

CITY OF ORILLIA

TO: Council Committee – Meeting of September 21, 2015
FROM: Department of Development Services
DATE: September 8, 2015
REPORT NO: DS-15-29
SUBJECT: Downtown Tomorrow Community Improvement Plan

Recommended Motion

THAT Council receive the draft Downtown Tomorrow Community Improvement Plan Design Principles, preliminary Financial Incentive Programs and a draft Official Plan Amendment, as information;

AND THAT staff use information from the upcoming community and stakeholder meeting to further refine the Design Principles and preliminary Financial Incentives Programs and report back to Council with recommendations including potential budget requirements.

Purpose

The purpose of this Report is to present a status update on the Downtown Tomorrow Community Improvement Plan (DTCIP), including draft Design Guidelines, preliminary Financial Incentives Programs, and a draft Official Plan Amendment to update the City's Official Plan Community Improvement Policies.

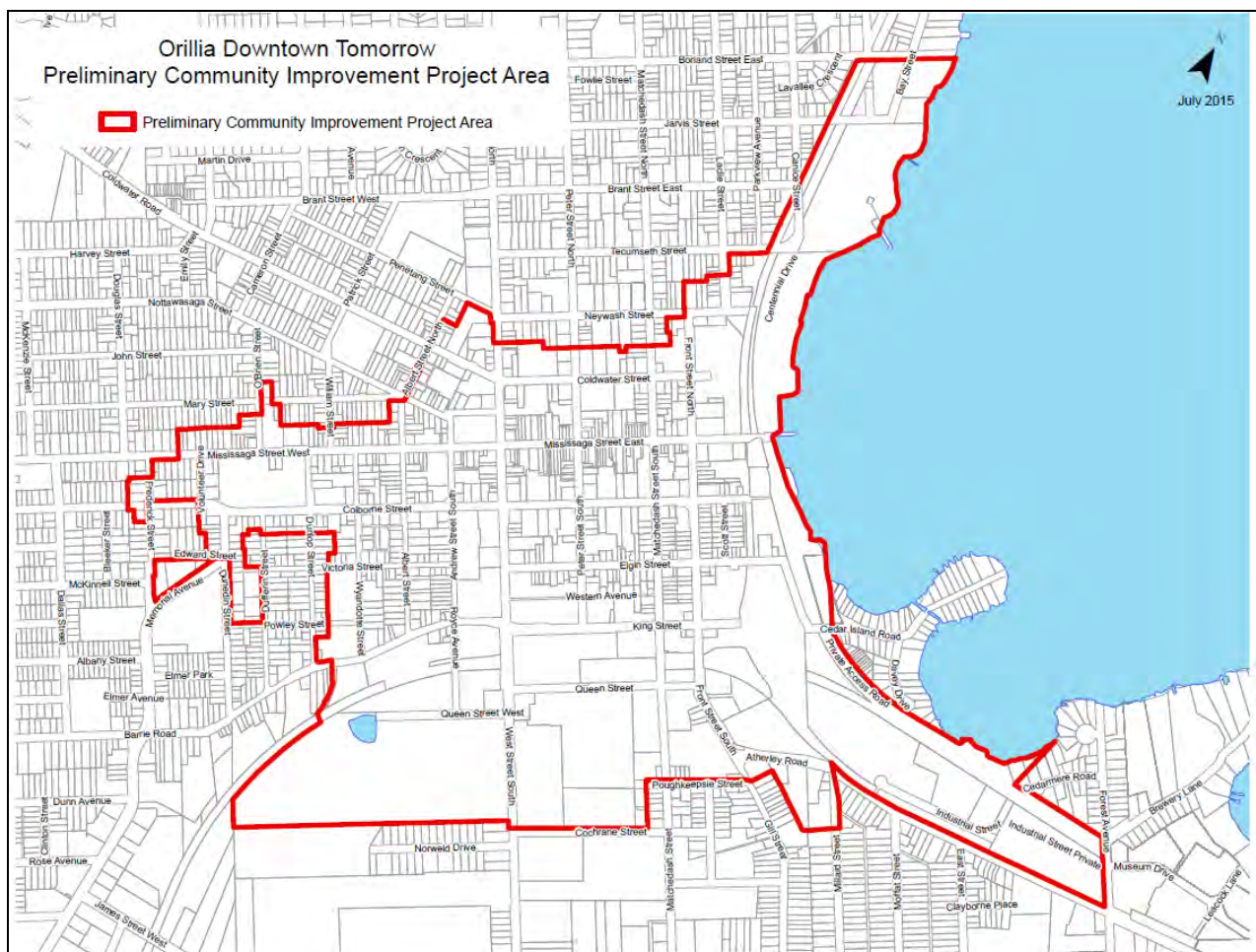
Staff is also seeking direction from Council regarding potential budget allocations in order to determine if the Community Improvement Plan (CIP) should be scoped to fit within the existing CIP budget or whether the Financial Incentives Programs should contemplate additional budget allocations later in the process.

Background and Key Facts

- As per Council's direction, the DTCIP project was initiated in 2015 to further implement the "Downtown Tomorrow, Linking Orillia's Core to the Water" study, now known as the Downtown Tomorrow Plan (DTP).
- The primary objective of the DTCIP is to stimulate private sector investment within the Downtown Tomorrow project area by offering municipal financial incentives.
- On June 1, 2015 RCI Consulting, in association with GSP Group, were retained to begin work on the CIP project.
- An internal project team was established to work with the consultant and consists of staff from the Planning Division, Economic Development Division, and Treasury Department.

- Additional external project team members were also invited to participate on the Project Review Team (PRT) in order to obtain valuable input from members of the downtown community with expertise in business, development and real estate.
- On July 14, 2015 and July 15, 2015, the consultant held interviews with members of Council and Senior City staff.
- A Public Information Session and Workshop was held July 14, 2015 at the Orillia Public Library.
- The Public Information Session and Workshop attracted approximately fifty (50) participants representing a wide range of backgrounds and interests including business owners, property owners, developers, finance professionals, residents, etc.
- The Public information Session and Workshop also provided for an interactive discussion of community improvement planning and offered an opportunity for participants to provide input into what they considered to be the most significant needs and opportunities within the Downtown Tomorrow project area as well as what types of financial incentive programs and other actions would be most effective in stimulating development. **(Schedule "A")**
- On July 15, 2015, a meeting with the expanded PRT was held to report on, and discuss the consultation process.

Figure 1 – DTCIP Proposed Community Improvement Project Area



- Input received through these consultation sessions was used to assist in crafting the draft Design Guidelines and preliminary Financial Incentive Programs.
- The draft Design Guidelines will to help to ensure that development/redevelopment and improvement projects in the Downtown are of a high architectural quality, well-designed, and support the design vision established for the project area through the City's Official Plan. **(Schedule "B")**.
- The purpose of the preliminary Financial Incentive Programs is to encourage private sector investment, rehabilitation, adaptive reuse, redevelopment, and construction activity within the Downtown Project Area. **(Schedule "C")**.
- Based on advice of the consultant, an Official Plan Amendment (OPA) has been prepared to update the Community Improvement policies in the Official Plan and bring them into conformity with more recent changes to Section 28 of the Planning Act in an effort to clarify, strengthen and streamline these policies. **(Schedule "D")**
- This OPA provides a strong foundation for preparation of the DTCIP and will help guide any future community improvement efforts in the City.
- A second Public Information Session and Workshop is proposed to be held October 6th, 2015, to provide an opportunity for the public to review and provide feedback on the proposed Design Guidelines and Financial Incentive Programs.
- It is proposed that the City's two existing CIP's (the Barrie Road Improvement Corridor CIP and the Downtown Façade Improvement CIP) will be repealed and replaced with the new DTCIP.
- The boundary of the DTCIP will be reviewed against the boundaries of the two existing CIPs to determine how, or if, those boundaries should be accommodated within the proposed project area.

Options & Analysis

The following options are offered for consideration.

Option 1

THAT Council receive the draft Downtown Tomorrow Community Improvement Plan Design Principles, preliminary Financial Incentive Programs and a draft Official Plan Amendment, as information;

AND THAT staff use information from the upcoming community and stakeholder meeting to further refine the draft Design Principles and preliminary Financial Incentives Programs and report back to Council with recommendations including potential financial requirements.

This option is recommended. If Council chooses to pursue this option, the PRT will move forward with further public consultation, development and refinement of the CIP prior to presenting the Final Draft CIP to Council for consideration.

The second clause of the recommended option will allow staff and the consultant to further detail and refine the Financial Incentives Programs prior to evaluating potential budget requirements. This will help determine if the current annual CIP budget allocation of \$125,000 (currently comprised of a \$25,000 annual allocation to the existing Façade Improvement Grant Program CIP, together with a further \$100,000

annual allocation in anticipation of the DTCIP) is sufficient to implement the Financial Incentives Program over both the short and long-term. Furthermore, this option provides additional time to further investigate optimal budget contributions to the CIP Reserve Fund.

Development Charge Grant Program

Although the current budget allocation is anticipated to be sufficient to implement the majority of the preliminary Financial Incentive Programs, the proposed Development Charge (DC) Grant Program could potentially strain the CIP Reserve Fund and restrict the ability to fund the other proposed Financial Incentive Programs without additional funding. While the DC Grant Program can potentially have the biggest impact with respect to incenting larger scale “catalytic” development projects (due to the significant economic catalyst provided by a reduction in City development charges payable), this is also potentially the most expensive incentive program to implement from a municipal expenditure perspective.

The implications of the DC Grant Program may be that a single large development project could effectively deplete the CIP Reserve in any given year. For example, if the proposed 50% development charge grant program was applied to a 50-unit, two bedroom residential development with 500 square metres of commercial space, instead of collecting the full \$540,000 in City DC’s, the City would collect only \$270,000 in development charges from the developer, with the remaining DC payment being made by a transfer from the DTCIP funds directly to the City’s Development Charges Reserve. A development double in size would mean that the City would collect \$540,000 in development charges instead of \$1,080,000.

The Project Team is proposing that the 50% DC Grant only be made available to “catalytic” projects that will significantly increase assessment value and property taxes, spur development and improvement of nearby properties, and incorporate other desirable planning components such as brownfield redevelopment, exemplary urban design, sustainability and affordable housing. Therefore, not all projects (even large scale projects) in the Downtown Project Area will necessarily be eligible for the DC Grant Program. This should help to temper the impact of this proposed program on the CIP Reserve Budget. To assist in the determination of a “catalytic” project, an evaluation framework, or “matrix” will be developed and used by City staff to evaluate (score) applications based on key criteria. Further to this evaluation, a recommendation will be made to Council who will be the make the final determination on all DC Grant Program applications.

Should Council wish to proceed with this option, staff may recommend a future increased budget allocation for the DTCIP funding in order to build up a sufficient reserve to fund at least one “catalytic” project every two to three years.

Loans

Although Section 28 of the *Planning Act* authorizes municipalities to offer loans through Community Improvement Plans, the preliminary Financial Incentive Programs do not include any form of loan. While some municipalities do offer loans for façade/building

improvements and residential intensification/rehabilitation as part of their suite of financial incentives, many do not. The primary reason for this is that many municipal governments generally do not have the staff resources, software, or the technical expertise necessary to undertake the additional responsibilities of administering loans.

Draft Official Plan Amendment

The Draft Official Plan Amendment (OPA) is proposed to be presented to Council for consideration and adoption in advance of the Final Draft CIP. As the legislative authority to adopt a CIP lies within the Official Plan, the OPA must be adopted prior to that of the CIP. The draft OPA is current being reviewed by the Ministry of Municipal Affairs and Housing (MMAH) who will provide comments on the draft OPA. Subject to the receipt of MMAH's comments, it is proposed that the OPA Statutory Public Meeting be held October 26th, 2015.

Option 2

THAT Council receive the draft Downtown Tomorrow Community Improvement Plan Design Principles, preliminary Financial Incentive Programs and a draft Official Plan Amendment, as information;

AND THAT staff continue to work with the consultant to further refine the draft Design Principles and the preliminary Financial Incentive Programs taking into consideration community and stakeholder feedback with the understanding that the program will be restricted to the existing annual budget of approximately \$125,000.

This option is not recommended as it would limit the range and effectiveness of the potential Financial Incentive Programs before obtaining further feedback from the public. If Council chooses to pursue this option, the PRT will move forward with further public consultation, development and refinement of the CIP, but with a restriction on program funding set at current levels.

As discussed above, the current budget allocation is anticipated to be sufficient to implement the majority of the preliminary Financial Incentive Programs. The proposed Development Charge (DC) Grant Program could, however, potentially require additional municipal contributions from the CIP Reserve Fund in the future. Although the DC Grant Program can potentially have the biggest impact with respect to incenting larger scale catalytic development projects, the program is potentially also the most expensive to fund.

Options to lower the budget requirement of the DC Grant Program include:

- i) Lowering the development charge grant percentage from 50%;
- ii) Placing a maximum limit on the total DC Grant available to any single application (which may also reduce the attractiveness of the program);
- iii) Limiting the funding allocation to a single catalytic project once every three or more years.

Although these options may serve to lower the budget requirement of the DC Grant Program, the consultant has indicated that such reductions could significantly reduce the attractiveness and effectiveness of the proposed program.

Should Council not wish to consider increasing the existing budget in future years to accommodate the CIP Financial Incentive Programs, Council could elect to direct staff and the PRT to revise the preliminary Financial Incentive Programs to stay within the existing \$125,000 annual budget allocated to the CIP Reserve Fund.

This option is not recommended as staff feel it is prudent to first understand the full potential scope of the financial incentives, along with potential budget implications, prior to any consideration of limiting the number and scope of the Financial Incentive Programs contained within the CIP.

Financial Impact

Established in 2014, the City currently allocates \$100,000 on an annual basis to the CIP Reserve Fund and \$25,000 on an annual basis to the Façade Improvement Reserve. The CIP reserve currently has a balance of \$150,000 and the Façade Improvement Reserve is expected to have a balance of approximately \$80,000 at the end of 2015.

It is currently anticipated that Funds for marketing materials will be derived from the existing CIP Capital budget approved for this phase of the project.

Comments from Departments/Agencies

Comments have neither been solicited nor obtained from any Departments or agencies.

Comments from Committees

Comments received from the Economic Development Committee on September 23, 2015, will be considered in subsequent revisions of the draft documents.

Communications

A communications plan has been undertaken to engage and provide as much information to the public through the developmental stage of the DTCIP project. Media efforts have included two press releases, a media advisory for the Public Information Session and Workshop, social media updates and ongoing progress updates to the [Downtown Tomorrow CIP web page](#). Ongoing project updates and milestones have also been directly communicated with key stakeholders, workshop attendees, and community partners such as the Downtown Orillia Management Board, the Orillia Chamber of Commerce, the Orillia and District Construction Association and the Orillia Manufacturers Association through direct email correspondence.

Link to Strategic Plan

The recommendation included in this report supports the following goals identified in Council's Strategic Plan:

- Support Business – Improving Orillia’s competitive position
 - Supporting Existing Businesses and Industry
 - Improving the City’s Image
 - Establishing a Strategy for “City Core” Revitalization
 - Developing the Waterfront and its Potential

- Healthy Communities – Enhancing the wellness of the community
 - Investing in Arts, Culture and Recreation
 - Promoting a Broad Range of Housing Choices within the Community.
 - Enhancing Health, Safety and Accessibility

Conclusion

Staff recommend that Council receive the draft Downtown Tomorrow Community Improvement Plan Design Guidelines, preliminary Financial Incentive Programs and draft Official Plan Amendment, as information and that staff be authorized to continue to work with the consultant to obtain further public input, and to further detail and refine the proposed Financial Incentive Programs in accordance with Option 1 herein.

Schedules

- Schedule “A” – Summary of Public Information Session and Workshop #1
- Schedule “B” – Draft Design Principles
- Schedule “C” – Preliminary Financial Incentive Programs
- Schedule “D” – Draft Official Plan Community Improvement Policy
- Schedule “E” – September 21, 2015 Power Point Presentation

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SCHEDULE “A” – Consultation Summary Information Session & Workshop, July 14, 2015

Question

1. Most important community improvement needs in Downtown Orillia?

Group 1

- More people living Downtown with more disposable income and spending
- Engaged residents who live, work and spend in Downtown
- More services and retail to support new residents, e.g., grocery store, deli
- Pedestrian friendly infrastructure (sidewalks, paths, bike racks, alleys)
- Pedestrian oriented open spaces and market areas
- A public “celebration space” for festivals and gatherings
- Better wayfinding signage from parking lots to main streets/shopping area
- Better connections to secondary streets such as Colborne
- More parking to accommodate new residents
- Good alternative transit options to support new residents
- Consistent and extended store hours

Group 2

- More people living Downtown
- Connect Downtown to Waterfront
- Improve Waterfront
- Improve brownfield sites
- Façade improvement, especially side and rear facades
- Abandoned and derelict buildings
- More affordable housing
- More jobs Downtown
- More upscale development
- More tourists
- Reduce absentee landlords
- Longer store hours of operation, especially in evening
- Stronger visual identity through signage
- Shared urban squares

Group 3

- More people
- Better lake views
- Better public areas/spaces with seating
- Improved sidewalks, roads and public spaces
- Repair and renovate derelict sites
- Redevelop vacant sites
- Free parking

SCHEDULE “A” – Consultation Summary Information Session & Workshop, July 14, 2015

- More parking for residents
- Better wayfinding signage
- People space on Waterfront such as bike racks/rentals, canoe/kayak racks/rentals

Group 4

- More younger people (19-30) Downtown to live/work/play
- Development that better connects Downtown and Waterfront (consistent feel)
- More parking (underground?)
- Improve accessibility
- Restore and enhance view scapes
- Better wayfinding signage
- Better branding

Group 5

- More people living Downtown
- Restore derelict buildings
- Redevelop brownfield sites
- Repair and improve deteriorated Downtown sidewalks
- Building improvements along Colborne and Coldwater Streets
- Urban squares and parkettes
- Better municipal parking signage

Question

2. Most significant opportunities for an desired types of community improvement in Downtown Orillia.

Group 1

- Pedestrian and bike friendly development
- Rooftop patios and cafes

Group 2

- Vacant properties present significant opportunities
- Development for and marketing to retirees
- Waterfront hotels and restaurants
- Year round market showcasing local foods, crafts and arts
- Partnerships with local educational institutions in the Downtown, e.g., target design schools, cooking schools, etc... to locate Downtown

Group 3

- Residential condominiums
- Rehabilitate and reuse upper stories of building for residential and offices
- Redevelopment of derelict properties

SCHEDULE “A” – Consultation Summary Information Session & Workshop, July 14, 2015

- Restaurant and retail development at Waterfront
- Opportunity for City to buy and sell land
- Pre-zoning of sites and remove barriers to development

Group 4

- Restore existing vacant housing stock and build new residential units
- Opportunities for light industrial in Hospital District and Barrie Road areas
- Partnerships with local educational institutions and business sector to stimulate employment

Group 5

- Underutilized and vacant sites provide opportunities for apartment residential
- Public realm improvement on the Waterfront
- Use new Recreation Centre project as a “catalytic project”
- Formal meeting place, e.g. Library Square

Question

3. Types of Financial Incentives that would work best in Downtown Orillia.

Group 1

- Façade improvement grant/loan
- Building retrofit/rehabilitation grant/loan
- Initial design/marketing study grant
- Tax increment grants that are performance based
- Grant/loan for landscaping/property beautification
- Incentives should target specific uses and services needed in the Downtown
- Incentives should promote collaborative uses through partnerships and shared space, e.g., business incubator
- Incentives for development that provides community/gathering/entertainments space
- Incentives for development that attract visitors in shoulder area/off season
- Make sure incentive programs are properly evaluated to determine ROI

Group 2

- Tax increment grants
- Incentives for affordable housing
- Targeted incentives for specific uses, e.g., mixed use
- Grants for signage upgrading
- Reduced development charges

SCHEDULE “A” – Consultation Summary Information Session & Workshop, July 14, 2015

Group 3

- Development charge reduction
- Scalable grants
- Sizable loan limits
- Incentive programs should be stackable
- Incentives for study area outside commercial core important

Group 4

- Tax increments grants
- Grants/loans to repurpose upper floors for uses such as residential, office, etc...
- Affordable housing grant/loan
- Education and marketing important for all incentives to be put in place

Group 5

- Façade improvement grants/loans for both heritage and non-heritage
- Signage grant – revisit funding formula
- Development charge reduction
- Ensure façade and signage sensitive to heritage – use design guidelines

Question

4. Other key ideas/suggestions for community improvement in Downtown Orillia.

Group 1

- Expand affordable parking
- More reliable and frequent public transit
- Electric car/shared car opportunities
- Bike sharing

Group 2

- Eliminate paid parking
- Better links to Downtown from other areas
- Build Orillia’s identity as a recreational and cultural hub
- Promote active transportation
- Partnerships with local educational institutions in the Downtown
- A boater’s directory and pamphlet

Group 3

- Reduce red tape/barriers to development
- Enhance links between Downtown and Waterfront

**SCHEDULE “A” – Consultation Summary
Information Session & Workshop, July 14, 2015**

Group 4

- Promote active transportation
- Updated transit hub that does not cause intersection congestion

Group 5

- Streamline Development Approvals Process

SCHEDULE “B” – Draft Design Principles

1.0 Design Principles

1.1 Purpose of the Design Principles

The Design Principles express the City’s design expectations for the preparation and review of development proposals that apply for incentive programs offered within the Downtown Tomorrow Community Improvement Project Area. Their overall purpose is to facilitate high quality, well-designed projects that support the human scale and pedestrian-oriented vision for the Community Improvement Project Area. The Design Principles are meant to ensure any City investments in incentive programs for encouraging improvements and development by property owners achieves the expected design vision established for the Community Improvement Project Area.

1.2 Basis of the Design Principles

The Design Principles were formulated based on the foundation set by the various design-related documents that inform planning and design within the Community Improvement Project Area. These include the general urban design policies of the City of Orillia Official Plan; the applicable built form regulations of Zoning By-law No. 2014-44; the private realm design guidelines of the Orillia Downtown Tomorrow plan; the design guidelines of the Orillia Heritage Conservation District Plan; and, the regulations of the Orillia Sign By-law. The Design Principles expand on this foundation by providing a more specific guidance tool for new developments and improvements to existing development in support of the CIP’s incentive programs. The Design Principles reference some of the foundation documents where said documents provide direction and guidance, and the Design Principles then provide complementary design guidance.

1.3 How to use the Design Principles

The following considerations set the framework for how the Design Principles are meant to be applied as part of the Community Improvement Plan:

1. They are meant to be used by property owners/developers and their design professionals when designing projects that will apply for financial incentive programs offered within the Downtown Tomorrow Community Improvement Project Area. However, the City may apply the Design Principles to all development proposals within the Downtown Tomorrow Community Improvement Project Area, whether or not application is being made for the incentive programs offered within the Downtown Tomorrow Community Improvement Project Area.
2. They are meant to be used by City staff when evaluating applications for financial incentive programs that may be offered within the Downtown Tomorrow Community Improvement Project Area, *and when reviewing applications for planning and development approvals within the Downtown Tomorrow Community Improvement Project Area (optional).*
3. They are meant to be a flexible guidance tool for design and development within the Community Improvement Project Area, and are not meant to be read as strictly as “policies” or “regulations”, so as to not restrict creativity in design.

SCHEDULE “B” – Draft Design Principles

4. They include both “principles” that are general in nature and are meant to be achieved for all projects; as well as suggested “guidelines” that are not meant as a checklist where every guideline is to be satisfied, depending on the situation.
5. They are meant to be applied on a case-by-case basis given they speak generally to a broad area that is made up of sub-areas with different characteristics.

1.4 The Design Principles

Principle 1: Existing heritage buildings restored to reveal their original character and features.

Design Guidelines:

1. For properties within the proposed Orillia Heritage Conservation District boundary along portions of Mississauga Street East, the guidelines for “Contributing Buildings” or “Non-Contributing Buildings” within the Heritage District Plan would be applicable when approved.
2. For properties outside of the proposed Orillia Heritage Conservation District boundary, existing buildings with defined heritage characteristics should be restored based on documented information and photographs for the building.
3. Restoration may include maintaining, restoring, revealing, uncovering, or sensitively replacing original building materials, finishes, colours, doors, windows, or other architectural features.
4. New elements or features should not be added to a restored façade if not documented as part of the original condition.
5. Where replacement of any features is required given their existing conditions, they should match the character and style of operation of the original feature.

- ✓ Commercial Buildings
- ✓ Residential Buildings
- ✓ Mixed-Use Buildings

Principle 2: New building styles complementary to the existing traditional building stock.

Design Guidelines:

1. For properties within the proposed Orillia Heritage Conservation District boundary along portions of Mississauga Street East, the guidelines for “Contributing Buildings” or “Non-Contributing

- ✓ Commercial Buildings
- ✓ Residential Buildings
- ✓ Mixed-Use Buildings

SCHEDULE “B” – Draft Design Principles

Buildings” within the Heritage District Plan would be applicable when approved

2. New buildings on properties outside of the Conservation District boundary should be complementary additions to the existing building stock that take design references from existing quality examples of buildings within the area.
3. References to consider should include those concerning the building massing and scale, facade proportions and rhythm, and building materials, rather than particular architectural styles.
4. Complementary designs can either be achieved through a more traditional style that blends into the broader area or a more contemporary style that sets heritage buildings apart through a defined contrast.
5. A building’s style and design should be consistent for all front and side and/or rear walls that are publicly visible.

Principle 3: New buildings situated close to the street providing an intimate and comfortable pedestrian environment.

Design Guidelines:

1. Where the City’s Zoning By-law establishes minimum and maximum setbacks for properties, buildings should be set back as close as possible to the minimum in order to reinforce the street edge.
2. Where an appropriate setback range established by the immediately adjacent buildings exists, new buildings should be situated within that range.
3. Setback space should be used for landscaped areas, amenity areas, seating opportunities, or display areas, depending on the type of use.
4. Parking spaces should not be located in the front yard setback space, and preferably not in the exterior side yard space on corner lots.

- ✓ Commercial Buildings
- ✓ Residential Buildings
- ✓ Mixed-Use Buildings

Principle 4: New buildings situated along the width of a site to maximize the enclosure of the street.

Design Guidelines:

1. New buildings should be sited to maximize the use

- ✓ Commercial Buildings
- ✓ Residential Buildings
- ✓ Mixed-Use

SCHEDULE “B” – Draft Design Principles

of the building frontage along the street between a site’s side property lines, not including any frontage required for pedestrian connections or vehicle access points.

Buildings

2. A target of at least 80% of a site frontage should be sought for new buildings, recognizing the width required for driveways or walkways depending on the nature of the site.
3. New buildings should generally be oriented parallel to the street edge so that they frame the street edge.
4. Buildings on corner sites should be angled at their corners facing the intersection for entrances located at those corners or where enhanced visibility around the building corner is desired.

Principle 5: **New buildings at least two storeys in height at the street line to efficiently use the land.**

Design Guidelines:

1. Two storeys provides the minimum height needed for the desired streetscape experience, although taller buildings are encouraged.
2. Maximum heights are guided by the direction of the Downtown Orillia Tomorrow Plan and depend on the specific district of Downtown as specified in that Plan.
3. Maximum heights generally range between 4 storeys in the “Downtown-at-the-Lake” precinct and 8 storeys (and potentially up to 12 storeys in certain situations) in the other five precincts.
4. Section 5.2 of Zoning By-law No. 2014-44 provides regulations concerning angular planes for building over 3 storeys in height in certain areas of the Community Improvement Project Area.

- ✓ Commercial Buildings
- ✓ Residential Buildings
- ✓ Mixed-Use Buildings

Principle 6: **Taller ground floor heights accommodating a pedestrian scale and flexibility for non-residential activities.**

Design Guidelines:

1. New commercial and mixed-use buildings should include taller ground floors as compared to upper floors to reinforce the pedestrian scale of the street.

- ✓ Commercial Buildings
- ✓ Mixed-Use Buildings

SCHEDULE “B” – Draft Design Principles

2. Ground floor heights of 4.0 to 4.5 metres of floor-to-floor height are an appropriate, although the pattern of existing buildings along the streetscape should also be considered.

Principle 7: Transparent ground floor façades with a large proportion of transparent wall surfaces that allow visibility.

- ✓ Commercial Buildings
- ✓ Mixed-Use Buildings

Design Guidelines:

1. Transparent wall surfaces includes transparent windows and entrance doors that provide visibility between the street and the interior of stores.
2. Glass that fully or partially prevents visibility should not be used on the ground floor.
3. Transparency of 50% to 80% on ground floor wall area in traditional main streets with narrower individual units is common and an appropriate target for such units.
4. Lower targets such as 20 to 40% for new buildings with individual units that are larger than traditional sizes is also appropriate provided they are supported by other architectural features that support a pedestrian environment.
5. Storefront windows should be supported by traditional architectural elements, including window bases, transom windows, and storefront cornices, as well as columns or piers that appear as “structural” elements for the upper storeys.

Principle 8: Restored/improved building entranceways providing barrier-free access to buildings.

- ✓ Commercial Buildings
- ✓ Residential Buildings
- ✓ Mixed-Use Buildings

Design Guidelines:

1. New buildings are regulated by the Ontario Building Code in respect to barrier-free access, and those requirements are to be referenced.
2. For renovated facades and storefronts, entrance thresholds should provide barrier-free accessibility when improvements to the building façade are made.
3. Improvements can be provided through structural changes to the thresholds (such as grinding of

SCHEDULE “B” – Draft Design Principles

existing surface) or creative methods for access (such as removable ramps).

4. Door hardware should complement the original character and style of the façade while enabling barrier-free accessibility.

Principle 9: Awnings designed and located in a tradition fashion for commercial storefronts.

- ✓ Commercial Buildings
- ✓ Mixed-Use Buildings

Design Guidelines:

1. Awnings above storefront windows and doors should be considered to provide weather protection, additional opportunities for building signage, sunlight control, and visual interest to the façade.
2. Retractable awnings should be used to provide for seasonal use as needed.
3. Awnings should be a traditional square or triangular shape and should be fabric material rather than synthetic materials.
4. Awnings should span the façade’s window and door openings only and not the entire façade. For multi-tenanted buildings, individual awnings for each units should be used rather than a single continuous awning.
5. Awnings should be mounted in the storefront portion of the façade and not covering architectural elements.

Principle 10: A palette of materials on new or restored building façades similar to the existing materials in the area.

- ✓ Commercial Buildings
- ✓ Residential Buildings
- ✓ Mixed-Use Buildings

Design Guidelines:

1. Within the proposed Orillia Heritage Conservation District boundary along portions of Mississauga Street East, the guidelines for “Contributing Buildings” or “Non-Contributing Buildings” within the Heritage District Plan would be applicable when approved.
2. Materials selected should be high quality, durable, and easily maintained, complementary to one another, and appropriate for the building’s architectural style.
3. An arrangement of one or two base materials

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together with accent materials should be considered.

4. Brick, stone, concrete, and non-coloured glass are the preferred base materials.
5. A more varied range of accent materials may be used, such as wood trim, copper, steel, or other metals.
6. Stucco, materials that mimic other materials, aluminum or sheet metals, other siding systems, or non-local stone materials should not be used as base or accent materials.
7. Materials selected and their use should be consistent for a building’s front and side and/or rear walls that are publicly visible.

Principle 11:

Colours displaying the individuality of the building and business while complementing the traditional building character.

Design Guidelines:

1. Within the proposed Orillia Heritage Conservation District boundary along portions of Mississauga Street East, the “Guidelines for New Construction” in Section 11 are to be used.
2. While there are no preferred colours, colours on building façades should be muted and soft, as compared to overly bold and saturated.
3. Colour patterns should have one or two base colours and supporting accent colours as warranted, in order to avoid “overcolouring” a building’s façade.
4. Accent colours should be focused on emphasizing architectural features such as window and door frames, building trim, signage and lettering, and other details.
5. Colours selected and their use should be consistent for a building’s front and side and/or rear walls that are publicly visible.

- ✓ Commercial Buildings
- ✓ Residential Buildings
- ✓ Mixed-Use Buildings

Principle 12:

Commercial signage located and designed in a traditional fashion while still allowing for creativity of particular businesses.

- ✓ Commercial Buildings
- ✓ Mixed-Use Buildings

SCHEDULE “B” – Draft Design Principles

Design Guidelines:

1. While the City’s Sign By-law regulates permitted sign types and performance standards, fascia signs, hanging signs and/or window signs are the preferred types for existing or new buildings.
2. The core area of Downtown Orillia has specific regulations for sign types, character, and style; the guidelines below apply to areas outside of this regulated area.
3. Fascia signage should be installed in the horizontal section that divides the storefront windows from the upper façade, avoiding obscuring or covering windows, doors, entrances, and architectural features.
4. Hanging signs should be installed perpendicular to the façade and hang from a mounted wall brace, which are attractive, durable, and forms part of the overall sign design, either simple or more decorative.
5. Window signs should be etched or painted glass on the windows or signs that are attached to the glass or displayed directly behind it.
6. Durable, weatherproof materials that complement those of the building façade, should be used for all signs.
7. Internally lit, neon or plastic materials should not be used for any signs.
8. Lettering typefaces that are easy-to-read should be used, subject to any relevant provisions of the City’s Sign-By-law.
9. Lettering and images on signs should provide depth to the sign, such as raised lettering or individually cut or carved lettering.

Principle 13:

Outdoor spaces with “spill-out” space from the business to help animate the street.

Design Guidelines:

1. The space between buildings and the street sidewalk edge for existing or new building setbacks should accommodate “spill-out” spaces for abutting business, such as cafés or patios.

- ✓ Commercial Buildings
- ✓ Mixed-Use Buildings

SCHEDULE “B” – Draft Design Principles

2. Cafés or patios should be designed and located to ensure they do not detract from the visual quality of the streetscape and do not impede movement for all users along the sidewalk.
3. The public sidewalk’s alignment should remain straight within the right-of-way, or alternatively, angled following the configuration of the bump-out along the street.
4. Railings or enclosures surrounding the space should complement the building’s design using materials that allow visibility to and from the space, and that can be easily removed and stored elsewhere during seasons when they are not in use.
5. For buildings set back from the sidewalk edge, the surface of the private property between the building face should be of a similar treatment and material as the public sidewalk

Principle 14:

Murals on building walls providing visual interest and enhancing the sense of community.

Design Guidelines:

1. Murals on the publicly visible side or rear walls of buildings should be considered to provide visual interest on otherwise featureless side or rear building walls.
2. Murals may be painted on a material that is then affixed to the wall, or painted direct on the wall. Regardless, murals should use high quality, durable, graffiti-resistant, and weather resistant materials and should have properly prepared surfaces prior to installation including cleaning, scraping debris, and filling holes to ensure a high quality and durable finish.
3. Murals should be an original piece of artwork with the primary function of providing visual interest without any commercial advertising function, as expressions of the character and history of Downtown Orillia.
4. Murals should be completed by a qualified professional artist.

- ✓ Commercial Buildings
- ✓ Mixed-Use Buildings

SCHEDULE “B” – Draft Design Principles

5. Where lighting of murals is desired, externally mounted lighting should be used installed and oriented in a night-sky friendly fashion that limits horizontal and vertical light spillover.

Principle 15:

Parking areas located away from the street edge.

Design Guidelines:

1. Underground parking or parking internal to the building structure is generally preferred in all cases, where it is possible and feasible.
2. Where surface parking is required, it should be located to the rear of the building, and not between the front or exterior side of a building and the abutting public street right-of-way.
3. Access to parking areas should be from side streets, whenever possible.
4. Parking areas should be coordinated across several properties to maximize connectivity, improve flows, and improve parking yield and efficiency where possible.
5. Short-term bicycle parking, such as bike racks, should be provided in locations that are close to building entrances but situated to avoid any conflicts for movement along pedestrian routes.

- ✓ Commercial Buildings
- ✓ Residential Buildings
- ✓ Mixed-Use Buildings

Principle 16:

Surface parking lots designed to be efficient for movement of pedestrians and vehicles.

Design Guidelines:

1. Surface parking lots should be organized with parking aisles oriented perpendicular to the building’s primary entrance, whenever possible, in order to minimize the number of potential pedestrian-vehicle movement conflicts.
2. Pedestrian routes through parking areas should be wide enough to accommodate comfortable two way travel, and have a texture, material, colour change, or marking to differentiate it from the remainder of the parking area and define the pedestrian route.
3. Landscaped islands should be used to minimize the visual extent of the paved area.

- ✓ Commercial Buildings
- ✓ Residential Buildings
- ✓ Mixed-Use Buildings

SCHEDULE “B” – Draft Design Principles

4. Landscaped areas around the parking area and within parking islands should be wide enough for adequate root growth of deciduous trees.
5. Landscape designs should emphasize the use of tree and shrub species that are native, low maintenance, and salt tolerant, and that provide seasonal interest through the use of coniferous and deciduous plant materials.

Principle 17:

Larger development blocks divided into smaller components for movement.

Design Guidelines:

1. Development blocks that are 100 metres wide by 125 to 175 metres long is a general pattern within the Community Improvement Project Area.
2. This size should be used as a general reference threshold for providing additional connections through an undeveloped block.
3. Through connections through larger blocks can be made through the extension of public streets, walkways, or internal courtyards.
4. Courtyards or amenity areas should have clearly defined walkways through the space that are lined with canopy trees and plantings to frame the open space and connect with building entrances.
5. Courtyards or amenity areas should be situated to maximize natural surveillance opportunities from buildings, streets and walkways.

- ✓ Residential Buildings
- ✓ Mixed-Use Buildings

Principle 18:

Plantings and landscape features provide attractive edges to the site.

Design Guidelines:

1. Areas on a site that should be landscaped and regularly maintained include yards that are visible from streets, sidewalks, and/or other public spaces; yards that are abutting adjacent residential properties; outdoor amenity areas on the site; and surrounding and within parking lots.
2. Site edges without building presence facing public streets should be appropriately landscaped to provide an attractive edge to the streetscape,

- ✓ Commercial Buildings
- ✓ Residential Buildings
- ✓ Mixed-Use Buildings

SCHEDULE “B” – Draft Design Principles

preferably in a landscaped area at least 3 metres wide.

3. Shrubs and perennials adjacent to the public right-of-way should be maintained so that they are no more than 1.0 metre in height to preserve sight lines into and from the site.
4. Site edges abutting existing low rise residential properties should have buffer areas at least 3 metres wide, although fencing and taller plantings are encouraged where buffering and screening may be necessary.

Principle 19:

Building and site lighting organized and oriented to cater to the needs of both drivers and pedestrians.

Design Guidelines:

1. Lighting fixtures should be installed and oriented in a “night-sky friendly” fashion that limits horizontal and vertical light spillover.
2. Lighting should be incorporated at regular intervals to prevent the creation of light and dark pockets to ensure visibility into and out from all areas requiring lighting.
3. Pedestrian activity areas should be lit at night with low profile fixtures, including surface parking lots, building entrances, sidewalks and walkways, garbage disposal areas; and other areas.
4. The type and style of lighting for sites should be consistent with lighting standards for the streetscape and abutting public spaces, including consideration of pole style and colour, bulb type, and mounting height, as well as consistent with the character of the building.

- ✓ Commercial Buildings
- ✓ Residential Buildings
- ✓ Mixed-Use Buildings

Principle 20:

Utility areas and equipment sensitively integrated and appropriately screened from public view.

Design Guidelines:

1. Garbage storage, loading, and utility areas should be located in inconspicuous locations that are away from public view.
2. Garbage storage, loading, and utility areas should be shared between buildings on the same block as much as possible to minimize disruptions to

- ✓ Commercial Buildings
- ✓ Residential Buildings
- ✓ Mixed-Use Buildings

SCHEDULE “B” – Draft Design Principles

vehicular or pedestrian flows.

3. Accesses to service areas should be from the rear of buildings to reduce the number of driveways from the public street.

Principle 21:

Sustainability initiatives considered and incorporated at the initial stages of planning and design.

Design Guidelines:

1. Maximize the amount of north-facing building exposures which provide diffuse daylighting and south-facing passive solar heating opportunities.
2. Use permeable or pervious surface materials for surface parking areas.
3. Use high albedo surface materials on surface parking areas, such as concrete or light coloured asphalt, to minimize heat absorption.
4. Use deciduous trees in strategic locations surrounding buildings to provide natural shading.
5. Select native species of plants that are hardy, salt tolerant, and sustainable in an urban environment.
6. Use xeriscape planting practices, including the use of drought-tolerant plant species, to avoid the need for irrigation systems and maximize water conservation efforts.
7. Consider landscape schemes that use groundcover plants and mulching of plantings beds to reduce weeds and maintain soil moisture, in lieu of sod that would require intensive watering and maintenance.
8. Incorporate opportunities for utilizing non-potable water sources where irrigation is required, such as roof capture, in combination with drip irrigation systems.
9. Utilize rainwater practices for ground infiltration where re-use is not needed, such as permeable surfaces, drainage swales, infiltration trenches, or

- ✓ Commercial Buildings
- ✓ Residential Buildings
- ✓ Mixed-Use Buildings

SCHEDULE “B” – Draft Design Principles

soakway pits.

10. Incorporate green roofs or community gardens on exposed roofs of above-grade parking structures for community use and visual relief.

SCHEDULE “C” – Preliminary Financial Incentive Programs

Program	Description	Recommended Program Duration
1. Feasibility/Design Study Grant Program	<p>Grant for 50% of cost for urban design study/ drawings/feasibility study to max. grant of \$5K per property/ project.</p> <p>Grant available to commercial, residential, and mixed used buildings.</p>	5 years/+ 5 years
2. Facade Improvement Grant Program	<p>Grant for 50% of cost of front facade improvement/ restoration works to max. grant of \$12.5K per property/project.</p> <p>Grant available to commercial, residential, and mixed used buildings.</p> <p>Grant equal to 50% of cost of highly visible side and/or rear facade improvement/ restoration works to max. grant of \$7.5K per property.</p> <p>Grant available to commercial, residential, and mixed used buildings.</p> <p>Total Facade Improvement Grant can be increased by up to \$7.5K (on a matching 50/50 basis) per property/project for properties designated under <i>Ontario Heritage Act</i>.</p>	10 years
3. Building Improvement Grant	<p>Grant equal to 50% of the cost of building improvement works to max. grant per property/project of \$12.5K</p> <p>Grant available to any existing commercial, residential, and mixed used buildings.</p> <p>OR</p> <p>Grant equal to cost of interest on a commercial loan for 5 years paid as a grant.</p>	10 years

SCHEDULE “C” – Preliminary Financial Incentive Programs

Program	Description	Recommended Program Duration
4. Residential Grant Program	<p>Grant equal to \$15 per sq.ft. of residential space rehabilitated or created to a maximum grant of \$15,000 per unit and a maximum of 4 units per property/project (maximum grant per property/ project is \$60,000);</p> <p>OR</p> <p>Grant equal to cost of interest on a commercial loan for 5 years.</p>	10 years
5. Tax Increment Grant Program	<p>Annual grant equal to 70% of increase in municipal property taxes for up to 10 years after project completion.</p> <p>Annual grant equal to 100% of the increase in municipal property taxes for up to 12 years after project completion if project on a remediated/risk assessed brownfield site</p>	10 years
6. Brownfields Tax Assistance Program	<p>Cancellation of part or all of the municipal property taxes and education property taxes for up to 3 years.</p> <p>Cancellation of education property taxes is subject to approval by Minister of Finance.</p>	10 years

SCHEDULE “C” – Preliminary Financial Incentive Programs

Program	Description	Recommended Program Duration
7. Development Charge Grant Program	Grant equal to 50% of the City Development Charges normally payable for “catalytic projects”, e.g., <ul style="list-style-type: none"> - Significant impact on Assessed Value and property taxes; - Will spur rehabilitation/redevelopment in nearby area; - Large brownfield redevelopment projects; - Achieves exemplary urban design - Incorporates sustainability principles and technologies - Achieves affordable housing targets 	5 years/+ 5 years
8. Planning and Building Fees Grant	Grant equal to 100% of fees paid for planning applications, building permits, and sign permits for programs 2-7 above to a max. grant of \$5K.	5 years/+ 5 years

SCHEDULE “D” – Draft Official Plan Community Improvement Policy (Section 7.4)

7.4 COMMUNITY IMPROVEMENT POLICIES

- a) The Community Improvement provisions of the *Planning Act* allow municipalities to prepare community improvement plans for designated community improvement project areas that require community improvement as the result of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason.
- b) The purpose of the Community Improvement policies in this Plan is to provide a comprehensive framework for the designation of community improvement project areas and the preparation, adoption and implementation of community improvement plans by the City that promote the maintenance, rehabilitation, redevelopment and revitalization of the physical, social and economic environment in the municipality.
- c) The City will encourage the community to become actively involved in Community Improvement Plans and projects. The public will be consulted during the process of developing Community Improvement Plans and consultation with businesses and residents will be undertaken.
- d) The goals of community improvement are to:
 - i) preserve, rehabilitate and redevelop the existing built environment;
 - ii) maximize the use of existing public infrastructure, facilities and amenities;
 - iii) coordinate private and public community improvement activities;
 - iv) promote development and redevelopment that is sustainable in nature;
 - v) guide the City in setting priorities for municipal expenditure respecting community improvement projects;
 - vi) participate, wherever possible, in Federal and/or Provincial programs to facilitate community improvement; and,

SCHEDULE “D” – Draft Official Plan Community Improvement Policy (Section 7.4)

- vii) reconcile existing land use conflicts and minimize future land use conflicts.
- e) Community Improvement Plans may be prepared and adopted by the City to achieve one or more of the following objectives:
 - i) encourage the renovation, repair, rehabilitation, redevelopment or other improvement of lands and/or buildings, including environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes, or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities;
 - ii) encourage the preservation, restoration, adaptive reuse, maintenance and improvement of designated heritage buildings/properties and other historically or architecturally significant buildings/properties;
 - iii) encourage the preservation and enhancement of existing commercial areas through the stimulation of private sector investment, especially in Downtown Orillia;
 - iv) maintain and improve the physical and aesthetic qualities and amenities of streetscapes, especially in Downtown Orillia;
 - v) encourage maximum use of existing public infrastructure through the infilling, intensification and redevelopment of lands and buildings which are already serviced with municipal services;
 - vi) maintain and improve municipal services including water distribution, sanitary sewers, stormwater management, roads, sidewalks, and street lighting;
 - vii) maintain and improve the transportation network to ensure adequate traffic flow, pedestrian circulation and parking facilities, especially in Downtown Orillia;
 - viii) encourage the restoration, maintenance, improvement and protection of natural habitat, parks, open space, recreational and heritage facilities and amenities;

SCHEDULE “D” – Draft Official Plan Community Improvement Policy (Section 7.4)

- ix) encourage the development of an adequate supply of affordable housing which meets the needs of local residents;
 - x) encourage the eventual elimination and/or relocation of incompatible land uses, and where this is not feasible, encourage physical improvements to minimize the incompatibility;
 - xi) encourage community improvement activities which contribute to a strong economic base including commercial, industrial, recreational and tourism activity and job creation;
 - xii) promote and encourage the rehabilitation, re-use and redevelopment of brownfield sites;
 - xiii) improve environmental conditions;
 - xiv) improve social conditions;
 - xv) promote cultural and tourism development;
 - xvi) facilitate and promote community economic development; and,
 - xvii) improve community quality, safety and stability.
- f) Council may designate by by-law one or more Community Improvement Project Area(s), the boundary of which may be part or all of the municipality.
- g) For an area to be designated as a Community Improvement Project Area, it must satisfy at least one, and preferably more than one of the following general criteria:
- i) deficiencies or deterioration of physical infrastructure including but not limited to the sanitary sewers, storm sewer system, watermains, roads, sidewalks, curbs, street lighting, street furniture, municipal and private parking and loading facilities;
 - ii) deficiencies or deterioration in the level of community and recreation facilities such as public open space, parks, community centres, libraries, arenas, gymnasiums, ball diamonds and similar types of facilities;

**SCHEDULE “D” – Draft Official Plan Community Improvement Policy
(Section 7.4)**

- iii) buildings, building facades, and/or property, in need of maintenance, preservation, restoration, repair, rehabilitation, energy efficiency or renewable energy improvements, or redevelopment;
- iv) presence of buildings and/or lands of architectural or heritage significance;
- v) commercial and mixed use areas with high vacancy rates and/or poor overall visual quality of the built environment, including but not limited to, building facades, streetscapes, public amenity areas and urban design, especially such areas that form part of a Business Improvement Area;
- vi) vacant lots and/or underutilized properties and buildings which have potential for infill, intensification or redevelopment to better utilize the land base, particularly where there is the potential for mixed use development or the introduction of additional residential units;
- vii) non-conforming, conflicting, encroaching or incompatible land uses or activities that result in conflicts that threaten to disrupt the predominant land use and/or economic function of the area;
- viii) demonstrated problem or deficiency associated with the circulation and/or access of traffic;
- ix) human-made hazards which should be eliminated in order to ensure a greater degree of public safety and to further enhance the community function;
- x) a shortage of land to accommodate widening of existing rights-of-way, building expansion, parking and/or loading facilities;
- xi) inadequate outside storage facilities;
- xii) flood prone area;
- xiii) known or suspected environmental contamination;
- xiv) other significant barriers to the repair, rehabilitation or redevelopment of underutilized land and/or buildings; and,

SCHEDULE “D” – Draft Official Plan Community Improvement Policy (Section 7.4)

- xv) other significant environmental, social or community economic development reasons for community improvement.
- h) Priority for the designation of Community Improvement Project Areas and the preparation and adoption of Community Improvement Plans shall be given to:
 - i) Downtown Orillia;
 - ii) those areas where the greatest number of criteria for selection of Community Improvement Project Areas are present; and/or,
 - iii) those areas where one or more of the criteria for selection of Community Improvement Project Areas is particularly acute; and/or,
 - iv) those areas where one or more of the criteria for selection of Community Improvement Project Areas exists across the municipality or large part of the municipality.
- i) The phasing of community improvements shall be prioritized to:
 - i) permit a logical sequence of improvements to occur without unnecessary hardship on area residents and the business community;
 - ii) reflect the financial capability of the City to fund community improvement projects;
 - iii) implement those improvements that will most substantially improve the aesthetic, environmental and service qualities of a community improvement project area;
 - iv) take advantage of available senior government programs that offer financial assistance for community improvement efforts; and,
 - v) coordinate the timing of related capital expenditures from various municipal departments with departmental priorities.
- j) In order to implement a Community Improvement Plan in effect within a designated Community Improvement Project Area, the City may undertake a range of actions, including:

**SCHEDULE “D” – Draft Official Plan Community Improvement Policy
(Section 7.4)**

- i) the municipal acquisition of land and/or buildings and the subsequent;
 - a) clearance, grading, or environmental remediation of these lands and properties;
 - b) repair, rehabilitation, construction or improvement of these properties;
 - c) sale, lease, or other disposition of these properties to any person or governmental authority;
 - d) other preparation of land or buildings for community improvement.
- ii) provision of public funds such as grants and loans to owners of land and their assignees;
- iii) programs and measures to promote energy efficient development, redevelopment and retrofit projects;
- iv) provision of information on municipal initiatives, financial assistance programs, and other government assistance programs;
- v) coordination of public and private redevelopment and rehabilitation by providing administrative and liaison assistance;
- vi) application for financial assistance from and participation in senior level government programs that provide assistance to municipalities and/or private landowners for the purposes of community improvement;
- vii) agreements with any government authority or agency for the preparation of studies, plans and programs for the development or improvement of a Community Improvement Project Area;
- viii) discussions and negotiations with owners of properties which are substandard with respect to maintenance, and if such discussions and negotiations are unsuccessful, enforcement of the Municipality’s Property Standards By-Law;

**SCHEDULE “D” – Draft Official Plan Community Improvement Policy
(Section 7.4)**

- ix) support of the preservation and restoration of historic and/or architecturally significant buildings and districts through the Ontario *Heritage Act, 1990*, in accordance with policies in Section 5.5 of this Plan, and the use of funding programs under that Act;
 - x) continued support of existing Business Improvement Areas, and the encouragement of the establishment of new Business Improvement Areas and the expansion of existing Business Improvement Areas in an effort to maintain strong and vital commercial areas;
 - xi) support for and co-operation with local service clubs and other organizations in the development of recreation and other facilities and services in a Community Improvement Project Area; and,
 - xii) continued enforcement of the City's Zoning By-law, Property Standards By-law, Sign By-law, and other related municipal by-laws and policies.
- k) All developments participating in programs and activities contained within Community Improvement Plans shall conform with the policies contained in this Plan, the Zoning-By-law, Property Standards By-law, and all other related municipal policies and by-laws.
- l) Council shall adopt such special measures as may be necessary to implement the goals and objectives for Community Improvement.



DOWNTOWN TOMORROW Community Improvement Plan Update

SEPTEMBER 21, 2015
COUNCIL COMMITTEE

Why Invest in Your Downtown?

- DTP notes importance of downtowns as “heart” of a city.
- **How many attractive, vibrant, and healthy cities have an unattractive and underutilized downtown?**
- **Downtowns are a “community investment”! They produce property taxes, employment and business growth.**
- Major recommendation in DTP to review existing CIPs and prepare a new CIP.
- CIP builds on analysis in DTP by applying a “community improvement lens” to the Downtown.

Role of a CIP?

- CIP provides enabling framework to guide redevelopment and improvements within a defined area.
- Once CI Project Area designated and CIP adopted, municipality can:
 - ✓ Acquire/clear/rehabilitate/sell/lease/dispose of land and buildings;
 - ✓ Provide financial incentives (grants/loans) to owners, tenants and assignees for improvements for renovation/remediation/redevelopment/construction;
- “Carrot and stick” – CIP incentives (carrot) complement more traditional regulatory planning tools such as OP, ZBy-Law (stick).
- Enables Council to implement incentive programs, but does not obligate Council, i.e., Council in full control of implementation;
- Can produce significant physical and economic results.
- Long-term strategy - not a “quick fix”.
- Not static – requires monitoring, review and adjustment.

Project Update



1. Project Initiation

June 2015



2. Background Review/Needs Analysis/OPA

July 2015



3. Public Meeting #1, Stakeholder Interviews and PRT Meeting

July 2015



4. Preliminary Financial Incentive Programs and Design Principles

Aug-Sept. 2015



5. Council Committee and EDC Update

WE
ARE
HERE

Sept. 2015

6. Public Meeting #2 and PRT Meeting

Oct. 2015

7. Prepare Final Community Improvement Plan

Oct. – Nov. 2015

8. Public Meeting #3 (Planning Act) & Adoption

Nov. – Dec 2015

Do CIPs Work?

- ✓ Results in Niagara Region – Smarter Niagara Incentive Programs
- 11 of 12 Local Municipalities have adopted 26 CIPs since 2004.
 - 14 apply to Downtowns or other Commercial Areas;
 - 5 apply to Brownfields;
 - 1 Waterfront;
- Total of over 250 approved applications (2004-2013) for incentive programs has resulted in:
 - Approx. 40 residential conversion/infill projects with 1,250 residential units constructed;
 - 120 façade and building improvement projects;
 - 50 heritage restoration and improvement projects;
 - \$7.2 M in Local/Region funding into incentive programs has leveraged a total of \$73.1 M in total project construction (2004-2009).

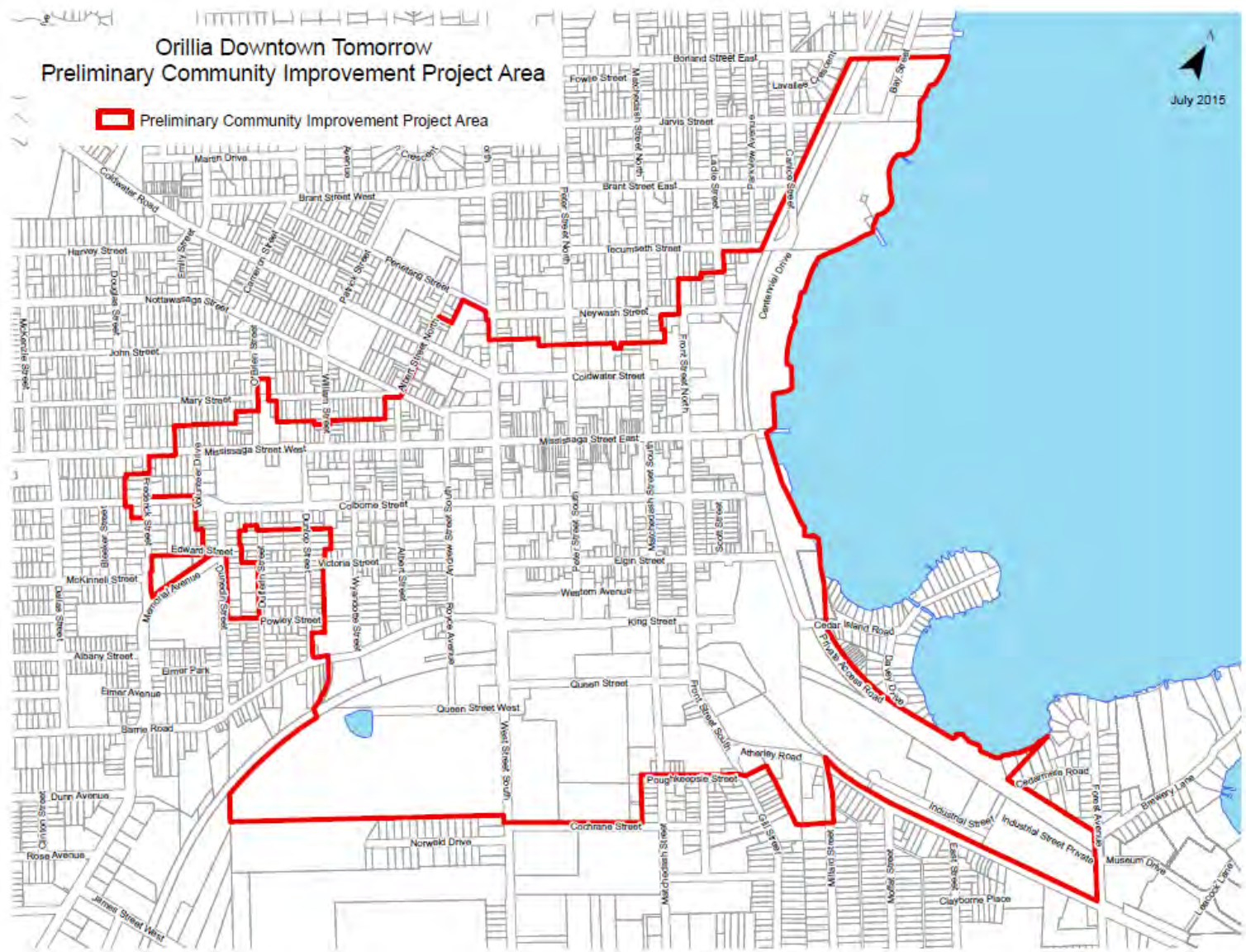
Do CIPs Work?

Do CIPs Actually Work?

Niagara Falls



Community Improvement Needs



Consultation

- Information Meeting and Workshop held July 14 – approx. 50 people in attendance.
 - Interviews with Council, City staff and PRT members
 - Consultation Summary prepared
1. What are the most important community improvement needs in Downtown Orillia?
 2. What are the most significant opportunities for and types of community improvement in Downtown Orillia?
 3. What types of financial incentives do you think would work best and be most utilized in Downtown Orillia?
 4. Other key ideas/suggestions for community improvement in Downtown Orillia?



What did we hear?

- Need more people living Downtown – renovate existing upper storey apartments, “activate” vacant space in upper stories for residential use, and build new residential buildings;
- Improve condition/appearance of front, side and rear facades and quality/attractiveness of commercial signage, storefronts/display areas;
- Repair, renovate and improve condition of commercial and mixed use building exteriors and interiors;
- Need new development and investment in derelict and underutilized buildings and vacant infill sites all across the Project Area;
- Considerable number of quality heritage buildings with some requiring heritage restoration/improvement.
- Need to remediate and redevelop large vacant former industrial properties in Barrie Road Corridor and Waterfront
- Need “catalytic projects” that have “catalytic impacts”!

Preliminary Incentive Programs

- Approach to Development of Incentive Programs
 - Background Policy Review
 - Results of community improvement needs analysis and input received during Public Information Session and Workshop
 - Best Practices in other municipalities
 - Input from stakeholder interviews and City staff
 - Customized preliminary incentive programs to address critical community improvement needs
 - “Toolkit” Approach
 - Incentives can be activated one or more at a time by Council;
 - Programs can be used individually or together by an applicant.
 - General program requirements protect municipal interests.
 - Will be supported by Design Principles and Guidelines

Preliminary Incentive Programs

1. Feasibility and Design Study Grant Program
2. Façade Improvement Grant Program
3. Building Improvement Grant Program
4. Residential Grant Program
5. Tax Increment Grant Program
6. Brownfields Tax Assistance Program
7. Development Charge Grant Program
8. Planning and Building Fees Grant Program

Preliminary Incentive Programs

Program	Description	Recommended Program Duration
1. Feasibility/ Design Study Grant Program	Grant for 50% of cost for urban design study/ drawings/feasibility study to max. grant of \$5K per property/ project.	5 years/+ 5 years
2. Facade Improvement Grant Program	Grant for 50% of cost of front facade improvement/ restoration works to max. grant of \$12.5K per property/project. Grant equal to 50% of cost of highly visible side and/or rear facade improvement/ restoration works to max. grant of \$7.5K per property. Total Facade Improvement Grant can be increased by up to \$7.5K (on a matching 50/50 basis) per property/project for properties designated under <i>Ontario Heritage Act</i> .	10 years
3. Building Improvement Grant	Grant equal to 50% of the cost of building improvement works to max. grant per property/project of \$12.5K OR Grant equal to cost of interest on a commercial loan for 5 years.	10 years
4. Residential Grant Program	Grant equal to \$15 per sq.ft. of residential space rehabilitated or created to max. grant of \$15K per unit and max. 4 units per property/project (max. grant per property/ project is \$60K); OR Grant equal to cost of interest on a commercial loan for 5 years.	10 years

Preliminary Incentive Programs

Program	Description	Recommended Program Duration
5. Tax Increment Grant Program	Annual grant equal to 70% of increase in municipal property taxes for up to 10 years after project completion. Annual grant equal to 100% of the increase in municipal property taxes for up to 12 years after project completion if project on a remediated/risk assessed brownfield site.	10 years
6. Brownfields Tax Assistance Program	Cancellation of part or all of the municipal property taxes and education property taxes for up to 3 years. Cancellation of education property taxes is subject to approval by Minister of Finance.	10 years
7. Development Charge Grant Program	Grant equal to 50% of the City Development Charges normally payable for “catalytic projects”, e.g., <ul style="list-style-type: none"> - Significant impact on AV and property taxes; - Will spur rehabilitation/redevelopment in nearby area; - Large brownfield redevelopment projects; - Achieves exemplary urban design - Incorporates sustainability principles and technologies - Achieves affordable housing targets 	5 years/+ 5 years
8. Planning and Building Fees Grant	Grant equal to 100% of fees paid for planning applications, building permits, and sign permits for programs 2-7 above to a max. grant of \$5K.	5 years/+ 5 years

Design Principles and Guidelines

- Purpose?
 - Facilitate high quality, well designed projects that support human scale and pedestrian-oriented vision for the Downtown.
 - Complement existing design policies in OP, Z By-law, DTP, HCDP and Sign By-law
- How will they be used?
 - By property owners/developers and their design professionals when designing projects that will apply for financial incentive programs.
 - By City staff when evaluating applications for financial incentive programs.
 - Intended as a flexible guidance tool for projects in the CIPA.
 - Include general principles and suggested guidelines.
 - Meant to be applied on a case by case basis.

Next Steps

- Public Meeting on Oct. 6 to obtain input on preliminary incentive programs and design principles and guidelines
- Prepare Final Draft CIP including monitoring program, implementation strategy and marketing strategy
- Circulate Draft CIP to MMAH/prescribed agencies for comment
- Revise CIP (as required)
- Final *Planning Act (statutory)* Public Meeting
- Final revisions to CIP as directed by Council
- Pass by-laws to designate CIPA and adopt CIP
- Implementation - 2016