point Hamlet Core Public Realm Improvement Actions

The following actions are recommended for improving the public realm of the Young's Point Hamlet Core as part of the as part of the CIP. The general location of these public realm improvement actions is illustrated in **Figure 18**.

N.B. Detailed engineering for a complete upgrade of the Young's Point core area is expected to be completed in 2018. This includes detailed engineering for complete road reconstruction and storm water management facilities, sidewalks and pedestrian facilities, decorative street lighting, wayfinding, benches, and landscaping, as described in the actions listed below. The detailed engineering will also align with the Township Trails Master Plan initiatives for pedestrian connections, and incorporate the detailed public realm design concepts for the Young's Point Area contained in the 2015 *Basterfield & Associates* study.

Action #1 Install combination entrance markers and wayfinding features at the Highway 28 and Nathaway Drive/Young's Point Drive intersection.

First impressions are important for visitors arriving to small town downtowns and main streets, providing an immediate sense of the character, identity and civic pride to new visitors. Combined entrance markers/wayfinding features should be installed at the Highway 28 and Nathaway Drive/Young's Point Drive intersection. These features should consider a standardized design style template across the Township, but which allows individual elements reflective of Young's Point through colouring or graphics (see 'General Direction' section above). These features should be located in flanking locations on either side of Highway 28 to maximize the visual defining effect, located at vertical elements in the street boulevard space, and should be supported by ground level plantings around entrance markers should emphasize and provide a quality backdrop for the features. Further design guidance provided is in Section 4.9 and 4.10 of the Village and Hamlet Core Design Guidelines.

Priority: Very High

Participants: Township and Community Groups

Action #2 Resurface crosswalks at Nathaway Drive and River Avenue intersection (completed).

The pedestrian experience and comfortable walking environments are key to successful downtown and main streets environments, whether small or large in scale. Nathaway Drive has the potential to carry a significant amount of foot traffic throughout the core area, particularly in the summer

months. Given this, there are warranted opportunities for further defining the key pedestrian crossings of Nathaway Drive to provide further comfort and access. Pedestrian crossings at the Nathaway Drive and River Avenue should be resurfaced to further emphasize this potentially higher volume pedestrian area. The surface of these crossings should be highly visible and differentiated from the remainder of the roadway through the use of colour and/or texture accents. Textured asphalt or stamped concrete should be considered first for crosswalk definition along Ward Street. Further design guidance is provided in Section 4.2 of the Village and Hamlet Core Design Guidelines in respect to design character, style and placement of crosswalks.

Priority: High
Participants: Township

Action #3 **Install wayfinding features along Nathaway Drive in the core and along the waterfront.**

Action #4 **Encourage the installation of complementary wayfinding features along Old Highway 28.**

Visitors should be able to easily, safely and comfortably move around, whether arriving by foot, bicycle, or automobile. Wayfinding signage directs visitors to key destinations, such as civic or public buildings, parking areas, open spaces/trails, and other significant destinations or features. Wayfinding features should be installed in the Young's Point core area, in keeping with the overall comprehensive system of wayfinding signage for the Township, at the key intersection as well as along the Trent-Severn waterfront (see 'General Direction' section above).

Destinations identified on Young's Point wayfinding features should consider, at a minimum, the village cores of Lakefield and Bridgenorth, the hamlet cores of Ennismore, the Bridgenorth Public Library, the Robert E Young Recreation Complex (and its various components), Lock 27, the Young's Point Conservation Area, the old Highway 28 bridge, and the "north" and "south" sides of Young's Point. As noted in Action #12 below, the Township should work with the Township of Douro-Dummer in establishing a wayfinding feature on the south of the Old Highway 28 bridge, with a similar style that complements yet displays individuality.

Priority: High (#3 and #4)
Participants: Township, Community Groups, Township of Douro-Dummer (#4)

Action #5 Explore opportunities for expanding and reconfiguring the existing parking lot and creating a public space surrounding the intersection. Young's Point lacks any substantial sitting or resting area away from the waterfront and closer to the core intersection of Nathaway Drive and River Avenue. The undeveloped property at the southeast corner of the intersection presents an opportunity to accommodate such a space. The Township should explore opportunities for acquiring this property (or portion of the property) in order to develop a small space that can accommodate a range of public functions, which may include opportunities for benches and pedestrian amenities, community message boards, public art pieces, and public washroom facilities. Coupled with this public space, there are opportunities to expand and reconfigure the existing Parks Canada parking lot to further enhance the parking capacity adjacent to the waterfront. The Township should explore opportunities with Parks Canada at expanding and reconfiguring the parking lot to provide more parking available to the public, while providing strong green edges to the waterfront and Nathaway Drive. Additionally, the Township could explore options for municipal operation and maintenance of the lot in exchange for free public parking as well as looking into options for incorporating sustainability best practices in terms of parking design and operation.

Priority: Medium
Participants: Township, Parks Canada

Action #6 Explore opportunities to plant private property edges and define vehicular accesses along Nathaway Drive (completed). The Young's Point hamlet core surrounding the Nathaway Drive and River Avenue intersection has limited street edge plantings and continuous undefined driveway accesses to private properties, generally which present a less visually pleasing environment. These semi-public edges (given they are located on private property) can be improved with plantings and decorative walls to provide a better edge with more greenery along the public street. Coupled with these landscape improvements, uninterrupted vehicular access along a property's frontage should be defined with fixed curbs and planting strips, where feasible. These improvements would principally be an initiative of private property owners, but the Township can provide guidance for these improvements using the urban design guidelines and the site plan approvals process, as well as

considering a financial incentive to promote these types of improvements to private properties.

Priority: Low

Participants: Property Owners, Township

Action #7 Explore opportunities for resurfacing and improving the streets leading up to the Nathaway Road and River Avenue intersection (completed).

The Young's Point hamlet core has a relatively unimproved and undefined intersection at its heart where Nathaway Road and River Avenue intersect, which fits within the overall "off-the-beaten" track feel to the community. There are opportunities however to improve these streets while still maintaining this feel and character. The Township should resurface Nathaway Road and River Avenue around their intersection, including both the roadway and shoulder area, including lane markings, and potential curb edges in order to better define the components of the streets. These improvements should be coordinated with any considerations for private property improvements as part of Action #6 above.

Priority: Medium

Participants: Township

Action #8 Add a pathway on the east side of Nathaway Drive connecting the intersection to the waterfront (completed).

Connectivity between the core intersection and the waterfront is an important consideration for drawing visitors from Lock 27 to the businesses away from the waterfront. A comfortable walking connection can greatly assist in this draw. The Township should incorporate a multi-pathway on the east side of Nathaway Drive that connects the core intersection to the waterfront walkway. Such a pathway should be sufficiently sized to accommodate pedestrian traffic, be lit for pedestrians, and be of a surface material that fits with the overall character of the Young's Point hamlet. The pathway should be integrated with the design for Actions #5 and #6 in order to ensure coordination between the different actions in terms of resting, parking, walking and planting functions.

Priority: High

Participants: Township

Action #9 Explore opportunities for a establishing a multi-use pathway passing under Highway 28.

Coupled with a connection as per Action #8, the Township should also explore opportunities for providing a multi-use pathway that connects the east and west sides of Highway 28 and can accommodate visitors arriving by foot or bicycle via River Road. Such a pathway should be sufficiently sized to accommodate both pedestrians and cyclists, be well signed, be potentially lit for pedestrians, and be of a surface material that fits with the overall character of the Young's Point hamlet.

Priority: Medium

Participants: Township, County, Upper Government levels

Action #10 Explore opportunities for the conversion of River Avenue west of the Nathaway Drive intersection to parking space.

The western leg of River Avenue serves little traffic purpose following its division by the Highway 28 bridge. Therefore, the Township should explore opportunities for converting this leg of the street, or a portion thereof, to public parking. Options for parking may include parallel or angled parking spaces with a turnaround facility at the end of River Avenue near Highway 28. A functional design should ensure safe and comfortable turning and parking movements can be accommodated.

Priority: Low

Participants: Township, Property Owners

Action #11 Encourage the installation of complementary entrance markers in “south” Young’s Point at/near the entrance from Highway 28.

The Township should work with the Township of Douro-Dummer in establishing entrance markers in “south” Young's Point to better unify the area. Appropriate locations would be at the Highway 28 and South Beach Road intersection or the South Beach Road and Old Highway 28 intersection. These entrance markers preferably would be an identical similar style, form and materials to the Smith-Ennismore-Lakefield feature, while still allowing individuality in colour and graphics, to provide a cohesive package for Young's Point.

Priority: High

Participants: Township, Township of Douro-Dummer

Figure 18 Young's Point Public Realm Improvement Actions



9 Financial Incentive Programs

9.1 Approach

The financial incentive programs contained herein were developed to help address community improvement needs across the municipality. While these incentive programs draw on best practices in other municipalities, they are specifically guided by the key community improvement needs identified for privately owned lands during the critical needs analysis. The financial incentive programs are designed to encourage private sector investment, rehabilitation, adaptive reuse, redevelopment, and construction activity in the project areas that will complement the recommended public realm improvements and help achieve the community improvement goals for each project area.

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

General requirements that apply to all the incentive programs and program specific requirements have been included to help ensure that the community improvement needs and goals will be met while protecting the financial and other interests of the Township. **Table 1** below summarizes basic program details for each of the incentive programs. The balance of this section describes the general program requirements, and basic details for each incentive program including the program purpose, description, and program specific requirements. Appendices E and F contain supporting information for the incentive programs. These appendices do not form an operative part of the CIP and may be changed from time to time by the Township, as required, without amendment to this Plan.

N.B. Where programs 1 to 5 in Table 1 are implemented by the Township, they will be offered until December 31, 2022 with a 70% Township/30% Applicant cost sharing formula. On January 1, 2023, all of these programs will return to a 50% Township/50% Applicant cost sharing formula. Only completed applications for Programs 1 to 5 received on or before December 31, 2022 will be eligible for the 70% Township/30% Applicant cost sharing formula.

Table 1 Summary of Incentive Programs

Program	Description	Recommended Program Duration ¹	Priority
1. Urban Design Study Grant Program	Grant equal to 70% ² of cost for an urban design study and/or professional architectural/design drawing(s) to a maximum grant of \$2,500 per property/project.	Approximately ten (10) years, subject to availability of funding as approved by Council.	High
2. Landscape Improvement Grant	Grant equal to 70% ² of cost of eligible landscaping, curbing, lighting, decorative walls, parking area, and driveway access/egress improvements to a maximum grant per property of \$5,000. In Priority Area 1 only, the maximum grant per property may be increased up to \$6,000 where two or more contiguous property owners submit a joint application.	Approximately ten (10) years, subject to availability of funding as approved by Council.	Very High
3. Facade Improvement Grant Program	Grant equal to 70% ² of cost of eligible facade and storefront improvement/ restoration works to a maximum grant per property/project of \$12,500. A separate grant equal to 70% ² of cost of eligible side and/or rear facade improvement/ restoration works to a maximum grant of \$7,500 per property/project may be provided for properties where the side and/or rear facades are highly visible from a public parking area and/or public open space.	Approximately ten (10) years, subject to availability of funding as approved by Council.	Very High
4. Ground Signage Improvement Grant	Grant equal to 70% ² of cost of eligible ground signage works to a maximum grant per property of \$2,500.	Approximately ten (10) years, subject to availability of funding as approved by Council.	Very High

¹ Council may reduce or extend the program duration of any or all of the programs in this table beyond what is shown without amendment to the CIP.

² Grant level returns to 50% on January 1, 2023.

Table 1 Summary of Incentive Programs (Cont'd)

Program	Description	Recommended Program Duration ¹	Priority
5. Building Improvement Grant Program	Grant equal to 70% ² of cost of eligible building improvement works to a maximum grant per property/project of \$10,000.	Approximately ten (10) years, subject to availability of funding as approved by Council.	High
	The Covid 19 Pilot Grant Program will operate as a component of the Building Improvement Grant Program, The Covid 19 Pilot Grant will equal 70% ² of cost of eligible building alteration/improvement works to a maximum grant per property/project of \$10,000, but will end on December 31, 2022.	Until December 31, 2022. Council has the option to extend the Covid 19 Pilot Grant Program beyond December 31, 2022, if necessary, with the Township Grant equal to 70% of eligible costs or 50% of eligible costs (to be determined by Council).	Very High
6. Residential Grant / Loan Program	Grant equal to \$15 per sq.ft. of residential space rehabilitated or created to a maximum grant of \$15,000 per unit and a maximum of 4 units per property/project and grant can be increased by \$10 per sq.ft. to a maximum of \$10,000 per unit for affordable units OR Loan equal to \$20 per sq.ft. of residential space rehabilitated or created to a maximum loan of \$20,000 per unit and a maximum of 4 units per property/project and loan can be increased by \$15 per sq.ft. to a maximum of \$15,000 per unit for affordable units. N.B. This program is available only in Priority Area 1.	Approximately ten (10) years subject to availability of funding as approved by Council.	High

Table 1 Summary of Incentive Programs (Cont'd)

Program	Description	Recommended Program Duration¹	Priority
7. Tax Increment Based Grant (TIBG) Program	Annual grant equal to 80% of increase in municipal (Township and County ³) property taxes for up to 10 years after project completion. The project must result in an increase in assessment and property taxes. N.B. This program is available only in Priority Area 1.	Approximately ten (10) years.	Medium
8. Planning and Building Fees Grant Program	Grant equal to 100% of fees paid on planning/development applications, building permits and sign permits to a maximum total grant of \$5,000 per property/project.	Approximately five (5) years, with option to extend for five (5) years, subject to availability of funding as approved by Council.	Medium

The description of each program in Table 1 specifies a maximum grant for each incentive program that can be offered by the Township. When Township Council actually implements a program after the CIP is adopted and approved, Council can set the maximum grant available for this program at or below the maximum specified for that program in Table 1, depending on budget considerations at the time.

9.2 General Program Requirements

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

- a) Application for any of the incentive programs contained in this Plan can be made only for properties within the designated Community Improvement Project Area;

³ County participation in this program is subject to approval of the County. If the County elects not to participate in this program, the grant will apply only to the Township property tax increase.

- b) With the exception of the Planning and Building Fees Grant Program, an application for any financial incentive program contained in this Plan must be submitted to the Township prior to the commencement of any works to which the financial incentive program will apply and prior to application for building permit (where applicable);
- c) If the applicant is not the owner of the property, the applicant must provide written consent from the owner of the property to make the application, with said written consent in a form acceptable to the Township;
- d) Properties in Priority Areas 2 and 3 must have an existing commercial, mixed use, institutional, industrial or agricultural building (with a retail commercial and/or agri-tourism component) in order to be eligible to apply for the incentive programs contained in this CIP. Vacant properties in Priority Areas 2 and 3 are not eligible to apply for any of the incentive programs contained in this CIP.
- e) If an incentive program application is being made for an agricultural building in Priority Areas 2 or 3, the proposed eligible improvement must be related to the commercial or agri-tourism component of the building.
- f) An application for any financial incentive program contained in this Plan must include plans, estimates, contracts, reports, rental rates, sale prices, and other details as required by the Township to satisfy the Township with respect to costs of the project and conformity of the project with the CIP;
- g) The Township may require that an applicant submit professional urban design studies and/or professional architectural/design drawings that are in conformity with the Village and Hamlet Core Design Guidelines put in place by the Township or other design guidelines put in place by the Township;
- h) Review and evaluation of an application and supporting materials against program eligibility requirements will be done by Township staff, who will then make a recommendation to Township Council or Council's designate. The application is subject to approval by Township Council or Council's designate;
- i) Programs in this Plan will only be considered active if Council has approved implementation of the program, and Council has approved a budget allocation for the program (as applicable);

- j) As a condition of application approval, the applicant may be required to enter into a grant agreement with the Township. This Agreement will specify the terms, duration and default provisions of the incentive to be provided. This Agreement is also subject to approval by Township Council or Council's designate;
- k) Where other sources of government and/or non-profit organization funding (Federal, Provincial, Municipal, CMHC, Federation of Canadian Municipalities, etc...) that can be applied against the eligible costs are anticipated or have been secured, these must be declared as part of the application. Accordingly, the grant may be reduced on a pro-rated basis;
- l) The Township reserves the right to audit the cost of any and all works that have been approved under any of the financial incentive programs, at the expense of the applicant;
- m) The Township is not responsible for any costs incurred by an applicant in relation to any of the programs, including without limitation, costs incurred in anticipation of a grant ;
- n) If the applicant is in default of any of the general or program specific requirements, or any other requirements of the Township, the Township may delay, reduce or cancel the approved grant, and require repayment of the approved grant ;
- o) The Township may discontinue any of the programs contained in this Plan at any time, but applicants with approved grants will still receive said grant , subject to meeting the general and program specific requirements;
- p) All proposed works approved under the financial incentive programs and associated improvements to buildings and/or land must conform to the Township's Village and Hamlet Core Design Guidelines, and all other Township guidelines, by-laws, policies, procedures, and standards;
- q) All works completed must comply with the description of the works as provided in the application form and contained in the program agreement, with any amendments as approved by the Township;
- r) Existing and proposed land uses must be in conformity with applicable Official Plan(s), Zoning By-law and other planning requirements and approvals;

- s) All improvements made to buildings and/or land shall be made pursuant to a Building Permit, and/or other required permits, and constructed in accordance with the Ontario Building Code and all applicable zoning requirements and planning approvals;
- t) When required by the Township, outstanding work orders, and/or orders or requests to comply, and/or other charges from the Township must be satisfactorily addressed prior to grant approval/payment;
- u) Property taxes must be in good standing at the time of program application and throughout the entire length of the grant commitment;
- v) Township staff, officials, and/or agents of the Township may inspect any property that is the subject of an application for any of the financial incentive programs offered by the Township;
- w) Eligible applicants can apply for one, more or all of the incentive programs contained in this Plan that are actually offered by the Township, but no two programs may be used to pay for the same eligible cost;
- x) Applicants approved for the programs contained in this CIP will be required to complete the eligible works within specified timeframes;
- y) The total of all grants, loans and tax assistance provided in respect of the particular property for which an applicant is making application under the programs contained in this Plan shall not exceed the eligible cost of the improvements to that property under this Plan; and,
- z) In order to allow for the phasing in of improvements for Programs 1 to 6 and 8 in Table 1, more than one application is permitted under each program for the same property. However, once the maximum grant amount for each program has been reached, no additional applications for that program can be submitted for a minimum five (5) year period from the date of issuance of the last grant payment.

9.3 Urban Design Study Grant Program

9.3.1 Purpose

To help ensure that professional urban design studies and architectural/design drawings meet the Township's Village and Hamlet Core Design Guidelines and any other applicable Township design guidelines, and to help offset the costs of preparing professional urban design studies and architectural/design drawings.

9.3.2 Description

This program will provide a grant of 70% of the cost of preparing professional urban design studies and architectural/design drawings required by the Township for alterations to existing development or for new development to a maximum grant per property/project of \$2,500.

9.3.3 Program Requirements

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

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

9.4 Landscape Improvement Grant Program

9.4.1 Purpose

To promote improved landscaping, driveway accesses and parking areas on private properties with particular emphasis on the public street edge in order to improve visual quality and create a safer and more comfortable pedestrian environment.

9.4.2 Description

This program will provide a matching grant of 70% of the cost of eligible landscaping, curbing, decorative walls, lighting, and driveway access/egress improvements to existing commercial, mixed use, institutional, industrial or agricultural (with a retail commercial and/or agri-tourism component) properties up to a maximum grant per property of \$5,000. In Priority Area 1, the maximum grant per property can be increased

up to \$6,000 per property where two or more contiguous property owners submit a joint application.

9.4.3 Program Requirements

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

- a) The following types of improvements are considered eligible for a grant under this program:
 - i) landscaping, including plant materials and planting strips;
 - ii) curbing;
 - iii) decorative walls;
 - iv) addition of new lighting and/or upgrading of existing lighting (e.g. conversion to LED lighting) where said lighting is not attached to the building;
 - v) construction, expansion or upgrading of an outdoor commercial patio/café area; and,
 - vi) consolidation and/or improvement of parking areas, driveway access and egress points.

9.5 Facade Improvement Grant Program

9.5.1 Purpose

To promote the rehabilitation, restoration and improvement of the front, rear and side facades of existing commercial, mixed use, institutional, industrial or agricultural (with a retail commercial and/or agri-tourism component) buildings, including retail storefront display areas and business signage.

9.5.2 Description

This program will provide a grant equal to 70% of the cost of eligible front facade and storefront improvement and restoration works to existing commercial, mixed use, institutional, industrial or agricultural (with a retail commercial and/or agri-tourism component) buildings, up to a maximum grant per property/project of \$12,500.

At the discretion of Council, a separate grant equal to 70% of the cost of eligible side and/or rear facade improvement and restoration works up to a maximum grant per property/project of \$7,500 may be provided where said rear and/or side facades are highly visible from a public road, public parking area or public open space.

9.5.3 Program Requirements

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

- a) The following types of building façade restoration and improvement works are considered eligible for a grant under this program:
 - i) repair or replacement of storefront, including repair or replacement of storefront doors and windows;
 - ii) permanent or removable entrance modifications to provide barrier-free accessibility
 - iii) repair or repointing of facade masonry and brickwork;
 - iv) repair or replacement of cornices, parapets, eaves, soffits and other architectural details;
 - v) repair or replacement of awnings or canopies;
 - vi) facade painting and cleaning/treatments;
 - vii) upgrading of existing lighting (e.g. conversion to LED lighting) or installation of new building lighting on the exterior facade and in entrance and storefront display areas;
 - viii) upgrading/replacement of existing building signage or installation of new building signage as permitted by the Sign By-law. N.B. This program does not apply to ground signage or other signage not attached to the building (see the Ground Signage Improvement Grant);
 - ix) architectural/design fees required for eligible works (to a maximum of 10% of the grant amount); and,
 - x) other similar repairs/improvements as may be approved.
- b) For buildings designated under the *Ontario Heritage Act*, the facade restoration and improvement works should be supported by documentation in the form of historic photographs or drawings clearly showing the feature(s) to be restored or reconstructed.

9.6 Ground Signage Improvement Grant Program

9.6.1 Purpose

To promote the upgrading or replacement of commercial ground signage.

9.6.2 Description

This program will provide a matching grant of 70% of the cost of replacing, upgrading or installing new commercial ground signage to existing commercial, mixed use,

institutional, industrial or agricultural (with a retail commercial and/or agri-tourism component) properties up to a maximum grant per property of \$2,500.

9.6.3 Program Requirements

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

- a) The following types of improvements are considered eligible for a grant under this program:
 - i) upgrading/replacement of existing ground signage or installation of new ground signage as permitted by the Sign By-law, including the upgrading of existing ground signage lighting (e.g. conversion to LED lighting) or installation of new ground signage lighting, including installation costs. N.B. This program applies to ground signs only;
- b) If this program is used to replace a mobile sign(s), no mobile signs will be permitted on the property once the ground sign has been installed and the grant paid.

9.7 Building Improvement Grant Program

9.7.1 Purpose

To promote the maintenance and physical improvement of existing commercial, mixed use, institutional, industrial or agricultural (with a retail commercial and/or agri-tourism component) buildings and property, in order to improve their attractiveness and safety, and provide usable space.

9.7.2 Description

This program will provide a grant for the cost of eligible interior/ and exterior building maintenance and improvement works to existing commercial, mixed use, institutional, industrial or agricultural (with a retail commercial and/or agri-tourism component) buildings.

The Building Improvement Grant Program will provide a grant equal to 70% of the cost of eligible interior and exterior building improvement works up to a maximum grant per property/project of \$10,000.

9.7.3 Program Requirements

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

- a) The following types of building maintenance and improvement works are considered eligible for a grant under this program:
 - i) installation/upgrading of fire protection systems;
 - ii) repair/replacement of roof;
 - iii) structural repairs to walls, ceilings, floors and foundations;
 - iv) water/flood/weatherproofing;
 - v) repair/replacement of windows and doors;
 - vi) extension/upgrading of plumbing and electrical services for the creation of retail, office or residential space;
 - vii) installation/alteration of required window openings to residential spaces;
 - viii) required improvements to heating and ventilation systems; and,
 - ix) other similar repairs/improvements related to health and safety issues⁴, as may be approved.

9.7.4 Covid 19 Pilot Grant Program

9.7.4.1 Purpose

To promote the physical alteration and improvement of existing commercial, mixed use, institutional, industrial or agricultural (with a retail commercial and/or agri-tourism component) buildings and property for the purpose of preventing/reducing the transmission of the Covid 19 Virus.

9.7.4.2 Description

This program will operate as a component of, and on the same basis as, the Building Improvement Grant Program, but only physical improvements to buildings and property that are designed for the purpose of preventing/reducing the transmission of the Covid 19 Virus will be considered eligible costs under the Covid 19 Pilot Grant Program. All other costs, including the costs of items such as personal protective equipment (PPE), will not be eligible for the Covid 19 Pilot Grant Program.

⁴ The Covid 19 Pilot Grant Program will operate as a component of the Building Improvement Grant Program under the “health and safety issues” category of eligible costs.

The Covid 19 Pilot Grant Program will provide a grant equal to 70% of the cost of eligible interior and exterior building alteration/improvement works up to a maximum grant per property/project of \$10,000.

9.7.4.3 Program Requirements

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

- a) The types of building/property alteration and improvement works considered eligible for a grant under this program are listed in **Appendix E**.
- b) All eligible works proposed under approved applications for the Covid Pilot Grant Program must be started within 6 months of application approval, and completed within 12 months of application approval.

9.8 Residential Grant/Loan Program

9.8.1 Purpose

To promote the renovation of existing residential units and the construction of new residential units in Priority Area 1 through;

- a) Renovations to existing residential units in mixed use buildings to bring these units into compliance with the Building Code, Property Standards By-law and the Fire Code;
- b) Conversion of excess commercial and/or vacant space on upper stories of commercial and mixed use building to one or more net residential units;
- c) Intensification of an existing commercial, mixed use or residential building that adds one or more net residential units; and,
- d) Infilling of vacant lots with two or more net residential units.

To promote the creation of affordable residential units.

N.B. This program cannot be used for the conversion of ground floor commercial space to residential use.

9.8.2 Description

This program is available only in Priority Area 1.

This program may be offered by the Township in the form of a grant or a loan and can be used for rental or ownership units.

9.8.2.1 Grant Program

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

This grant can be increased by \$10 per square foot of habitable floor space rehabilitated or constructed for residential units that are affordable (definition of “affordable” rental price/sale price to be determined by Township) to a maximum of \$10,000 per unit.

If used for ownership units, the grant may apply to buildings that fall under the *Condominium Act*.

9.8.2.2 Loan Program

The Residential Loan Program will provide a no interest loan on the basis of \$20 per square foot of habitable floor space rehabilitated or constructed, to a maximum loan of \$20,000 per unit, and a maximum of 4 units per property/project (total maximum loan of \$80,000 per property/project).

This loan can be increased by \$15 per square foot of habitable floor space rehabilitated or constructed for residential units that are affordable (definition of “affordable” rental price/sale price to be determined by Township) to a maximum of \$15,000 per unit.

The loan will be repayable in equal monthly payments over 5 years and a lump sum payment of outstanding funds at the end of the 5-year term. The Township will require that security for the loan be registered against title of the property.

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

9.8.3 Program Requirements

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

- a) The following types of projects in Priority Area 1 only are considered eligible for a grant/loan under this program:
 - i) renovations to existing residential units in a mixed use building to bring these units into compliance with the Building Code, Property Standards By-law and the Fire Code;
 - ii) Conversion of excess commercial and/or vacant space on upper stories of commercial and mixed use buildings to one or more net residential units;
 - iii) intensification of an existing commercial, mixed use or residential building that adds one or more net residential units; and,
 - iv) vacant lots (including parking lots) converting to mixed use or residential use where two or more net residential units are created.
- b) The Township may require the applicant to submit for approval impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind).
- c) As a condition of loan approval, the Township may require the applicant to:
 - i) post such security as may be required to secure a commercial loan, including registration of such security against title of the property; and,
 - ii) meet specific insurance terms to protect the municipality's interests.
- d) In order to ensure that the residential units created remain affordable, as a condition of grant or loan approval, the Township may require the applicant to post such security as may be required, including registration of such security against title of the property;
- e) If during the loan period, a building receiving a loan is demolished, all loan advances from the Township shall cease, and all loan advances already made by the Township will be repayable to the Township ; and,
- f) If during the loan period, a building designated under the *Ontario Heritage Act* receiving a loan is demolished or any of the heritage features are altered in any way that would compromise the reasons for designation, all loan advances from the Township shall cease, and all loan advances already made by the Township will be repayable to the Township.

9.9 Tax Increment Based Grant Program

9.9.1 Purpose

To encourage and support rehabilitation, redevelopment, infill and intensification in Priority Area 1 by providing a financial incentive that reduces the property tax increase that can result from these various types of development. This incentive is also designed to assist in securing project financing.

9.9.2 Description

This program is available only in Priority Area 1.

This program will provide a tax increment based grant (TIBG) equivalent to 80% of the municipal (Township and County⁵) property tax increase for up to 10 years following completion of an eligible project where that project creates an increase in assessment, and therefore an increase in property taxes.

The grant will be paid annually once the eligible project is complete, building inspection has taken place, the property has been reassessed by the Municipal Property Assessment Corporation (MPAC), and the new property taxes have been paid in full for the year. Grant payments will cease when the total grant along with all other grants and loans provided equals the cost of rehabilitating the lands and buildings, or after 10 years, whichever comes first.

9.9.3 Program Requirements

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

- a) The following types of projects are considered eligible for this program:
 - i) existing commercial, residential and mixed use buildings, vacant properties and parking lots where the redevelopment or rehabilitation project results in an increase in the assessed value and taxes on the property⁶;
- b) The Township may require the applicant to submit a Business Plan, with said plan to the municipality's satisfaction;

⁵ County participation in this program is subject to approval of the County. If the County elects not to participate in this program, the grant will apply only to the Township property tax increase.

⁶ This program does not apply to any residential construction project that creates less than two net residential units.

- c) The Township may require the applicant to submit for approval impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind);
- d) If during the grant period, a building receiving a TIBG is demolished, all grant payments shall cease and the Township reserves the right to require repayment of the grant payments;
- e) If during the grant period, a building/property designated under the Ontario Heritage Act receiving a TIBG is demolished or any of the heritage features are altered in any way that would compromise the reasons for designation, all grant payments shall cease and the Township reserves the right to require repayment of the grant payments.

9.10 Planning and Building Fees Grant Program

9.10.1 Purpose

To facilitate and spur adaptive re-use, infill, intensification, and redevelopment through the provision of an additional financial incentive that will complement and augment the other incentive programs within the CIP.

9.10.2 Description

This program will provide a grant equal to 100% of the fee paid on planning and development applications, building permits and sign permits to a maximum total grant of \$5,000 per property/project for building and/or property improvement projects completed under one of the other incentive programs contained in this CIP. The Planning and Building Fees Grant will be paid after all construction is complete and the Township has conducted all final building inspections.

9.10.3 Program Requirements

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

- a) The types of planning and development applications and building permits that are considered eligible for this program are listed in **Appendix F**.

Other permits issued by the City that are not listed in Appendix F, but which advance the purpose of this program, may be considered. This program does not apply to security deposits or cash-in-lieu payments, e.g. Parkland Dedication Fees.

10 Implementation Strategy

10.1 Basis

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

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

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

10.2 Purpose

The purpose of the Implementation Strategy is to provide a summary of the recommendations in the CIP and sets priorities for implementation of these recommendations. This includes the recommended public realm improvements as well as the recommended financial incentive programs. The Implementation Strategy also identifies Township departments and other key stakeholders who will be involved with the Township in implementing each of the actions.

The priorities assigned to the recommendations reflect the priorities identified during the stakeholder and public consultation conducted during preparation of the 2012 CIP and the CIP updates in 2018 and 2020. Also, the recommendation priorities reflect the guiding principle that those recommendations that will have the most significant positive impact are the highest priority, and should therefore be implemented first. The priority framework for the public realm improvements is intended only as a general guide for the preparation of a long-term capital program that will necessarily provide more detail in terms of specific costs, phasing and priorities.

10.3 Strategy

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

- Public Realm Improvement Actions for Bridgenorth (**Table 2**);
- Public Realm Improvement Actions for Ennismore (**Table 3**);
- Public Realm Improvement Actions for Lakefield (**Table 4**);
- Public Realm Improvement Actions for Young's Point (**Table 5**);
- Financial Incentive Programs (**Table 6**); and,
- Other Implementation Matters (Section 10.4)

Table 2 Public Realm Improvement Actions for Bridgenorth

Action		Priority	Participants
1	Reconfigure Ward Street throughout the core area to create a more balanced and complete street.	Very High	<ul style="list-style-type: none"> County Township
2	Resurface crosswalks at Ward Street and Willcox Street intersection.	High	<ul style="list-style-type: none"> County Township
3	Resurface crosswalks at Ward Street and Bridge Street intersection.	High	<ul style="list-style-type: none"> County Township
4	Explore opportunities for incorporating a continuous pedestrian connection across the Causeway. N.B. as part of the Causeway reconstruction a sidewalk and multi-purpose lane for cycling will be constructed connecting Bridgenorth and Ennismore (planned for 2022).	High	<ul style="list-style-type: none"> County Township Upper government levels
5	Install entrance markers at the eastern end of the Causeway.	Very High	<ul style="list-style-type: none"> Township County
6	Install entrance markers at the western end of Ward Street near Communication Road.	High	<ul style="list-style-type: none"> Township County
7	Install a concrete sidewalk extension along the side east (and west sides in some sections) of Ward Street.	Low	<ul style="list-style-type: none"> County Township
8	Install wayfinding features around the Ward Street and Causeway intersection.	High	<ul style="list-style-type: none"> Township County Community groups
9	Install wayfinding features around the Ward Street and Communication Road intersection.	High	<ul style="list-style-type: none"> Township County Community groups
10	Install wayfinding features around the Ward Street and Wilcox Street intersection.	Medium	<ul style="list-style-type: none"> Township County Community groups
11	Explore opportunities for providing waterfront access spaces along the Chemong Lake waterfront.	Medium	<ul style="list-style-type: none"> Township Community groups
12	Explore opportunities to plant private property edges and define vehicular accesses along Ward Street frontages.	Medium	<ul style="list-style-type: none"> Property owners Township Community groups
13	Provide defined sidewalk or walkway connections from Ward Street to Lion's Park and Chemong Park, as appropriate.	Medium	<ul style="list-style-type: none"> Township

Table 3 *Public Realm Improvement Actions for Ennismore*

	Action	Priority	Participants
1	Install entrance markers around the Ennis Road and Tara Road intersection. (Completed) .	Very High	<ul style="list-style-type: none"> ○ Township ○ Community groups
2	Emphasize the crosswalks at the Ennis Road and Tara Road intersection.	High	<ul style="list-style-type: none"> ○ Township
3	Resurface and sign the parking area within Ennis Road right-of-way west of intersection.	Medium	<ul style="list-style-type: none"> ○ Township
4	Create curb extensions into the right-of-way with plantings at the Ennis Road and Tara Road intersection.	Low	<ul style="list-style-type: none"> ○ Township
5	Install wayfinding signage at the four approaches to the Ennis Road and Tara Road intersection. (Completed) .	High	<ul style="list-style-type: none"> ○ Township ○ Community groups
6	Install wayfinding signage at the three approaches to the Robinson Road and Yankee Line intersection. (Completed) .	Very High	<ul style="list-style-type: none"> ○ Township ○ Community groups
7	Resurface crosswalks at the Robinson Road and Yankee Line/Causeway	High	<ul style="list-style-type: none"> ○ Township
8	Reconstruct and plant the central island median at the Robinson Road and Yankee Line/Causeway intersection. (Completed) .	High	<ul style="list-style-type: none"> ○ Township ○ Community groups
9	Install entrance markers at the western end of the Causeway. (Completed) .	Very High	<ul style="list-style-type: none"> ○ Township ○ Community groups
10	Resurface and define the waterfront parking area on the south side of the Causeway.	Medium	<ul style="list-style-type: none"> ○ Township
11	Utilize the space on the north side of the Causeway as a public space or public parking area.	Low	<ul style="list-style-type: none"> ○ Township ○ Community groups
12	Explore opportunities for incorporating a continuous pedestrian connection across the Causeway. N.B. as part of the Causeway reconstruction a sidewalk and multi-purpose lane for cycling will be constructed connecting Bridgenorth and Ennismore (planned for 2022).	Medium	<ul style="list-style-type: none"> ○ County ○ Township ○ Upper government levels
13	Add plantings along the north side of the Causeway right-of-way.	Medium	<ul style="list-style-type: none"> ○ Township ○ Community groups

Table 4 Public Realm Improvement Actions for Lakefield

Action		Priority	Participants
1	Make enhancements to the structure and surface of the Otonabee River bridge entering the core area from Bridge Street.	Very High	<ul style="list-style-type: none"> ○ Township ○ County ○ Upper government levels
2	Explore opportunities to consolidate the rear areas behind Queen Street buildings as parking areas. (Partially completed).	Medium	<ul style="list-style-type: none"> ○ Township ○ Property owners
3	Install entrance markers at the northern entrance to the core at the Queen Street and Regent Street intersection.	Very High	<ul style="list-style-type: none"> ○ Township ○ Community groups
4	Install entrance markers at the southern entrance to the core on Bridge Street near the south side of the bridge.	Very High	<ul style="list-style-type: none"> ○ Township ○ Community groups
5	Reconfigure and plant the public space in front of the Memorial Hall at the corner of Queen Street and Bridge/Albert Street. (Partially completed).	Medium	<ul style="list-style-type: none"> ○ Township ○ Community groups
6	Resurface crosswalks at the Queen Street and Albert/Bridge Street intersection.	High	<ul style="list-style-type: none"> ○ Township
7	Resurface crosswalks at the Queen Street and Reid Street intersection.	High	<ul style="list-style-type: none"> ○ Township
8	Create a public sitting area along Lakefield Trail immediately north of the bridge.	Medium	<ul style="list-style-type: none"> ○ Township ○ Community groups
9	Resurface and plant the existing curb extensions along Queen Street within the core area at the intersection with Bridge Street/Albert Street and with Reid Street.	Low	<ul style="list-style-type: none"> ○ Township ○ Community groups
10	Add pedestrian amenities along the Lakefield Trail.	Medium	<ul style="list-style-type: none"> ○ Township ○ Community groups
11	Install wayfinding signage at key intersections along Queen Street.	Medium	<ul style="list-style-type: none"> ○ Township ○ Community groups
12	Install wayfinding signage at key intersections along Bridge Street.	High	<ul style="list-style-type: none"> ○ Township ○ Community groups
13	Install wayfinding signage and information boards along Lakefield Trail.	High	<ul style="list-style-type: none"> ○ Township ○ Community groups

14	Install concrete sidewalk extension along the south side of “upper” Queen Street. (Completed).	High	<ul style="list-style-type: none"> ◦ Township ◦ Community groups
15	Install concrete sidewalk extension along the south side of Bridge Street.	Low	<ul style="list-style-type: none"> ◦ Township ◦ Community groups
16	Explore opportunities to plant private property edges and define vehicular accesses along “upper” Queen Street frontages.	Low	<ul style="list-style-type: none"> ◦ Property owners ◦ Township
17	Explore opportunities to plant private property edges and define vehicular accesses along Bridge Street frontages.	Low	<ul style="list-style-type: none"> ◦ Property owners ◦ Township
18	Maintain and replace existing streetscape amenities within Queen Street core. N.B. Street light fixtures will be updated and replaced with new LED lighting (planned for 2021).	Medium	<ul style="list-style-type: none"> ◦ Township ◦ Community groups
19	Improve connectivity between village core area and Lakefield Trail	Low	<ul style="list-style-type: none"> ◦ Township ◦ Community groups

Table 5 Public Realm Improvement Actions for Young's Point

Action		Priority	Participants
1	Install combination entrance markers and wayfinding features at the Highway 28 and Nathaway Drive/Young's Point Drive intersection.	Very High	<ul style="list-style-type: none"> ○ Township ○ Community groups
2	Resurface crosswalks at Nathaway Drive and River Avenue intersection. (Completed) .	High	<ul style="list-style-type: none"> ○ Township
3	Install wayfinding features along Nathaway Drive in the core and along the waterfront.	High	<ul style="list-style-type: none"> ○ Township ○ Community groups
4	Encourage the installation of complementary wayfinding features along Old Highway 28.	High	<ul style="list-style-type: none"> ○ Township ○ Township of Douro-Dummer
5	Explore opportunities for expanding and reconfiguring the existing parking lot and creating a public space surrounding the intersection.	Medium	<ul style="list-style-type: none"> ○ Township ○ Parks Canada
6	Explore opportunities to plant private property edges and define vehicular accesses along Nathaway Drive. (Completed) .	Low	<ul style="list-style-type: none"> ○ Property owners ○ Township
7	Explore opportunities for resurfacing and improving the streets leading up to the Nathaway Road and River Avenue intersection. (Completed) .	Medium	<ul style="list-style-type: none"> ○ Township
8	Add a pathway on the east side of Nathaway Drive connecting the intersection to the waterfront. (Completed) .	High	<ul style="list-style-type: none"> ○ Township
9	Explore opportunities for a establishing a multi-use pathway passing under Highway 28.	Medium	<ul style="list-style-type: none"> ○ Township ○ County ○ Upper levels of government
10	Explore opportunities for the conversion of River Avenue west of the Nathaway Drive intersection to parking space.	Low	<ul style="list-style-type: none"> ○ Township ○ Property owners
11	Encourage the installation of complementary entrance markers in "south" Young's Point at/near the entrance from Highway 28.	High	<ul style="list-style-type: none"> ○ Township ○ Township of Douro-Dummer

Table 6 Financial Incentive Programs

Action		Priority	Participants
1	Implement the Urban Design Study Grant Program. (Completed) .	High	<ul style="list-style-type: none"> ○ Township ○ Property owners
2	Implement the Landscape Improvement Grant Program. (Completed) .	Very High	<ul style="list-style-type: none"> ○ Township ○ Property owners
3	Implement the Façade Improvement Grant Program. (Completed) .	Very High	<ul style="list-style-type: none"> ○ Township ○ Property owners
4	Implement the Ground Signage Improvement Grant. (Completed) .	Very High	<ul style="list-style-type: none"> ○ Township ○ Property owners
5	Implement the Building Improvement Grant Program. -----	High	<ul style="list-style-type: none"> ○ Township ○ Property owners
	Implement the Covid 19 Pilot Grant Program.	Very High	<ul style="list-style-type: none"> ○ Township ○ Property Owners
6	Implement the Residential Grant/Loan Program.	High	<ul style="list-style-type: none"> ○ Township ○ Property owners
7	Implement the Tax Increment Based Grant (TIBG) Program.	Medium	<ul style="list-style-type: none"> ○ Township ○ County (TBD) ○ Property owners
8	Implement the Planning and Building Fees Grant Program.	Medium	<ul style="list-style-type: none"> ○ Township ○ Property owners

10.4 Other Implementation Matters

The following implementation actions are Township-wide actions that the Township should consider undertaking to complement the specific implementation strategy actions presented above in Section 10.3. These include:

1. Incorporating higher level urban design policies (similar in nature to the design principles within the Village and Hamlet Core Area Design Guidelines) within the Township Official Plan to provide a general direction for urban design within the core areas. ***N.B. In 2015, Basterfield & Associates prepared detailed Public Realm Design Concepts for Bridgenorth, Ennismore, Lakefield and Young's Point and these Design Concepts were endorsed by Council.***
2. Endorse the Village and Hamlet Core Area Design Guidelines through Township Council resolution so as to formalize the Design Guidelines as a planning and design tool to be used by Township staff in the development review process. ***N.B. The Village and Hamlet Core Area Design Guidelines were endorsed by Council in November 2012 when the original CIP was adopted.***
3. Consider establishing a consistent “commercial core area” zone within the Township zoning by-law for the four core areas, similar to that of the C2 area-specific zone for the Lakefield core area.
4. Incorporate the direction of the Design Guidelines into the sign by-law by regulating appropriate signage types (such as only ‘A’ frame, awning, fascia and projecting types) and appropriate sign sizes (to a traditional scale) specifically within the core areas.
5. Undertake a study that assesses the quantity and location of parking spaces, both off-street and on-street, within the core areas and establishes a strategy for addressing any identified parking deficiencies.
6. Undertake a study that assesses existing conditions of the retail market in the core areas as whole, deficiencies in retail offerings, and key customer characteristics and preferences, all in order to produces an action plan for businesses going forward.

11 Monitoring Program

11.1 Purpose

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

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

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

11.2 Description

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

Table 7 presents a list of the variables that should be monitored on an individual project and aggregate basis for the incentive programs contained in this CIP. In addition to these quantitative economic measures, the Township should also attempt to monitor the qualitative results of the CIP in terms of its social and community benefits. This could include the impact of public realm improvement projects on existing businesses and community pride. Regular qualitative observations should be conducted by Township staff of the individual and cumulative impact of both public and private CIP projects in

the project areas. This could include comments received by staff from business owners, property owners and residents. These qualitative measures should be regularly monitored and reported to Council along with the quantitative measures specified in Table 7.

Table 7 Monitoring Variables

Program	Monitoring Variable
1. Urban Design Study Grant	<ul style="list-style-type: none"> • Number of applications; • \$ amount of grant; • Total cost of urban design study/ architectural/design drawings; • Number of Urban Design Study Grants leading to façade improvement projects and other construction projects; • Number and \$ amount of program defaults.
2. Landscape Improvement Grant	<ul style="list-style-type: none"> • Number of applications by type of landscaping improvement; • \$ amount of grant; • Type and cost (\$) of total landscaping/parking/access/egress improvements; • Increase in assessed value (if any) of participating property; • Increase in municipal (Township and County) and education property taxes (if any) of participating property; • Number and \$ amount of program defaults
3. Facade Improvement Grant	<ul style="list-style-type: none"> • Number of applications by type of facade improvement (front/ side/ rear); • \$ amount of grant; • Type and cost (\$) of total facade improvements; • Total value (\$) of other building improvements/construction; • Increase in assessed value (if any) of participating property; • Increase in municipal (Township and County) and education property taxes (if any) of participating property; • Number and \$ amount of program defaults.
4. Ground Signage Improvement Grant	<ul style="list-style-type: none"> • Number of applications; • \$ amount of grant; • Total cost of signage improvement; • Number and \$ amount of program defaults

Program	Monitoring Variable
5. Building Improvement Grant	<ul style="list-style-type: none"> • Number of applications by type (interior and/or exterior building improvement and Covid 19 Pilot Grant) • \$ amount of grant; • Type and cost (\$) of total interior and exterior building improvements; • Total \$ value of construction; • Square footage by type of space, e.g., commercial, institutional, etc... rehabilitated and/or added; • Number of new businesses successfully occupying the space (1 year post project completion); • Number of residential units by type and square footage of residential space converted, rehabilitated or constructed (sq.ft.); • Increase in assessed value of participating properties; • Increase in municipal (Township and County) and education property taxes of participating properties; • Number and net \$ amount of program defaults.
6. Residential Grant/ Loan	<ul style="list-style-type: none"> • Number of applications by type (renovation, conversion, intensification, infill) • \$ amount of grant/loan; • Total \$ value of construction; • Number of residential units and affordable residential units renovated/ created by type (rental/ownership, 1 bedroom, 2 bedroom, 2+ bedroom) and square footage of residential space rehabilitated, converted or added; • Rental rates/sale price; • Increase in assessed value of participating property; • Increase in municipal (Township and County) and education property taxes of participating property; • Number and net \$ amount of program defaults.
7. Tax Increment Based Grant (TIBG)	<ul style="list-style-type: none"> • Number of applications • \$ amount of grant; • Total \$ value of construction; • Number of residential units by type and square footage of residential space renovated, converted, or constructed; • Square footage of commercial and institutional space rehabilitated or constructed; • Number of new businesses successfully occupying space (1 year post completion); • Jobs created/maintained; • Increase in assessed value of participating property; • Increase in municipal (Township and County) and education property taxes of participating property; • Number and \$ amount of program defaults.

Program	Monitoring Variable
8. Planning and Building Fees Grant	<ul style="list-style-type: none"> • Number, type, and \$ value of fees grant; • Square footage of habitable floor space created; • Square footage of commercial space rehabilitated or constructed; • Total \$ value of construction; • \$ value of building permit fees paid; • \$ value of total applicable fees collected

11.3 Program Adjustments

The individual incentive programs contained in this CIP can be activated, deactivated or discontinued by Council without amendment to this Plan. Increases in funding provided by the financial incentives contained in this CIP, the addition of any new incentive programs to this CIP, or an expansion of the Community Improvement Project Area will require a formal amendment to this Plan in accordance with Section 28 of the *Planning Act*. The Township may periodically review and adjust the terms and requirements of any of the programs contained in this Plan, without amendment to the Plan. Such minor changes or discontinuation of programs will be provided to the Minister of Municipal Affairs for information purposes only.

12 Marketing Strategy

12.1 Key Objective and Messages

It is very important to the successful implementation of this CIP that the Township's incentive programs and the leadership role being taken by the Township through implementation of the public realm improvement actions and other initiatives be effectively communicated to property owners, business owners, developers, potential end users, and residents within the Community Improvement Project Area, within the rest of the Township, the County, and beyond. The purpose of this Marketing Strategy is to provide general guidance for the proactive and regular advertisement and marketing of the Township's incentive programs and the planned improvements and actions being taken by the Township to actively support revitalization within the Community Improvement Project Area.

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

- a) Provides direction on how to obtain information on available incentive programs, including program guides and application forms, as well as assistance and advice from Township staff on making application for the incentive programs;
- b) Actively promotes application for the available incentive programs, especially available programs that may not currently be well known or optimally utilized, such as the Urban Design Study Grant Program;
- c) Informs property and business owners and developers with regard to actions planned by the Township to improve the investment environment within the Project Area; and,
- d) Publicizes recent development and business activity and success stories within the Project Area, especially those that have taken advantage of the Township's available CIP incentive programs.

12.2 Target Audience

The Marketing Strategy should be targeted to:

- a) Existing property owners and business owners in the Project Area;
- b) Business owners outside the Project Area, both within the Township and the County;
- c) Business associations both within and outside the Project Area;
- d) Beautification committees within the Project Area, such as the Bridgenorth Beautification Committee;
- e) Support professionals, including real estate professionals, lending institutions such as banks and trust companies, planning consultants, architects, and others; and,

- f) The general public.

12.3 Marketing Tools

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

- a) An easy to read online (electronic) and hardcopy marketing brochure that outlines the CIP initiative and the financial incentive programs available from the Municipality, including basic information on the programs and how to apply;
- b) Inclusion of this brochure in the Municipality's annual property tax billing for all properties within the commercial core project areas;
- c) A Publication, e.g., a newsletter, containing a description of the financial incentive programs available from the Township, including general program requirements and how to apply, highlights of planned public realm improvements, updates on public realm improvements that are under construction, and profiles of projects and new/expanded businesses that take advantage of the CIP incentive programs;
- d) Profiling of the incentive programs and revitalization success stories in planning and economic development publications, newsletters and other publications published by the Township and the County;
- e) Stories in local media (newspaper, radio, web) on the CIP, public realm improvements and revitalization success stories in the Project Area;
- f) Improve access to information on the CIP Incentive Programs webpage from the Township's Home webpage;
- g) Improve the structure and flow of the CIP Incentive Programs webpage using direct document links;
- h) Periodic presentations to the target audience on the available CIP incentive programs, Township activities/public realm improvements, business and redevelopment success stories in the Project Areas; and,
- i) Media Releases and profiles of successful projects and initiatives should be sent to both local and outside media.

13 Conclusion

The programs and actions contained in this CIP have been developed specifically to address the identified community improvement needs in each of the three Project Areas. Each of these areas, and the incentive programs that can be made available by Council within these areas, have been prioritized based on the direction provided by the policy framework and extensive stakeholder and public input. The preparation of this CIP has benefitted greatly from extensive community consultation through input provided by the EDBC, business and resident stakeholders, Council and Township staff.

The adoption and approval of this CIP will provide the legislative basis and comprehensive policy framework to guide the public realm improvements and incentive programs needed to achieve the Vision contained in this CIP for each of the Township's commercial core areas, and address community improvement needs in the rest of the township. Successful implementation of this CIP will require a commitment by Council to capital funding for continued successful implementation of the Public Realm Improvement Strategy. An additional financial and resource commitment may also be required to implement, administer, and monitor the updated and expanded incentive programs.

Experience in other municipalities has shown that early and effective implementation of the Marketing Strategy will help to make property and business owners aware of the Township's updated and expanded incentive programs. This will result in a more successful CIP. Ongoing monitoring of the performance of the incentive programs and adjustment of the programs as required will also help to ensure the long-term effectiveness and success of this CIP.

Appendix A

2012 CIP Community Improvement Project Area

Village of Bridgenorth

The Community Improvement Project Area for the Village of Bridgenorth is shown in Figure A1.

Figure A1 **Bridgenorth Project Area**



Hamlet of Ennismore

The Community Improvement Project Area for the Hamlet of Ennismore is shown in Figures A2a and A2b .

Figure A2a Ennismore (North) Project Area



Figure A2b Ennismore (South) Project Area



Village of Lakefield

The Community Improvement Project Area for the Village of Lakefield is shown in **Figure A3**.

Figure A3 Lakefield Project Area



Hamlet of Young's Point

The Community Improvement Project Area for the Hamlet of Young's Point is shown in Figure A4.

Figure A4 **Young's Point Project Area**



Appendix B

Economic Development and Business Committee Members

Andy Mitchell, Mayor for Selwyn Township
Sherry Senis, Deputy Mayor for Selwyn Township
Troy Percy, Napa Auto Parts
Diana Carter, Style Boutique
Dave Cavanagh, Homestead Creative Solutions
Rick Hickson, R&J Machine
Pat Smith, Paluski Boats & Adventure Outfitters
Donna Rork, Cottage Toys
Fred Koster, Bridgenorth Business Association
Erin McLean, McLean Berry Farms

Appendix C

County of Peterborough Official Plan Section 7.25 - Community Improvement Policies

7.25 Community Improvement Policies

7.25.1 Purpose

The Community Improvement provisions of the *Planning Act* allow municipalities to prepare community improvement plans for designated community improvement project areas that require community improvement as the result of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason.

The purpose of the Community Improvement policies in this Plan is to provide a comprehensive framework for the designation of community improvement project areas and the preparation, adoption and implementation of community improvement plans by the Townships that promote the maintenance, rehabilitation, redevelopment and revitalization of the physical, social and economic environment in the Townships.

7.25.2 Goals and Objectives

7.25.2.1 – Community Improvement Goals

The goals of community improvement are to:

- a) preserve, rehabilitate and redevelop the existing built environment;
- b) maximize the use of existing public infrastructure, facilities and amenities;
- c) coordinate private and public community improvement activities;
- d) promote development and redevelopment that is sustainable in nature;
- e) guide the setting of priorities for municipal expenditures respecting community improvement projects;
- f) participate, wherever possible, in Federal and/or Provincial programs to facilitate community improvement; and,
- g) reconcile existing land use conflicts and minimize future land use conflicts.

7.25.2.2 Community Improvement Objectives

Community improvement plans may be prepared and adopted by the Townships to accomplish one or more of the following objectives:

- a) maintain and improve municipal services including the water distribution system, the sanitary and storm sewer systems, roads, sidewalks, and street lighting;
- b) maintain and improve the transportation network to ensure adequate traffic flow, pedestrian circulation and parking facilities;
- c) encourage the renovation, repair, rehabilitation, redevelopment or other improvement of lands and/or buildings, including 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;
- d) encourage the preservation, restoration, adaptive reuse and improvement of historical or architecturally significant buildings;
- e) maintain and improve the physical and aesthetic amenities of streetscapes;
- f) encourage the development of an adequate supply of affordable housing which meets the needs of local residents;
- g) encourage infill, intensification and redevelopment within existing settlement areas;
- h) promote and encourage the rehabilitation, re-use and redevelopment of brownfield sites;
- i) encourage the restoration, maintenance, improvement and protection of natural habitat, parks, open space, recreational and heritage facilities and amenities;
- j) encourage the eventual elimination and/or relocation of incompatible land uses, and where this is not feasible, encourage physical improvements to minimize the incompatibility;
- k) encourage activities which contribute to a strong economic base including commercial, industrial, recreational and tourism activity and job creation;
- l) improve environmental conditions;
- m) improve social conditions;
- n) promote cultural and tourism development;
- o) facilitate and promote community economic development; and

- p) improve community quality, safety and stability.

7.25.3 Criteria for Designation of Community Improvement Project Areas

7.25.3.1 A Township may designate by by-law one or more Community Improvement Project Area(s), the boundary of which may be part, or all, of the Township.

7.25.3.2 For an area to be designated as a Community Improvement Project Area, it must satisfy at least one, and preferably more than one of the following general criteria:

- a) deficiencies in physical infrastructure including but not limited to the sanitary sewer system, storm sewer system, and/or watermain system, roadways, sidewalks, curbs, streetscapes and/or street lighting, and municipal parking facilities;
- b) deterioration or deficiencies in recreational or community facilities including public open space, municipal parks, neighbourhood parks, indoor/outdoor recreational facilities, and public social facilities;
- c) a portion of a community lies within a flood susceptible area or has natural drainage characteristics that require such measures as flood proofing or storm water management be undertaken to alleviate storm related situations;
- d) the area contains human-made hazards which should be eliminated in order to ensure a greater degree of public safety and to further enhance the community function;
- e) demonstrated problem or deficiency associated with the circulation and/or access of traffic;
- f) a shortage of land to accommodate widening of existing rights-of-way, building expansion, parking and/or loading facilities;
- g) buildings, building facades, and/or property are in need of maintenance preservation, restoration, repair, rehabilitation, energy efficiency or renewable energy improvements, or redevelopment;
- h) vacant lots and/or underutilized properties and buildings which have potential for infill, redevelopment or expansion to better utilize the land base and stabilize and increase economic and community activity;

- i) non-conforming, conflicting, encroaching or incompatible land uses or activities threaten to disrupt the predominant land use and/or economic function of the area;
- j) commercial areas with high vacancy rates and/or poor overall visual quality of the built environment, including but not limited to, building facades, streetscapes, public amenity areas and urban design;
- k) presence of buildings and/or lands of architectural or heritage significance;
- l) known or suspected environmental contamination;
- m) other significant barriers to the repair, rehabilitation or redevelopment of underutilized land and/or buildings; and,
- n) other significant environmental, social or community economic development reasons for community improvement.

7.25.3.3 Priority for the designation of Community Improvement Project Areas and the preparation and adoption of Community Improvement Plans shall be given to:

- a) existing built up areas;
- b) those areas where the greatest number of criteria for designation of Community Improvement Project Areas are present; and/or,
- c) those areas where one or more of the criteria for designation of Community Improvement Project Areas is particularly acute; and/or,
- d) those areas where one or more of the criteria for designation of Community Improvement Project Areas exists across the entire township or a large part of the township.

7.25.3.4 Phasing of community improvements shall be prioritized to:

- a) permit a logical sequence of improvements to occur without unnecessary hardship on area residents and the business community in the Townships;
- b) implement those improvements that will most substantially improve the aesthetic, environmental and service qualities of a community improvement project area;

- c) reflect the financial capability of the Townships and the County to fund community improvement projects;
- d) take advantage of available senior government programs that offer financial assistance for community improvement efforts; and,
- e) coordinate the timing of related capital expenditures from various municipal departments with departmental priorities.

7.25.4 Contents of a Community Improvement Plan

7.25.4.1 Community Improvement Plans shall contain the purpose of the plan, goals and/or objectives, a description of the community improvement project area, and a description of all projects and/or programs.

7.25.4.2 The preparation of a Community Improvement Plan shall meet the minimum requirements of the *Planning Act* for public consultation.

7.25.5 Implementation of Community Improvement Plans

7.25.5.1 In order to implement a Community Improvement Plan in effect within a designated Community Improvement Project Area, the Townships may undertake a range of actions, including:

- a) municipal acquisition of land and/or buildings, and the subsequent:
 - i) clearance, grading, or environmental remediation of these properties;
 - ii) repair, rehabilitation, construction or improvement of these properties;
 - iii) sale, lease, or other disposition of these properties to any person or governmental authority;
 - iv) other preparation of land or buildings for community improvement.
- b) provision of public funds such as grants and loans to owners and tenants of land and buildings and their assignees;
- c) programs and measures to promote energy efficient development, redevelopment and retrofit projects;
- d) application for financial assistance from and participation in senior level government programs that provide assistance to municipalities and/or private landowners for the purposes of community improvement;

- e) coordination of public and private redevelopment and rehabilitation by providing administrative and liaison assistance;
- f) preparation of a Municipal Housing Statement;
- g) support of heritage conservation and improvement through means available under the *Ontario Heritage Act*;
- h) provision of information on municipal initiatives, financial assistance programs, and other government assistance programs;
- i) continued enforcement of the Zoning By-law, Property Standards By-law and Sign By-law, and other related municipal by-laws and policies; and,
- j) coordinate streetscaping improvements with the installation/ upgrading of municipal services, e.g., sewer installation, road and sidewalk reconstruction.

7.25.5.2 The County may establish programs for the provision of grants and loans to the Townships for the purposes of achieving the goals and objectives specified in Township Community Improvement Plans.

Appendix D

Demonstration of Sample “Identity” Program

**Vertical
Entry Feature**



Distinct symbol significant
for each area (theme)

Core Area 'Established' date
with Township graphic

**At Grade
Entry Feature**



Wood backdrop (recessed) with painted lettering

Wood frame/trim around signage perimeter (or steel frame)

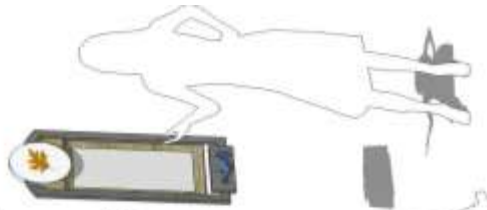
Stone-clad footing

**Wayfinding
Signage Feature**



Core Area locations of interest
with directional arrows

**Wall Mount
Interpretive Panel**



**Ground
Interpretive Panel**



Appendix E

Eligible Cost Items for the Covid 19 Pilot Grant Program

All eligible cost items must be for the purpose of reducing/preventing the transmission of the Covid 19 virus.

Eligible cost items include:

- ✓ Building doorway and entrance modifications;
- ✓ Video doorbells;
- ✓ Covid specific signage (interior and/or exterior);
- ✓ Permanent and temporary impermeable physical dividers such as plexi-glass;
- ✓ Sanitation stations (does not include sanitation products);
- ✓ Touchless plumbing fixtures;
- ✓ Floor markings;
- ✓ New and modified customer reception, counter, and display areas;
- ✓ Permanent and temporary patio structures, including vegetative and other forms of patio screening;
- ✓ Affixed heaters;
- ✓ Ventilation system separation/purification, air purifiers and foggers; and,
- ✓ Other similar physical building and property improvements specifically required for the purpose of preventing/reducing the spread of the Covid 19 Virus.

Appendix F

Applications/Permits Eligible for the Planning and Building Fees Grant Program

- i) Zoning By-law amendment;
- ii) Minor Variance;
- iii) Site Plan Control and Development Agreements;
- iv) Township Sign Permit;
- v) Encroachment Agreement;
- vi) Demolition Permit; and,
- vii) Building Permit.