



Caledon East Community Improvement Plan

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1.	Introduction.....	1
1.1	Purpose of this Plan.....	1
1.2	Authority to Prepare this Plan.....	2
1.3	Basis of this Plan.....	3
1.4	Who Implements this Plan?	4
1.5	How to Use this Plan	4
2.	Vision, Goals & Objectives.....	6
3.	Financial Incentive Programs	8
3.1	Building, Façade and Signage Improvement Grant	9
3.2	Property & Landscape Improvement Grant	11
3.3	Energy Efficiency Retrofit Grant	13
3.4	Historic Property Improvement Grant	15
3.5	Planning and Building Application Fee Grant.....	17
3.6	Tax Increment Equivalent Grant	18
4.	Municipal Leadership Strategy.....	20
4.1	Road, Streetscape and Public Realm Improvements	20
4.2	Wayfinding and Public Signage	22
4.3	Public Trailways	23
4.4	Implementation of the Civic Campus Plan	24
4.5	Design Guidelines and Sign By-law Update.....	25
4.6	Caledon East Commercial Core Area Design Study and Zoning By-law Amendment	26
5.	Implementation	27
5.1	Glossary	27
5.2	Interpretation	27
5.3	Timing of Plan Implementation.....	27
5.4	Administration of the Municipal Leadership Strategy	28
5.5	Administration of the Financial Incentive Programs	28

5.6	General Process and Submission Requirements for the Financial Incentive Programs	28
5.7	Application Process for Financial Incentives	29
5.8	General Eligibility Criteria.....	31
6.	Monitoring and Evaluation Strategy	33
6.1	Establish Baseline Conditions	33
6.2	Monitoring.....	33
6.3	Reporting	34
6.4	Adjustments and Amendments to this Plan.....	35
6.5	Relationship to Other Community Improvement Plans..	36
7.	Marketing Strategy	37
8.	Conclusion	38

Appendix A: Design Guidelines

1. Introduction

The Community Improvement Plan for Caledon East is a long-term strategy to revitalize the community, promote private investment, and improve the quality of life of the community's residents. To accomplish these broad goals, this Plan enables the use of financial incentives to private property owners and tenants. This Plan also outlines a municipal leadership strategy for the Town of Caledon, the Region of Peel, and other identified stakeholders to participate in the on-going revitalization and improvement of Caledon East.

1.1 Purpose of this Plan

The purpose of this Plan is to encourage the revitalization and improvement of the community of Caledon East. Revitalization and improvement is intended to be an on-going process which requires the commitment of the Town of Caledon, private property owners and other stakeholders. Revitalization and improvement refers very broadly to activities that contribute to economic development, beautification, health, active living, aesthetic improvements, environmental sustainability, creation of a sense of place, and quality of life.

The revitalization and improvement of the community will take many different forms, include many different activities, and require the participation of a wide range of stakeholders. Examples of activities that contribute towards long-term revitalization will include:

- a) the improvement of buildings, façades and properties;
- b) the restoration and adaptive reuse of historic properties and structures;
- c) improvement of community infrastructure, street furniture, trails, open spaces and pedestrian networks;
- d) activities that contribute to community sustainability, such as improved energy efficiency and support for active transportation modes;
- e) the sensitive and appropriate redevelopment of underutilized properties;
- f) improvement of accessibility for persons with disabilities; and
- g) improvement of Caledon East to become a healthier, more active community.

These activities will take the form of private property improvements as well as other actions, programs and tools implemented by the Town of Caledon and other stakeholders.

Financial incentives available to property owners, tenants and business owners

To encourage activities by private property owners, business owners and tenants, this Plan outlines and enables a set of financial incentive programs that property owners and tenants can utilize to assist in improving their property. However, only certain types of projects will be eligible for financial incentives. Using **eligibility criteria**, the Plan ensures that only those projects that further the goals and objectives of this Plan will be eligible to receive funding. This Plan contains design guidelines to ensure that projects are attractive and fit into the vision for Caledon East. Compliance with the design guidelines forms part of the eligibility criteria for most financial incentive programs. The guidelines are contained in **Appendix A**. Collectively, the goals, objectives and eligibility criteria, including design guidelines, help to ensure that private property improvements contribute toward the revitalization and improvement of Caledon East as a healthier, more attractive, sustainable and vibrant community.

Further, only properties that are located in the current, designated **Community Improvement Project Area** will be eligible for financial incentives. The **Community Improvement Project Area** is designated separately from this Plan by a by-law passed by Town Council. Refer to the Plan's **eligibility criteria** in Section 4 for more details on the **Community Improvement Project Area**.

Role of the Town and other stakeholders in revitalization

This Plan also establishes a municipal leadership strategy to outline the Town's participation in the revitalization of the community. This Plan strongly supports the Town's planned future streetscape and public realm

improvements, as detailed in the Streetscape Study and Streetscape Study Addendum documents, for example.

The municipal leadership strategy also calls for participation of other stakeholders to assist in the effort to revitalize the community, such as the Region of Peel, the Peel District School Board, the Dufferin-Peel Catholic District School Board, and the Toronto and Region Conservation Authority. Caledon East's major roads, Old Church Road and Airport Road, are Regional roads, and therefore any improvements on these roads will be subject to the policies, guidelines and future plans of the Region of Peel. As some of the properties targeted by this Plan are located in a flood plain in Caledon East's historic core, improvements will be subject to the requirements of the Toronto and Region Conservation Authority. Finally, this Plan identifies an opportunity to support healthy, active living by promoting safe, accessible and active routes to school. Implementation of such a program requires active support from the school boards and the individual schools. In addition to these key examples, this Plan identifies other opportunities for other stakeholders to be involved in the revitalization and improvement of Caledon East.

Making sure this Plan is working

This Plan includes a monitoring and evaluation strategy, to help the Town ensure that the Plan is indeed working to promote revitalization and improvement. Using this Strategy, the Town will monitor applications for financial incentives as well as measure other indirect indicators of success to determine how well the programs are working, and how well they are achieving the goals of this Plan. The Monitoring and Evaluation Strategy contains measures for modifying the Plan in the event that adjustments are required to improve Plan performance.

Marketing and promoting this Plan

Finally, this Plan outlines a marketing strategy, to ensure that the Plan's programs and goals are continuously being communicated to property owners, business owners, tenants and government stakeholders.

1.2 Authority to Prepare this Plan

Prepared in accordance with the *Planning Act*

Community Improvement Plans are statutory plans, legislated by the Province of Ontario. This Plan is prepared in accordance with Section 28 of the *Planning Act*.

The *Planning Act* allows municipalities to prepare and adopt community improvement plans for the purposes of "community improvement" within "community improvement project areas." "Community improvement" is defined to include a very broad range of activities, ranging from planning or replanning land, and developing, constructing, redeveloping, rehabilitating or improving energy efficiency of land and buildings, and providing for necessary or appropriate uses, buildings, structures or works.

"Community improvement project areas" are defined by the *Planning Act* to include areas within which community improvement activities are desirable due to "age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings" or "any other environmental, social or community economic development reason."

Section 28 of the *Planning Act* outlines a broad range of powers and tools that can be utilized by municipalities to encourage community improvement. Under Section 28(6), municipalities may construct or improve buildings on land acquired or held by the municipality in a manner that conforms to the community improvement plan, and also sell or dispose of land and buildings held or acquired by the municipality in the community improvement project area.

Section 28(7) allows municipalities to make grants or loans in conformity with the community improvement plan to registered owners, assessed owner and tenants of land and buildings in the community improvement project area to pay for "eligible costs" of community improvement. Eligible costs can include costs related to environmental site assessments (to determine environmental contamination), 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. Under Section 28(7.3),

the total amount of grants and loans cannot exceed the eligible costs.

Conformity to the Official Plan

This Plan is also prepared in accordance with the policies of the Town of Caledon Official Plan. In accordance with the *Planning Act*, community improvement project areas may only be designated where the Official Plan contains provisions regarding community improvement. Furthermore, the Official Plan must contain provisions related to the use of grants and loans in order for a community improvement plan to contain such programs (Section 28(7.2)).

The Town of Caledon's Official Plan outlines criteria for identifying "community improvement areas", under Section 5.17.1. It is intended that Community Improvement Project Areas, as defined in the *Planning Act*, will be selected from community improvement areas, which are identified by criteria. The Official Plan provides separate, but similar criteria for residential, commercial and industrial areas, which may include deficiencies in infrastructure, the need for building rehabilitation, need for aesthetic improvements and indication of economic decline.

Section 5.17.4.1 outlines the activities that the Town may undertake in support of its community improvement policies, including designation of community improvement project areas, funding to acquire land and to undertake physical improvements, participation in funding programs, passing of a Maintenance and Property Standards By-law and zoning restrictions, bonus provisions for infill development, local improvements under the *Local Improvements Act* and other activities.

1.3 Basis of this Plan

Terms of Reference

Council endorsed the Terms of Reference for the Caledon East Community Improvement Plan study on July 10, 2012. The overall goal for the Community Improvement Plan, as outlined in the Terms of Reference, is "to improve the physical environment of the community improvement plan project area." This includes matters such as:

- Focusing on redevelopment, infill and **mixed use** opportunities;

- Maintaining and improving public space, pedestrian linkages, and active transportation, in consideration of the Healthy Development Index;
- Liaising with the Region of Peel and the Regional Road Characterization Study to identify measures and design guidelines with regard to pedestrian and cycling provisions;
- Liaising with the Region and other agencies to facilitate the movement of children, including a walk-to-school program;
- Integrating the Town's floodplain study to identify appropriate development and redevelopment opportunities;
- Build upon the Town's design guidelines to help conserve historic buildings;
- Develop guidelines to support façade improvement incentive programs and streetscape improvements;
- Improve community energy efficiency through incentive programs; and
- Require a universally accessible built form.

Consultation

This Plan has been prepared as an outcome of a planning process which has involved substantial and meaningful consultation with residents, business owners and other stakeholders. As has been noted, revitalization requires the participation and support of a wide range of stakeholders. The development of the programs contained in this Plan has therefore involved direct consultation with stakeholders. This Plan incorporates the input of these participants, and in many cases, their input has resulted in direct influences on the types of programs, eligible projects or **eligibility criteria** outlined in this Plan.

Background and Issues Assessment Paper

This Plan is based on the Background and Issues Assessment Paper, which provided a framework for preparing a Community Improvement Plan for Caledon East. In developing this framework, the Paper gave consideration to the large body of relevant policies, regulations and guidelines affecting the revitalization of Caledon East; approaches to community revitalization by other similar municipalities, including the Town's

experience in implementing the Community Improvement Plan for Bolton; an analysis of the strengths, weaknesses, opportunities and threats; and consideration for input received through consultation.

The Paper recommended a set of programs, which were used as the basis for preparing this Community Improvement Plan. Further, the Paper recommended several principles for community improvement in Caledon East, which are intended to guide how and where efforts should be focused to create the most benefit for the community.

1.4 Who Implements this Plan?

The success of this Plan will depend on the active and continued participation of the Town, the Region of Peel, property owners, tenants, business owners and other stakeholders. All of these individuals and organizations play an equal part in implementing this Plan. However, each role is different.

Central role of the Town of Caledon

The Town of Caledon leads the implementation of this Plan. In this role, the Town administers and funds the financial incentive programs in accordance with the policies of this Plan, and participates in implementing the programs contained in the municipal leadership strategy. A specific staff member of the Town of Caledon is to be designated as the **Administrator** of this Plan, and will be responsible for day-to-day implementation of the Plan's programs. The Town also monitors and evaluates the success of this Plan on an annual basis, and, if necessary, implements necessary changes to the financial incentive programs, eligibility criteria, municipal leadership strategy, the goals and objectives of the Plan, or the **Community Improvement Project Area**. Finally, the Town markets and promotes this Plan on an on-going basis to all other stakeholders, in accordance with this Plan's Marketing Strategy (Section 5).

Opportunities for business owners, property owners and tenants

Business owners, property owners and tenants in Caledon East should also participate in community revitalization. These organizations and individuals can utilize the financial incentives to assist in improving their property or business. The continued investment and beautification of private

property in Caledon East is a significant part of implementing this Plan.

Participation of the Region of Peel, Toronto and Region Conservation Authority and School Boards

The Region of Peel, the Toronto and Region Conservation Authority, the Peel District School Board and the Dufferin-Peel Catholic School Board have been identified as important stakeholders who will also participate in implementing the municipal leadership strategy. In particular, this Plan provides for the participation of the Region of Peel in contributing to the financial incentive programs. The roles of these stakeholders are outlined in the specific programs.

1.5 How to Use this Plan

Instructions for private property owners and tenants interested in obtaining financial incentives

A key aspect of this Plan is that it enables the Town to issue financial incentives to private property owners who wish to undertake improvements to their building, property, or to develop or redevelop their land.

Interested property owners and tenants are required to contact the Town of Caledon directly to discuss their project and to identify the types of financial incentives that could be applicable. Additionally, the Town of Caledon will be able to confirm if an interested applicant is located within the **Community Improvement Project Area**. A property must be located in the **Community Improvement Project Area** to be able to obtain financial incentives.

Interested potential applicants are encouraged to read this Plan. Section 3.0 of this Plan outlines the financial incentives that are available, subject to available funding, which may change from year-to-year. For each incentive, the reader will find:

- a) The general intent and purpose of the financial incentive;
- b) A list of the specific types of projects that are eligible for the financial incentive;

- c) A description of the amount of the grant and how the grant is calculated;
- d) A list of eligibility criteria, which must be complied with in order to receive the grant; and
- e) A description of when the grant is paid.

Potential applicants will also be interested in the attached Appendices. **Appendix A** contains design guidelines that may be applicable to each financial incentive application. In order to be eligible for most grants, the applicant must demonstrate compliance with the applicable design guidelines. The eligibility criteria listed in each financial incentive identifies which design guidelines are applicable.

The process for applying for financial incentives and the materials required to submit an application are generally outlined in **Section 5.6** of this Plan. The Town of Caledon will also advise applicants how the process works, and what supporting materials applicants will need to provide with the application. In most cases, applicants will be required to submit at least two construction/supplier quotes, as well as drawings to illustrate how your improvements will look. The drawings will help the Town determine whether the application complies with the design guidelines. In some cases, it may be necessary for the drawings to be prepared by qualified professionals, so that the Town may confirm the accuracy and intent of the proposed improvement. Applicants will be encouraged to review and incorporate the guidelines into the design of their improvements. Applications that do not comply with the guidelines may not be approved.

Implementation by other stakeholders

This Plan outlines opportunities for other governments and stakeholders to be involved in revitalizing Caledon East.

The incentive programs are structured such that the Region of Peel may participate in providing incentives and supplementing the Town's funding. However, participation by the Region of Peel will be subject to Regional budget approval.

The municipal leadership programs identify opportunities for participation by the Region of Peel, the Dufferin-Peel Catholic District School Board, the Peel District School Board and the Toronto and Region Conservation Authority. In particular, the Region of Peel will need to participate in streetscape and public realm improvements, since the two

main streets of Caledon East are Regional Roads (Airport Road and Old Church Road). This Plan supports many of the Region's on-going initiatives for improving these roads, but it also calls for additional initiatives to fulfill the need for further improvements. This Plan provides for the Region's participation in the financial incentive programs, but this will be subject to Regional funding.

2. Vision, Goals & Objectives

Vision for revitalization and improvement

The vision statement is the beacon for this Plan. It describes the future picture of Caledon East, which can be achieved through the successful implementation of this Plan. The vision statement below is intended to build upon the policies and vision of the Town of Caledon Official Plan.

Caledon East is a picturesque, historic community located in the heart of Caledon. Caledon East's residents enjoy a high quality of life, with exceptional access to walking and cycling trails, natural scenery and a wide variety of recreational amenities. The community's "small-town" main street is vibrant, with a wide variety of shops, restaurants, offices and residences. As the Town's administrative centre and a regional tourism destination, the homes, shops, buildings and streets of Caledon East show exceptional pride of ownership.

Goals and objectives

This Plan is further guided by goals and objectives to ensure that community improvement activities are

contributing to the revitalization and improvement of Caledon East. The financial incentives and municipal leadership programs should contribute towards achieving one or more goals and objectives. The goals and objectives are outlined in **Table 2.1**.

Table 2.1 | Community Improvement Plan Goals and Objectives

Goal	Objectives
1. Create an attractive, vibrant community core	a) Promote and encourage redevelopment of underutilized properties, or buildings in poor condition b) Promote and encourage aesthetic improvements to buildings, façades and properties c) Support the design and implementation of a new generation of streetscape improvements and public realm improvements
2. Conserve historic buildings and community character	a) Promote and encourage adaptive reuse of historic buildings and structures b) Promote and encourage restoration of façades to original materials, and use of original materials or restoration of architectural detailing, based on available documentation
3. Promote healthier, more active living and increase participation by all users	a) Encourage property improvements to provide for active modes of transportation, through pedestrian-oriented design, bicycle parking, and other measures as appropriate to the context of the site b) Encourage improvements to accessibility for all persons, such as improvements to entryways, accessibility ramps, open space infrastructure, leveling of sidewalks, and any other measures as may be appropriate, depending on the context of the site c) Improve trailways and expand or complete the trail network d) Design streetscape improvements to be accessible and to be pedestrian-oriented

Table 2.1 | Community Improvement Plan Goals and Objectives

Goal	Objectives
	e) Pursue opportunities to expand the local cycling network and connections to a regional cycling network f) Encourage other modes of transportation and transportation demand management, such as carpooling
4. Encourage improvements in the flood-prone area	a) Encourage improvements in the flood-prone area, where possible b) Encourage and ensure the continued use and viability of properties in the flood-prone area, recognizing that many of these properties are critical to maintaining the integrity of Caledon East's commercial core
5. Maintain and enhance the small-town feel and character of the community	a) Encourage redevelopment and infill that is compatible with and respectful of adjacent properties and the overall scale of the village b) Support continued streetscape improvements that are consistent with Caledon East's history and character
6. Engage landowners, tenants, as well as government stakeholders, in the revitalization of Caledon East	a) Involve the Region of Peel, the Toronto and Region Conservation Authority, the Dufferin-Peel Catholic District School Board and the Peel District School Board in implementing the Plan's municipal leadership strategy b) Encourage the Region of Peel to participate in the financial incentive programs by supporting or augmenting funding for the incentives c) Encourage investment and improvement of privately owned property

Use of the vision, goals and objectives in reviewing applications for financial incentives

It is intended that the vision statement, goals and objectives of this Plan will be used primarily by the Town to help evaluate applications for financial incentives and to ensure that municipal leadership projects are consistent with the intent of this Plan. The general eligibility criteria (**Section 5.8**) require that applications be consistent with the intent of the Plan's goals and objectives and help to achieve one or more goals and objectives. The Town will have sole discretion in determining whether an application is consistent with and helps to achieve the goals and objectives. Applicants for financial incentives are encouraged to read and understand the goals and objectives of this Plan.

Use of the vision, goals and objectives in the monitoring and evaluation strategy

The Town will also use the vision, goals and objectives to help evaluate the performance of the Plan, as described in the Monitoring and Evaluation Strategy of this Plan (**Section 6**).

3. Financial Incentive Programs

The Financial Incentive Programs outlined in this Plan are intended to encourage private property owners, tenants and business owners to improve their property or buildings in accordance with the vision, goals and objectives of this Plan. Only projects that advance the revitalization and improvement goals of this plan will be supported by the Town. Additionally, only properties located in the currently designated **Community Improvement Project Area** are eligible for the incentives outlined in this Plan. The **Community Improvement Project Area** is designated separately by by-law by the Town of Caledon, and is not shown in this Plan, as it may be subject to change. Additionally, incentives will be subject to the availability of funding at the time of application.

Overview of the programs

1. Building and façade improvement grant – **Section 3.1;**
2. Property and landscaping improvement grant – **Section 3.2;**
3. Energy efficiency retrofit grant – **Section 3.3;**
4. Heritage property improvement grant – **Section 3.4;** and
5. Development and redevelopment grants, including:
 - a. Planning application fee grant;
 - b. Building permit fee grant; and
 - Tax increment equivalent grant (**Section 3.5**).

3.1 Building, Façade and Signage Improvement Grant

Purpose of the incentive

The building, façade and signage improvement grant is intended to encourage property owners and tenants to rehabilitate, repair or improve their buildings and façades. The program is also intended to promote the improvement of signage or installation of attractive, pedestrian-scaled signage.

The eligibility criteria ensure that these improvements are consistent with the goals and objectives of this Plan. In particular, the criteria ensure that improvements are attractive, consistent with Caledon East's character, and that historic or high-quality materials are used.

These improvements will benefit the aesthetics of the streetscape, encourage better maintenance of private properties, enhance the activity of the street, improve pedestrian accessibility, promote walkability and encourage conservation of historic properties.

Eligible projects

1. Repair, replacement or restoration of façade masonry, brickwork, and/or architectural detailing;
2. Repair, replacement or installation of awnings and canopies;
3. Replacement or installation of lighting must meet a standard such as ESNA, Energy Star or equivalent.
4. Replacement, repair, improvement or installation of signage on building façades, including signage lighting;
5. Painting, cleaning or other similar treatments to improve façades or enhance their durability over the long term, provided that these activities are:
 - a. part of a larger improvement project (i.e., associated with other eligible projects listed in this program); and/or
 - b. Considered to be essential to the restoration of a building designated under the *Ontario Heritage Act* or listed by the Town of Caledon as being of historical interest, in accordance with the *Ontario Heritage Act*;
6. Painting or installation of murals or similar wall art;
7. Installation or improvement of a sidewalk café that is located at the edge of the sidewalk. For clarity, an outdoor sitting area that is not directly adjacent to the sidewalk is not eligible;
8. Universal accessibility improvements to the building or property, such as automatic doors, wheelchair access ramps, entryway widening, leveling or repairs to pathways/accesses, provided the improvements are made in association with a broader façade/building improvement, and provided the improvements are above and beyond any legislated requirements for building accessibility;
9. Costs associated with professional architectural services in association with the design of the above eligible projects; or
10. Any combination of the above.

Program details

1. The maximum amount of a grant for a façade or building improvement is \$12,500.00 or 50% of the eligible costs, whichever is lesser.
2. The maximum grant of a signage improvement is \$5,000.00 or 50% of the eligible costs, whichever is lesser.
3. The maximum amount of the façade or building improvement grant may be increased to \$17,500.00 or 50% of the eligible costs, whichever is lesser, for corner lots, provided that the proposed improvements will apply to both façades.
4. The maximum amount of a grant for professional architectural services shall not exceed 15% of the grant that is calculated for eligible construction costs.
5. The maximum amount of the grant for accessibility improvements shall not exceed 25% of the total grant amount that is calculated for the building, façade and signage improvement grant.
6. The grant may be combined with other grant programs as indicated in **Section 5.8 and Table 5.1**. This grant shall not be combined with the tax increment equivalent grant, which exists as a stand-alone incentive program.

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7. Additional incentives may be available from the Region of Peel. This Plan is supportive of participation from the Region. However, participation from the Region of Peel will be subject to Regional approval.

Payment of grant

1. The grant will be paid as a single payment upon completion of the improvements, to the satisfaction of the Plan's **Administrator**.

Eligibility criteria

1. All general eligibility criteria outlined in **Section 5.8** shall apply.
2. Improvements shall comply with the Design Guidelines in **Appendix A**.
3. The project must relate to a façade that is visible from a public street.
4. Only commercial buildings, office buildings and mixed-use buildings are eligible for this grant. For clarity, single detached dwellings and other residences are not eligible for this grant. However, designated or listed residential properties may be eligible for the Historic Property Improvement Grant (refer to **Section 3.4**).
5. Where a property is designated under the *Ontario Heritage Act* or listed by the Town as being of historical interest, applicants may be required to submit historical research and documentation on the subject property in support of the grant application. The Town of Caledon may be able to supplement this information based on its own information and records.
6. This grant shall not be combined with the Town of Caledon's Designated Heritage Property Grant Program in any given year. Further, the Town shall exercise discretion in approving grant applications for properties that have previously received a grant under the Town of Caledon's Designated Heritage Property Grant Program, which is funded separately by Town Council and is administered separately by the Town of Caledon from this Community Improvement Plan.
7. All grants shall be subject to receiving any required approvals or permits, as required by Town by-laws and any applicable Provincial or Federal laws.

3.2 Property & Landscape Improvement Grant

Purpose of the incentive

The grant is intended to encourage property owners and tenants to improve their property, including landscaping, parking areas, pedestrian connections, and other improvements.

The eligibility criteria ensure that these improvements are consistent with the goals and objectives of this Plan. Proposed improvements will need to be consistent with design guidelines to ensure the projects are desirable and contribute to the positive development of the streetscape, as indicated in the eligibility criteria.

Eligible projects

1. Professional landscaping and/or installation of alternative ground cover treatments, such as xeriscaping (native plants);
2. Resodding, provided it is a component of a larger landscaping improvement project (i.e., associated with other eligible projects in this program);
3. Repair, replacement and improvements to driveways and parking areas in the front or side yard, such as permeable surfaces, decorative surfaces, or installation of landscaping in front yard or side yard parking areas;
4. Installation or improvement of decorative fences or retaining walls;
5. Installation or improvement of pedestrian walkways;
6. Tree planting;
7. Installation of storm water management technologies, such as **bioswales**, rainwater harvesting and reuse systems, etc., which are considered to be, in the opinion of the Town of Caledon, innovative and beyond minimum requirements or expectations for storm water management, and are consistent with Low Impact Development principles and standards;
8. Installation of bicycle parking, recognizing that the Region of Peel may be addressing bicycle parking provision;
9. Installation of benches or permanent planters;

10. Services of a professional landscape architect to design the features noted above; or
11. Any combination of the above.

Program details

1. The maximum amount of the grant is \$7,500.00 or 50% of the eligible costs, whichever is lesser.
2. The maximum amount of the grant may be increased to \$10,000.00 or 50% of the eligible costs, whichever is lesser, for corner lots, provided that the proposed improvements will apply to both street-facing yards.
3. The maximum amount of a grant for the services of a professional landscape architect shall not exceed 15% of the grant that is calculated for eligible costs.
4. The grant may be combined with other grant programs as indicated in **Section 5.8 and Table 5.1**. This grant shall not be combined with the tax increment equivalent grant, which exists as a stand-alone incentive program.

Payment of grant

1. The grant will be paid as a single payment upon completion of the improvements, to the satisfaction of the Plan's **Administrator**.

Eligibility criteria

1. All general eligibility criteria outlined in **Section 5.8** shall apply.
2. Proposals shall comply with the Design Guidelines in **Appendix A**.
3. The project must relate to one or more yards that are visible from a public street.
4. Only commercial buildings, office buildings, institutional buildings and mixed-use buildings shall be eligible for this grant. For clarity, single detached dwellings shall not be eligible for this grant. Designated heritage properties, including designated single detached residential dwellings, shall also be eligible for this grant.
5. This grant shall not be combined with the Town of Caledon's Designated Heritage Property Grant Program in any given year. Further, the Town shall exercise discretion in approving grant applications for properties that have previously

received a grant under the Town of Caledon's Designated Heritage Property Grant Program, which is funded separately by Town Council and is administered separately by the Town of Caledon from this Community Improvement Plan. The applicant shall demonstrate and the Town shall ensure that the new grant is related to a new and separate improvement project, and does not overlap with the projects associated with any previously approved grants.

6. Where a property is designated under the *Ontario Heritage Act*, applicants may be required to submit historical research and documentation on the subject property in support of the grant application. The Town of Caledon may be able to supplement this information based on its own information and records.
7. All grants shall be subject to receiving any required approvals or permits, as required by Town by-laws and any applicable Provincial or Federal laws.

3.3 Energy Efficiency Retrofit Grant

Purpose of the incentive

The energy efficiency retrofit grant is intended to encourage property owners and tenants to improve the energy efficiency of existing commercial, mixed-use and office buildings. This grant will support the viability of these buildings, which may have older, more inefficient energy systems than newer commercial and mixed use buildings. This grant will also support the community's overall environmental sustainability.

Eligible projects

1. Interior or exterior renovations that result in a third-party certification or meet a third party energy efficiency standard which exceeds the requirements of the Ontario Building Code, and demonstrably increases energy efficiency including:
 - a. Interior or exterior renovations that result in any level of LEED certification as determined by the Canada Green Building Council (inclusive of certification through LEED for Commercial Interiors, LEED for New Construction as it relates to major renovations, LEED for Core and Shell renovations, and LEED for Existing Buildings);
 - b. Interior or exterior renovations that result in compliance with ASHRAE/ISNAE Standard 90.1-1999 or newer (i.e., energy performance standards for buildings except low-rise residential buildings), as certified by a professional engineer or professional architect (refer to ashrae.org);
2. Addition of a **green roof** to an existing building;
3. Installation of appropriate on-site thermal renewable energy projects, such as solar hot water, geothermal, air source heat pumps or solar walls;
4. Installation of Energy STAR certified heating/cooling/ventilation products and features, including:
 - a. Central air conditioners;
 - b. Heat pumps;
 - c. Gas furnaces and gas boilers;
 - d. Ventilation fans; and
 - e. Doors and Windows,
 but not including home appliances and small appliances such as refrigerators, clothes washers/dryers, televisions, ceiling fans, etc.
5. Installation of energy-efficient lighting to the exterior of the building, walkways or parking areas, including replacement of incandescent lighting with high-efficiency LED lighting, as well as installation of lighting controls such as automatic timers, photocells or motion sensors;
6. Fees of a professional architect or engineer for the design or services related to the above-noted eligible projects; and
7. Any combination of the above.

Program details

1. The maximum amount of the grant is \$7,500.00 or 25% of the eligible costs, whichever is lesser. The maximum amount of a grant for renovations that result in third-party certification or compliance with third party energy efficiency standards shall be \$15,000.00.
2. The maximum amount of a grant for the services of a professional architect or engineer shall not exceed 15% of the grant that is calculated for eligible costs.
3. The grant may be combined with other grant programs as indicated in **Section 5.8 and Table 5.1**. This grant shall not be combined with the tax increment equivalent grant, which exists as a stand-alone incentive program.

Payment of grant

1. The grant will be paid as a single payment upon completion of the improvements, to the satisfaction of the Plan's **Administrator**. This may include successfully obtaining any third-party certifications, where applicable, or demonstration that the improvements are compliant with the ASHRAE/ISNAE Standard, where applicable.

Eligibility criteria

1. All general eligibility criteria outlined in **Section 5.8** shall apply.
2. Where applicable, proposals shall comply with the Design Guidelines in **Appendix A**.
3. Only commercial buildings, office buildings and **mixed-use** buildings shall be eligible for this grant. For clarity, single detached dwellings shall not be eligible for this grant.
4. All grants shall be subject to receiving any required approvals or permits, as required by Town by-laws and any applicable Provincial or Federal laws.

3.4 Historic Property Improvement Grant

Purpose of the incentive

The grant is intended to encourage the conservation of historic buildings and properties in Caledon East, including properties listed by the Town as being of historical interest and properties designated under Part IV of the *Ontario Heritage Act*. Generally speaking, this grant is intended to apply to residential properties, since the Façade and Signage Improvement Grant program applies to commercial and mixed use properties.

All projects must have the intent of conserving the heritage property. The design of improvements should be based on historical documentation and primarily be intended to restore or preserve the property's heritage attributes. Adaptive re-use of heritage properties is also encouraged to ensure the long-term viability of these historically significant properties.

Eligible projects

1. Restoration or preservation of historical attributes of a property designated under Part IV of the *Ontario Heritage Act* or listed by the Town of Caledon as being of historical interest. This may include the following activities:
 - a. Repairs or restorations to porches, verandahs, cupolas, columns, brackets, soffits and fascia;
 - b. Removal of non-heritage siding and detailing and/or repair or restoration of historic exterior cladding, based on historic documentation;
 - c. Repairs or restoration of windows and doors or other structural openings to original conditions, based on historic documentation;
 - d. Repairs or restoration of decorative architectural detailing, millwork and trim as well as chimneys, based on historic documentation; and
 - e. Masonry and stonework, including cleaning of masonry and stonework using non-destructive cleaning methods.
2. Repairs which are critical to the stabilization and conservation of the property, including repairs to the roof and eavestroughs, exterior cladding, windows, foundation and draining and other repairs to serious structural faults;
3. Renovations and sensitively-designed additions to facilitate the adaptive re-use of the property, including conversion to commercial, office, institutional uses or to a **mix of uses**;
4. Services of a licensed professional engineer, architect or a certified heritage professional to design or advise upon the proposed works, including research on the historical documentation of the listed or designated property; or
5. Any combination of the above.

Program details

1. The maximum amount of the grant is \$12,500.00 or 50% of the eligible costs, whichever is lesser.
2. The maximum amount of the façade or building improvement grant may be increased to \$17,500.00 or 50% of the eligible costs, whichever is lesser, for corner lots, provided that the proposed improvements will apply to both façades.
3. The maximum amount of a grant for the services of a licensed professional engineer, architect or a certified heritage professional shall not exceed 15% of the grant that is calculated for eligible costs.
4. The grant may be combined with other grant programs as indicated in **Section 5.8 and Table 5.1**. This grant shall not be combined with the building, façade and signage improvement grant. Further, this grant shall not be combined with the tax increment equivalent grant, which exists as a stand-alone incentive program.

Payment of grant

1. The grant will be paid as a single payment upon completion of the improvements, to the satisfaction of the Plan's **Administrator**.

Eligibility criteria

1. All general eligibility criteria outlined in **Section 5.8** shall apply.

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2. Only properties designated under Part IV of the *Ontario Heritage Act* or listed by the Town of Caledon as being of historical interest, based on the Town's current list as maintained by Town staff, are eligible for this grant.
 3. If the subject property is listed as being of historical interest, the Town, at its sole discretion, may require that the property be designated under Part IV of the *Ontario Heritage Act* in order to be eligible for this grant. If the Town determines that designation of the property under Part IV of the *Ontario Heritage Act* is not desirable, then the listed property shall be eligible for this grant.
 4. Projects shall be subject to review by the Town of Caledon's Heritage Resources Officer, and shall be consistent with the Town's Designated Heritage Property Grant Program Guidelines, which may be amended or updated from time to time. This includes, but shall not be limited to, the following criteria:
 - a. The removal of intact or repairable heritage attributes shall be avoided.
 - b. Restoration works should focus on accurately replicating decayed and missing elements or revealing intact elements that are hidden or obscured, as well as removing inappropriate finishes and features that obviously diminish the heritage value of the property.
 - c. Restoration shall be based on appropriate historic documentary sources, where available.
 5. This grant shall not be combined with the Town of Caledon's Designated Heritage Property Grant Program in any given year. Further, the Town shall exercise discretion in approving grant applications for properties that have previously received a grant under the Town of Caledon's Designated Heritage Property Grant Program, which is funded separately by Town Council and is administered separately by the Town of Caledon from this Community Improvement Plan.
 6. Applicants shall be required to submit historical research and documentation on the subject property in support of the grant application. The Town of Caledon may be able to supplement this information based on its own information and

records, upon request by the applicant. However, applicants should not rely on the Town as its sole resource for historical documentation or information.

7. Where applicable, proposals shall comply with the Design Guidelines in **Appendix A**. However, historical documentation shall be considered in the application of these guidelines.
8. All grants shall be subject to receiving any required approvals or permits, as required by Town by-laws and any applicable Provincial or Federal laws.

3.5 Planning and Building Application Fee Grant

Purpose of the incentive

This program is intended to encourage sensitive, attractive and desirable infill development and redevelopment in Caledon East by reducing the costs to making improvements to private property. The planning and building application fee grants may be combined with other grants contained in this Plan, except the tax increment equivalent grant. To ensure that the development or redevelopment proposal is in the community's best interests, the design of the project will need to comply with the Plan's design guidelines, as described in the eligibility criteria.

Eligible projects

1. Development of a vacant property for commercial, office or a **mix of uses**;
2. Redevelopment of a property for commercial, office or a **mix of uses**;
3. Major additions to a commercial or **mixed use** property, involving an increase of at least 25% of the existing gross floor area;
4. Infrastructure work including the improvement or reconstruction of existing on-site public infrastructure (water services, sanitary and storm sewers);
5. Conversion of upper-storey space in a mixed-use or commercial building to residential units;
6. Professional services by an engineer, architect, or professional planner; or
7. Any combination of the above.

Program details

1. **Planning Fee Grant:** A grant to a maximum of \$10,000.00 is available to cover the cost of minor variance applications, zoning by-law amendment applications or site plan applications. The grant may equal 100% of the Town's fees, provided it does not exceed \$10,000.00.
2. **Building Permit Fee Grant:** A grant to a maximum of \$10,000.00 is available to cover the cost of building permit fees or demolition permit

fees. The grant may equal 100% of the Town's fees, provided it does not exceed \$10,000.00.

Payment of grant

1. **Planning Fee Grant:** The grant is paid after the works are completed, to the satisfaction of the **Administrator**. This includes full payment of any applicable planning and building permit fees. The grant is intended to act as a rebate for these fees.
2. **Building Permit Fee Grant:** The grant is paid after the works are completed, to the satisfaction of the **Administrator**. This includes full payment of any applicable planning and building permit fees. The grant is intended to act as a rebate for these fees.
3. The planning fee and building permit fee grants may be combined with other grant programs, as indicated in **Section 5.8 and Table 5.1**. This grant shall not be combined with the tax increment equivalent grant, which exists as a stand-alone incentive program.

Eligibility criteria

1. All general eligibility criteria outlined in **Section 5.8** shall apply.
2. Where applicable, proposals shall comply with the Design Guidelines in **Appendix A**.
3. All grants shall be subject to receiving any required approvals or permits, as required by Town by-laws and any applicable Provincial or Federal laws.

3.6 Tax Increment Equivalent Grant

Purpose of the incentive

The tax increment equivalent grant is intended to encourage sensitive, attractive and desirable infill development and redevelopment in Caledon East. The tax increment equivalent grant cannot be combined with any other grant in this Plan.

To ensure that the development or redevelopment proposal is in the community's best interests, the design of the project will need to comply with the Plan's design guidelines, as described in the eligibility criteria.

Eligible projects

1. Development of a vacant property for commercial, office or a **mix of uses**;
2. Redevelopment of a property for commercial, office or a **mix of uses**;
3. Major additions to a commercial or **mixed use** property, involving an increase of at least 25% of the existing gross floor area;
4. Infrastructure work including the improvement or reconstruction of existing on-site public infrastructure (water services, sanitary and storm sewers);
5. Conversion of upper-storey space in a mixed-use or commercial building to residential units;
6. Professional services by an engineer, architect, or professional planner; or
7. Any combination of the above.

Program details

1. The tax increment equivalent grant is offered to eligible property owners where municipal property tax has increased as a result of development, redevelopment or any major improvements. The difference between the current tax assessment (i.e., prior to improvements) and the new tax assessment (i.e., after improvements) is the tax increment, which is granted to the owner on an annual basis, in decreasing amounts, for a maximum period of ten years. In year one, the amount of the grant may equal up to 90% of the tax increment. In subsequent years, the amount

of the grant shall decrease until it reaches 0. The total amount of any tax increment equivalent grants shall not exceed 50% of the total cost of the improvements or \$20,000 annually, whichever is lesser. The period may range from 1 to 10 years, at the sole discretion of the Town.

Payment of grant

1. The tax increment equivalent grant is paid after the improvements are completed to the satisfaction of the **Administrator**, and after the property owner's taxes are fully paid. In subsequent years, the annual grant is recalculated and paid after taxes are fully paid.
2. The tax increment equivalent grant shall not be combined with any other incentive outlined in this Plan, inclusive of **Sections 3.1 to 3.5**. It is intended that this program be a stand-alone incentive program and that the owners of a property not accumulate incentives under the tax increment equivalent grant and another incentive program. The property owner will be responsible for the entire cost of the project.

Eligibility criteria

1. All general eligibility criteria outlined in **Section 5.8** shall apply.
2. Where applicable, proposals shall comply with the Design Guidelines in **Appendix A**.
3. At its sole discretion, the Town may require the applicant to submit a business plan, prepared to the satisfaction of the Town of Caledon, in relation to an application for the tax increment equivalent grant.
4. To be eligible for the tax increment equivalent grant, the property shall be improved such that the amount of work undertaken is sufficient to result in an increase in the assessed value of the property.
5. In order to determine the suitability of the tax increment equivalent grant, prior to submitting an application for the program, **eligible applicants** may be required to estimate the total potential value of the tax increment, based on current assessment values and anticipated investment.
6. If the total value of the tax increment equivalent grant is significantly less than the applicant's estimated value, at the sole discretion of the

Town, the applicant may be given the opportunity to withdraw their application for the tax increment equivalent grant program, and submit an application for one or more of the other incentive programs in this Plan.

7. Should an **eligible applicant** be approved for the tax increment equivalent grant program, and if the subject property is sold, in whole or in part, before the original grant period lapses, the original owner may not be entitled to receive the remaining grant payments, in accordance with the terms of the program agreement. The payments are also non-transferrable to the new owner.
8. All grants shall be subject to receiving any required approvals or permits, as required by Town by-laws and any applicable Provincial or Federal laws.

4. Municipal Leadership Strategy

This Plan sets forth a comprehensive strategy for revitalization and improvement of Caledon East. In addition to the financial incentives available to encourage private property owners and tenants to participate in revitalization, this Plan outlines a strategy for the Town and other stakeholders to otherwise participate and support revitalization through other initiatives.

The Municipal Leadership Strategy is a series of actions, projects, programs and tools that have been identified as opportunities for the Town and other stakeholders to improve the community, including improvements to infrastructure, the public realm, or to help eliminate barriers to private improvements. In some cases, the projects require separate capital budgets to implement the projects. In other cases, the projects will require more detailed studies. Many of the projects require time commitments from dedicated staff members who will lead the implementation of this Strategy. It is intended that all of the projects will be implemented over a 10-year period, and as such, this Strategy speaks to timing and prioritization.

Many of the recommended projects and studies are related to one another, and need to be undertaken in coordination. This Plan strongly encourages efficiencies and coordination between the studies recommended in this Plan, as well as other related on-going studies being undertaken by the Town of Caledon and the Region of Peel.

There are opportunities for other stakeholders to participate in the implementation of programs contained in this Strategy. The Region of Peel, the Dufferin-Peel Catholic District School Board, the Peel District School Board, and the Toronto and Region Conservation Authority are identified as potential participants in the programs under the municipal leadership strategy.

4.1 Road, Streetscape and Public Realm Improvements

Background and purpose

The Town has largely completed implementation of the Streetscape Study and Streetscape Study Addendum, which, since 1994, represented the Town's primary strategy and plan for public realm improvements in Caledon East. The Streetscape Study Addendum (2004) is generally considered to be implemented through approval of development applications. Moving forward, however, there needs to be a strategy to continue to ensure that future streetscape improvements are completed in a coordinated manner, and to meet the needs of Caledon East as the community revitalizes and evolves over time.

Further, the impacts of truck traffic through Caledon East represents a significant issue that needs to be addressed. The Region of Peel's Strategic Goods Movement Network Study (technical report, dated April 2013) identifies Airport Road as a primary north-south strategic goods movement corridor, between Highway 9 and the Brampton/Mississauga boundary, inclusive of the portion of Airport Road in Caledon East. The impacts of truck traffic have been raised by the community and acknowledged by Town of Caledon Council and by Regional Council. On September 25, 2012, the Town passed a resolution to request the Region of Peel to conduct a feasibility study which considers a possible by-pass for Caledon East. Regional Council further resolved to approve the recommendation (resolution 2012-1185).

In response, Peel Region staff initiated a By-pass assessment for airport road. Addressing truck traffic and related safety concerns will support the improvement of the community into a safe, healthy and pedestrian-oriented environment, particularly since truck traffic and safety issues also represent a barrier to identifying safe and active routes to school.

Old Church Road and Airport Road are Regional Roads and are therefore also subject to the Region's Road Characterization Study. The Regional Road Characterization Study provides policies, guidelines and a long-term implementation strategy regarding roadway access and roadway character, in a manner that is sensitive to the character and planning of existing communities. The Study intends that the specific programming and policies will be sensitive to the character of the community and the Town's policies.

A specific roadway or streetscape improvement strategy is not identified in the Regional Road Characterization Study for Caledon East, but the Study identifies Airport Road and Old Church Road as "Rural Main Streets," which could include reprogramming the right-of-way to improve pedestrian safety, pedestrian comfort, to encourage walkability and potentially to provide for cycling lanes or paths.

Actions and policies

1. This Plan supports the consideration of transportation improvements to Caledon East's core area through a future feasibility study, as directed by the Regional Council. Through this future feasibility study, the Region of Peel, in partnership with the Town of Caledon, should:
 - a) Identify the transportation issues, opportunities and barriers for all modes of transportation, including commuter vehicles, trucks, walking and cycling;
 - b) Reconfirm the principles and guidelines of the Regional Road Characterization Study, including support for active transportation and pedestrian prioritization;
 - c) Consider integration of other recommended Municipal Leadership Programs, such as the public trailways program (refer to **Section 4.3**), as well as other relevant Town and Regional studies and projects, such as the Region's Active Transportation Plan and the Caledon Trails Master Plan;
 - d) Develop potential alternative solutions (including consideration of a by-pass or any other operational/safety measures) to address and mitigate the issues identified in a) above;
 - e) Recommend a preferred alternative solution that has the greatest benefits and least impacts to the community, environment and other factors;
 - f) Propose an implementation strategy for the preferred alternative solution;
 - g) Consider incorporating the elements described under Policy 2. Below; and
- h) Minimize costs and overlap between related studies, and seek to coordinate related studies.
2. This Plan is supportive of future streetscape and public realm improvements that:
 - a) Ensure the safety of pedestrians and cyclists;
 - b) Provide for dedicated cycling lanes or pathways, connecting with the Caledon Trailway and other trails (refer to **Section 4.3**);
 - c) Provide enhanced crossing treatments at the intersection of Airport Road and Old Church Road. This may include specially demarcated crosswalks, curb bump-outs or other traffic calming measures and pedestrian-oriented design features to improve the safety and ease of crossing at this intersection;
 - d) Provide for plug-ins at light/hydro poles, to provide electricity for season decorations;
 - e) Provide enhancements to the pedestrian realm in a manner that is consistent with the community's character (sidewalks, street furniture, lighting, etc.);
 - f) Reduce focus on automobiles and improve focus on pedestrians and cyclists, including an increase in the portion of the right-of-way dedicated to pedestrians and cyclists;
 - g) Include traffic calming measures;
 - h) Replace existing lighting with LED;
 - i) Are integrated and consistent with the Regional Road Characterization Study; and
 - j) Are consistent with the design guidelines contained in **Appendix A** and are considerate of the Caledon East Core Area design study, as recommended to study appropriate design and zoning standards on private property (refer to **Section 4.6**).
3. The Town of Caledon and the Region of Peel should work together to determine a timeframe and approach for planning right-of-way

reprogramming in Caledon East's commercial core.

4. Detailed design of improvements should be completed as an outcome of the Caledon East Community Improvement Plan, when there is a clear vision and plan for the future right-of-way configuration.
5. Construction and implementation of streetscape and public realm improvements are intended to be considered on an on-going basis and are subject to funding.

Responsibilities

1. Since Airport Road and Old Church Road are Regional roads, any improvements need to be approached as a partnership between the Town of Caledon and the Region of Peel.

4.2 Wayfinding and Public Signage

Background and purpose

The need for wayfinding signage has been raised by various stakeholders and members of the public, to benefit businesses and communicate the location of public amenities. Wayfinding signage and historical interpretation/educational signage will benefit the community as a regional tourism destination. Wayfinding signage may be best undertaken as a Town-wide study/strategy, outlining proposed wayfinding signage for specific communities, and outlining specific guidelines and actions for implementation.

Actions and policies

1. The Town may develop a Town-wide wayfinding signage strategy/guidelines document to plan for and design wayfinding signage throughout the Town, including Caledon East. The wayfinding signage strategy/guidelines should consider:
 - a) Broad policies and guidelines for wayfinding signage, while allowing for a degree of customization and individualism for each individual community in the Town;
 - b) Prioritizing communities for wayfinding signage;
 - c) Measures for implementation, including funding mechanisms, as well as coordination with supporting and related studies;
 - d) Accessibility and readability of signage (font size, font style, use of contrasting colours, etc.); and
 - e) Policies/guidelines for installing vehicle-oriented wayfinding signage near gateway areas, as well as pedestrian-oriented wayfinding signage in community cores.

Timing

1. Wayfinding signage and elements are a medium-priority project. The project may be best addressed as part of the streetscape and public realm improvement strategy (refer to **Section 4.1**), to ensure that wayfinding elements are

integrated with the new streetscape improvement strategy.

Responsibilities

1. The Town should lead the design and development of a wayfinding guidelines/strategy document. Since the wayfinding signage will likely be installed in the rights-of-way of Regional roads, the Region of Peel will need to participate in the design process to ensure compatibility with Regional policies and guidelines.

4.3 Public Trailways

Background and purpose

There are many on-going initiatives that support walkability, trailway connections and active transportation options, and serve to maximize the use of Caledon East's trailway system. The proposed Caledon Trailway crossing at Airport Road and the development and implementation of the Civic Campus Plan are examples of supportive initiatives.

Caledon East's trailway network is one of the community's major assets, contributing to active, healthy lifestyles and local tourism. There are opportunities to create new trailway connections and improve existing trailways to capitalize on existing assets.

There are many opportunities to consider and integrate with other Regional and Town studies and projects, such as the Regional Road Characterization Study, the Region's Active Transportation Plan and the Caledon Trails Master Plan. Additionally, at the time of completion of this Plan, it is noted that the Waterfront Regeneration Trust has received funding from the Greenbelt Foundation to conduct a feasibility study of a new cycling route to connect communities throughout the Provincial Greenbelt. The project is intended to result in a 600 km cycling trail, connecting Durham Region, York Region, Region of Peel, Halton Region, the City of Hamilton, Niagara Region, and the County of Northumberland. Caledon East and the Caledon Trailway may be included as a component of the trail alignment, representing an exceptional tourism opportunity.

Actions and policies

1. Integrate trailway improvements with the next generation streetscape improvement strategy (refer to **Section 4.1**). In particular, recommended right-of-way programming improvements should include opportunities to create new connections to existing trails.
 - a) In accordance with Section 28(3) of the *Planning Act*, to implement a trailway improvement strategy, the Town may acquire and improve land for the purposes of creating new public trails and trail connections. However, specific acquisitions need to be detailed in the strategy to ensure the completion of a

responsibly planned and cohesive trail network.

2. This Plan supports in principle the completion of a crossing for the Caledon Trailway across Airport Road and trailway/pedestrian/cycling improvements recommended through the Civic Campus Plan. Generally, the Region's Active Transportation Plan recommended improvements to the safety and visibility of Caledon Trailway crossings, which should be considered.
3. In the future, a dedicated crossing for the Caledon Trailway at Innis Lake Road may be beneficial, depending on vehicular traffic considerations and pedestrian needs.

Timing

1. At the time of completion of this Plan, completion of a crossing at Airport Road is an on-going initiative being led by the Region of Peel.
2. Completion of a trailway connections strategy should be completed in coordination with the next generation streetscape improvement strategy and right-of-way improvements (**Section 4.1**).

Responsibilities

1. The Region of Peel is responsible for designing and implementing the crossing of the Caledon Trailway at Airport Road.
2. The Town should take a leadership role in completing a trailway connections strategy in coordination with the next-generation streetscape improvement strategy. However, completion of the next-generation streetscape improvement strategy is a partnership between the Town and the Region.

4.4 Implementation of the Civic Campus Plan

Background and purpose

At the time of completion of this Plan, the preparation of a Civic Campus Plan was being completed by the Town of Caledon. The Civic Campus Plan will address space programming and improvements to the area near the Town's administrative offices and recreational facilities, on the south side of Old Church Road. There is an opportunity for many of the principles of this Plan to be addressed through the Civic Campus Plan.

Actions and policies

1. This Community Improvement Plan is, in principle, supportive of the Civic Campus Plan.
2. This Plan is, in principle, supportive of improvements to the green space in the vicinity of the Civic Campus area, in particular, the creation of new connections to the Caledon Trailway.
3. This Plan is, in principle, supportive of public amenities that are accessible for persons of all abilities and activity levels.

Timing

1. Timing for implementing the Civic Campus Plan is addressed in that plan.

Responsibilities

1. Responsibilities for implementation should be addressed in the Civic Campus Plan. Funding for projects recommended through the Civic Campus plan shall be addressed separately from funding the projects and incentive programs of the Community Improvement Plan.

4.5 Design Guidelines and Sign By-law Update

Background and purpose

Appendix A to this Plan includes guidance to support implementation of the financial incentive programs. While the guidelines can be used to encourage more attractive development and signage where an applicant wishes to receive an incentive, the guidelines are not enforceable through development application review or applications for signs.

To further the improvement of the community in a manner that reflects the goals and objectives of this plan, it will be beneficial to develop comprehensive design guidance, particularly with respect to development in the core area. It will also be beneficial to update the sign by-law to require pedestrian-oriented signage in the core area of Caledon East, contributing to the goal of this Plan of creating a vibrant, pedestrian-oriented core.

Actions and policies

1. Prepare comprehensive design guidelines for Caledon East, based upon the principles of the Official Plan, and in consideration of the guidance addressed in this Community Improvement Plan. These guidelines should be supplemental to the Town's industrial and commercial design guidelines. Further, should the Town proceed with an update to Town-wide guidelines, this project may be incorporated into that exercise.
2. Update the sign by-law to provide special requirements for the core area of Caledon East, requiring that signs be pedestrian-oriented. The design guidelines contained in this Plan should be considered in the development of the sign by-law update. The Town may address all community cores through a comprehensive by-law update.

Timing

1. Since this Plan provides interim guidance as it relates to financial incentive applications, as contained in **Appendix A**, the development of comprehensive urban design guidelines and an update to the sign-by-law is considered to be a long-term initiative, with completion targeted after 2017.

Responsibilities

1. The Town is responsible for implementing this initiative.

4.6 Caledon East Commercial Core Area Design Study and Zoning By-law Amendment

Background and purpose

As noted in the Background and Assessments Report, prepared as the foundation for this Plan, there are inconsistencies between Official Plan policies and the Zoning By-law, particularly with regard to required minimum building heights and minimum building setbacks for properties in the core area of Caledon East. As pressure for infill and intensification grows, there is a need to fully understand appropriate building heights, massing, setbacks, landscaping and parking area requirements, to ensure that the small-town character of Caledon East is not negatively impacted.

A design study should be undertaken for the Core Area, to understand appropriate building heights, buildings setbacks, parking permissions, landscaping/buffer requirements, and other matters. The design study should focus on private property. An amendment to the Zoning By-law is recommended as an outcome of that study, to bring the By-law into conformity with the Official Plan policies and to have consideration for the design guidelines contained in **Appendix A**, and to implement any other findings made through the design study

Actions and policies

1. The Town may undertake a design study for Caledon East's commercial core, having regard to following potential issues and conflicts between existing zoning standards and Official Plan policies:
 - a) The maximum building height of three storeys as-of-right may not be appropriate on all lots, since the existing buildings are largely only 1-2 storeys;
 - b) The maximum lot coverage of 25% is not consistent with the current built form, and may not be conducive to maintaining the relatively dense, historic built form;
 - c) The 3-metre planting strip required for interior lot lines abutting residential uses may not be appropriate for all lots, and may impact the dense built form;

- d) The minimum 9 metre front yard setback requirement is not consistent with a pedestrian-oriented, main street character;
 - e) Consideration may be made to providing a maximum front yard setback;
 - f) The minimum interior side yard of 4.5 metres may not be necessary for both interior side yards, especially where rear yard parking is provided; and
 - g) The minimum exterior side yard of 9 metres is not consistent with a pedestrian-oriented, main street character.
2. The Town may implement a Zoning By-law Amendment for the Commercial Village (CV) zone, creating a new exception for Caledon East's core commercial area, to implement the findings of the Caledon East commercial core design study.

Timing

1. This project should be completed in the short term, with completion targeted by 2015.

Responsibilities

1. The Town will need to initiate this design study and zoning by-law amendment.

5. Implementation

5.1 Glossary

For convenience purposes only, some of the terms defined in this section are **emphasized** in this Plan. Some of the terms that are very commonly used, such as Town, are not emphasized. However, all terms, whether or not emphasized, are subject to the definitions contained in this section.

Administrator means the Town of Caledon staff member delegated the responsibility of administering this Plan on a day-to-day basis, including coordinating the **Approval Authority**.

Applicant, unless otherwise specified, means a registered owner, assessed owner or tenant of lands and buildings within the **Community Improvement Project Area**, and any person to whom a registered owner, assessed owner or tenant of lands and buildings within the **Community Improvement Project Area** has assigned the right to receive a grant or loan. Applicants may also be referred to as “building owners” or “property owners” throughout this Plan.

Approval Authority or **Review Panel** means, in the context of administering the financial incentive programs, the person or person(s) assigned to evaluate and make a decision on applications for financial incentives.

Bioswale means a landscape element that, as a result of its design and use of vegetation, removes pollutants and silt from surface water runoff prior to being released to the sewer system.

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

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

Community Improvement Project Area, unless otherwise specified, is as defined in accordance with its meaning under Section 28 of the *Planning Act*. The current Community Improvement Project Area for the Caledon East Community Improvement Plan is administered separately from this Plan.

Eligible applicant means an applicant who meets all of the general and program specific requirements of the Financial Incentive Programs, and prepares and submits an application for community improvement works that is in accordance with the definition of the *Planning Act* and the program specific requirements, as outlined in this Plan. The **Review Panel** and/or **Administrator** reserves the right to determine whether or not an applicant is eligible for the Financial Incentive Programs. Eligible applicants may also be referred to as “eligible building owners” or “eligible property owners” throughout this Plan.

Green roof is a roofing system that is partially or completely covered with vegetation in order to absorb rainwater and to provide insulation.

Mixed use or **mix of uses** means a building containing a combination of two or more of the following uses:

1. retail uses/commercial services;
2. offices;
3. institutional uses; and
4. dwelling units, located in the rear or upper storeys only.

Region means the Regional Municipality of Peel.

Review Panel – refer to **Approval Authority**.

Town means the Town of Caledon.

5.2 Interpretation

1. The Caledon East Community Improvement Plan must be read and interpreted in its totality.
2. Interpretation of the Plan will be at the sole discretion of the **Approval Authority** or Town Council, as the situation may dictate.

5.3 Timing of Plan Implementation

1. This Plan is intended to be implemented over a ten-year period from its approval date.
2. The horizon of this plan may be extended beyond ten years without requiring an amendment to this Plan.
3. This Plan shall continue to be effective until the **Community Improvement Project Area** is dissolved by a by-law passed by Town Council.

5.4 Administration of the Municipal Leadership Strategy

1. The Town of Caledon shall administer the municipal leadership strategy. The **Administrator** shall delegate or communicate responsibility for leading or completing the projects identified in the municipal leadership strategy.
2. It is intended that the projects described in the municipal leadership strategy will be completed over the ten-year horizon of this Plan. However, completion of the projects contained in the municipal leadership strategy shall be subject to budget approval.
3. In some cases, the Plan indicates support in principle for initiatives not being undertaken by the Town of Caledon. In no case does this Plan imply that the Town of Caledon will assume responsibility for leading or undertaking these initiatives.
4. The **Administrator** shall report on the status of each of the projects contained in the municipal leadership strategy in the annual monitoring and evaluation report to Council, as described in the Monitoring and Evaluation Strategy (**Section 6**).
5. Nothing in this Plan is intended to commit the Region of Peel or any other stakeholder to funding the projects and programs outlined in this Plan. Participation by any other stakeholder is subject to their independent budgeting and approvals processes.

5.5 Administration of the Financial Incentive Programs

1. Council shall appoint an **Administrator** to administer the day-to-day responsibilities of the financial incentive programs, including meeting with potential applicants, circulating applications to the **Review Panel**, participating as a member of the **Review Panel**, and other responsibilities as outlined in this Plan.
2. The Region may participate in the financial incentive programs by making grants to the Town.
3. The Town shall set an annual budget for financial incentives, as approved by Town Council. The

annual budget may be combined with the budget set for financial incentives used for other Community Improvement Plans administered by the Town.

4. Town Council may delegate approval of financial incentives to an **Review Panel** such as a **Review Panel** consisting of Town staff.
5. If an application is refused by the **Review Panel** or Administrator, as the case may be, the applicant shall be provided an opportunity to request Council to reconsider the application.
6. The **Administrator** shall track applications for financial incentives as described in the monitoring and evaluation strategy (**Section 6**).
7. The **Administrator** shall be primarily responsible for marketing the Plan, as described in the Marketing Strategy (**Section 7**).
8. Nothing in this Plan is intended to commit the Region of Peel or any other stakeholder to funding the projects and programs outlined in this Plan. Participation by any other stakeholder is subject to their independent budgeting and approvals processes.

5.6 General Process and Submission Requirements for the Financial Incentive Programs

1. Applicants shall submit a complete application to be considered eligible for financial incentives. A complete application shall include:
 - a. Completed application form(s);
 - b. Supporting materials such as plans, cost estimates and contracts, applicable reports and any additional information or approvals required by the Town.
2. The Town shall not be responsible for the costs incurred by proponents for preparing a complete application submission, or costs incurred in anticipation of a financial incentive.
3. The application must be submitted prior to commencing the community improvement works. Should, in the opinion of the **Administrator**, the works be initiated prior to submitting an

application, the application will be rejected upon receipt.

4. All sources of all other approved or pending funding or incentives related to the proposed works must be declared at the time of application submission. The **Review Panel** and/or **Administrator**, as may be applicable, may make recommendations for incentive reductions based upon any other declared funding or incentive.
5. The **Review Panel** and/or **Administrator** will evaluate all applications and supporting materials. Based on the panel's evaluation, a recommendation will be made to the Town's Treasurer. The Treasurer will approve CIP grant applications upon the unanimous recommendation of the **Review Panel**.
6. Should the application be approved, a Financial Incentive Program Agreement will be prepared by the Town. The Financial Incentive Program Agreement will outline the terms, duration, default, and any other provisions of the incentive program.
7. Should the **Review Panel** and/or **Administrator** require additional information, plans, studies, or any additional works related to the proposed project and incentive program application, the requested information and/or works must be adequately provided and/or undertaken prior to approval of the application, at the applicant's expense.
8. Upon approval and/or completion of community improvement works, the Town reserves the right to audit the costs associated with any of the works described by the approved application. Audits will be undertaken at the expense of the applicant.
9. Upon approval and/or completion of community improvement works, the Town reserves the right to inspect any properties/buildings that are associated with an incentive program application.
10. Should the applicant fall into default of any of the General Eligibility Requirements, or fail to meet the detailed requirements of each of the incentive programs or any other requirements of the Town, the Town may delay, reduce, or cancel the approved incentive program benefits, and may require repayment of any of the incentive program benefits, at the discretion of the Town.

11. All financial incentive programs will be monitored for effectiveness on an annual basis with a detailed review in year 5 of the program to determine whether the program has effectively met the goals and objectives of this Plan. Based upon the results of either the annual review or the 5-year detailed review, the Town may decide to modify, discontinue or enable any or all of the incentive programs at its discretion.
12. Modification to the financial incentive programs or introduction of a new financial incentive program shall require an amendment to this Plan in accordance with the *Planning Act*.
13. The Town may discontinue any of the financial incentive programs at any time without amendment to this Plan; however, all applicants with approved financial incentives will continue to receive the incentive in accordance with the terms outlined in the Plan and the executed Financial Incentive Program Agreement, subject to fulfilling any outstanding requirements and agreements, and subject to available funding as approved by Council.
14. Any program commitments may be cancelled if work does not commence within six months of approval of an application, or as otherwise specified in the Financial Incentive Program Agreement.

5.7 Application Process for Financial Incentives

Step 1: Submission and acceptance of application

1. Applicants shall arrange and participate in a pre-application consultation meeting with the **Administrator** to discuss their proposed community improvement project, and to confirm application and eligibility requirements. Other members of the **Review Panel** may participate in the meeting.
2. Applicants shall submit a completed application form and all supporting materials as confirmed at the pre-application consultation meeting. The supporting materials may include but shall not be limited to:
 - a. Photographs of the existing building or property condition;

- b. Historical photographs or documentation;
 - c. Professional or conceptual drawings and/or plans, including drawings or plans prepared by a professional architect, planner, engineer or landscape architect licensed in the Province of Ontario;
 - d. A site plan or landscape plan;
 - e. Specifications of the proposed works, including a work plan for the improvements;
 - f. Two cost estimates for eligible work and/or materials; and/or
 - g. Any other materials as may be required for specific programs, as indicated in **Section 4**.
3. Upon receipt of the application and supporting materials, the **Administrator** and/or **Review Panel** shall complete a preliminary screening of the application to determine whether the application is complete. The application will be rejected if the application is not considered complete, or if the application clearly does not comply with the eligibility criteria.
 4. The **Administrator** may visit the subject property.
 5. The Town will communicate their decision to accept or reject the application to the applicant.
 6. The **Administrator** will enter the accepted application into the Town's database of financial incentive programs as described in the Plan Monitoring and Evaluation Strategy (**Section 6**).

Step 2: Evaluation and consideration of an accepted application

7. The application will be evaluated against the program eligibility requirements by the **Administrator** and/or **Review Panel**.
8. Members of the **Review Panel** may visit the property.
9. The **Administrator** and/or **Review Panel** will prepare a recommendation for approval or rejection which will be forwarded to the Town Treasurer.

10. If the **Approval Authority** recommends unanimous approval, the Treasurer will provide approval to the application and will execute the Financial Incentive Program Agreement in consultation with other Town staff.
11. If the **Approval Authority** does not recommend unanimous approval, the applicant will be provided with an opportunity for Council to reconsider the application. If the applicant agrees, a report to Council will be prepared for Council to reconsider the application.

Step 3: Approval of the accepted application and execution of a Financial Incentive Program Agreement

12. If Council or the Treasurer has approved an application, the Agreement will be executed by signing and dating the Agreement. Both the Town and the applicant will be required to sign and date the agreement.
13. A copy of the signed and dated agreement will be provided to the applicant.

Step 4: Completion of Community Improvement Works and Payment of the Incentive

14. Upon approval of the incentive and execution of the Financial Incentive Program Agreement, the applicant may begin the community improvement works.
15. Payment of the financial incentive, in accordance with the Financial Incentive Program Agreement, will be provided upon successful completion of the approved work, to the satisfaction of the Town.
16. Prior to issuance of the financial incentive, the applicant may be required to provide the **Administrator** and/or **Review Panel** with final supporting documentation, which may include but is not limited to:
 - a. photographic evidence of the completed works satisfactory to the Town;
 - b. other documentation proving successful completion of the project according to program specific eligibility criteria;
 - c. original invoices for all eligible work done, indicating the total amount paid for eligible works;

- d. proof of payment to contractors in full (original cancelled cheques).
- 17. The **Review Panel** and/or **Administrator** may complete a final site visit and inspection of the building/property, as necessary, to ensure that the project has been completed in accordance with the Financial Incentive Program Agreement.
- 18. Prior to issuance of the financial incentive payment, the **Review Panel** and/or **Administrator** will ensure that all program requirements and details of the agreement have been met.
- 19. The **Review Panel** and/or **Administrator** will take appropriate remedies as specified in the agreement if the applicant defaults on the agreement.
- 20. If all program requirements and Financial Incentive Program Agreement requirements have been met to the **Review Panel** and/or **Administrator's** satisfaction, the **Review Panel** and/or **Administrator** will issue payment of the approved grant in accordance with the general and specific program eligibility requirements, and the agreement.

5.8 General Eligibility Criteria

- 1. All applications for financial incentives shall comply with all applicable general eligibility criteria.
- 2. In order to be eligible for any incentive program offered by the Caledon East Community Improvement Plan, a Financial Incentive Program application must be submitted to the Town prior to commencing any community improvement works. Complete applications must be submitted and approved prior to application for planning approval and/or building permit and prior to commencing community improvement works.
- 3. In order to be eligible, all incentive program applications must include completed application forms and supporting materials such as detailed work plans, cost estimates and contracts, applicable reports, and any additional information as required by the Town's **Review Panel** and/or **Administrator**.
- 4. **Eligible applicants** must be either the owner of the property, an agent for the owner of the

property, or the tenant of a property to whom the owner has provided written consent for the application.

- 5. In order to be eligible for any incentive program, all proposed projects must be located within the currently designated **Community Improvement Project Area**, as it is designated by a by-law at the time of the application.
- 6. All proposed projects must also be consistent with and contribute to achieving the goals and objectives for community improvement as outlined in Section 2 of this Plan.
- 7. All proposed projects must represent an improvement to the property or building, and not represent a life cycle replacement of existing materials, paving or structures.
- 8. All proposed community improvement works (such as the exterior design of buildings, including signage) associated with applications for Financial Incentive Programs available through this Plan must be consistent with the Town's principles and guidelines for design and built form as presented in **Appendix A**. The **Review Panel** and/or **Administrator** will consider details of exterior design proposed by each application when determining eligibility for incentive programs of this Plan.
- 9. Community improvement works associated with an incentive program application must be undertaken pursuant to application for planning approval and/or building permit, and any additional required permits, and in accordance with the Ontario Building Code, Provincial standards for barrier-free design, and all applicable Provincial and Town planning policies and standards.
- 10. Existing and proposed land uses must be in conformity with the policies and standards provided by the Town's Official Plan, Zoning By-law, and all other planning documents.
- 11. Community improvement works associated with an incentive program application must be in accordance with all Town by-laws, policies, procedures, standards, and guidelines in order to be approved, including but not limited to the Town's Parking Study and Sign By-law.
- 12. The property owner must not be in arrears in regard to tax payments and accounts receivable

with the Town of Caledon and must be in good standing with regard to taxation and all other financial matters at the time of application and throughout the duration of the incentive benefit period, as identified within the applicable incentive program in Section 3.0.

13. Community improvement works undertaken and completed that are associated with an approved incentive program application must be consistent with the project description contained in the application form and supporting materials, and with the program agreement. Should the undertaken or completed works not be consistent with the original project description, to the satisfaction of the Town, the Town may delay, reduce, or cancel the approved incentive program benefits, and may require repayment of any of the incentive program benefits, at the discretion of the Town.
14. In most cases, the financial incentive programs made available through this Plan can be used individually or in combination with one or more

other financial incentive programs in accordance with **Table 5.1** below.

15. The program-specific eligibility criteria provide further requirements for combining financial incentives in this Plan with other external financial incentives, such as the Town's Designated Heritage Property Grant Program or combination with a development charge exemption.
16. The total amount of all incentive benefits (including grants and refunds) provided to each applicant for each community improvement proposal for a building or lands within the **Community Improvement Project Area** must not exceed the project's costs related to the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, and/or reconstruction and rehabilitation associated with an application.
17. The Town may not approve grants that total less than \$1,500.00, even where the application meets all other eligibility criteria.

Table 5.1 | Combination of Financial Incentives

	Façade and Signage Improvement Grant	Landscape and Property Improvement Grant	Heritage Property Improvement Grant	Energy Efficiency Retrofit Grant	Planning Application Fee Grant	Building Permit Fee Grant	Tax Increment Equivalent Grant
Façade and Signage Improvement		Yes	No	Yes	Yes	Yes	No
Landscape and Property Improvement Grant	Yes		Yes	Yes	Yes	Yes	No
Heritage Property Improvement Grant	No	Yes		Yes	Yes	Yes	No
Energy Efficiency Retrofit Grant	Yes	Yes	Yes		Yes	Yes	No
Planning Application Fee Grant	Yes	Yes	Yes	Yes		Yes	No
Building Permit Fee Grant	Yes	Yes	Yes	Yes	Yes		No
Tax Increment Equivalent Grant	No	No	No	No	No	No	

6. Monitoring and Evaluation Strategy

To ensure that this Plan is effective and is achieving its desired results, the Town will be responsible for monitoring and evaluating this Plan's performance.

6.1 Establish Baseline Conditions

Upon the adoption of the Community Improvement Plan, the **Review Panel** or **Administrator** will collect data to determine baseline conditions of various statistics to help monitor the performance of this Plan. The baseline conditions provide a snapshot of the state of the community prior to adopting the Plan, so that the effect of the Plan may be monitored and evaluated against the baseline conditions.

At the outset of this Plan, baseline conditions should be gathered for the **Community Improvement Project Area**, as designated by a Town by-law, where the information is available:

- Number of businesses;
- Number of businesses within each category of businesses (retail, office, government, restaurant, etc.);
- Vacancy rate of commercial units;
- Number of residential units in the Community Improvement Project;
- Number of light posts, trees, benches, etc.;
- Number of designated heritage properties;
- Number of bicycle parking spaces;
- Length of trails/bicycle paths and number of trail/pathway connections to sidewalks and roads;
- Number of commercial parking spaces; and
- Statistics related to number of visitors, employees, etc., where it is possible to obtain the data.

6.2 Monitoring

The Town will maintain a database to monitor changes to the baseline conditions, based on the frequency of available data. In addition, the Town will monitor variables

related directly to the applications for financial incentives and progress made on the municipal leadership strategy.

With regard to the financial incentive programs, the Town will monitor on an annual basis:

- The number of inquiries received regarding the financial incentive applications, and the nature of the inquiry;
- The number of received applications;
- The number of successful applications;
- The number and nature of pre-application consultation meetings; and
- The total value of grants issued and the total value of construction projects.

For each received financial incentive application, the Town will record and monitor on an on-going basis:

- The date of the pre-application consultation meeting;
- The property's tax assessment prior to the project's approval;
- The total construction value of the project;
- The requested grant value, by program and in total;
- The details and purpose of the project, including the amount of affected square footage of commercial space, residential space or land, as may be appropriate; and
- The appearance of the property prior to project initiation (before photos).

For each denied financial incentive application, the Town will monitor on an on-going basis:

- The reason(s) for the application's denial;
- The intended 'next steps' by the applicant.

For each approved financial incentive application, the Town will monitor on an on-going basis:

- The approved value of grants, in total and by program;
- The timing of completion of the project and payment of the grant;
- The tax assessment after the completion of the project, if relevant; and

- The appearance of the completed project (“after” photos).

As an outcome of a decision on a financial incentive application, the Town may survey the applicant to obtain feedback on the financial incentives process, the importance of the incentives and to understand whether the applicant would recommend the process to others.

With regard to each municipal leadership programs, the Town will monitor the progress of each project on an annual basis. This may require annual communication with each department or individual responsible for advancing the program.

6.3 Reporting

On an annual basis, subject to staffing resources, the Town will prepare a Monitoring and Evaluation Report to report on the performance of the Plan to Council. The Monitoring and Evaluation Report will:

- Summarize the applications received and the value of incentives that have been approved;
- Summarize the key indicators of Plan performance, including any changes to the baseline conditions and variables monitored in association with the financial incentive applications;
- Summarize the progress regarding implementation of the municipal leadership strategy;
- If necessary, make recommendations regarding the funding of the incentive programs for Council’s consideration in budget deliberations or make recommendations regarding the funding or timing of the municipal leadership strategy;
- If necessary, make recommendations for revisions to the **Community Improvement Project Area**, which may be passed by by-law;
- If necessary, make recommendations to adjust the Community Improvement Plan (refer to Section 6.4); and
- If necessary, make any other recommendations regarding the administration of the Community Improvement Plan.

The report should be made available on the Town’s website for public review and consideration.

Additionally, a more substantial report, provided every 3-5 years, should be prepared to provide a clearer understanding of how the monitored variables have changed over a more substantial period of time, and understand how the baseline conditions have changed. The 3-5 year milestone report should also act as an annual report, and should address the tasks noted above for annual reports.

6.4 Adjustments and Amendments to this Plan

It may be necessary to adjust and amend this Plan as the community revitalizes and as its issues and opportunities evolve over time. Revisions may also be necessary to address issues with the incentive programs, which may become evident as the programs are implemented.

Necessary adjustments to this Plan will generally come about as a recommendation from the monitoring and evaluation report, as a measure to address issues with the Plan's performance.

This Plan permits adjustments; however, certain adjustments may require an amendment to this Plan in accordance with Section 28(5) of the *Planning Act*. The table below summarizes the types of adjustments that will require an amendment to this Plan:

Table 6.1 | Plan Adjustments and Amendments

Proposed Adjustment	Requires an Amendment to this Plan under Section 28(5)/Section 17 of the <i>Planning Act</i> ?
Addition of a new financial incentive program or complete removal of a financial incentive program	Yes
Change to the incentive programs, such as: - Changes to the types of eligible projects or addition of a new eligible project - Changes to eligibility criteria - Changes to value or calculation of grant	Yes, except as outlined in this Plan (minor administrative changes may be permitted without an amendment, subject to the policies of this Plan)
Change to the Community Improvement Project Area	No (requires a by-law passed by Council)
Dissolution of the Community Improvement Project Area (i.e., Plan becomes inoperative)	No (requires a by-law passed by Council, once Council is satisfied this Plan has been carried out)
Changes to the amount of annual funding provided for incentive programs (total or program-specific)	No
Changes to the funding or prioritization of the municipal leadership programs	No
Discontinuation of funding for one or more incentive programs	No
Extension of the Plan beyond the intended 10 year planning horizon	No
Delegation of administration/approval of the financial incentives to a committee or an individual or a return of the responsibilities to Council	No (delegation generally requires a by-law, subject to Section 23.1 of the <i>Municipal Act</i>)

6.5 Relationship to Other Community Improvement Plans

The Caledon East Community Improvement Plan is separate from any other community improvement plan adopted by the Town of Caledon. However, to streamline the administration of these Plans, it may be desirable for the plans to have similar program requirements, eligibility criteria and administrative policies, where it is possible. As part of the annual monitoring and evaluation program, it may be desirable to make adjustments to one or more community improvement plans to bring the administrative policies and eligibility criteria of the Plans into alignment.

In particular, to address streamlining administration at the outset of the implementation of the Caledon East Community Improvement Plan, Council may amend the Bolton Community Improvement Plan to incorporate any desirable improvements and ensure congruency among similar programs.

However, fundamental differences between the Plans should be retained to recognize that each Plan is intended to implement a vision, goals and objectives that are specific to the targeted community or communities. Where an amendment to one Plan is considered as an outcome of the monitoring and evaluation activities, or where a new Plan is proposed to be adopted by the Town of Caledon, the Town shall consider amendments to all other Community Improvement Plans in order to streamline administration of the Plans and their programs.

7. Marketing Strategy

Marketing and promoting the incentive programs will be necessary to increase their uptake, and therefore help to implement the Plan. Communicating the importance of the municipal leadership strategy to other Town departments and stakeholders will help to build support for the programs and encourage their completion.

At its discretion, the Town will complete the following activities on an on-going basis, to market and promote the Plan:

1. **Municipal Leadership Projects:** The Town may advertise any of the programs and projects recommended through the Municipal Leadership Strategy as a project associated with this Community Improvement Plan.
2. **Newsletters and Brochures:** The Town may prepare educational newsletters and/or brochures that will provide an overview of this Plan and the incentive programs that are available. Brochures and newsletters may be delivered to all property owners, tenants, and other interested parties within the designated [Community Improvement Project Area](#). Brochures and newsletters may also be displayed and provided by the Town at its municipal office and on the Town's website.
3. **Promotional Display:** The Town may also prepare a promotional display that will provide an overview of this Plan. The Town may use the promotional display at local community events or economic development events in which the Town is sponsoring or participating.
4. **Public Information Sessions:** The Town may hold informational seminars, workshops or open houses upon adoption of the CIP and on an annual basis during the Plan's implementation to educate property owners, tenants, and other interested parties within the designated [Community Improvement Project Area](#) about this Plan.
5. **Responsiveness to Public Inquiries:** The [Review Panel](#) and/or [Administrator](#) will be available on an on-going basis to answer questions from potential applicants with respect to the Plan and its programs. As well, the [Review Panel](#) and/or [Administrator](#) will

participate in pre-application consultation meetings prior and site visits to discuss the merits of a potential application with the applicant.

6. **Communication of the Monitoring and Evaluation Program:** Information obtained as a result of the monitoring and evaluation program may also be made available through newsletters and information sheets to promote the achievements of this Plan and to highlight case studies.
7. **Other Activities:** The Town may organize and participate in other appropriate activities to encourage participation by property owners, tenants, and other interested parties in this Plan's programs.
8. The Town may undertake other marketing initiatives for the Caledon East Community Improvement Plan without requiring an amendment to this Plan.

8. Conclusion

The Caledon East Community Improvement Plan is a comprehensive strategy to revitalize and improve Caledon East and to improve the quality of life of the community's residents. It outlines programs and tools to encourage the improvement of both private property and the public realm, addressing matters such as aesthetics/beautification, walkability, accessibility, active modes of transportation, sustainability, energy efficiency, community design and economic development. In order to achieve a unified vision for Caledon East, the Plan includes a vision, goals, objectives, eligibility policies and guidelines to guide change in a coordinated manner. It is anticipated that this Plan will be implemented through numerous private property improvements and various programs and actions that are led by the Town and other stakeholders. The Plan's vision, goals, objectives and guidelines provide a constant beacon to ensure that the community is evolving in a desirable and positive manner.

This Plan is intended to be implemented over the long-term. It is designed to be implemented over a minimum of 10 years. It works on the principle that many small changes over time will add up to significant changes over time. As such, it is important that the Plan evolve and adapt over the course of its implementation. The Plan includes a Monitoring and Evaluation Strategy to evaluate the Plan's performance and make adjustments, if necessary, to help the Plan adapt to evolving issues. It is also intended that the Town will be engaged in marketing the Plan and its programs in accordance with the Marketing Strategy.



Appendix A

Design Guidelines

Preamble

These urban design guidelines form an important component of the Caledon East Community Improvement Plan (CIP). In accordance with the program-specific eligibility criteria, community improvement works shall comply with the guidelines contained in this document. This means that private property improvements subject to an application for a financial incentive under the CIP must comply with these guidelines.

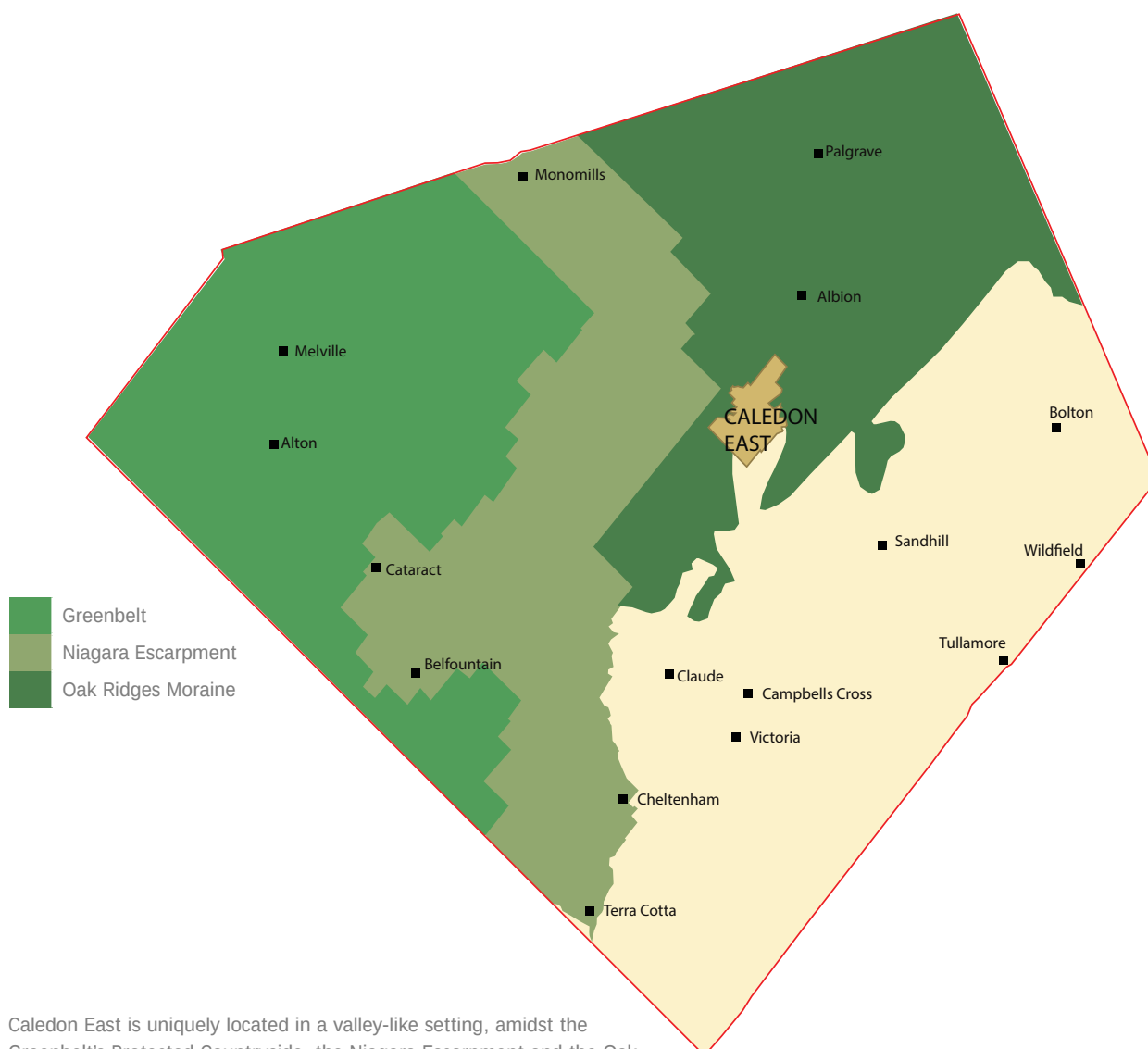
It is intended that these guidelines will be used as follows:

1. The **CIP Administrator and Review Panel** will use the guidelines to evaluate the design of any proposed projects for the purposes of evaluating compliance with the eligibility criteria. Compliance with the guidelines will be a factor in the Review Panel's recommendation to approve or deny the financial incentive application.
2. **Potential applicants** for financial incentives should read and consider these guidelines in the design of their community improvement project. As approval of the project will be subject to compliance with the guidelines, the applicant should make effort to comply with the guidelines to maximize their chance of success in the approval process. Upon request, the CIP's Administrator will help the potential applicant to identify relevant guidelines and ensure their project will comply with the guidelines.
3. Where an application is under consideration by **Council**, consistency with the guidelines will be considered by Council in its final decision on an application for a financial incentive.
4. The **Town and the Region of Peel** will consider the guidelines in the development of other design guidelines, capital projects and improvements to Caledon East.



Due to site-specific contexts, some guidelines may not be applicable. It is not intended that these guidelines be applied rigidly. However, in all cases, it will be important to ensure that the community improvement project maintains the general intent of the guidelines and helps to achieve the stated objectives.

Since these guidelines have been prepared to support the implementation of the Caledon East Community Improvement Plan, the guidelines largely focus on supporting the vision, goals and objectives of the Plan. This means that these guidelines are intended to apply primarily to the improvement of Caledon East's commercial core, and to properties in proximity to the commercial core. A significant expansion or change to the Community Improvement Project Area may necessitate the development of guidelines applicable to different contexts.



Caledon East is uniquely located in a valley-like setting, amidst the Greenbelt's Protected Countryside, the Niagara Escarpment and the Oak Ridges Moraine.

Urban Design Context

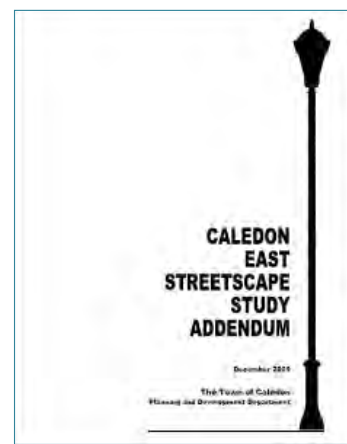
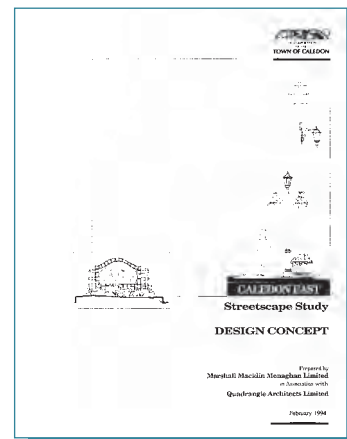
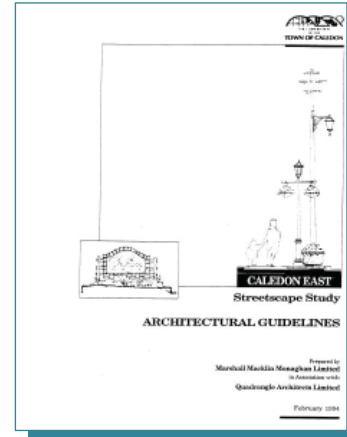
The Caledon East Streetscape Study (February 1994) and the Streetscape Study Addendum (2009) represent the Town's most current guidelines for change and improvement in Caledon East. At the time of their completion, Caledon East was viewed as entering a crossroads, where the community could evolve such that its historic character could be lost or reinforced.

These documents contemplated the development and improvement of Caledon East as a Picturesque Village, functioning as the “capital” of the Town of Caledon, a recreational center at the gateway to the Escarpment and Oak Ridges Moraine, and as a site of natural beauty, set within a unique valley landscape.

These visionary principles still hold true today, and are consistent with the goals and objectives of the Caledon East Community Improvement Plan.

The vision, goals and objectives of the Caledon East Community Improvement Plan speak to a broad range of improvements intended to address aesthetics, quality of life, accessibility, heritage conservation and walkability. To address all of these aspects of the community, and create a unified design across all elements, guidelines are provided for:

- A. Streetscapes;
- B. Façade improvement;
- C. Property improvement and landscaping;
- D. Built form; and
- E. Parking and driveways.



Previous streetscape studies were prepared to guide development and improvement in Caledon East.

A. Streetscape Guidelines

Context

The Town of Caledon has largely implemented the recommendations of the Caledon East Streetscape Plan (1994), resulting in largely uniform sidewalk treatments in the core. However, the CIP recognizes an additional need for streetscape improvements, including the need to prepare a next generation streetscape study, with consideration given to implement bike lanes or otherwise reconfigure the right-of-way. The core area may also benefit from other enhancements, such as consistent landscaping, sidewalk furniture, and enhancements to street parking. Additionally, the CIP specifically recommends enhancements to the crossing at Airport Road and old Church Road, and the implementation of a crossing of the Caledon Trailway over Airport Road. It is noted that as Airport Road and Old Church Road are regional roads, any improvements will need to be undertaken in coordination with the Region.

Objective

To create a unified, pedestrian-oriented Village core, with safe, comfortable, accessible and attractive streets.

Guidelines

1. Future improvements to sidewalks, plantings, street furniture and other streetscape elements, as may be recommended through a next generation streetscape study, will be coordinated with existing streetscape treatments and the recommendations of the Caledon East Streetscape Plan. It is the intent of these guidelines to ensure the development of a uniformly designed streetscape.
2. Sidewalks, crossings, and ground floor building entry should be universally accessible (barrier-free).
3. Maintenance and repairs to sidewalks should replicate the existing design.
4. Existing trees are a major asset to Caledon East's streets. While some portions of Airport Road and Old Church Road are lined with mature trees, there are also many opportunities to plant new trees. Enhancements to existing tree plantings, such as tree containers, and new plantings, are encouraged and may also be considered in the next generation streetscape study. Where possible, sustainable, native plantings are preferred to minimize maintenance costs.
5. Hanging baskets and seasonal planters are encouraged, particularly where there are limitations to other streetscape improvements in the narrow right-of-way. Planters should be carefully located to avoid interfering with sight lines (i.e., not located within sight visibility triangles) and to avoid obstruction of pedestrian movement.
6. Activity should be brought up to the street. Outdoor patios, bistro table sets, and appropriate retail displays are encouraged at the sidewalk, but not over



Street furniture and plantings help add character to this street in Georgina. (Guideline 1).



Ample cycle parking is essential to encourage and promote cycling use. (Guideline 6).



The high quality signs, street banners and plantings create interesting streetscapes, such as in Cookstown, Ontario.

the sidewalk. Refer also to Guideline C.7.

7. Bicycle parking is encouraged in the public right-of-way in accordance with the Streetscape Plan (1994). It is recognized that the Region of Peel is currently studying the appropriateness of bicycle parking on private and public property. The next generation streetscape study for Caledon East may implement the outcome of the Region's bicycle parking study. The Guidelines for Property and Landscape Improvement (Section C) provides guidelines for the amount of bicycle parking that should be provided, where it is proposed as part of a community improvement project.
8. Public and wayfinding signage should be complementary to the overall theme of the streetscape and architectural character.
9. Advertising in the public realm, such as advertisements on benches, is strongly discouraged.
10. Streetscape elements, such as furniture, litter containers, and newspaper boxes, should be clustered.
11. Enhancements to the pedestrian crossings at the intersection of Church Street and Airport Road were contemplated by the Caledon East Streetscape
 - a. Pedestrian crosswalks of scored concrete;
 - b. Bollards along the pedestrian area, providing vehicular barriers, as well as benches and street furniture;
 - c. Combination unit paver and concrete paving articulating the street corners (which has in part been implemented, but crossings are not well-articulated); and
 - d. Moving the parking lot entrance for the LCBO north, if the northern property is redeveloped.

The recommendations of the Streetscape Plan should be considered in the design of the crossing enhancements, though other elements may be considered to improve traffic calming. The future improvements should be complementary to the design of the existing streetscapes. The crossing designs should also be coordinated with and designed through a future Environmental Assessment for Airport Road, as recommended in Section 4.1 of the Plan.



Signs should identify key landmarks within the town in a suitable style, as in Galt, in the City of Cambridge, Ontario (Guideline 7).



Clustering streetscape elements helps reduce clutter as in Jackson's Point, in the town of Georgina, Ontario (Guideline 9).



Bollards provide vehicular barriers for pedestrian areas (Guideline 10).



Attractive signs help create a high quality streetscape, such as in Cookstown, Ontario.

B. Façade Improvement Guidelines

Context

The CIP includes incentives that encourage improvements to building façades, including front and side façades, as well as signage and other building improvements. Additionally, guidelines for façade improvements are applicable to redevelopment and infill, where new façades are created.

Objective

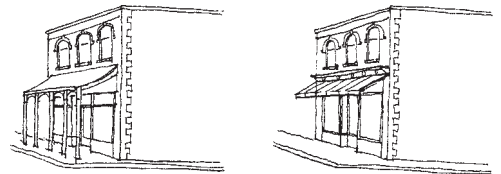
To encourage the restoration, improvement and maintenance of façades to their original historic character, and create an interesting, harmonious Village streetscape.

Guidelines

1. In all cases, original materials, colours and architectural detailing should be maintained and restored. If replacement of original materials or elements is required, similar elements should be used as much as possible.
2. Building additions should be sensitively designed to maintain as much of the original façade as possible. Further, building additions should be of a proportion that respects and maintains the prominence of the original building.
3. Alterations and additions should maintain the building's architectural general proportions, and the layout and scale of doors and windows.
4. Doors and windows should be well articulated, through, for example, detailed framing and divisions of window panes. Large, undivided windows and blank walls should be avoided. Storefront windows should be unobstructed by signage and coverings, and should be see-through to encourage window shopping, in accordance with Guideline B.11.
5. With regard to listed and designated properties and other older buildings, the following guidelines apply:
 - a. Reconstruction of missing heritage features is encouraged.
 - b. Sensitive restoration of historic features and architectural detailing is encouraged.
 - c. Alterations that remove, obscure or otherwise overwhelm historic features are strongly discouraged.
 - d. Alterations should maintain original roof design and slopes.
 - e. Additions should be of an appropriate scale, not to overwhelm the scale of the original structure.
 - f. The height of additions should be consistent with the original height; if a flat roof, the addition should be no higher than the eave or cornice line; if a sloping roof, the ridges and slopes should correspond with that of the original structure.



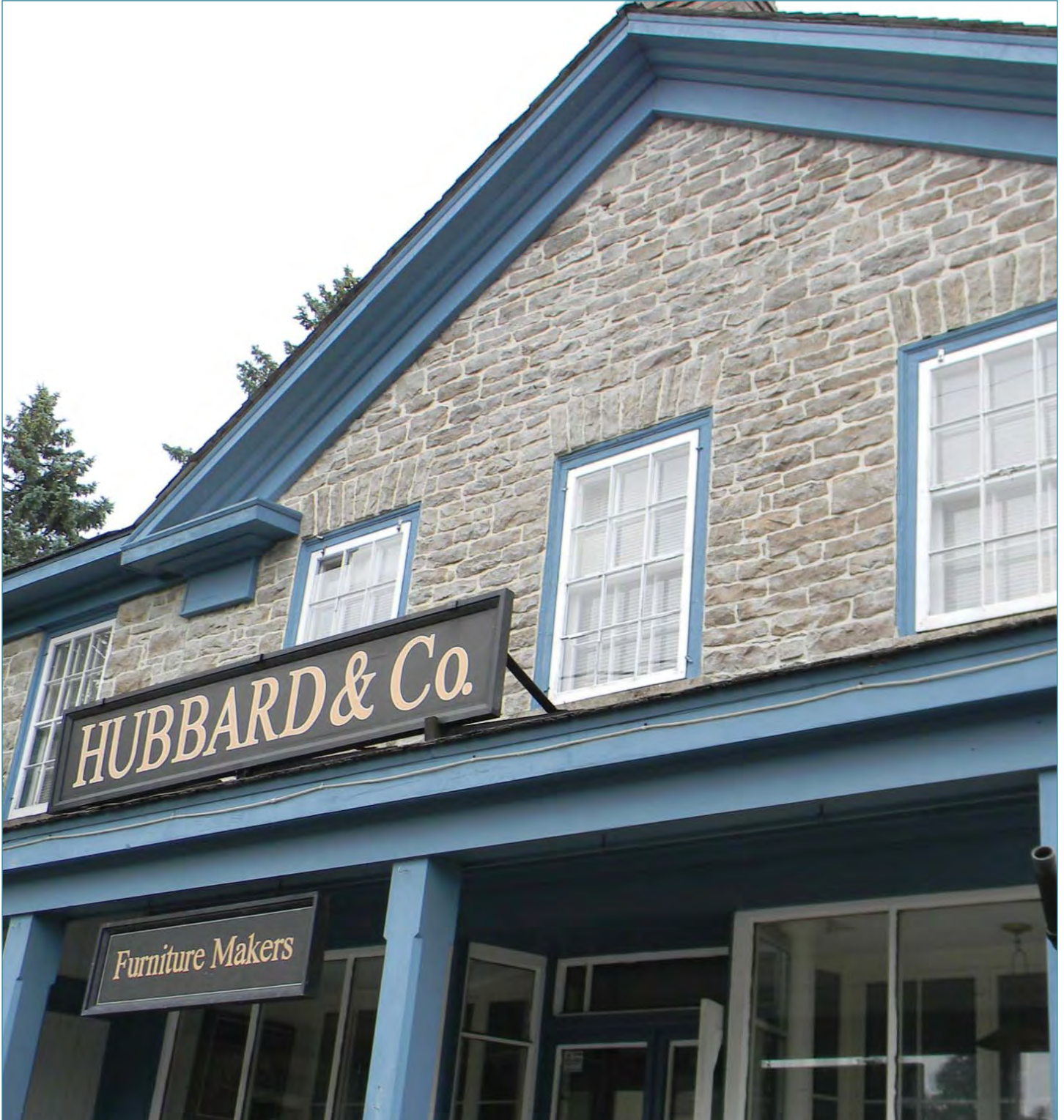
The retention of original features such as doors and windows is critical, as here in Spencerville. (Guideline 1).



Historical buildings should be sensitively redeveloped in order to maintain as many original features as possible, as outlined in the original design guidelines in 1994 (Guideline 2).



Architectural features such as windows and doors should be well articulated throughout the streetscape, such as in Perth, Ontario. (Guideline 4).



Historic façades should be treated sensitively, retaining as many original features as possible, as in this example in Spencerville, Ontario.

- g. The addition face should not be set forward from the original structure by any more than $\frac{1}{4}$ of the width of the original structure.
 - h. Materials should maintain the original material palette, unless it is infeasible to do so, in which case, materials of a similar texture and appearance should be used.
 - i. Improvements to historic properties should be based on historical documentation.
6. Murals should be designed to celebrate Caledon East's historical persons, events, places or general local history.
 7. Murals should be sensitive to the historic character, and not overwhelm other streetscape elements.
 8. Entryways should be barrier-free, where possible. Automatic doors are encouraged.
 9. Awnings should be proportional to the façade and designed with the use of traditional colours that are consistent with the historic character of the community.
 10. Alterations that remove, diminish or hide original architectural detailing is discouraged.
 11. The following guidelines apply to signage:
 - a. Signs should be of an historic character, and scaled for pedestrians.
 - b. Backlit signs, neon signs and other similar signs are discouraged.
 - c. Front lit signs or signs that are not lit are encouraged.
 - d. Hanging signs that are oriented perpendicular to the building face are encouraged.
 - e. Only one primary sign should be used, and located above the storefront entrance. No more than two small signs should be used in addition to the primary sign, and only if they are needed or enhance the storefront. Numerous, large signs are to be avoided.
 - f. Shop window signage is permitted, provided that it is pedestrian-orientated, and does not block the view into the shop. Visibility into storefronts is considered to be an important element of creating an active, vibrant streetscape.



Awnings should be proportional and use colours that do not distract from the building or streetscape, as here in Georgetown, Ontario (Guideline 9).



Coutts Company - Perth

Signs should be simple and compatible with Caledon East's character. Multiple signs should be avoided to avoid cluttering the streetscape. (Guideline 11).



Accountant on Main, Bare Image and Tenaj - Georgetown Town

Shop window signage is permitted as long as it does not block the view into the shops. (Guideline 11).



Murals and public art should be relevant for Caledon East. This mural in Spencerville, Ontario, refers to the community's agricultural past.

C. Property & Landscape Improvement Guidelines

Context

The CIP includes a property and landscaping and property improvement program to incent improvements to landscaping, building accessibility, parking areas, driveways and to encourage sidewalk cafés. These guidelines are also applicable to infill and redevelopment proposals.

Objective

To establish a very high standard for property maintenance and sustainable landscaping solutions in Caledon East as a critical element of creating a picturesque village character. Private property improvements are to be consistent with a walkable and accessible urban environment and contribute to a vibrant main street.

Guidelines

1. Walkways, pathways and parking areas should be barrier-free.
2. Wheelchair ramps should not obstruct the sidewalk.
3. Decorative paving for walkways, driveways and parking areas is encouraged. Porous/permeable paving is also encouraged as a sustainable alternative to asphalt paving.
4. A landscaping buffer should be provided between the sidewalk and existing front or side yard parking areas. Tree planting, decorative fences and a high standard for landscaping should be provided in the landscape buffer.
5. Where there is a large front yard setback, front yards should be professionally landscaped, with consideration made to providing decorative fences, tree planting or a high standard for professional landscaping.
6. The location of tree plantings should be determined in consideration of potential future conflicts with existing trees and utilities.
7. Sidewalk cafés are encouraged to add activity to the street's edge. Sidewalk cafés should only be located at the front (preferable) or side of buildings. Sidewalk cafés should not obstruct the sidewalk, but be located adjacent to the sidewalk.
8. The next generation streetscape strategy, as recommended in Section 4.1 of the Plan, should address potential locations for improvements to streetscape activity (e.g., locations for sidewalk cafés), as well as potential locations for bicycle parking.
9. Any property and landscaping improvements should consider sight lines to ensure the visibility of vehicles and pedestrians. Sight triangles will need to be in accordance with the Zoning By-law.



Wide sidewalks can have a number of features including variety in paving (Guideline 3), planting and trees.



Landscape buffers adjacent to pavements help protect pedestrians and provide a break from vehicular movement and parking as in Perth (Guideline 4).



This small sidewalk cafe in Spencerville, Ontario, is appropriately located at the sidewalk's edge. The well-maintained landscaping of the adjacent property is appropriate for front yards of residential buildings.

10. Bicycle parking is encouraged by the CIP and may be provided in the front, side or rear yards. Where proposed by a property owner or tenant, it should be limited to private property, and not obstruct the public right-of-way. The Town or Region of Peel may also provide public bicycle parking on private land, or in partnership with property owners. The Association of Pedestrian and Bicycle Professionals (www.apbp.org) offers guidelines regarding the design and location of bicycle parking, which should be referenced where bicycle parking is proposed. As a guideline, the amount of bicycle parking should be provided in accordance with the following:

Guidelines for the Amount of Bicycle Parking

	Total	Bicycle Parking Designated for Employees/Residents	Bicycle Parking Designated for Visitors/Customers
Upper-storey residential:	1.5 spaces per unit	0.7 spaces per unit for resident use	0.8 spaces per unit for visitor use
Retail, service, community facilities:	min. 3 spaces plus 0.35 spaces per 100 sq m of GFA	0.1 spaces per 100 sq m of GFA	Minimum of 3 spaces plus 0.25 spaces per 100 sq m of GFA
Office uses:	min. 3 spaces plus 0.40 spaces per 100 sq m of GFA	0.15 spaces per 100 sq m of GFA	Minimum of 3 spaces plus 0.25 spaces per 100 sq m of GFA
Other non-residential:	min. 3 spaces plus 0.21 spaces per 100 sq m of GFA	0.15 spaces per 100 sq m of GFA	Minimum of 3 spaces plus 0.06 spaces per 100 sq m of GFA

Source: Health Background Study, Region of Peel (2011).



Cycling is key to creating healthy lifestyles.

D. Built Form Guidelines

Context

The Official Plan and the Community Improvement Plan are supportive of compatible redevelopment and infill in the commercial core of Caledon East. These guidelines are proposed to ensure that the massing of development is compatible with the community's character and contributes to the vision of creating a vibrant village main street.

Objective

To provide for the sensitive redevelopment and infilling of Caledon East's historic core, and to contribute to creating a "picturesque village" through appropriate building character and scale.

Guidelines

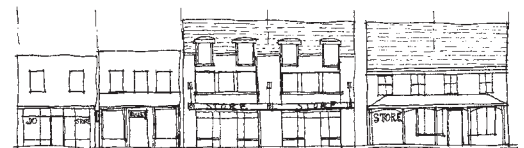
1. Redevelopment of existing buildings should maintain historic building envelopes or be similar to that of neighbouring buildings.
2. Infill development and redevelopment should preserve and enhance the street wall:
 - In the commercial core, buildings should be setback between 1 and 2 metres.
 - In other areas, buildings should be located at the average setback distance of the adjacent buildings. However, buildings should be set back no further than 2 metres where they are an extension of the commercial core, in order to help extend the form and character of the core.
 - Bay window sizes should conform to historic scales of neighbouring buildings.
3. Common horizontal lines should be repeated to create a street rhythm.
4. Primary entryways should face onto the street.
5. Building heights should be compatible with adjacent structures, providing for an appropriate transition or a similar building height. In most cases, building heights for buildings fronting on Airport Road or Old Church Road should typically be about 2 storeys. Building heights should never vary by no more than 1 storey in comparison with adjacent buildings, except as may be determined through a detailed design study. Where there is a consistent building height already established, this should continue.
6. The Parking and Driveway Guidelines (Section E) also apply as a critical element to appropriately managing built form.



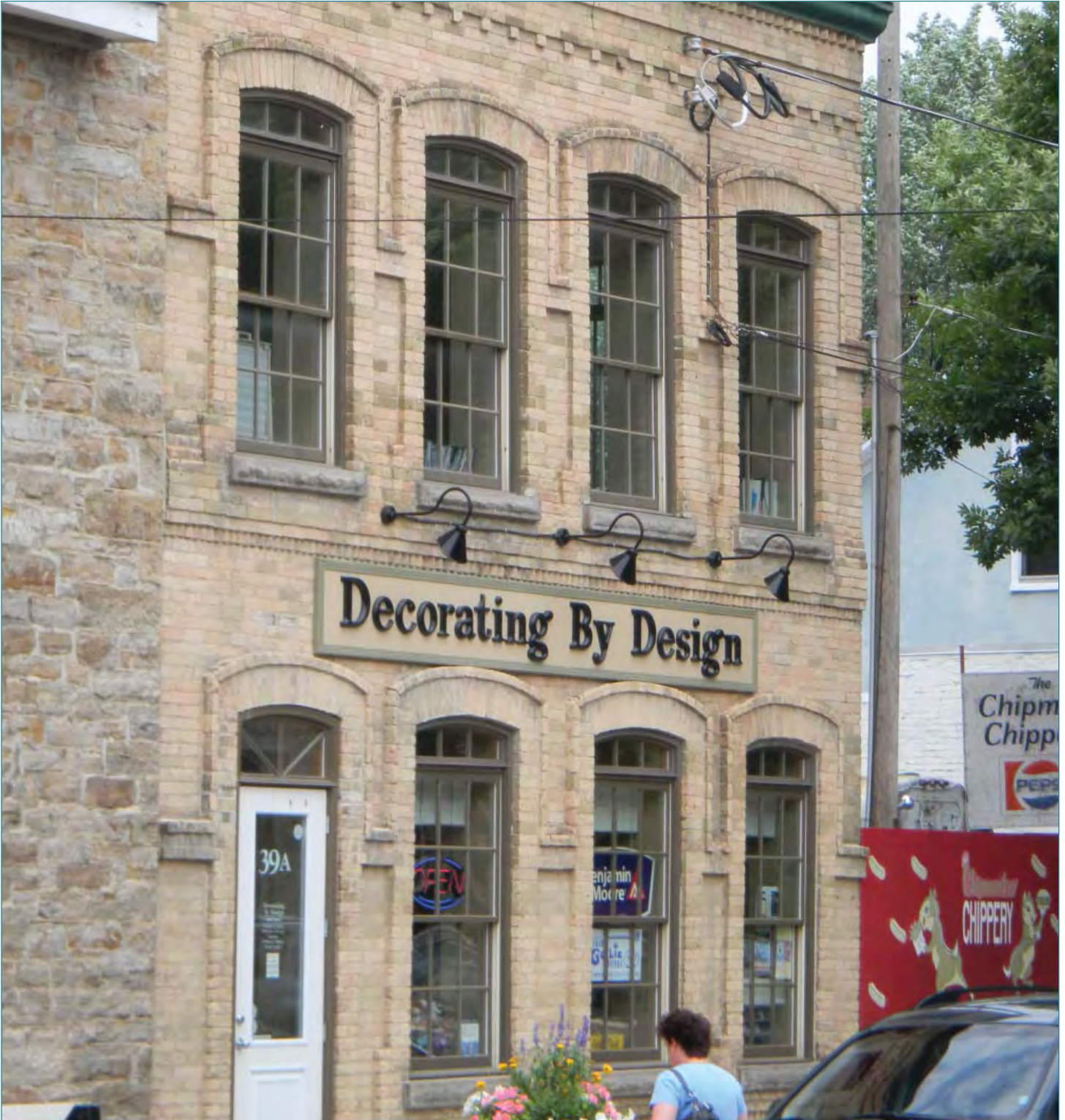
The rear extension to this Perth building has used similar materials to the original building.



The Caledon East Streetscape Study (1994) illustrates sensitive additions and conversions to historic buildings.



Common horizontal lines help create a street rhythm (Guideline 3), as identified in The Caledon East Streetscape Study. (1994).



Historical buildings should be sensitively redeveloped and converted for their new uses, as in Perth, Ontario.

E. Parking & Driveways Guidelines

Context

Creating a vibrant main street means balancing pedestrian and vehicular accessibility. While important for attracting visitors and customers, parking areas are best located behind buildings, to bring the activity of the building frontage to the street. The CIP provides incentives for improving parking areas with decorative or porous/permeable paving. These guidelines are applicable to the property and landscaping improvement program, as well as to infill development and redevelopment.

Objective

The visibility and intrusion of parking areas and driveways is to be minimized in the village core, where pedestrian movement and comfort are to be prioritized.

Guidelines

1. New front yard parking is not permitted.
2. Rear yard parking is preferred.
3. Side yard parking is discouraged but may be considered where there are significant site development constraints, such as flooding hazards in the rear yard. Further, side yard parking areas should be landscaped in accordance with the **property and landscape improvement guidelines**. The width of the side yard parking area should be proportional to the width of the building, to ensure the development of a strong street edge.
4. Porous/permeable paving is encouraged in parking areas and driveways.
5. Landscaping is encouraged in rear parking areas.
6. The width of driveways to parking areas should be minimized. Two one-way accesses may be preferred in some cases, where the building's block is large, to minimize the driveway width and obstruction to the street.
7. Driveways and access should be designed with no turning radius (or minimal, where there is truck traffic or other justification).



The impact of the access to a rear parking lot in Caledon East is minimal on the overall streetscene.



Narrower roads with smaller turning circles ensure that pedestrian movement is not interfered as in this example of access to a rear parking area in Arnprior, Ontario (Guideline 7).



The visual impact of this parking lot in Perth, Ontario centre is minimized with the landscape buffering.