

TOWN OF MIDLAND

DOWNTOWN MASTER PLAN AND COMMUNITY IMPROVEMENT PLAN



URBAN
STRATEGIES
INC

JUNE 2015

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CONTENTS

1.0 Introduction	01
1.1 Why Midland needs a downtown plan	03
1.2 The planning process	05
1.3 What the community said	07
1.4 Navigating the document	09
2.0 The Context for Change	10
2.1 A town with history	12
2.2 A town on the bay	13
2.3 The heart of Huronia	15
2.4 Reinforcing downtown	17
2.5 Policy context	19
2.6 Downtown strengths	21
2.7 Downtown opportunities	23
3.0 The Plan	25
3.1 Overall vision and goals	27
3.2 King Street	29
3.3 The Waterfront	33
3.4 The Downtown Shoulders	35
3.5 20 Key Initiatives	37
4.0 Actions and Tools	59
4.1 Priority projects	61
4.2 Policy and zoning amendments	63
4.3 Incentive programs	68
4.4 Monitoring the plan	74

Appendix: Downtown Master Plan Study Terms of Reference





Chapter 1

Introduction

1.1 WHY MIDLAND NEEDS A DOWNTOWN PLAN

Downtowns are important places. They are the central business districts and civic and cultural centres of towns and cities. While they are places to gather, shop, be entertained, conduct business and celebrate, they are also places to live, usually containing a variety of housing and a diverse population. Downtowns are a reflection of their town's image, pride and prosperity, and they are ever changing. A healthy downtown symbolizes a healthy town and an active downtown builds on its success, always offering something new to draw residents, visitors and businesses.

Midland is a town with many assets, including a rich history, a robust culture, a well-defined main street, recreational amenities, a strong employment base and an idyllic setting on Georgian Bay. With so many natural and community assets, residents of Midland enjoy a high quality of life. Significant investments in recent years, notably construction of the popular Midland Cultural Centre and expansion of the Midland Public Library, have reinforced both downtown as a destination and the larger community as a great place to live. There is also renewed interest from business owners in improving the economy and image of downtown. The broader community recognizes that more needs to be done to create a distinctive and memorable downtown.

Purpose

The role of this strategic master plan is to build on downtown's many assets and identify the improvements needed to maximize downtown's potential as a place to live, enjoy and prosper. It sets out a broad set of goals for downtown and guidelines for both private development and public investment. Equally important, it also identifies key initiatives to be pursued over the next 20 years, including "priority projects" for the next 2-5 years.

This document is also a Community Improvement Plan (CIP). Section 42 of the Ontario Planning Act allows municipalities to establish Community Improvement Areas and prepare Community Improvement Plans aimed at revitalizing targeted areas through municipally driven or incentive-based programs. Chapter 4 describes the CIP tools and financial incentives that will assist in implementing the Downtown Master Plan.









Midland Bay

An attractive, vibrant downtown is fundamental to:

- Reinforcing the Town's image and identity
- Sustaining a diverse economy and strong tax base
- Attracting visitors
- Retaining and attracting youth
- Encouraging investment in surrounding neighbourhoods
- Maintaining a strong sense of community



Downtown Study Area

- | | | | |
|--|---------------------|---|-----------------------|
|  | Study Area Boundary |  | Industrial |
|  | Commercial |  | Parkland & Open Space |
|  | Residential |  | Parking Areas |
|  | Civic/Community |  | Trail Network |

Little Lake Park

1.2 THE PLANNING PROCESS

This document is the culmination of a highly consultative planning process that reached out broadly to ensure the Downtown Master Plan reflected the Midland community's aspirations for their town centre.

Recognizing the need to establish a long-term vision and plan to guide downtown improvements, the Town of Midland initiated the Downtown Master Plan Study in the fall of 2014 (see Appendix for the study's terms of reference). A team of consultants was retained to work with Town staff and a steering committee comprised of downtown business owners, BIA representatives, Town councillors and senior staff. The consultant team was led by Urban Strategies Inc. (urban planning and design) and included C.C. Tatham and Associates (traffic engineering), The Tourism Company (tourism consultant) and Envision Tatham (landscape architecture).

To understand the Town's strengths and the issues and opportunities facing downtown, the consultants met with landowners, business owners, cultural organizations, community groups, social service providers, representatives of the BIA and Town staff.

In November 2014, a community meeting was held at the Midland Cultural Centre to gain input from the broader public.

During this phase of work, a number of relevant background documents were reviewed, including:

- The Official Plan for the Town of Midland (2014)
- Town of Midland Municipal Cultural Plan (2014)
- Zoning By-Law 2004-90 (2014)
- Huronia Area Tourism Action Plan (2014)
- Town of Midland Transportation Master Plan (2012)
- Midland Population Trends and Comparative Analysis (2001 – 2011)
- Downtown Midland BIA Business Mix Analysis (2009)
- Midland Heritage Inventory and Register of the Town of Midland (2014)
- Corporation of the Town of Midland Management Study Final Report (2012)
- Parking Analysis of Downtown Midland (2012)
- Town of Midland Employment and Commercial Lands Strategy Update (2012)
- Town of Midland Transit Service Assessment (2009)
- Touchstone Midland – Active Transportation Workshop Report (2014)
- The Unimin Waterfront Lands Master Plan (Midland Bay Landing) (2013)



Also during this phase, the project team conducted an analysis of existing conditions downtown, considering land use, built form, streetscapes, open spaces, mobility patterns and parking.

The second phase of the project kicked-off with two public “Ideas Workshops” held at the North Simcoe Sports and Recreation Centre in January 2015. Following a presentation by the consultant team on the opportunities and challenges for downtown, participants were asked to share their ideas in roundtable discussions. In total, over 80 residents participated. In addition, Town staff engaged students at Midland Secondary School, St. Theresa’s Catholic Secondary School and Bayview Public School, and met with clients of the Guesthouse Shelter, for their thoughts on the future of downtown.

In the third phase of the study, the consultant team explored and refined the community’s ideas and presented them as directions for the master plan at a well-attended public open house in April 2015. Endorsed by the vast majority of attendees, the directions became the basis for this document.

Throughout the study, the consultant team met regularly with the project steering committee for feedback and direction. A dedicated website and social media accounts allowed the community to access project information, download presentation materials and provide comments.



1.3 WHAT THE COMMUNITY SAID

The study's consultation events allowed the community to share knowledge about downtown and thoughts about its future. These capture some of the comments heard about the existing strengths and weaknesses of downtown.

Strengths

- Midland Cultural Centre programming and amenities
- New independent, unique retail businesses
- Georgian Bay boating and recreation
- Special events and festivals that bring people downtown
- Excellent cafes and restaurants
- Great assets such as Little Lake Park and the Huronia Museum
- Murals that convey our unique history
- Ease of walking around downtown
- Parking for local shoppers, employees and volunteers
- World's best freshwater fishing
- Fantastic farmers selling local produce and goods
- Vibrant and active churches all in proximity to downtown
- People are proud and optimistic of their community
- Year round natural beauty of the region
- Beautiful new addition to our landmark library
- The Town of Midland owns significant land



Weaknesses



At the Ideas Workshops held in January 2015, consensus emerged around the following seven big ideas for improving downtown. These became the basis for many of the initiatives recommended in the Master Plan.

- 1. Make King Street more pedestrian-friendly**
- 2. Calm the traffic on Bayshore Drive and make it easier to access the waterfront**
- 3. Enhance the public open space on the waterfront**
- 4. Host more festivals and other special events**
- 5. Improve connections between downtown, the recreation centre and Little Lake Park**
- 6. Make Midland Avenue and First Street more green and bike-friendly**
- 7. Promote infill development on parking lots**

1.4 NAVIGATING THE DOCUMENT

This document provides a framework, guidelines and strategies to guide the evolution of Downtown Midland over the next 20 years. It begins with a big-picture view of the factors that can influence the future of downtown and an analysis of specific physical opportunities. The plan itself builds on the opportunities, beginning with a vision statement and overall goals before illustrating the potential and describing key initiatives. The final chapter addresses the critical question of where to start. The following outlines the purpose and intent of the three main chapters.

Chapter 2 **The Context for Change**

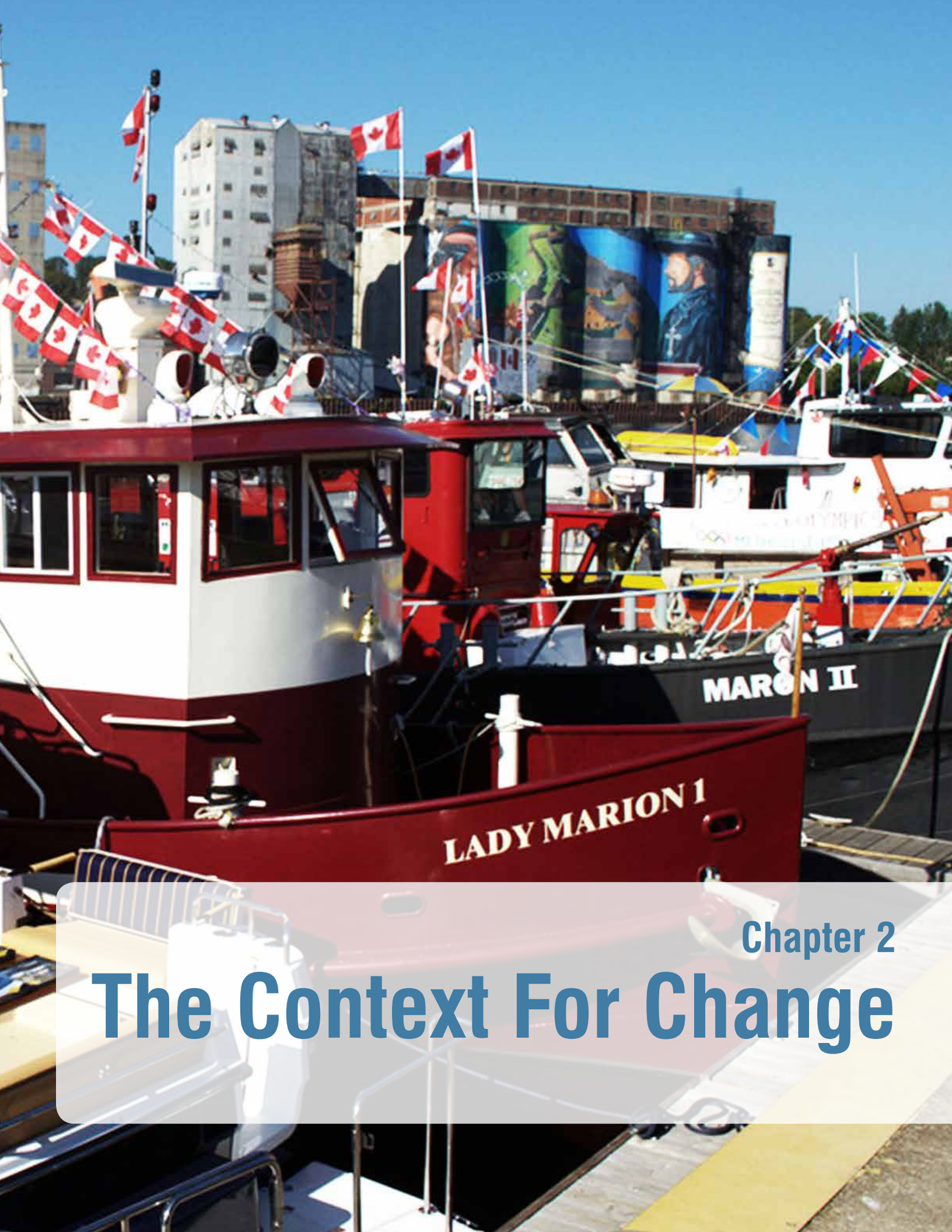
The Context for Change provides the historical, geographical and policy context that defines downtown's role within the town. It also includes an analysis of downtown's physical strengths and opportunities. This analysis and the summary of public input contained in the introduction provide the basis for the plan's recommendations.

Chapter 3 **The Plan**

Chapter 3 describes and illustrates the future for downtown, beginning with overall goals and concluding with specific initiatives or projects, illustrated with drawings and precedent images. In between are conceptual visions for each distinct area of downtown– the Waterfront, King Street and the Shoulders (Midland Avenue and First Street).

Chapter 4 **The Actions**

Chapter 4 provides a roadmap for implementing the plan. It contains a list of priority projects to be initiated primarily by the Town, with support from the BIA, private developers and the broader community. It outlines recommended changes to the Town's Official Plan and Zoning By-law to align them with the Master Plan and identifies the Community Improvement Plan (CIP) tools and incentive programs intended to stimulate private investments downtown.

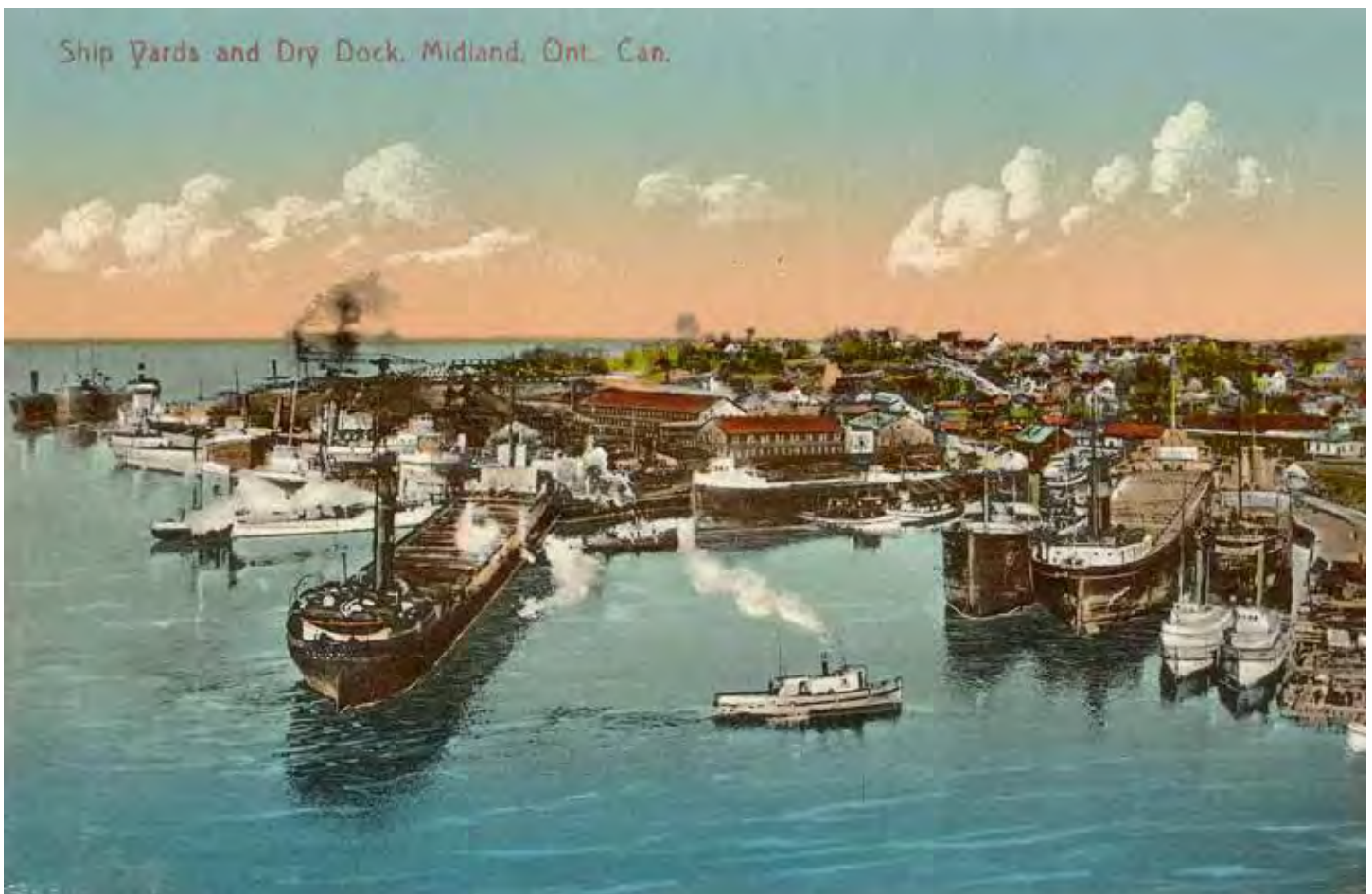


Chapter 2

The Context For Change

Places are a product of their past and distinct context. How a place grows and changes depends on its location, local and global economic trends, shifting demographics, government policies, and the values and culture of the community.

These factors have influenced what Midland is today and will continue to affect how it evolves. This Master Plan will help the town anticipate and capitalize on the changing context by showing how to building on assets, add new elements, and attract people and investment. The underlying intent is to improve Midland's economic well-being and the quality of life it provides for its citizens.



2.1 A TOWN WITH HISTORY

The Huronia area was the ancestral homeland of the Huron Wendat nation, a branch of the Iroquoian family and a society of traders and farmers. European settlers arrived around 1840, and town was founded in 1871 when Midland Railway of Canada chose Mundy's Bay as the terminus of its railway. With Midland's unique position at the bottom of Georgian Bay, the town soon became a hub for shipping, lumber and grain industries as well as tourism.

These industries were primarily concentrated along the waterfront. In the town's early days and into the early twentieth century, shipyards, coal docks, lumber mills and iron smelting foundries were all erected, employing much of the town's population.

The town was also a popular departure point for Great Lakes Cruises and tours of the 30,000 Islands. Passenger trains from Southern Ontario would deliver tourists to the area where they would lodge in hotels, board cruise ships and vacation in resorts.

As the town's waterfront industries and tourism grew, employees and their families required businesses, amenities and services. Entrepreneurs established general stores, hardware stores, theatres, social clubs, cafes and sporting venues, most located in the downtown.

The decline of the town's waterfront industry began in the 1950s, beginning with the relocation of the town's shipyards to Collingwood. Other industries left, due to the globalization of trade economies and changing shipping and transport trends. As the coal mills, shipbuilding yards, and grain elevators closed, they left behind large swaths of waterfront lands.



2.2 A TOWN ON THE BAY

Today, Downtown Midland is a product of its historical evolution. Remnants of the town's industrial heritage remain. ADM, an agriculture processor which has been operating in Midland for over a century, is the last operating major water-related industry with its grain elevators a defining element of the downtown waterfront. A gradual and continued diversification of employment sectors has helped restore the town's economy and because of the town's key location, it remains as a commercial centre for Huronia's permanent residents and summer cottagers.

The future of downtown should respect and celebrate its past, while also addressing challenges left by departed industries and embracing new opportunities. The evolution to a more recreation-oriented waterfront that has occurred over the past several decades, in particular, sets the stage for a greener, more mixed-use downtown.



In a globalized economy, Canada's wealth is increasingly concentrated in its major cities and resource-rich regions. To prosper, smaller cities need to closely link themselves to nearby larger cities, leverage their natural and cultural assets, and diversify the services they offer to the region around them.

With so many Ontario towns and small cities struggling to redefine their economies, the competition for people, institutions and investments is intense. Fortunately, Midland is in an enviable position given its institutional assets and more importantly its geography. Midland is located at the edge of the fast-growing, Toronto-centred region known as the Greater Golden Horseshoe, which includes Barrie. The town is a base within the cottage country surrounding Georgian Bay but is also positioned to be a day-trip or weekend-trip for urban dwellers to the south. Several million people are within a two-hour drive of Midland.

As more urban dwellers to the south seek an escape, a place to retire or just a smaller community for their business or education, communities like Midland stand to benefit. The challenge for Midland is to promote itself as a unique and special destination.

To ensure optimal growth that enhances the Town's prosperity, Midland can take lessons from popular destinations like Stratford, Collingwood, Cobourg and Picton. High-quality redevelopment, cultural programming and recreational assets have made these communities among the most desirable in the province to live and visit. In each of these places, the key to success has been a series of public and private investments in the heart of the community—downtown.



Figure 2.1: Southern Ontario Context



Orillia



Stratford

2.3 THE HEART OF HURONIA

Midland plays an important role in its more immediate setting, the Huronia Region, which consists of Midland, Penetanguishene, Tay and Tiny. Midland is the largest centre within Huronia, containing the greatest population of permanent residents and a concentration of shopping, financial, service and dining opportunities. It also includes all six of the region's major hotels.

The Huronia Area Tourism Action Plan identifies the need for a collaborative model between the region's four municipalities. The region contains a number of natural and cultural attractions, which can help bolster Midland as a destination for visitors. These including Discovery Harbour in Penetanguishene, Georgian Bay Islands National Park, the S.S. Keewatin in Port McNichol, and the Miss Midland which departs right from Midland's Town Dock in downtown. The Action Plan also recognizes Midland's downtown as a regional asset with a tourist appeal, with its historic character, variety of businesses, cultural offerings and adjacency to the water.

Downtown Midland should build on its role as a regional hub, seeking opportunities to be part of the Huronia tourism experience and reinforcing its vital role in the region through new destinations and experiences. It can also play a role for permanent residents of other municipalities in the Region, expanding its cultural and commercial offerings, festivals and events.



Georgian Bay



Miss Midland



Sainte-Marie among the Hurons

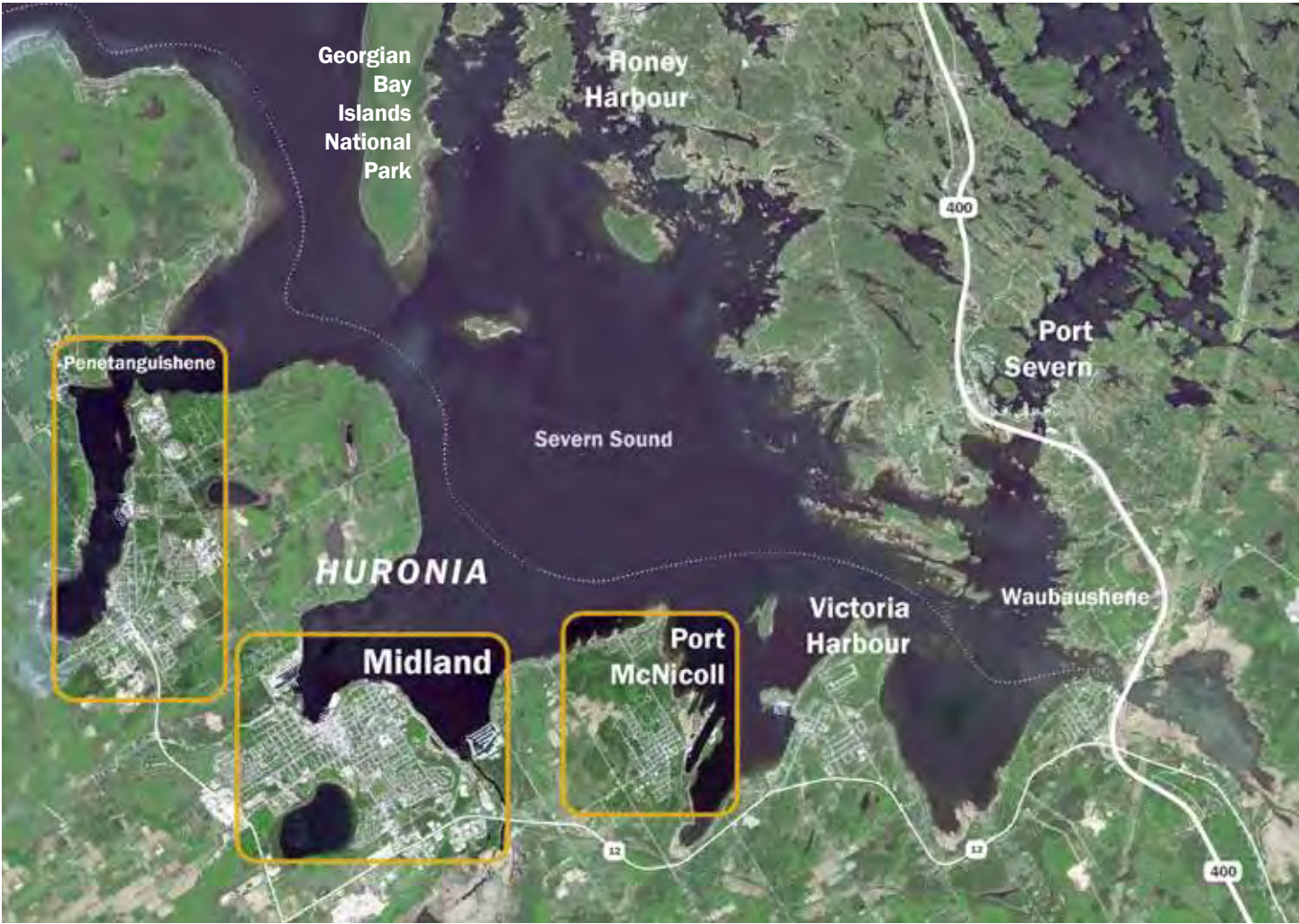


Figure 2.2: Regional Context



Martyrs' Shrine



S.S. Keewatin

2.4 REINFORCING DOWNTOWN

Midland benefits from a healthy main street, a strong employment base, access to Georgian Bay, and a number of destinations at its doorstep, including Martyrs' Shrine, Wye Marsh National Wildlife Area and Sainte-Marie Among the Hurons. With so many natural and community assets, residents and visitors enjoy a high quality of life.

Downtown is located in the town's heart on Georgian Bay, close to Little Lake Park, the Trans-Canada Trail and the North Simcoe Sports and Recreation Centre. These other attractions can be leveraged for the betterment of downtown by improving physical connections for pedestrians and cyclists. Improved signage and enhanced gateways to downtown, as well as heightened design standards, are other ways to reinforce downtown as the town's civic heart.

Healthy downtowns rely on healthy neighbourhoods surrounding them, and vice versa. Encouraging ongoing improvements in Midland's core neighbourhoods, include residential intensification in appropriate locations, and better connecting them to downtown, will benefit the town centre.

There are other ways to strengthen downtown. To reinforce its commercial role and ensure Downtown remains the most prominent business area, the Town should consider restricting the types of retail and service uses that are permitted along the highways through town. While these corridors require certain amenities for travelers and nearby residents, the expansion of retail uses in these areas can threaten the vitality of downtown.

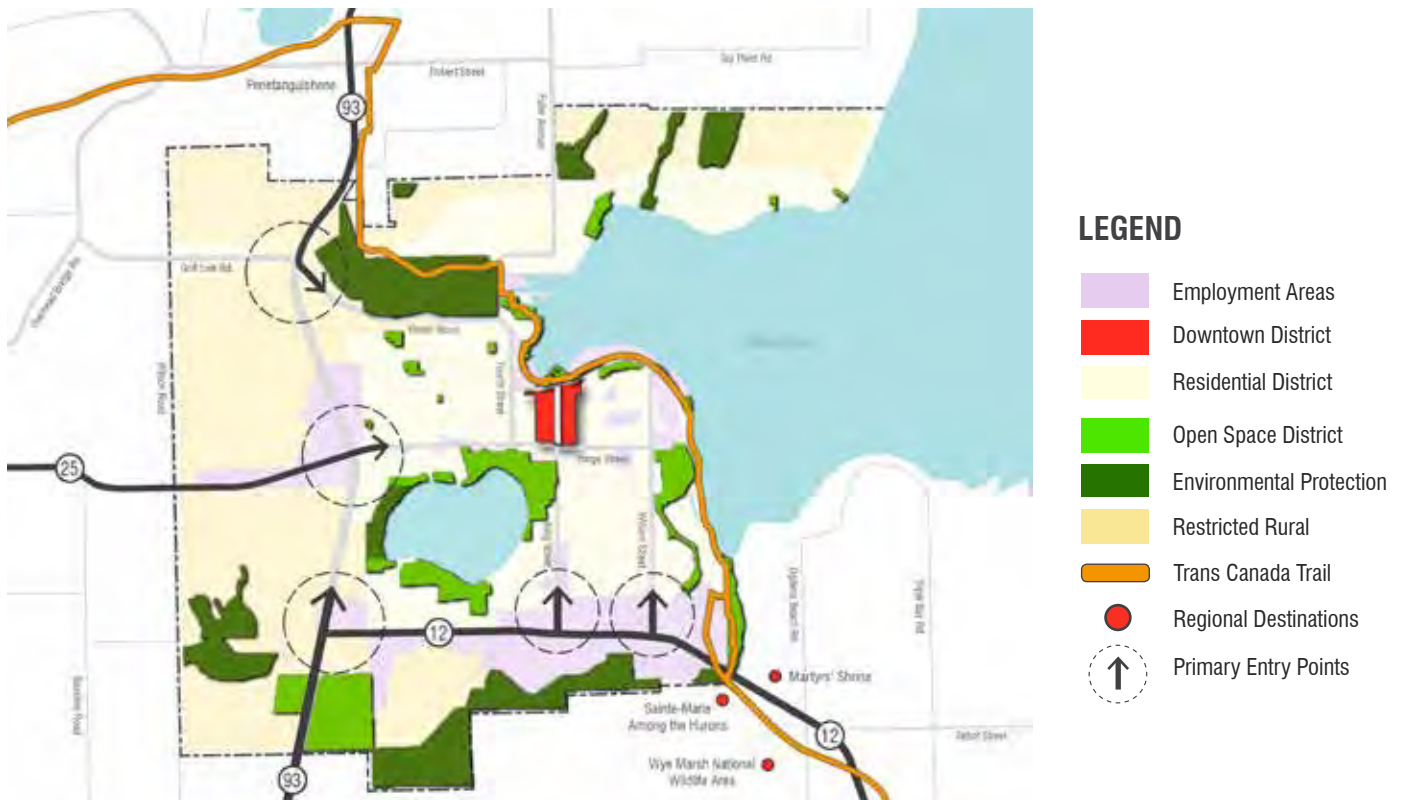


Figure 2.3: Town Context

Figure 2.4: Immediate Context



Midland Bay

Huronia Park

Harbourside Park

Midland Fire Department

Midland Community Church

Town of Midland Municipal Office

Knox Presbyterian Church

St. Pauls United Church

Midland Public Library

Midland Cultural Centre

St. Margaret's Roman Catholic Church

St. Marks Anglican Church

Ontario Court of Justice

YMCA of Midland

North Simcoe Sports and Recreation Centre

Huronia Museum

Midland Curling Club

Huron Park Public School

Calvary Baptist Church

Downtown Study Area

- Study Area Boundary
- Commercial
- Residential
- Civic/Community
- Industrial
- Parkland & Open Space
- Parking Areas
- Trail Network
- Improved Pedestrian and Cycling Connections
- Key Neighbourhood Connections to Strengthen

2.5 POLICY CONTEXT

The Town's and Simcoe County's planning policy frameworks play important roles in shaping development downtown, and they influence the function and design of the public realms, i.e., streets and open spaces. The relevant policies of the respective Official Plans are summarized below. While the policies need to be respected, the Master Plan Study also provided an opportunity to consider revisions and updates to policies applicable to downtown.

SIMCOE COUNTY OFFICIAL PLAN (2012)

The Official Plan of the County of Simcoe identifies Midland as a primary settlement area. Policies of the plan direct that downtowns in primary settlement areas should be promoted as focal points for residential, commercial and institutional uses through the maintenance of safe and pleasant pedestrian environments and streetscapes; the protection of heritage; economic development; and the development of a range of housing types.

The County's plan also identifies the need to provide safe pedestrian and cycling movement in downtowns, identifying these areas as places for "complete streets" – public rights-of-way that accommodate pedestrians, cyclists, transit, private vehicles and freight traffic.

TOWN OF MIDLAND OFFICIAL PLAN (2014)

The Town of Midland's Official Plan set out policies and recommendations to provide direction for future growth and development for all lands within the town boundaries.

The Official Plan supports the promotion and strengthening of downtown as a significant location for commercial retail uses, businesses, and services and states the downtown should be constantly developed, strengthened, and improved. Recognizing downtown's distinct role in the Town, the Official Plan provides downtown with a specific 'Downtown District' land use designation. The designation's objectives are to maintain its role as the central business district, foster its history, reinforce the interconnectedness of downtown and the waterfront, and to promote mixed uses.

The Downtown District land use policies allows a mix of business, commercial, cultural and open space uses, and specifically encourage residential uses to be located downtown. Standalone wholesale retail that is "appropriate" for Downtown is permitted at the Downtown's periphery, while wholesaling uses which are accessory to a business is permitted everywhere within downtown..

The Downtown District development policies reinforce the pedestrian nature of downtown while also recognizing the need to maintain adequate municipal parking to support businesses. It also states the provision of public open space within downtown is an essential component to ensure its desirability. High density residential development (low rise or high rise apartment buildings with density of less than 60 units per hectare) are encouraged to locate near the downtown to increase residential

presence. Light industry, wholesale and related commercial uses should not be permitted along King Street. Elsewhere, the Official Plan recognizes that highways (including Highway 12) are seen as the ideal location for these sorts of uses as well as retail commercial uses with a large footprint.

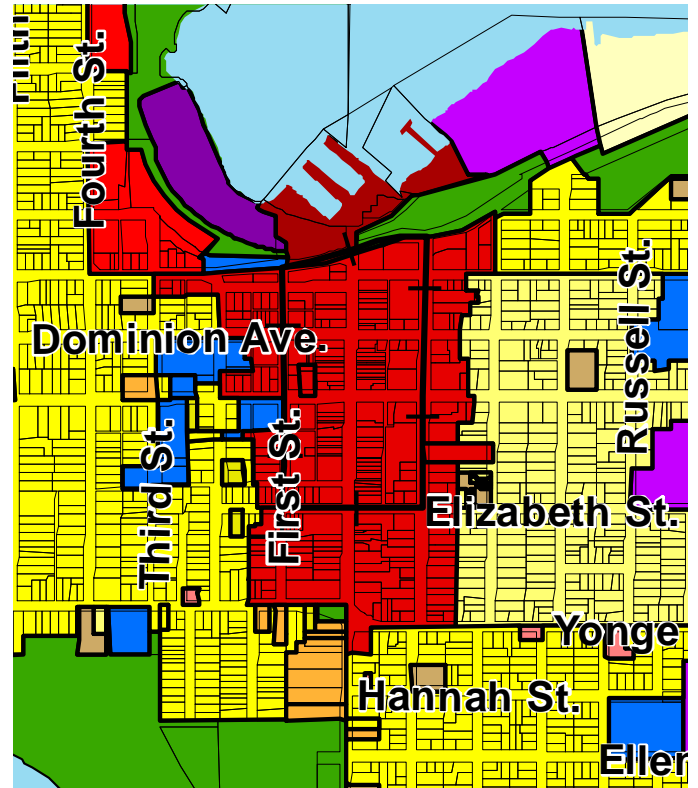
ZONING BY-LAW 2004-90

The Town's zoning by-law implements the objectives and policies of the Official Plan, establishing the development requirements for new development.

The majority of the Downtown plan area is designated Downtown Core Commercial Zone - DC-F2, while its waterfront portion north of Bayshore is designated Marina Commercial – MC.

In the Downtown Core Commercial Zone, a range of residential, commercial, office, and cultural uses are permitted. Development is limited to a maximum height of 11 metres (3 storeys) and is not to exceed a floorspace Index of 2.0 times the area of the lot. Except in specifically indicated areas, dwelling units must be located above businesses and cannot exceed floor area of commercial use. There is no minimum front yard setback, promoting a street-oriented development pattern. Distinct to this zone, there are no minimum parking requirements in the area bounded by the centre lines of Elizabeth Street to the south, Bayshore Drive to the north, Midland Avenue to the east and First Street on the west.

The Marina Commercial Zone permits water-related facilities and businesses as well as tourism, entertainment, and public uses. Development is limited to 11 metres in height. lot coverage may not exceed 50% of the lot, and the minimum setback from the front lot line is 12.0 metres.



LEGEND

- R2 Residential Zone
- R3 Residential Zone
- R4 Residential Zone
- R5 Residential Zone
- Residential Townhouse Zone
- Residential Apartment Zone
- Residential Office Zone
- Downtown Core Commercial Zone
- Highway Commercial Zone
- Neighbourhood Commercial Zone
- Marine Commercial Zone
- Industrial Zone
- Industrial Zone
- Institutional Zone
- Open Space Zone

2.6 DOWNTOWN STRENGTHS

Downtown Midland today has many assets. Below are the key elements which should be protected and enhanced as the Downtown evolves.

- 1 A well-defined main street with a variety of retail and dining establishments**

Whereas many towns of Midland's size struggle to keep vibrant main streets, Midland's King Street is in relatively good shape, and contains a range of businesses and office uses. These businesses serve residents year-round and are a draw for cottage-goers during the summer season.
- 2 Highly-valued cultural institutions such as the Midland Cultural Centre and the Midland Public Library**

Private and public investments in these two downtown landmarks have benefitted the community, creating meeting places and offering a range of amenities and activities. The proximity of the two creates a cultural node that should be reinforced. Downtown also has a strong volunteer community supporting many programs held in places of worship.
- 3 A commanding view of Georgian Bay from King Street**

The downtown has an intrinsic relationship with the waterfront, and the view of the bay from King Street draws in visitors and provides the downtown with a distinct natural setting.
- 4 Public access, open space and boating activity at the waterfront**

The publicly-accessible central waterfront provides residents and visitors with access to a natural asset and a number of water-related recreational opportunities. Public play areas and open space provide spaces to play, relax, and enjoy the waterfront's industrial heritage and stunning natural views.
- 5 The Trans-Canada trail connecting Downtown to the rest of the Huronia Region**

The entry-way to the Trans-Canada trail provides an interface between Midland's cultural and natural assets, and positions Downtown as a place for cyclists, hikers, cross-country skiers and snowmobilers to take a rest or refuel as part of their recreational experience.
- 6 A variety of professional services serving the regional population as well as information technology firms**

As mentioned earlier in this chapter, Midland has been successful in diversifying its economic base once industry began to decline. The downtown is home to a range of businesses serving the town, Huronia and other nearby municipalities, and some operate electronically in the global marketplace.
- 7 Proximity to the Midland Bay Landing site, Little Lake Park and the North Simcoe Recreation Centre**

Downtown is located within walking distance of a number of other town assets, offering a range of experiences for visitors and providing downtown businesses with an expanded customer base.
- 8 Events and programming, including Ontario's Best Butter Tart Festival, Artwalk, Ribfest and the Santa Claus Parade (not mapped)**

Downtown Midland is the Town's civic heart, hosting a number of the town's festival and events. These activities have reinforced downtown as an essential part of town culture.



Figure 2.5: Downtown Strengths



Midland Public Library



Looking toward the Bay down King St.



Sidewalk Patios on King Street



Butter Tart Festival



Midland Marina



Midland Cultural Centre

2.7 DOWNTOWN OPPORTUNITIES

There is room for improvement downtown. Below are some of the key challenges and opportunities that are addressed by the Plan, contained in Chapter 3.

- 1 An entry-way to Downtown that's currently without downtown character**

The intersection of King and Yonge is the gateway to downtown, but its current appearance doesn't lend much to reinforce its significance. The wide intersection and low-scale buildings set back far from the street are inconsistent with the character of downtown and more reminiscent of a suburban commercial intersection.
- 2 Vacant storefronts and building facades in need of improvement**

While there are long-established and newer businesses up and down King Street, things could be better. Vacant storefronts and buildings in disrepair send the wrong message about the health of downtown.
- 3 An aging King Street streetscape in need of greening and updated street furniture**

The King streetscape provides the right kind of pedestrian amenities for a downtown main street, but the furnishings are dated or in disrepair. While concrete planters provide some visual amenity, the overall appearance of the street could be beautified through greening, improved landscaping and updated street furniture.
- 4 Bayshore Drive acts as a barrier to the waterfront**

Bayshore Drive is four-lane arterial with limited sidewalks that carries vehicles and freight trucks at high speeds. The current configuration of the street provides a visual and mental barrier between the two areas, and doesn't provide adequate safe crossing for a central, pedestrian-oriented area.
- 5 Lack of street trees and pedestrian amenities on First Street and Midland Avenue**

Even though First Street and Midland Avenue contain a number of businesses and residential uses, their appearance don't reflect their downtown setting. To ensure these streets are an extension of the downtown experience, their appearance should be improved to ensure they too are pedestrian-oriented areas.
- 6 Large areas of surface parking**

Downtown needs parking lots, but excessive surface parking with little or no landscaping detracts from the character of downtown and make streets like Midland Avenue and First Street unfriendly to pedestrians.
- 7 The old Esso site on Bay Street**

The vacant, former Esso site is currently an unused space, and will continue to be undeveloped for the foreseeable future. Consideration needs to be given to how this space can be improved to contribute to the downtown experience in the context of its real constraints.
- 8 Downtown doesn't have a face on the waterfront**

While waterfront and downtown activity reinforce one another's vibrancy, the physical appearance of downtown from the waterfront is not inviting, with vacant parcels, parking lots, and the backs of buildings defining the view.
- 9 Lack of usable green space on the waterfront**

Public access and open space are vital components to a well-used waterfront, but how the waterfront is currently used could be improved. A large proportion of the waterfront is used for surface parking. The park space located near the water today is limited and could be improved. A number of active park uses and ancillary buildings could be introduced to provide more to do on the waterfront and attract more visitors.
- 10 The east-west streets contain places to visit, but are bleak in appearance**

Like Midland Avenue and First Streets, the downtown's east-west streets generally have few street trees or other landscaping. Marking these streets as an extension of the downtown experience through greening and other streetscape improvements will benefit existing businesses and attract new ones to locate here.



Figure 2.6: Downtown Opportunities



King & Yonge Intersection



Midland Avenue Looking North



Empty storefront on King



Limited waterfront green space



Bayshore Drive



View to downtown from the waterfront





Chapter 3

The Plan

THE PLAN

The plan for Downtown Midland is based on the community's aspirations for Downtown and the study team's assessment of opportunities. The plan proposes a number of built form, public realm and programming improvements that will improve the downtown's liveability and vitality, and increase its attractiveness to new businesses, residents and tourists.

The plan begins with an overall vision and goals for the downtown to guide future development and investments. A description and illustrations of the vision for the different parts of downtown follow. The plan then breaks down into 20 key initiatives that will achieve the vision. Urban design guidelines are outlined for each area to provide further direction for how each should evolve.

3.1 OVERALL VISION AND GOALS

The community's aspirations and the analysis of physical opportunities, summarized in the previous sections, set the stage for a long-term master plan for Downtown Midland. The foundations for the plans are an overall vision of what the downtown can become and seven goals that support the vision. The goals are interdependent and mutually reinforcing and therefore should be pursued concurrently. They provide a checklist against which each new proposed improvement for downtown can be reviewed to ensure it maximizes its contribution.

VISION

DOWNTOWN MIDLAND WILL BE A GREEN, BEAUTIFUL AND VIBRANT PLACE, WHERE AREA RESIDENTS WILL GO ROUTINELY TO SHOP, DINE, WORK, LEARN, PLAY OR BE ENTERTAINED, AND WHERE VISITORS WILL STAY TO ENJOY THE REGION'S MANY CULTURAL AND RECREATIONAL ATTRACTIONS.

GOALS

1. Provide more things to do downtown

Shops and restaurants, the Midland Cultural Centre and the library, and annual festivals and other events bring people downtown, but more attractions are needed to keep downtown active during the day, in the evenings and on the weekends, throughout the year. More shops and restaurants. More festivals and other celebrations. More artistic performances and public art. More places to stroll, relax and play.

2. Improve the pedestrian experience downtown

Every street downtown has sidewalks, but more is needed to encourage walking. More street trees will make downtown more inviting and provide comfort for pedestrians. More benches will provide places to rest. King Street might require the most pedestrian amenities, but Midland Avenue, First Street and the cross-streets are just as important—improvements on them will encourage exploring on foot and support businesses off the main street. Vehicular traffic should move slowly through downtown, and pedestrian crossings should feel safe.

4. Attract more businesses to downtown

There are empty storefronts to fill on King Street but also the opportunity to attract a variety of businesses across downtown. Shops and restaurants, many offering unique products and experiences, should also be encouraged on the main street and the cross-streets. Professional and personal services belong on the upper floors of King Street buildings or on other downtown streets. Creative companies that diversify Midland's economy should continue to be encouraged to locate downtown.

6. Draw more day and overnight visitors to downtown

More events, more businesses and a greener downtown will attract more tourists. Distinctive signage on the highways and major roads into town will also be critical to inviting and guiding them. And a hotel, inns and other accommodations in downtown will be needed to encourage overnight stays, which will boost the local economy. The attractions of downtown also need more promotion, in conjunction with other regional destinations.

3. Beautify the waterfront and connect it to the downtown core

Georgian Bay is naturally beautiful and one of downtown's greatest assets, but the open space where people enjoy the water, and connections to it, needs work. More green space and more things to do on the waterfront, in all seasons, will bring more people downtown. Attractive new buildings on the south side of Bayshore Drive will also improve the image of downtown, while calming Bayshore will help to seamlessly connect it to the waterfront.

5. Improve connections to neighbourhoods and places outside downtown

Downtown might historically begin at Yonge Street and end at Georgian Bay, but by improving links for pedestrians and cyclists to the North Simcoe Recreation Centre, Little Lake Park, Pete Pettersen Park and the future Midland Bay Landing development, these nearby destinations will feel like part of the town's core and trips between them and downtown will become more common. Improving the streetscapes of the cross-streets for pedestrians and cyclists will also encourage residents in the adjacent neighbourhoods to regularly visit downtown.

7. Stimulate more residential development

More people living downtown will mean more support for businesses and more street life throughout the day, everyday. More apartment buildings and townhouses will also fill gaps in the downtown fabric and contribute to pedestrian-friendly streetscapes. As the number of attractions downtown grows and the public realm is improved, the demand for new and renovated dwellings should increase.

The 3D visions for downtown used throughout the plan are conceptual and illustrate development and open space opportunities. The future design of buildings and spaces may be quite different yet still support the goals for downtown.

3.2 THE WATERFRONT

A NEW PARK ON THE BAY

Midland's central waterfront is dominated by parking and uses that serve boaters. A greener waterfront with more amenities for everyone will attract more people downtown and create an attractive setting for development at Midland Bay Landing and south of Bayshore Drive.

A new multi-faceted waterfront park is central to the Downtown Master Plan. Development of the park will proceed in phases, from west to east. The first phase will include the relocation of some of the parking on the north side of Bayshore to the curb lanes of Bayshore itself, effectively narrowing the road and calming traffic to reduce the barrier effect it currently has. A programmable event space will be added to the existing open space along with enhanced landscaping and new furnishings. The event space could be used as an ice rink in the winter, and a small community building would provide a change room and a place to warm up as well as space for seasonal vendors (e.g., snack bar, bike rentals).

Phase 2 of the park will involve the addition of more green space at the foot of the piers, reconfiguration of the parking around the Boathouse Restaurant and an extension of the water's edge path through the Central

Marine site to Midland Bay Landing. The opportunity for the Town to acquire the restaurant property for parkland and establish a new restaurant building at the end of the north pier should be considered during this phase or in a later phase. Ideally, Phase 2 will occur in conjunction with the realignment and redesign of Bayshore Drive through downtown which is explained in further detail in section 3.5.

Phase 3 would involve the relocation of Central Marine or, at a minimum, the relocation of its boat sales and storage yards, to allow for expanded green space and park amenities. Some or all of the existing docks should be made available to visiting boaters.

A master plan for the new waterfront park should be coordinated with detailed plans for the future public realm at Midland Bay Landing.

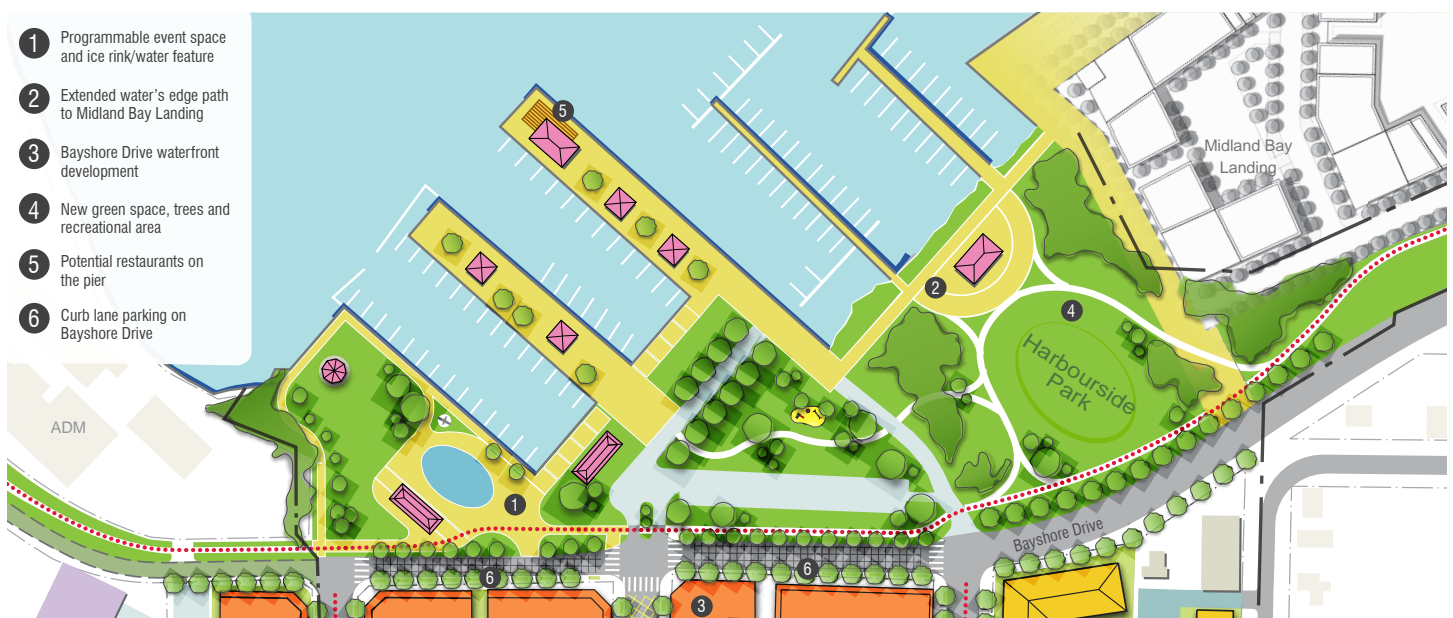


Figure 3.1 Waterfront Park Concept



Figure 3.2 Birds eye View of Waterfront Park Concept



A NEW FACE ON DOWNTOWN

The current alignment of Bayshore Drive results in limited opportunities for new development facing the waterfront to help enliven both it and the downtown. Realigning Bayshore to terminate initially at First Street will result in two significant new development sites on the north side of Bay Street, between First Street and King Street. These sites would be ideal for a hotel and/or mixed-use buildings up to five storeys with restaurants or other commercial uses on the ground floor. Part of the interior of the blocks could accommodate public parking, with most of the private parking to be located underground or as surface parking.

As the waterfront becomes greener and development on the new blocks begins to occur, underutilized sites east of King Street will become more attractive for mixed-use apartment buildings. Ultimately, there may be an opportunity to extend Bayshore along the edge of the ADM site, eventually linking to Vindin Street, to improve access along the waterfront and allow the ADM trucks to avoid downtown streets. This would also result in another new development site on the west side of First Street, adjacent to the fire station. Any extension of Bayshore must maintain a recreational trail on the water side of the road.



WATERFRONT DESIGN GUIDELINES

- Along Bayshore Drive, encourage redevelopment with primarily residential and/or hotel uses with retail uses at the ground level required at the corners of King Street and Bayshore. Condominium or rental apartments are the most appropriate housing type. Townhouses, either stand-alone or integrated at the base of an apartment building, can be considered east of Midland Avenue and west of First Street.
- Require buildings to frame and address adjacent streets. Residential parking should be located underground wherever possible. Surface parking lots should be minimized and located at the rear of buildings. Servicing areas should also be located at the rear. Access to parking and servicing should be from Bay Street, First Street or Midland Avenue.
- Building heights along Bayshore Drive should be a minimum of three storeys and a maximum of five.
- Along Bayshore Drive, buildings should generally frame the street and be located close to the front lot line; however larger setbacks are allowed for active uses such as restaurant patios. Parking is not permitted between the front and sides of buildings and the street.
- Building materials should be durable and consistent with the historic character of the Downtown. The use of stone, bricks, decorative concrete and non-coloured glass is appropriate; the use of stucco, coloured glass and wood, vinyl, or aluminum siding is not.
- Mid-block pedestrian connections should be provided.
- One-storey pavilion style buildings for recreational uses can be located in the new waterfront park. For these types of buildings, particular attention to the design of all sides of the building – front, back, and sides – is required.



Figure 3.3 New face on downtown



3.3 KING STREET

A MORE BEAUTIFUL, BUSTLING MAIN STREET

King Street is lined with a variety of businesses and institutions, but its streetscape needs a refresh and it would benefit from more permanent and programmed activity. From Yonge Street to Bayshore Drive, a series of initiatives are planned:

- **A redesigned intersection** at King and Yonge with enhanced landscaping as a gateway to the downtown and improved conditions for pedestrians and cyclists.
- **Widened pedestrian zones** on King Street between Elizabeth Street and Yonge Street, including curb bump-outs, to provide more space for walking, patios, street furniture and trees. These will meet AODA design requirements for accessibility as a minimum.
- **A new institutional use** at the southwest corner of King and Elizabeth, should the existing uses be relocated, to complement the library and Midland Cultural Centre. Other locations may also be suitable in the downtown.
- Pedestrian signals or four-way stop signs at the intersections of King and Elizabeth and King and Dominion to **improve pedestrian safety**.
- **Mid-block crossings** between Elizabeth and Hugel, and Hugel and Dominion with distinctive paving treatments and highlighted pedestrian crossings.
- **Updated landscaping and street furnishings**, including new waste and recycling bins, benches, and more restaurant patios.
- Ongoing **façade improvements** and building renovations.
- A new **public event space** on the former gas station site at 509 Bay Street for markets and a range of cultural events.
- More **events programmed throughout the year**, the biggest ones taking over sections of King Street.



Figure 3.4 King Street Improvements

KING STREET DESIGN GUIDELINES

- For new infill development on King Street, require mixed-use buildings with retail at ground level and residential, office or “live-work” space on upper floors. For existing buildings, encourage the conversion of upper floors to residential, office and “live-work” space.
- Commercial uses that generate low pedestrian traffic, such as professional offices and personal services, should generally be prohibited on the ground floor. These uses are more appropriate on the side streets leading to King Street, where other retail uses should also be permitted, and on Midland Avenue and First Street.
- Require all new buildings to frame and address adjacent streets. New development should be built to the property line but may be setback a maximum of one metre at the ground floor to provide additional space for boulevard patios, landscaping and street furniture.
- Servicing areas should be at the rear of buildings.
- Private parking should not be required for new or expanded commercial development. Over time, surface parking for commercial uses should be consolidated into public parking facilities, with property owners contributing cash in lieu of parking. Parking for new apartment buildings should be located underground, if possible, or at the rear of the building.
- Building heights should be a minimum of two storeys and a maximum of four.
- Buildings should contribute to a consistent street wall with minimal gaps or courts between buildings, except where there are opportunities for mid-block pedestrian connections.
- Ground floor commercial frontages should generally incorporate a minimum amount of 70% transparent glass that allows activity to be seen from the street. “Blank walls” or covered windows should not be permitted.
- The façade design and detailing of new infill development along King Street should respond to neighbouring properties and established development patterns by continuing floor-to-ceiling heights, and the placement of windows, awnings, cornices and signage.
- Building materials should be durable and consistent with the historic character of Downtown. The use of stone, bricks, decorative concrete and non-coloured glass is appropriate; the use of stucco, coloured glass and wood, vinyl, or aluminum siding is not.



3.4 THE DOWNTOWN SHOULDERS

GREENING STREETS AND ENCOURAGING DEVELOPMENT

Parts of First Street and Midland Avenue feel like the backside of downtown and should be made more attractive. Some properties on both streets also have the potential for infill development or redevelopment that would add more residents and/or businesses to downtown.

Incrementally, First Street and Midland Avenue will be redesigned to accommodate two travel lanes, turning lanes only where required, on-street parking and curb bump-outs to provide space for trees and street furniture. Cyclists will have more space on both streets, including bike lanes on Midland Avenue. The cross-streets of Elizabeth, Hugel, Dominion and Bay, as they pass through downtown, will be narrowed and redesigned to provide room for wide sidewalks, curb bump outs, and street trees.

Bay Street, between First Street and King Street, will be a priority for temporary streetscape improvements, such as planters in the parking lanes and seasonal decks between the planters to accommodate seating. These elements will support the use of 509 Bay Street and the parking lot on the north side of Bay for the farmers' market and other special events.

Development on underutilized sites will be encouraged and the zoning by-law will ensure new buildings help to frame streets and generally enhance the character of downtown. The two largest municipal parking lots on either side of downtown are currently well used, but in the long-term there may be development opportunities on a portion of either of them. If the need for public parking increases significantly, a parking structure lined with commercial space could be developed on the Midland Avenue municipal lot.

Since the commercial heart of downtown extends beyond King Street, the boundaries of the Business Improvement Area should be expanded to include commercial properties on First Street, Midland Avenue and the cross-streets, as well as on King, between Elizabeth and Yonge. This would provide additional funds for public realm improvements and programming that benefit all downtown businesses.



Between King Street and the shoulder streets are Borsa Lane and Bourgeois Lane. These public right-of-ways play an important role in accommodating utilities and providing access to servicing areas and parking. They are also used by pedestrians to access the rear entrances of businesses on King Street or taking shortcuts through downtown. Given their multiple functions, clearing snow from the lanes should be a priority and they should be well lighted to make downtown feel safer and more welcoming at night.

SHOULDER STREET DESIGN GUIDELINES

- On First Street and Midland Street, a range of development type is encouraged, including commercial, mixed-use, office and residential development in the form of townhouses and apartment buildings.
- Parking for new residential development or office buildings should be located at the rear of buildings. Private parking should not be required for commercial development. However, where this is provided, parking, along with service uses, should not be located at the front of buildings.
- Building heights should be a minimum of two storeys and a maximum of four.
- New development should generally frame the street. However, buildings with residential uses at grade (either direct unit entrances or residential lobbies) should be setback a minimum of 1.5 metres and up to a maximum of 3.0 metres. Landscaping should be required in these areas to beautify the street and also provide privacy for residents.
- Buildings should contribute to a consistent street wall with minimal gaps or courts between buildings.
- Buildings should be of high quality and include durable and attractive building materials. Stucco, coloured glass, and wood, vinyl, or aluminum siding is not appropriate for a downtown setting.



3.5 TWENTY KEY INITIATIVES

Achieving the vision for downtown will require ongoing improvements, large and small, implemented over many years. Among them are the 20 key initiatives listed below and described in this section, each of which will have a significant impact on downtown. As outlined in Section 4, some of these should be pursued in the short-term to kick-start positive change and pave the way for longer-term actions.

Key Initiatives

- 1 New Waterfront Park
- 2 Waterfront Park Expansion
- 3 Bayshore Drive Realignment
- 4 Waterfront Development
- 5 New Market Square
- 6 King Street Rejuvenation
- 7 New Pedestrian Crossings on King Street
- 8 King-Yonge Intersection Improvements
- 9 Midland Avenue Streetscape Enhancements
- 10 Potential Parking Structure
- 11 Cross-street Streetscape Enhancements
- 12 Potential Educational Institution
- 13 First Street Infill Development
- 14 First Street Streetscape Enhancements

LEGEND

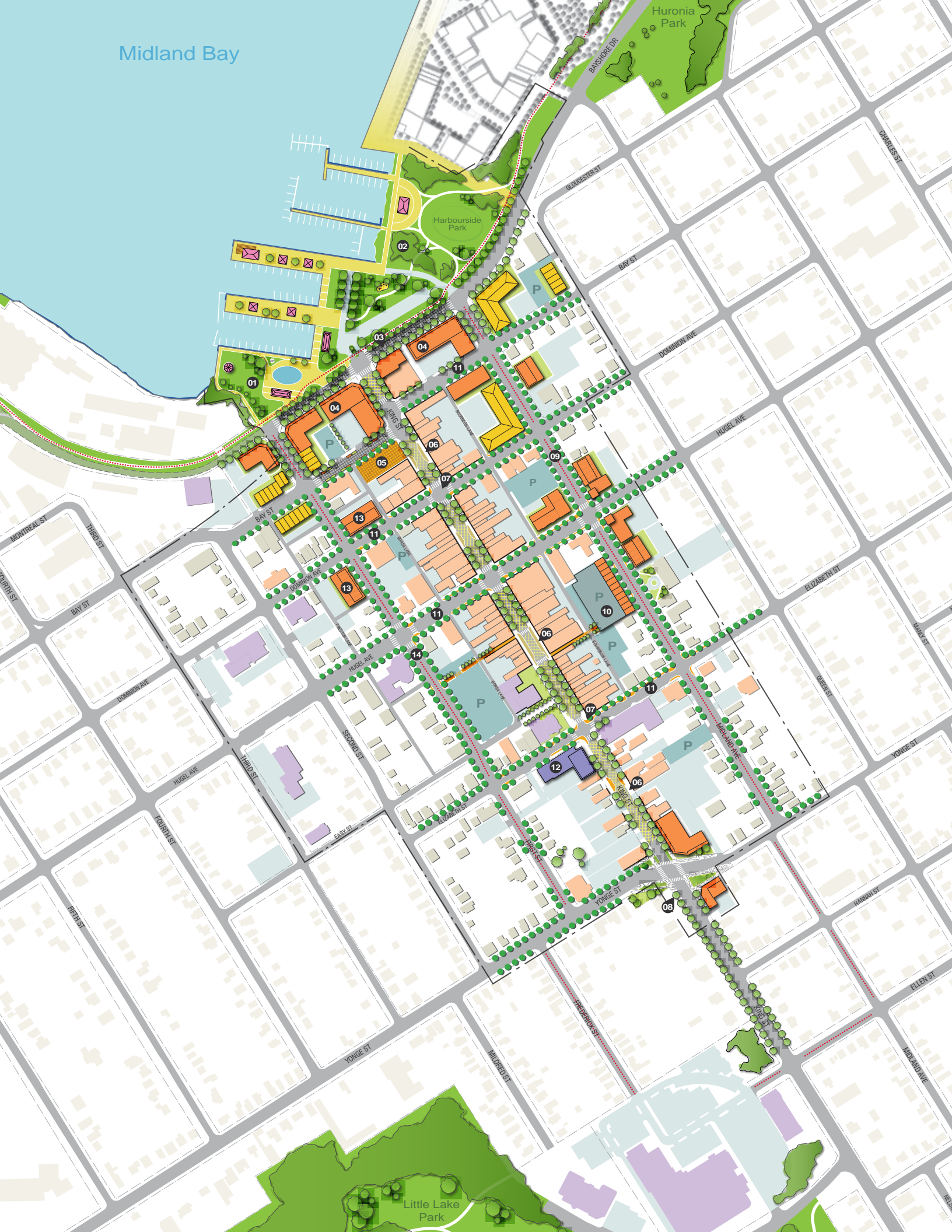
-  downtown boundary
-  future residential
-  future mixed use or commercial
-  park facilities
-  educational institution
-  existing commercial
-  parks & open space
-  municipal parking
-  private parking
-  streetscape enhancements
-  dedicated cycling routes
-  King Street built edge
-  509 Bay St. - market square

Initiatives Not Mapped:

- 15. Special Event Programming
- 16. Strategy for Long-stay Parking
- 17. Facade Improvements
- 18. Renovation and Redevelopment Incentives
- 19. BIA Boundary Expansion
- 20. Improved Signage and Wayfinding

Figure 3.5 Key Initiatives

Midland Bay



1 New Waterfront Park

As described in Section 3.2, a new waterfront park with a range of amenities will transform the existing open space and parking lots that boaters, cruise boat passengers and trail users pass through into a major destination for Midland residents and visitors. This will be a multi-phase initiative implemented over the next 10 to 15 years. The first step is to prepare a detailed master plan for the park, in conjunction with a detailed public realm plan for the Midland Bay Landing site, to guide incremental improvements. The Phase 1 improvements should include the following:

- Relocation of much of the parking west of the King Street entry road, retaining the three parking bays north of Bayshore Drive. Parking can be relocated to the curb lanes of Bayshore Drive.
- The addition of green space and a programmable event space where the parking and associated driveway is removed. The event space should be large enough to accommodate outdoor concerts or movies and a natural skating rink in the winter.
- Realignment of the Rotary Trail through the new green space.
- The addition of hardy trees and other vegetation.
- A gazebo and shaded seating areas along the water's edge pathway.
- A seasonal building to accommodate a bike rental outlet or food vendors in summer and a skate change area in winter.

If feasible in the short-term, an artificial skating rink that converts to a water feature and event space in summer should also be included, along with a support building with an indoor lounge, but these features could be added in a later phase.



2 Waterfront Park Expansion

Future phases of the new waterfront park should include reducing parking at the foot of the piers and adding more green space for picnicking, casual recreation, play structures and landscaping. Where required for uses on the waterfront, small parking lots may be provided, with access from the foot of King Street and/or the foot of Midland Avenue.

As future phases are pursued, the Town should work with the owners of the Boathouse Eatery property to either enhance the setting for the existing building or, preferably, relocate the restaurant either closer to the water's edge on land leased from the Town or on one of the new development parcels to be created on the south side of a realigned Bayshore Drive.

As the new waterfront park expands and the Midland Bay Landing development is implemented, Central Marine's land-based facilities will become less compatible with their surroundings. The boat display and storage areas, in particular, diminish the attractiveness of the waterfront, and the need for direct and secure access to the water-based uses restricts public access along the water's edge. Efforts should be made to relocate the marina to a more suitable location in the town. This will allow for significant expansion of the park, the continuation of a water's edge path linking downtown to Midland Bay Landing, and the expansion of docks and slips for transient boaters. These improvements will not only enhance public enjoyment of the waterfront but will also make the lands to the east and south of Bayshore Drive more attractive for redevelopment.

The proposed phasing of the new waterfront park and Bayshore Drive realignment is illustrated on the following pages.

3 Bayshore Drive Realignment

The realignment and redesign of Bayshore Drive through downtown will be instrumental to achieving two goals—improving connections between the waterfront and downtown, and facilitating mixed-use and residential development. Shifting Bayshore Drive northward and introducing a jog at First Street will more than double the size of the block between First and King Street, which is largely owned by the Town, and it will also enlarge the block east of King (see Figure 1.1). Ultimately, there is the opportunity to use a portion of Town land and, if possible, to use a portion of the ADM property to extend Bayshore around the end of the bay and link it to Vindin Street, which should reduce truck traffic downtown. The long-term extension of Bayshore would entail shifting the Rotary Trail to the water side of the new road as it passes the ADM site.

As Bayshore Drive is realigned, its cross-section should be redesigned to accommodate two travel lanes, a parking lane on the north side, left-turn lanes at the intersections if necessary, and a generous boulevard on the south side to accommodate trees, a wide sidewalk and restaurant patios (see Figure 2.0). Distinctive paving treatments and highlighted pedestrian crossings should signal to drivers that the section of Bayshore through downtown is a “pedestrian-priority zone”.

The realignment and redesign of Bayshore, which will transform the downtown waterfront interface, will require further technical study and a Class EA that considers truck routes through downtown and potential impacts on existing downtown businesses. The road's extension west of First Street will require collaboration with ADM to mitigate impacts on their business and may be feasible only when land uses along the extension begin to change. However, this should not delay the proposed realignment east of First Street.

Given the cost to realign not only Bayshore Drive but also the wastewater and other utilities below the street, the Town should coordinate the realignment with redevelopment of the enlarged block, using the sale of land for development to assist with the capital costs.

Proposed Phasing of Waterfront Improvements

PHASE 1 - 1 to 5 years

- 1 Parking on Bayshore Drive
- 2 New green space and programmable event space
- 3 Rotary Trail realignment
- 4 New trees and landscaping
- 5 Park amenities - gazebo, shaded seating areas, ice rink/water feature and vendor buildings
- 6 New Market Square

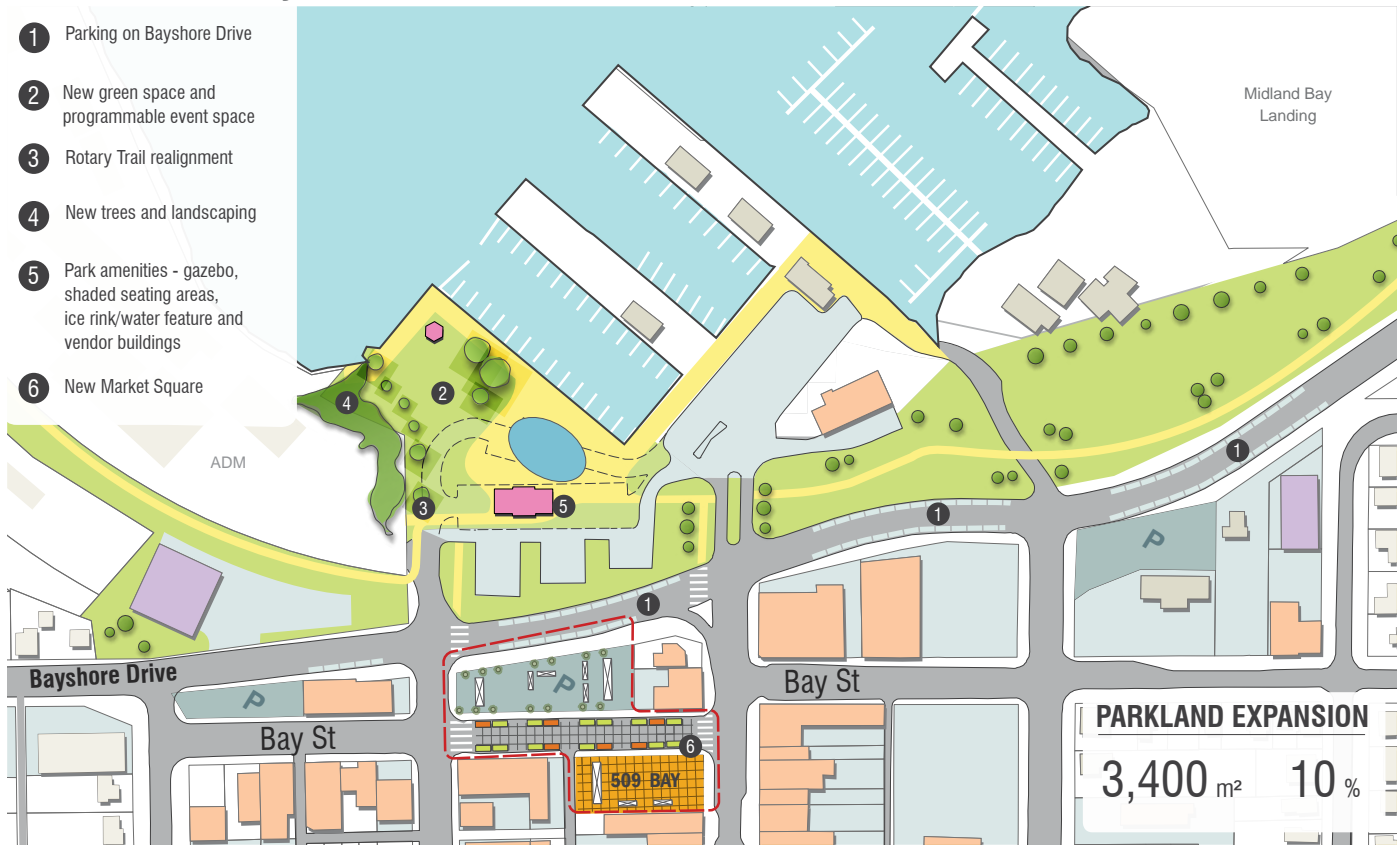


Figure 1.1

PHASE 2 - 5 to 10 years

- 1 Realignment of Bayshore Drive to First Street
- 2 Reconfiguration of surface parking area and new landscaping
- 3 Extension of water's edge path to Midland Bay Landing
- 4 New development facing the bay
- 5 Enhanced green space and park amenities



Figure 1.2

PHASE 3 - 10+ years

- 1 Bayshore Drive extension
- 2 Additional waterfront development
- 3 Relocation of Central Marine for park expansion
- 4 Transient boat slips

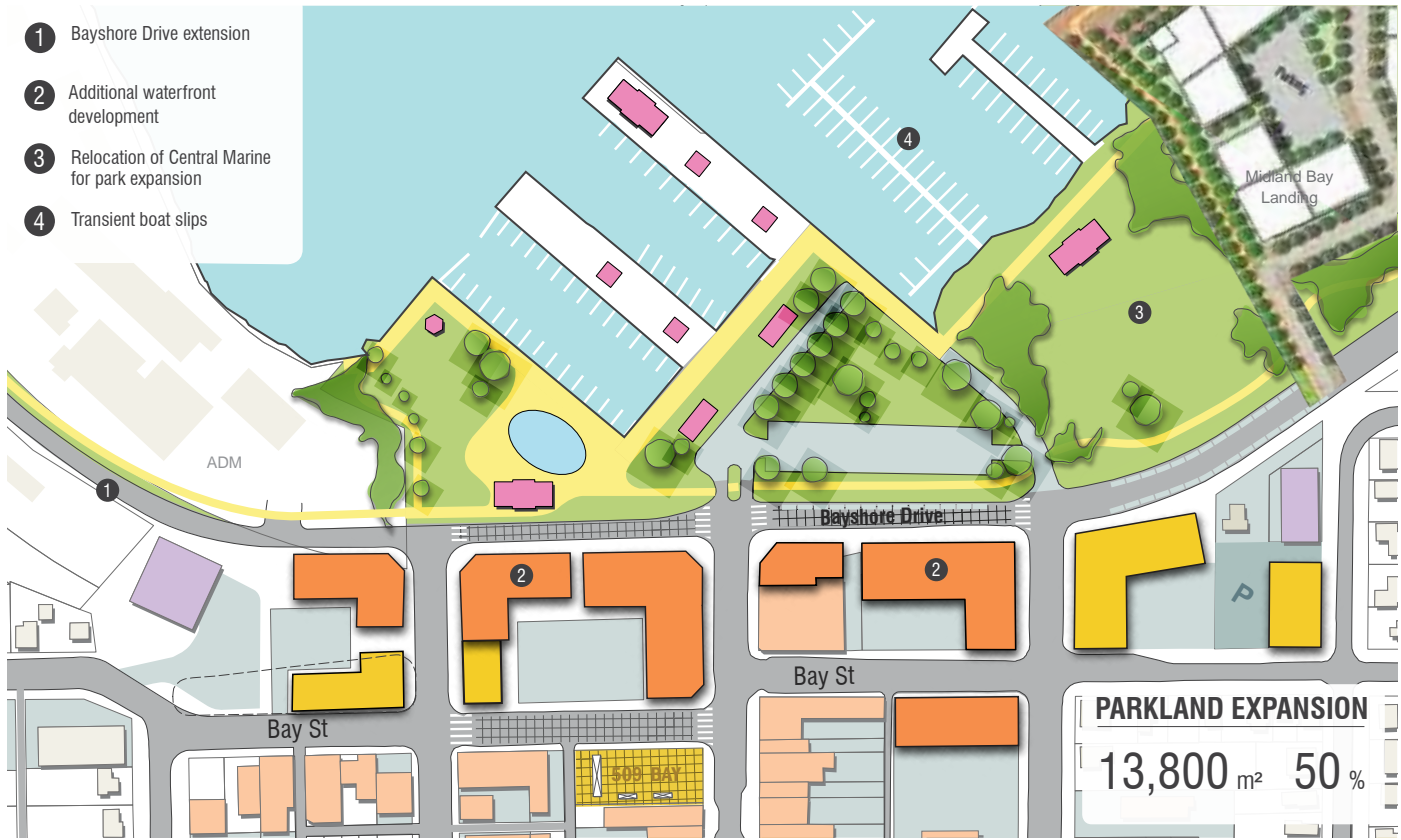
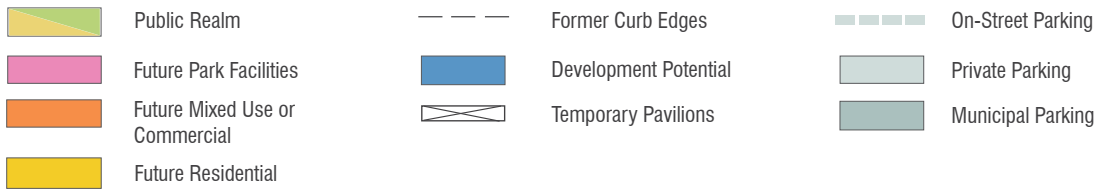


Figure 1.3

LEGEND



PROPOSED BAYSHORE DRIVE CROSS-SECTION

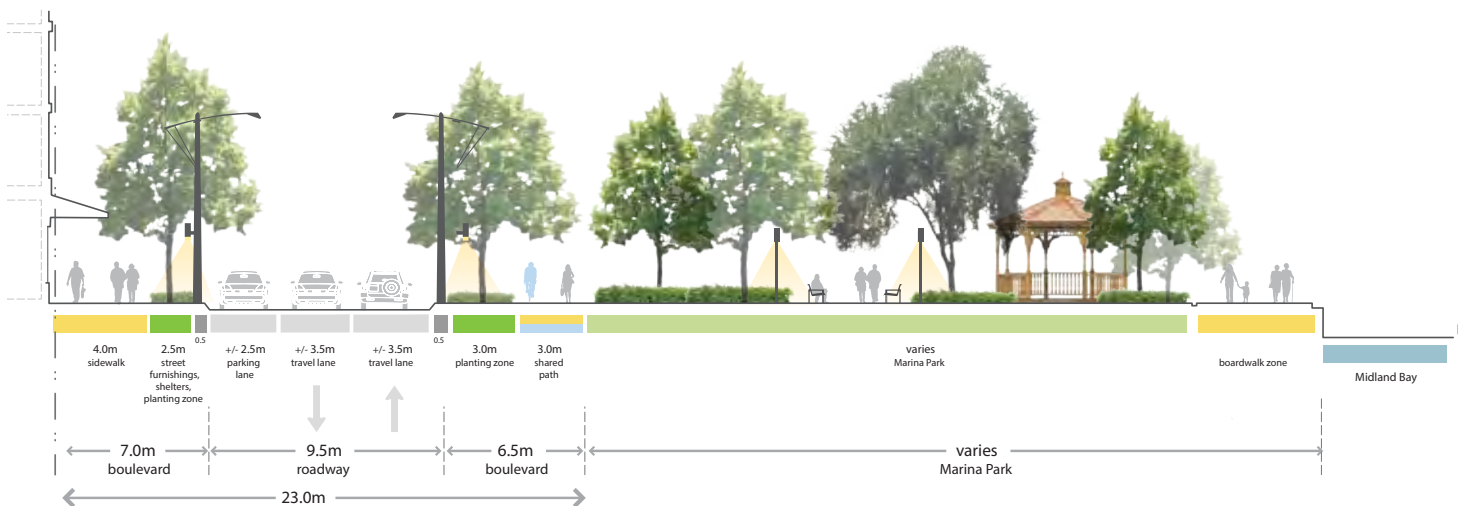


Figure 3.9

4 Waterfront Development

The realignment of Bayshore Drive, together with the creation of a new waterfront park, will set the stage for new development on the enlarged blocks on the south side, and on the commercial sites facing Bayshore on either side of Midland Avenue. Mixed-use buildings with restaurants and other commercial uses on the ground floors will help to enliven the park. The Town should seek to attract a hotel to one of the sites. Buildings should form a strong street wall along Bayshore, with a minimum height of three storeys and a maximum height of five. Parking should be located in the interior of the blocks, accessed from Bay Street, and a minimum of one level of underground parking should be encouraged. The Town should require a high standard of architecture; brick or stone and glass should be the dominant materials used on the facades. Green roofs and green building technologies should be encouraged.

Future buildings at the bottom of King Street should have restaurants or other waterfront-related commercial uses facing the park. Apartment buildings or townhouses are appropriate on other sites along Bayshore, subject to the impacts on ADM from the introduction of new sensitive uses being addressed to ADM's and the Town's satisfaction (e.g., noise mitigation measures, such as enclosed balconies, may be required). If development on the block between First and King is to be phased, sites for later phases may be used for public parking and/or special events.



Figure 3.10 Waterfront Development





5 New Market Square

To complement the open space and facilities in the new waterfront for festivals and other special events, the Town should also license or lease the former gas station site at 509 Bay Street for a new “Market Square” that can also be used for parking when not required for special events. The site should be paved and large planters should be strategically placed to help green the property while reserving much of the space to accommodate a variety of special events, such as public markets, concerts, and food and arts festivals. LED or other types of lighting should be installed to draw make the space usable at night and draw attention. Temporary structures, such as shipping containers or shacks, could be used to house vendors at events and store equipment, and a mobile covered platform could be installed for performances.

For events that require more space or lots of seating, the section of Bay Street between First Street and King Street can be closed to provide room for tables and chairs and vendors. Until the block north of Bay redevelops, the existing municipal parking lot can also continue to be used for special events.



Figure 3.11 Conceptual cross-section for New Market Square and Bay Street

6 King Street Rejuvenation

The Town is planning to reconstruct King Street beginning in the next five years, which will provide an opportunity to update the street's landscaping. Except between Elizabeth Street and Yonge Street, reconstruction should not significantly change the existing cross-sections, maintaining two travel lanes, parking bays on both sides, wide sidewalks and mid-block bump-outs. Intersection bump-outs, where they don't exist today, should be added at the intersections with Elizabeth, Hugel and Dominion; the bump-outs at Hugel should eliminate right-turn lanes. The general design characteristics of King north of Elizabeth should be extended southward to Yonge, which will require modifying the existing cross-sections to reduce the width of the roadway, widen the sidewalks and accommodate bump-outs.

Along the entire length of King Street, from Bayshore to Yonge, existing healthy trees should be protected and new trees should be planted, replacing the existing planters (these could be moved to downtown cross-streets that lack landscaping). Appropriate tree species include linden, elm and Turkish hazelnut. Paving stones should be used in the bump-outs to offset the use of concrete for sidewalks and curbs. A special paving treatment should be used to highlight crosswalks. The reconstruction also provides an opportunity to increase the frequency of light standards on King, to brighten the street at night; painting the light standards black will help them blend into the streetscape. In addition, more posts and rings for bike parking should be installed up and down King.

LEGEND

- future residential
- future mixed use or commercial
- educational institution
- existing commercial
- municipal parking
- private parking
- streetscape improvements
- dedicated cycling routes
- King Street built edge
- 509 Bay St. - market square

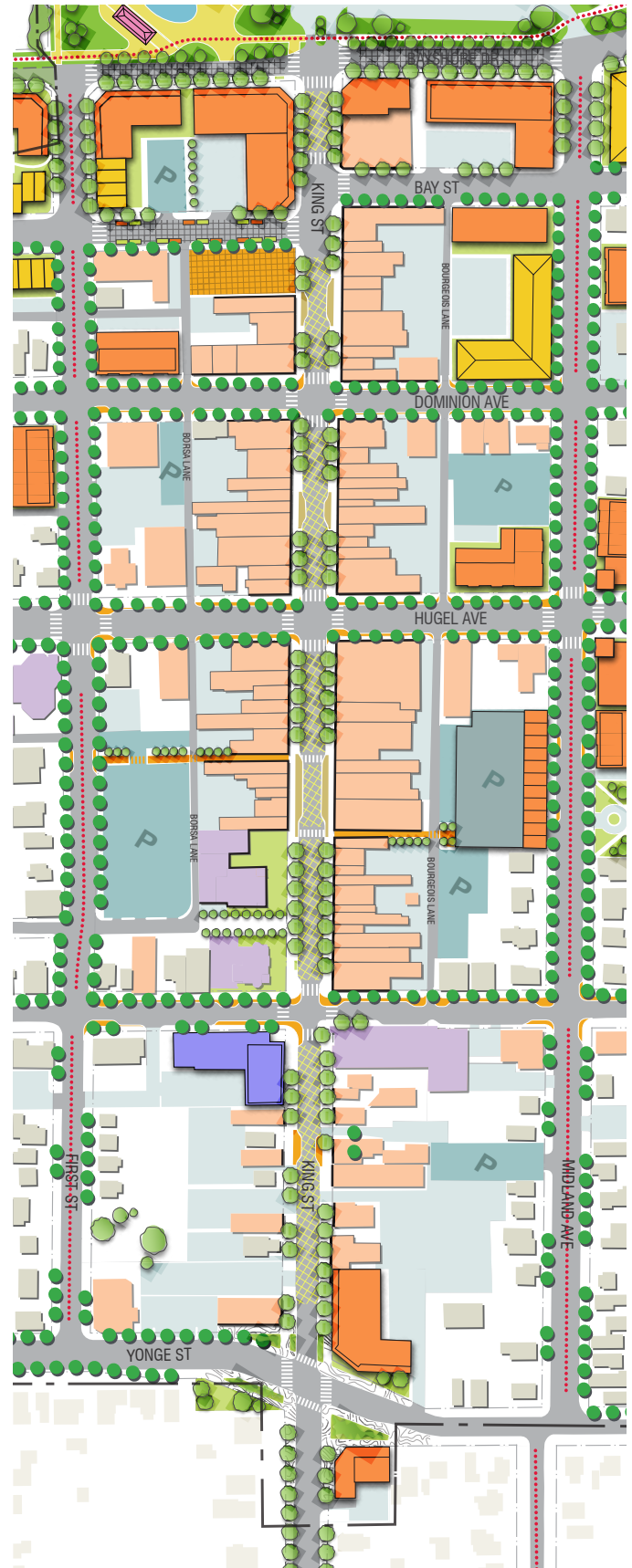


Figure 3.12 King Street Rejuvenation

The reconstruction plans for King Street should identify the locations for benches and other furnishings; however, the installation of new benches and waste and recycling bins to replace the existing ones need not wait for the reconstruction project. Simple and durable furnishings are a low-cost measure that would noticeably improve the image of the street. New waste and recycling bins generally should be located on the cross-streets, close to the intersections with King, to minimize their visual impact.

Restaurants and cafes should also be encouraged to add visual interest and life to the street with tables and chairs that don't hinder pedestrian movement. The permit process for private restaurant patios should be streamlined and the fee reduced or eliminated.

Reconstruction of King Street should be staged to minimize adverse impacts on businesses, for example, by maintaining pedestrian access to businesses and avoiding construction in July and August if possible.



7 New Pedestrian Crossings on King Street

Slow-moving vehicular traffic through downtown is safer for pedestrians and cyclists and also supports local businesses, since it provides more time for drivers to notice them. Currently, there is only one intersection on King Street north of Yonge Street, Hugel Avenue, where vehicles on King may be required to stop. The ability of vehicles to flow freely up and down King Street other than at Hugel can make pedestrians feel unsafe crossing the street, particularly seniors, children and those with disabilities.

To reinforce King Street as a pedestrian-priority zone, stop signs should be added on King at Elizabeth and Dominion. Four-way stops work best with only one lane per approach, so until bump-outs are added to achieve this, the curb lanes should be painted or planters should be used to discourage drivers from using them for right turns.

8 King-Yonge Intersection Improvements

The view of Georgian Bay at Yonge Street might draw visitors entering the town along King Street into downtown, but the intersection itself is unremarkable and uninviting. Designed to facilitate the movement of cars and trucks, the intersection could also be made more pedestrian friendly. The Town should redesign it to reduce the number of lanes in all directions and accommodate more landscaping. Left turn lanes are appropriate, but right turn lanes should not be required. Moving curbs to tighten the intersection will create more space at the corners, particularly on either side of King on the north side of Yonge, to accommodate trees and planters for flowers that signal to visitors they are about to enter a distinctive and attractive downtown.



Figure 3.13 King Street Transportation Improvements

9 Midland Avenue Streetscape Enhancements

Although King Street and the waterfront might be the main destinations downtown, improving other streetscapes will be critical to making all of downtown beautiful and pedestrian friendly. As a road for vehicles, Midland Avenue is oversized, and there is very little landscaping within the public right-of-way. As roadway and sidewalk improvements are undertaken, the Town should introduce bump-outs at intersections with room for at least two trees; this will gradually narrow the width of the street to make pedestrians feel safer crossing. Appropriate tree species include linden, elm, Turkish hazelnut, and sunset and freeman maples. Ultimately, the right-of-way will allow for the introduction of bike lanes on both sides of the road between the travel lanes and parking bays. In the interim, sharrows could be painted to let drivers and cyclists know that the road is to be shared, and the street should be signed as a bicycle route linking the waterfront to the North Simcoe Recreation Centre and Little Lake Park.

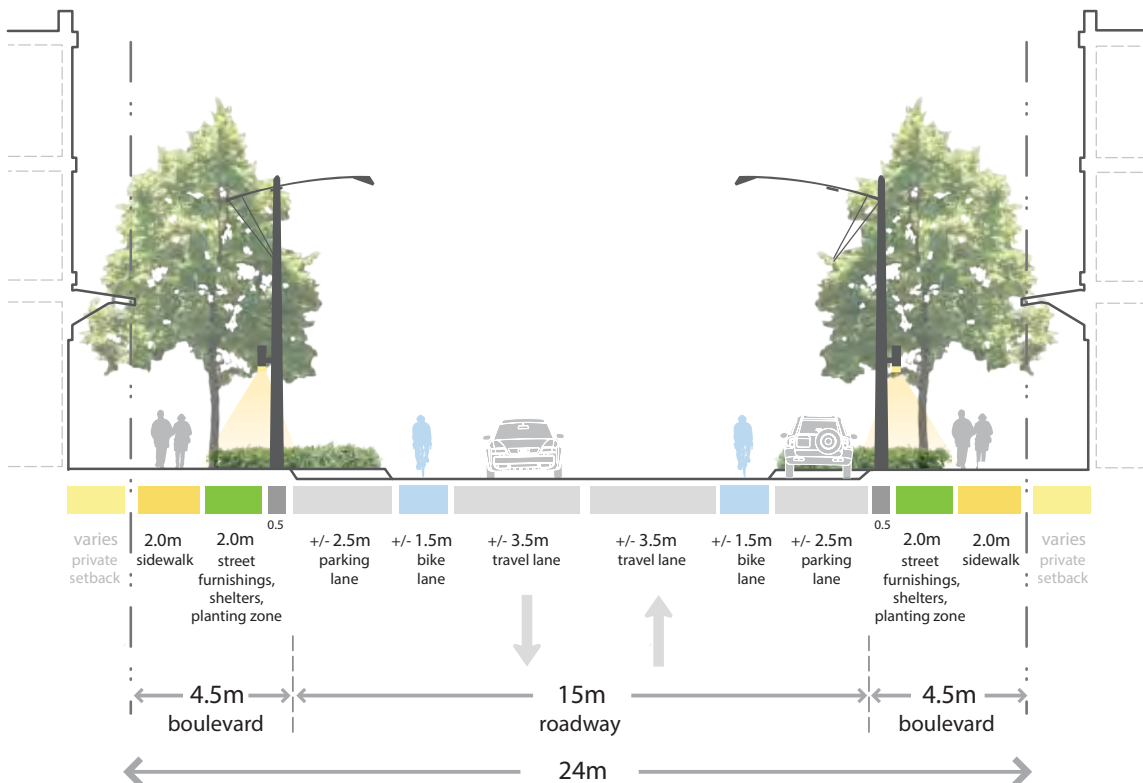


Figure 3.14 Cross section of proposed Midland Avenue street improvements

10 Potential Parking Structure

The large municipal parking lot accessed from Midland Avenue, between Hugel Avenue and Elizabeth Street is centrally located, close to the Midland Cultural Centre and the shops and restaurants of King Street. It may become an appropriate location for a two or three-level parking structure that helps meet a growing demand for parking and/or frees up other parking lots for development. The structure should be lined with commercial space along Midland Avenue to help animate and define the street.



Figure 3.15 Potential parking structure



11 Cross-street Streetscape Enhancements

As with Midland Avenue and First Avenue, greening Elizabeth Street, Hugel Avenue, Dominion Avenue and Bay Street will greatly improve the pedestrian experience and encourage residents of the adjacent neighbourhoods to walk or ride their bikes into downtown on a regular basis. Bump-outs at intersections to accommodate street trees will be significant improvements, but planters with flowers and other vegetation can also be used.

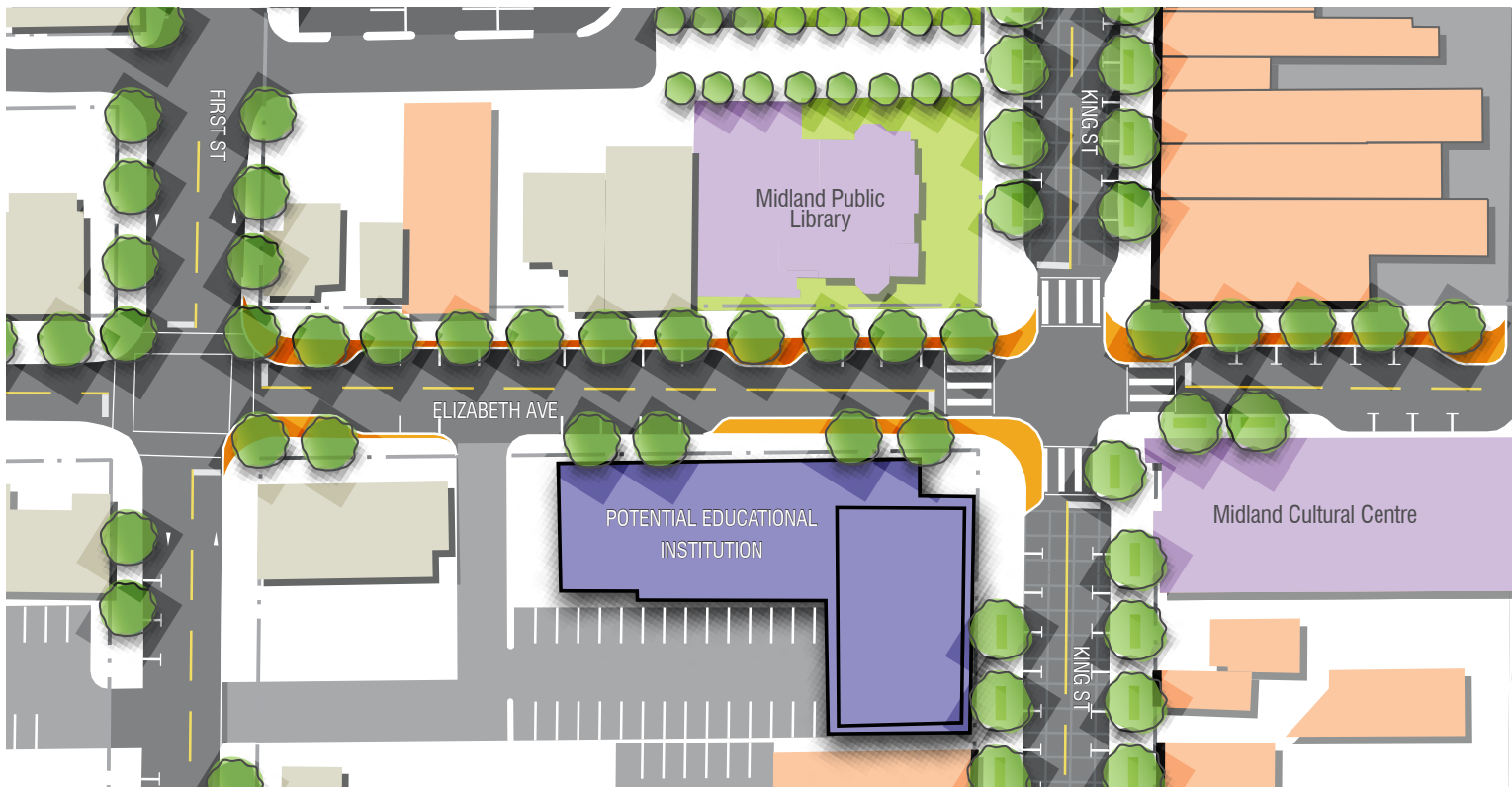
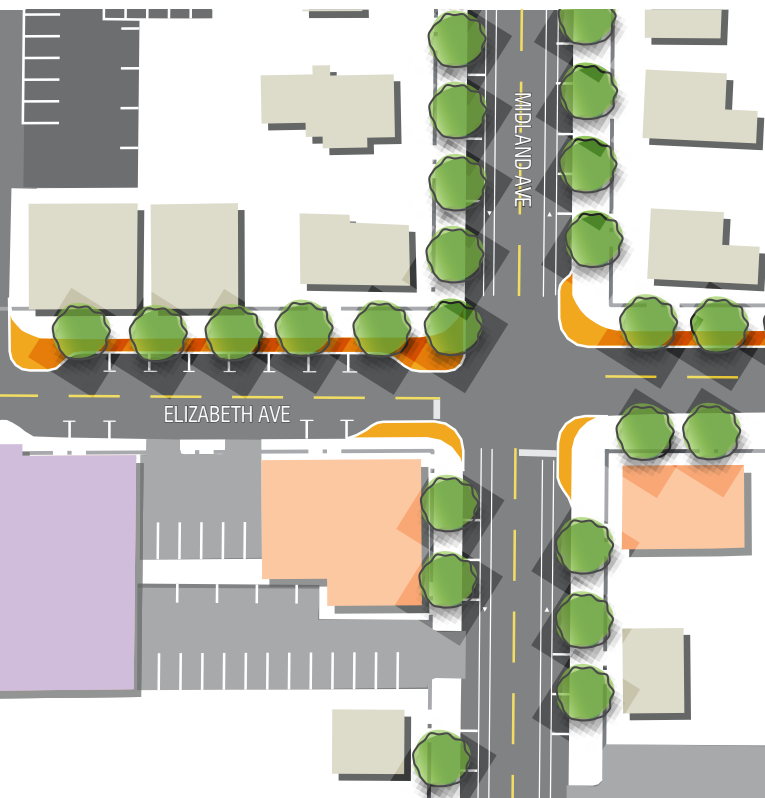


Figure 3.16 Cross-street streetscape enhancements

12 Potential Educational Institution

A satellite college or university building, or another educational institution, would give the daytime population downtown a significant boost while it supports the broader economy by providing opportunities for youth and adults to develop technical and creative skills. The Town should work with Georgian College or other institutions of higher learning to locate a faculty or department downtown. There are a number of vacant or underutilized buildings that could be retrofitted for an institutional use; however, the ideal location for such a facility is the site of the former supermarket on the southwest corner of Elizabeth Street and King Street. As the current tenants in the existing building relocate, the Town should work with the owner to explore the potential to renovate vacant space for classrooms and offices or replace the building with a new one. Any new building should contain commercial/service uses or common areas on the ground floor to enliven the streets.



13 First Street Infill Development

Infill development should be encouraged everywhere downtown, with both office and residential buildings targeted for First Street. Between Bay Street and Elizabeth Streets, there are a number of properties, individually or if combined, could accommodate more intense forms of development up to four storeys, which would greatly improve the streetscape. On the municipal parking lot south of Elizabeth, there may be an opportunity in the long-term for a small commercial infill development, but only if the parking needs associated with events and programming in the nearby places of worship, as well as the needs of commercial businesses, can continue to be met.



Figure 3.17 First Street Infill Opportunities

14 First Street Streetscape Enhancements

In the same way that Midland Avenue should be beautified, so should First Street, with large bump-outs at intersections to accommodate trees and pedestrian amenities. There should be a variety of tree species along the street; appropriate species include linden, elm, Turkish hazelnut, and sunset and freeman maples.

The right-of-way for First Street is narrower than that of Midland Avenue, making it difficult to accommodate separated bike lanes, but sharrow markings should be painted on the two travel lanes.

While the intent is to decrease vehicle speeds on King Street and make it safer for pedestrians and cyclists, First Street and Midland Avenue should be the designated north-south bicycle routes through downtown. Linking to Frederick Street and Ellen Street, these routes will improve connections between downtown and both Little Lake Park and the North Simcoe Recreation Centre.

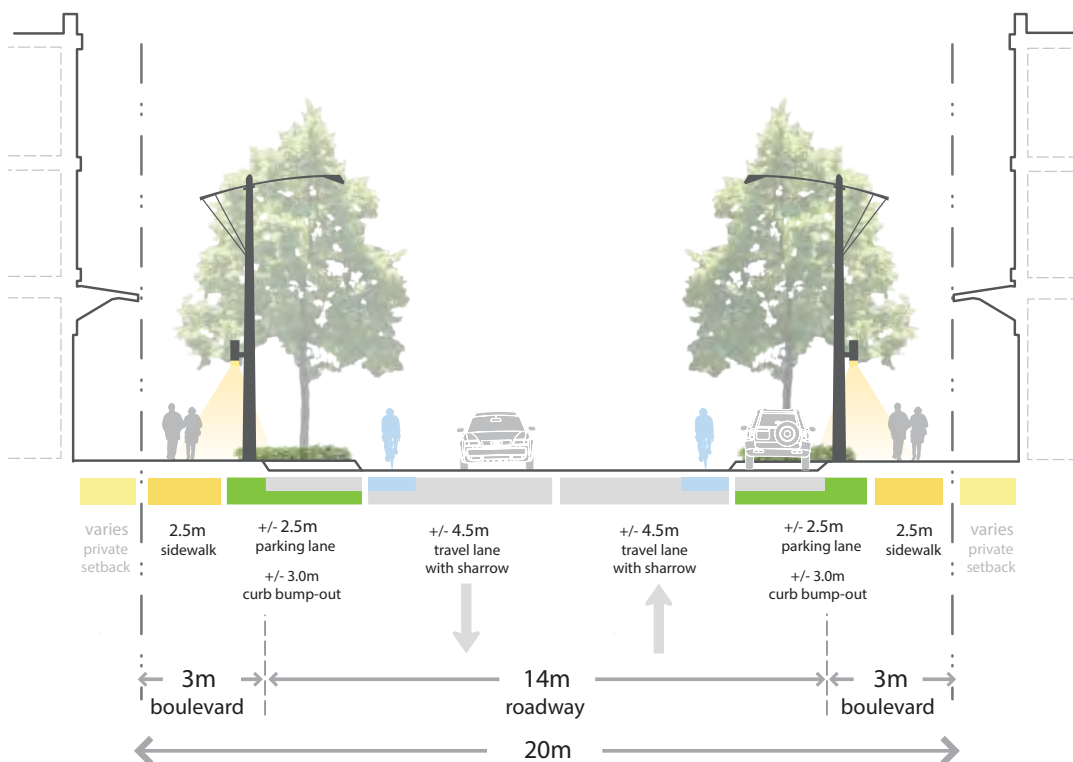


Figure 3.18 Cross section of proposed First Street improvements

15 Special Event Programming

More people living and working downtown will make it more vibrant and businesses more sustainable. Special events throughout the year, however, will be critical to reinforcing Midland as a tourist destination and a great community, drawing masses of people that help restaurants and shops thrive. Building on the success of the Butterscotch Festival, Party on the Dock and Arts Walk/Rib Fest, other food or cultural festivals should be initiated, with the BIA or other local champions taking the lead. Winterfest should be expanded to have a strong presence in the new waterfront park. One or two festivals should be programmed in the shoulder seasons. Initiators and coordinators of events should liaise with St. Marie Among the Hurons, the Martyrs' Shrine and the North Simcoe Economic Development Corporation to leverage visitation to other attractions and events in the region.

As the Midland Cultural Centre grows its reputation as a major cultural hub in the region, leaders in the community should work together to explore opportunities to establish a multi-week arts festival, like Parry Sound's Festival of the Sound.

Not all events to draw people downtown have to be big. The BIA, with support from the Town, should organize evening concerts by local musicians or movies in the new Market Square or on Bay Street. Public spaces downtown should also be made available for art classes, dance lessons, yoga and other popular group pastimes. For larger events, the Town should not hesitate to close sections of King Street for vendors, activities and performances. Sections of Dominion Avenue and Elizabeth Street can also be closed as needed for small and large events.

16 Parking Strategy Initiative

Parking should be convenient to downtown visitors and priced to not discourage regular visits. Public parking used by employees of downtown businesses should be affordable while not limiting the supply of convenient customer and patron parking. The need for free parking for the many volunteers who support social programs downtown is also an important consideration.

The Town's current parking strategy provides options for short-term stays—pay a dollar an hour for a metered on-street parking spot or get free parking for three hours in one of the municipal lots. This system, however, does not work well for visitors who spend more than three hours downtown and results in employees who use convenient municipal lots moving their vehicles every three hours to avoid a ticket. The Town should prepare a parking strategy focused on the “long-stay” issues but which also addresses short-stay parking. Strategies to consider include “pay-and-display” and “pay-by-plate” parking programs. With the latter technology, a visitor pays for parking after entering their license plate into a machine in the lot. The parking enforcement officer scans the license plate to confirm that payment has been made. The first three hours of parking could continue to be free, with an hourly rate charged for each additional hour. With this method, moving your car does not restart the free parking period, so employees will be encouraged to use the Town's permit system. It may be appropriate to update the permit system to ensure employees have access to free or low-cost parking. The parking strategy should be developed in consultation with the BIA, major institutions and other downtown employers.

17 Facade Improvements

As is the case in most historic towns, buildings are in a mixed state of repair in downtown Midland. The BIA's recently established façade improvement grant program has encouraged property and business owners to invest in the appearance of their buildings, and this program should continue, with the maximum grant amount increasing as the BIA's budget allows.

Commercial signage is an important part of a building's façade and plays a role in the identity of downtown. The Town should review its guidelines for commercial signage to ensure that they are not overly prescriptive but set out basic rules regarding the location, size and types of signs. For example, signs should be in a consistent location above the ground floor and lettering should be limited to prevent cluttered signs. Signs should be front-lit and not back-lit.

Murals continue to adorn several buildings downtown and in the future could become one component of a broader public art program. Although the Town should not be directly involved in or fund the restoration of existing murals and the creation of new ones, it should encourage community groups and individuals to initiate new artistic and interpretive murals on side or rear walls. The creation, restoration or removal of a mural should only happen with the full permission of the building owner.



18 Building Renovations

Many buildings downtown need improvements not only on their exteriors but also inside. It is likely that many buildings are no longer up to the standards of the Ontario Building Code, and many reportedly have structural issues or are in need of general repairs to support their intended use, be it commercial or residential. Other buildings may no longer be viable for their original use but are good candidates for retrofitting to accommodate new uses, for example office or institutional space that is better suited for apartments. To help ensure Midland's older, attractive building stock, which is fundamental to its character, is conserved wherever possible, the Town should encourage repairs and renovations through a contributing grant program.



19 BIA Boundary Expansion

Although the commercial core of downtown Midland is captured in the Business Improvement Area, there are businesses outside the boundary that benefit from BIA programs and investments and therefore should lend support. Specifically, the BIA boundary should be expanded to include the commercial properties on King Street, from Elizabeth Street to the southern downtown boundary (i.e., including the Pizza Pizza at King and Yonge), and those west of Borsa Lane and east of Bourgeois Lane. More financial support and human resources from the businesses in the expansion areas will allow the BIA to take on more responsibility for promoting economic development and encouraging physical improvements downtown.

20 Improved Signage & Wayfinding

All the improvements planned for Downtown will not fully pay off if people outside the town aren't guided to all of its attractions. Midlanders should display their pride for the downtown on attractive signs pointing the way and counting down the kilometres on Highway 93 and Highway 12, and directional signs should be easy to spot on King Street and Yonge Street as they approach downtown. Signs should list the major attractions downtown, including the Midland Cultural Centre, the "historic main street" and Harbourside Park. For those who end their journey by car or boat at the waterfront, signage and a display map should let them know what they'll find if they venture up King Street or along the Rotary Trail.

Midland won't be economically successful by remaining a hidden gem on Georgian Bay. The community has much to show off and will have much more as it pursues this plan's 20 key initiatives over the next 20 years.



Midland Bay

Huronia Park

Harbourside Park

Little Lake Park

Little Lake

Primary Cycling Routes



Primary Pedestrian Routes



MONTREAL ST

THIRD ST

FOURTH ST

BAY ST

DONNOR AVE

HUGEL AVE

THIRD ST

FOURTH ST

SIXTH ST

FIFTH ST

SECOND ST

EAST ST

YONGE ST

YONGE ST

MALDEN ST

FIFTH ST

THIRD ST

SECOND ST

YONGE ST

YONGE ST

YONGE ST

GLoucester ST

BAY ST

DONNOR AVE

HUGEL AVE

ELIZABETH ST

QUEEN ST

YONGE ST

HANNAH ST

ELLEN ST

MILJAND AVE

YONGE ST

YONGE ST

GEORGE ST

CHARLES ST

Barnett Ave

MINN ST

PORRILL ST

YONGE ST

YONGE ST

YONGE ST

YONGE ST

YONGE ST

YONGE ST

YONGE ST

YONGE ST

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YONGE ST

YONGE ST





Chapter 4

Actions and Tools

4.1 PRIORITY PROJECTS

This Master Plan is a long-term plan, with several initiatives that may take many years to fully implement. It also recommends the following nine projects be initiated within the next year and completed within the next 2-5 years. Fuller descriptions, directions and guidelines for each project can be found on the referenced pages.

To assist with the implementation of some of the nine projects and other initiatives in the plan, as a first priority the Town should form a Downtown Coordinating Committee to ensure there is ongoing consultation and coordination on inter-related and

more complex initiatives. The committee should include senior Town staff, BIA representatives and members representing the Midland Cultural Centre, social service providers and other community groups active downtown.

Projects

- 1** Bayshore Drive Traffic Calming (see p 28)
 - Add parking spaces to south side
 - Consider reducing speed limit
- 2** Waterfront Park Phase 1 (see pp 28 & 36)
 - Prepare park master plan
 - Reduce parking area and add event space
 - Add new seating and landscaping
- 3** King Street Improvements (see p 43)
 - Update benches and bins
 - Encourage patios
 - Enhance pedestrian crossings at Elizabeth and Dominion
- 4** Market Square and Bay Street (see p 42)
 - Pave 509 Bay Street
 - Add planters to 509 and Bay Street
 - Program concerts or other events
- 5** Parking Strategy (see p 52)
 - Consider pay-and-display for long-stay parking in municipal lots
 - Maintain paid on-street parking
- 6** Renovation and Redevelopment Incentives (see pp 52-53 & 62)
 - Adopt and fund Community Improvement Plan
 - Promote incentive programs
- 7** Improved Signage and Wayfinding (see p 53)
 - Directional signs to downtown
 - Downtown map at the waterfront
- 8** Policy and Zoning Updates (see p 58)
 - Update Official Plan policies and maps
 - Update downtown design standards
- 9** Shoulder and Cross-street Improvements (see p 46, 48 & 51)
 - Add landscaping with planned road and sidewalk projects
 - Repaint lanes on Midland and First to accommodate cyclists

*Projects below not mapped



Midland Bay

Bayshore Drive

Harbourside Park

Royal Canadian Legion

Midland Fire Department

Midland Community Church

Town of Midland Municipal Office

Knox Presbyterian Church

St. Paul's United Church

Midland Public Library

Midland Cultural Centre

St. Margaret's Roman Catholic Church

St. Marks Anglican Church

Ontario Court of Justice

2

1

4

3

Bay St

Dominion Ave

Hugel Ave

Fifth St

Fourth St

Third St

Second St

First St

Yonge St

Elizabeth St

Hugel Ave

Dominion Ave

Bay St

King St

Midland Ave

Queen St

Hugel Ave

Barnett Ave

Bay St

Clouester St

Charles St

4.2 POLICY AND ZONING AMENDMENTS

To realize the vision for downtown contained in this document, the Town should amend its Official Plan and Zoning By-Law to bring these documents into conformity with the vision for land uses and built form described in Chapter 3.

4.2.1 Proposed Official Plan Amendments

The following amendments to Section 3.3 of the Official Plan, “Downtown District”, are recommended:

- Introduce an enabling policy that recognizes this master plan and CIP as the guiding planning document for downtown;
- Expand the Downtown District to reflect the boundary in this plan, including the three blocks bounded by Bay Street, Second Street, Easy Street and Third Street, where City Hall, St. Margaret's Church and a number of commercial businesses and private homes are located.
- Amend the Downtown District preamble and objectives to incorporate the “Overall Vision and Goals” contained in Section 3.1 of this document;
- The list of permitted uses in the Downtown District should be amended to remove “wholesale and similar related uses”, which are currently permitted in peripheral areas of downtown. Wholesale uses that are an accessory to a primary business should continue to be permitted;
- Amend the current permissions on King Street to exclude personal service and professional office uses
- Amend Schedule A - Land Use to reflect the proposed Bayshore Drive realignment, and expansion of Open Space on the central waterfront;
- Amend Schedule C - Road Classification Map to add the proposed Bayshore Drive realignment to

Vindin Street as a Future Arterial Road; and

- Introduce a policy that recognizes while mixed-use infill and redevelopment opportunities are encouraged across downtown, existing single family homes are appropriate in the peripheral areas where they currently exist, and infill development or redevelopment in these areas should respect the established character and provide appropriate transitions to neighbouring development to ensure compatibility.
- Remove density limits in favour of built form controls to recognize that the latter a stronger determinant of good urban design than the former.

In addition, as the Town completes its Official Plan Review, consideration should be given to introducing a hierarchy of commercial areas within the town to clarify the types of retail and service uses that are appropriate in the distinct parts of Midland. One of the intents would be to focus smaller-scale retail serving the entire Midland community in the downtown. The different designations, for example, may include highway commercial, arterial commercial, downtown commercial and neighbourhood commercial. Based on the hierarchy, a policy that encourages small-scale retail, entertainment and restaurant to locate downtown should be considered. Conversely, a policy that limits small-scale retail (except perhaps take-out restaurants) and prohibits financial institutions in the town's highway commercial nodes should also be considered.

4.2.2 Proposed Amendments to Zoning By-Law 2004-90

The Town's Zoning By-Law should also be amended to bring development regulations into conformity with this document. The following table indicates the key development regulations for the two zones which comprise the Downtown Plan area, and corresponding recommended amendments:.

Downtown Core Commercial - DC F2 Current Zoning Permissions and Proposed Amendments

	CURRENT PERMISSION	PROPOSED AMENDMENT
Permitted Uses	Accessory Dwelling Units Automobile Body Shop Automobile Car Wash Automobile Gas Bar Automobile Sales Agency Bakery Bus Passenger Depot Catering Establishment Commercial Entertainment Establishment Commercial School or Adult Learning Centre Day Care Centre Eating Establishment Financial Institution Fitness Club Funeral Home Hotel or Motel Laundromat or Dry Cleaning Establishment Liquor or Beer Store Medical Laboratory Medical Practitioner Mobile Fast Food Facility Parking Area Personal Service Establishment Pharmacist Place of Assembly Place of Worship Private Club Professional Office Public Use Retail Store Retirement Home Senior Citizens' Home Service Shop Shopping Center Taxi Stand Theatre	Except for properties fronting King Street, introduce additional permitted uses: <ul style="list-style-type: none"> • Apartment building • Dwelling, Apartment Building • Home Occupation • Duplex dwelling unit • Triplex dwelling unit • Street townhouse dwelling unit • Townhouse dwelling unit For entire DC-F2 zone, delete the following permitted uses: <ul style="list-style-type: none"> • Automobile Body Shop • Automobile Car Wash • Automobile Gas Bar • Automobile Sales Agency • Shopping Center For entire DC-F2 Zone, amend 'Eating Establishment' Permission to read <ul style="list-style-type: none"> • Eating establishment except drive-through food dispensary Add an exception that prohibits Personal Service Establishments and Professional Office from fronting King Street on the ground floor of buildings.

	CURRENT PERMISSION	PROPOSED AMENDMENT
Height	Maximum 11.0 metres	<p>For entire DC-F2 zone except properties fronting Bayshore Drive, increase maximum height to 13 metres (three to four storeys).</p> <p>For properties fronting Bayshore Drive, increase maximum height to 17 metres (five storeys).</p> <p>For entire DC-F2 zone except properties along Bayshore Drive, introduce minimum height across downtown of 7 m (two storeys).</p> <p>For properties fronting Bayshore Drive, introduce minimum height of 10 metres (three storeys).</p>
Lot Area	0.0 m minimum	no change proposed
Lot Frontage	0.0 m minimum	no change proposed
Density	2.0 FSI maximum	remove provision
Front Yard Setback	0.0 m minimum	<p>Introduce maximum front yard setback of 1.0 across downtown, except where residential uses are at grade, in which case maximum setback shall be 3.0 metres.</p> <p>Introduce minimum front yard setback of 1.5 metres for any building with residential uses are at grade.</p>
Rear Yard Setback	<p>0.0 m minimum</p> <p>Except when adjacent to Residential, Institution or Open Space Zone, where the minimum shall be 3.0 metres.</p>	No change proposed
Interior Side Yard	0.0 m minimum	No change proposed
Parking	No minimum number of parking spaces required for all permitted uses in DC-F2 area bounded by First Street, Bayshore Drive, Midland Avenue, and Elizabeth Street	Expand southern boundary of exception area to Yonge Street
Zone-specific requirements		Introduce requirement for landscaping in front-yard setback where residential uses are at grade

Marina Commercial - MC Zone Current Permissions and Proposed Amendments

	CURRENT PERMISSION	PROPOSED AMENDMENT
Permitted Uses	<p>Attached Accessory Dwelling Unit Boat Docking Boat Storage Facility Commercial Entertainment Establishment Eating Establishment Fueling Facility Hotel Marina Mobile Fast Food Facility Motel Private Club Public Use Recreational Vehicles and Vessel Sales and Rental Agency Retail Sale of Marine Equipment, Accessories, Fishing Gear and Bait</p>	<p>Delete the following permitted uses from MC zone within plan area boundary:</p> <ul style="list-style-type: none"> • Motel • Hotel • Private Club
Height	11.0 m minimum	For MC zone area within plan area boundary, reduce maximum height to 8.0 m.
Lot Area	1,000 m ² minimum	no change proposed
Lot Frontage	45 m minimum	no change proposed
Coverage	50% maximum	no change proposed
Front Yard Setback	12.0 minimum	no change proposed
Rear Yard Setback	8.0 minimum	no change proposed
Interior Side Yard	6.0 minimum	no change proposed
Exterior Side Yard	4.5 minimum	no change proposed
Water Side	15 minimum	no change proposed
Parking	General Provisions	Exempt MC zone area within plan area boundary from minimum requirements.

CURRENT PERMISSION

PROPOSED AMENDMENT

Zone-specific Requirements

Setback provisions do not apply to Marina Buildings requiring launch ramp directly into water.

Lot area, lot frontage, lot coverage, setback, and height requirements do not apply to boat slips and launch ramp structures in water.

Notwithstanding Section 6.4.3.6 no building or structure shall be located within 15.0 m of the 178.0 m elevation, as established by the Geodetic Surveys of Canada, North American Datum, 1983, adjacent to Georgian Bay. In addition, any openings to any building or structure shall be located no lower than 178.5 m as established by the Geodetic Surveys of Canada, North American Datum, 1983, adjacent to Georgian Bay.

no change proposed

4.3 CIP TOOLS AND INCENTIVE PROGRAMS

Private sector investment will play a significant role in achieving the vision for Downtown Midland. To facilitate both private and public development projects, the Town may use the range of powers granted under Section 28 of the Planning Act. Specifically, to encourage property owners and business owners to improve existing buildings and encourage developers to construct new residential, commercial or mixed-use buildings, the Town is offering the financial incentives described in this section.

Section 28 of the Planning Act provides a number of powers to municipalities to assist in implementing the improvements identified within an adopted Community Improvement Plan. Under an adopted and approved CIP, municipalities may:

- Acquire, hold, clear or otherwise prepare land for community improvement;
- Construct, repair, rehabilitate, or improve buildings on municipal land; and
- Sell, lease or otherwise dispose of municipal land;

The Planning Act also allows municipalities to provide financial incentives in the form of grants or loans to owners, tenants and their assignees.

Two incentives for property owners in the downtown already exist. One is the Town policy to waive Development Charges on new commercial and residential developments in downtown. The second is the Facade Program administered and funded by the BIA, which offers grants to cover 50% of the cost of exterior facade improvements, such as repainting, restoration, window and sign replacements, up to a maximum grant of \$3,000. These are both successful programs that should be continued.

In addition to these programs, this CIP provides three additional programs to offset the costs of site improvements and development:

1. Facade Fix-up Grant Program
2. Renovation Grant Program
3. Application Fees Grant Program
4. Parkland Dedication Fee Rebate Grant Program.

Each incentive program shall be approved by Council annually, subject to the availability of funding. A minimum fund of \$30,000 is proposed to support all of the programs starting in 2016. This should be increased to a minimum of \$60,000 by 2018. Changes to the CIP incentives fund beyond 2018 should be based on annual reports on the effectiveness of the programs. Programs should be modified or eliminated if they are not being proving to be effective, and new programs should be considered depending on the availability of funds.

The following pages detail the general eligibility requirements for these programs, as well as the objectives, specific funding and description of each incentive program.

4.3.1

General Eligibility Requirements & Procedures

1. The incentives programs contained in this CIP are only available to properties located within the Downtown Midland Community Improvement Area.
2. The financial incentive programs have been designed as rebates to ensure that any private sector commitments towards a specific final product are followed through on before public money is provided to assist in the financing of the project. Grants will be made upon successful completion of the approved work, including compliance with all work orders and orders to comply, and documentation of the costs associated with the work. The Town shall confirm that all requirements of the particular program have been met prior to disbursement of funds.
3. An applicant may be required to provide business plans, development pro formas, contracts, drawings, reports, and other project details required by the Town as part of the program application.
4. For property that is currently privately owned, an applicant may be required to enter into an agreement with the Town which will specify the terms of any grants or loans made available to the development.
5. The Town may delay, reduce or cancel the approved grant or loan, and require repayment of the approved loan if the applicant is in default of any of the general or program specific requirements.
6. The Town reserves the right to increase or decrease the total amount of the grant and/or loan with any of the financial incentives if the scope of work changes and actual costs differ from estimated costs.
7. The Town may request an independent audit to determine the actual costs associated with any application, to be carried out at the expense of the applicant.
8. All approved projects will conform with all municipal policies, standards and procedures including applicable Official Plan Policies, Zoning By-Laws, Urban Design Guidelines (if any) and heritage matters and will be subject to review and the issuance of necessary planning and developments approvals. All improvements to land or property shall be undertaken subsequent to obtaining a Building Permit and any other required permits, and shall be constructed in accordance with the Ontario Building Code.

9. An applicant whose property taxes are not in good standing at the time of application is not eligible for any financial incentive program. Property taxes must remain in good standing throughout the entire duration of the program commitment.
10. Applicants may participate in more than one financial incentive program contained in this CIP and any other municipal incentive programs but no two programs may be used to pay the same eligible cost. The combined total amount of any incentives shall be capped at the 50% of improvement costs. Note, this does not preclude an applicant from applying for both the BIA's Facade Program and the Town's Facade Fix-up Program for the same project, as described below.
11. Approval of the loan programs described in this document shall be subject to Council approval.
12. All grants or loans are subject to the availability of funding. Town Council at its discretion may at any time discontinue a program. Any participants in the program prior to its discontinuance will continue to receive loans or grants approved for their project until its conclusion.
13. Approval of application(s) for one or more grant programs will be delegated to Town staff.

As the Town implements financial incentives to encourage private reinvestment, it can look to the provincial and federal governments for periodic infrastructure grants to help pay for priority capital projects. In addition, the Green Municipal Fund administered by the Federation of Canadian Municipalities is a potential source of funds for plans, studies and projects that fall under the broad umbrella of “municipal environmental initiatives”.

4.3.2 Facade Fix-up Grant Program

Objective

To supplement the Downtown Midland's BIA Façade Program that assists downtown business owners and tenants with the financing of street-oriented building façade improvements in order to support Downtown businesses and bring improvements to the public realm in downtown.

Funding

For Façade improvement projects that exceed the maximum \$3,000 grant amount provided by the BIA, the Town will provide 50% of the additional costs up to a limit of \$3,000. As with the BIA program, applicants must match the grant amounts dollar for dollar.

For example, a project approved by both the BIA and the Town with a total cost of \$10,000 would be funded as follows:

First \$6,000 dollars:

- Maximum \$3,000 grant from BIA
- \$3,000 paid by Owner

Additional \$4,000:

- \$2,000 grant from Town (50% of additional costs)
- \$2,000 paid by Owner

Total project funding

- \$5,000 in Grants
- \$5,000 paid by owner

Program Description

The BIA's Façade Program offers the opportunity for business owners, tenants, or together with property owners to bring their front and rear façade (customer entrances or highly visible areas) up to a standard set forth and approved by the BIA and Town.

Eligible Work Includes:

- Repainting or re-facing of facades;
- Repair or restoration of facade masonry, brickwork or wood;
- Replacement, repair or restoration of cornices, eaves, parapets and other architectural features;
- Replacement or repair of windows or doors;
- Entranceway modifications that improve the appearance and/or accessibility to the commercial units;
- Redesign and reconstruction of the store front;
- Installation of appropriate new signage or improvements to existing signage;
- Installation or repair of canopies and awnings; and
- Installation or repair of exterior lighting.

This program will be administered by the BIA. The Town will receive a copy of approved BIA Façade Improvement applications including cost quotes and other supporting materials. The Town will review the application and materials and consider the application against applicable policy, by-laws and (if applicable) design guidelines.

If approved, payment will be made upon satisfactory completion of the work undertaken and on presentation of paid final invoices to the BIA. Consistent with the BIA's procedures, payment will be 50% of best quote regardless of which contractor is chosen, proof of payment from the applicant.

Applicants may also apply for the Renovation Grant Program provided the total grant amounts approved do not exceed 50% of the improvement costs.

4.3.3 Renovation Grant Program

Objective

To provide a financial incentive that encourages improvements to commercial, residential, and mixed-use buildings within the downtown through upgrading and rehabilitation.

Funding

Grants will be provided in the amount of 50% of the cost of eligible improvements, up to a maximum of \$6,000 per property per year. The minimum grant amount is \$1,500, which means the minimum project cost eligible for a grant is \$3,000.

Program Description

Applicants who meet the general eligibility requirements may apply for this program subject to the availability of funding as approved by Council.

Eligible works under the Renovation Grant Program include:

- Installation of safety and fire protection systems such as carbon monoxide detectors, smoke alarms, fire alarms, exit signs, etc.;
- Installation of fire escapes;
- Installation of new or reinforcement of floors, ceilings and/or walls;
- Improvement to the electrical, ventilation, heating and plumbing supply systems;
- Improvements for barrier-free accessibility upgrades that meet provincial guidelines;
- Improvement relating to Building Code upgrades; and
- Energy efficiency upgrades including the replacement of windows.

The property owner will submit an application for the grant program at the time of a building permit application. The applicant will include a copy of the Building Permit application including drawings detailing the proposed renovations. The application will also include a description of the eligible works and an estimate of the costs of the renovation works. In some cases, at its discretion, the Town may require two estimates.

Prior to the approval of an application, a Town staff representative may conduct an inspection of the property to review the condition of the building and the proposed improvement(s). A property standards inspection, Building Code inspection and Fire inspection may also be conducted. Prior to grant approval, the applicant may be required to address deficiencies or include them in the renovation.

The disbursement of the grant will proceed only after an inspection of the completed work which confirms all building permit and grant requirements have been satisfied, and following the receipt of invoices and proof of payment from the applicant.

Applicants may also apply for the Downtown Midland Façade Improvement Grant provided the total grant amounts approved do not exceed 50% of the improvement costs.

4.3.4 Application Fees Grant Program

Objective

To encourage infill and redevelopment of lands within the Community Improvement Area by assisting property owners with financing the cost of the development process in the form of a grant to offset required planning and building fees.

Funding

Grants will be provided in the amount of 100% of eligible planning and building fees to a maximum of \$3,000 per property annually. A rebate in an amount equal to all eligible fees will be provided to the applicant following the final inspection by Town staff of the completed project.

Program Description

Applicants who meet the general eligibility requirements may apply for this program subject to the availability of funding as approved by Council.

Eligible planning and building application fees for this program include Official Plan amendments, Zoning By-law amendments, Minor Variances, Site Plan Control and development agreements, sign permits, encroachment agreements and building permits.

The applicant will submit an application for the Application Fees Grant Program at the time of submission of the Permit application or a maximum of six months after. Prior to the approval of an application, a property standards inspection, Building Code inspection, and Fire inspection may also be conducted. Prior to grant approval, the applicant may be required to address any deficiencies.

The disbursement of the grant will proceed only after an inspection of the completed work which confirms all building permit requirements have been satisfied.

4.3.5 Parkland Dedication Fee Rebate Grant Program

Objective

To assist property owners with financing the cost of the development process by providing a grant to offset the amount of the applicable Parkland Dedication Fee.

Funding

Grants will be provided in the amount of 100% of eligible parkland dedication fee based on the Town's formula for calculating cash-in-lieu.

Program Description

Applicants who meet the general eligibility requirements may apply for this program subject to the availability of funding as approved by Council.

Any Parkland Dedication Fee Grant will be provided as a one time grant to the property owner and will represent the amount equivalent to the Parkland Dedication Fee in situations where the Town requires cash-in-lieu of Parkland Dedication as per the Planning Act.

At the time the Parkland Dedication Fee is required as per Town procedure, the applicant will pay the applicable Parkland Dedication Fee.

The disbursement of the grant will proceed only after an inspection of the completed work which confirms all building permit requirements have been satisfied.

4.4 MONITORING THE PLAN

This Master Plan establishes a vision, goals and a set of initiatives intended to guide the improvement of Downtown to 2035 and perhaps beyond. It should not be considered a static document, however. The planning context may change, and new unforeseen issues and opportunities may arise that should be addressed for the betterment of downtown.

To ensure this document remains relevant and effective, it should be reviewed periodically and amended as necessary or complemented by additional, more detailed plans that respond to specific issues or opportunities. On an annual basis, the success of the plan should be evaluated and reported to Town Council. The list of Priority Projects should be amended each year to delete completed initiatives and add new ones.

To inform the evaluation, a “Downtown Symposium” should be held every year, to which representatives of the Town, the BIA, other key stakeholders and the broader community would be invited to review the accomplishments of the past year, discuss pressing

issues and build consensus on the actions to be planned for the next year. The symposium should include a public forum designed to both gather feedback and celebrate accomplishments.

The proposed Downtown Coordinating Committee should take the lead in monitoring and promoting the master plan.

To implement the initiatives in this plan, particularly the costlier, more complex ones, it will be important for Midland's citizens to understand how each project will benefit the broader community. They should feel that this is their plan, and to that end, public engagement on the future of downtown should be an ongoing priority.



If Midland builds a great downtown for its own community, then new visitors, residents and businesses will come.

APPENDIX

**TERMS OF REFERENCE
DOWNTOWN MASTER PLAN STUDY
TOWN OF MIDLAND**

1. Purpose

The Town of Midland is seeking proposals from qualified consultants to carry out a phased study for the Town's Downtown to develop a comprehensive Master Plan that can be utilized by both the public and private sectors to revitalize the Downtown and adjacent areas. The Plan will take Community goals into account with previous planning efforts in order to provide a clear guide and predictable framework for both private and public investment and for citizens with a stake in the Downtown. The Plan will serve as a powerful tool for visualizing preferred Downtown redevelopment and revitalization and will be detailed enough to offer guidance for major Downtown reconstruction. The Plan shall also provide the framework for updates to the Town's Official Plan, Zoning By-law, and development of a Community Improvement Plan all to support the implementation of the Master Plan.

2. Background

The Town of Midland is a lower tier municipality located on the picturesque shores of Georgian Bay on Lake Huron in Northern Simcoe County. The Town is the local government and provides a full range of Municipal services to its residents including: Police, Fire, Engineering Services, Library, cultural and recreation services and facilities, Midland Harbour and the administrative centre and staff in respect to the provision of these services. Midland has been identified as a Primary Urban Settlement in the Growth Plan for the Greater Golden Horseshoe and is anticipating continued growth and development over the coming years. During the summer months there is an influx of seasonal residents and visitors to the area and the Downtown serves as a primary destination for commerce, culture, tourism, hospitality and institutional activities.

The Town, along with the Downtown Midland Business Improvement Association (BIA), manage the historic Downtown Core of the Community. Downtown Midland has seen significant changes since incorporation in 1878, as well as significant investment, both private and public. In the 1990's the CN rail lines were removed from the waterfront, opening up the connection from the downtown to the Midland Harbour areas. More recently the Town has partnered with the Downtown BIA to replace the sidewalks and light fixtures of King Street as a means creating a distinct look and feel. In 2009, the Town began a multi-million dollar expansion of the Midland Public Library located at a key intersection in Downtown and more recently, the construction of the Midland Cultural Centre, an approximate 1,400 square metre (16,000 square foot) joint cultural centre, is also located at a key intersection of Downtown. The Town is also planning for the future, with a reconstruction of King Street proposed for 2017. Although many of these ventures have contributed to revitalizing the Downtown, there has never been a comprehensive plan in place to guide development and redevelopment.

3. Study Area

The study area is shown on Attachment A and includes all areas designated Downtown District in the Official Plan as well as the area known as Midland Harbour and surrounding parkland (David Onley Park and Harbourview Park).

The area designated Downtown District covers approximately 33 hectares of land and includes over 290 parcels of land in public and private ownership along with a wide variety of uses. The study area is centred on historic King Street, which runs in a north-west direction and terminates at Midland Bay and Midland Harbour and includes the shoulder streets of Midland Avenue and First Street. Running east west are the arterial roads of Yonge Street and Bayshore Drive, and the collector streets of Hugel Avenue, Elizabeth Street and Bay Street. The total gross floor building space within the downtown is approximately 65,145 square metres.

The Midland Harbour area is approximately 6.5 hectares in size and is a hub for summer recreation and events including the Miss Midland boat tours. The area was recently transferred from the Department of Fisheries and Oceans (DFO) to the Town. Midland Harbour features a number of private boat slips, mooring for the Miss Midland and other larger vessels, extensive Municipal parking and the main trail head of the Rotary Waterfront Trail.

The adjacent parklands, David Onley Park and Harbourview Park have seen recent improvements and will be an important link between the Downtown/Midland Harbour and future development lands known as the Midland Bay Landing site (formerly the Unimin Lands).

4. Scope of Work

The Downtown Master Plan Study shall be comprised of three phases:

Phase 1 – Prepare the Vision

What do we as Midlanders want our Downtown to be like in 5 years and in 25 years? What role will and should the Downtown play in the lives of residents and in the communities served by Midland? How can we revitalize the Downtown and improve the linkages to the waterfront and the Midland Bay Landing site?

This is a visioning exercise that will require extensive public consultation with a wide range of Community Stakeholders. In this exercise an examination of the history of Downtown, the role it has played in the past and present and the identification of opportunities and constraints will be made. The visioning exercise should examine such things as: What role does the Downtown play in the commercial, cultural, residential, and recreational life of the Community? How do people and goods move through the Downtown? What uses should be permitted or not permitted in the Downtown? What is an appropriate scale and what form should development or redevelopment take in the Downtown? How can the Downtown improve linkages to Midland Harbour, shoulder areas and Midland Bay Landing (formerly the Unimin site)? Should the Town provide incentives or grant programs for Downtown revitalization? What works and what does not work in revitalizing Downtown?

Part of this phase could include trial exercises or pilot projects for such things as: pedestrian scrambles, temporary closing of streets, opportunities for outdoor cafes or retail areas, etc. The purpose of this portion of the study is to identify immediate products/programs that can be implemented at little cost to the Municipality to create success and build momentum for the downtown revitalization.

It is expected that there will be many points of view expressed and that the process of creating a Vision for the Downtown will achieve a consensus that will guide the balance of the Master Plan Study.

Deliverables

- Descriptive “Vision Statement” to guide the Study based on Community input.
- Key takeaways and issues raised in the community consultation and trial exercises.
- Visual illustrations/drawings demonstrating the vision for downtown Midland.

Phase 2 – Assessment and Analysis of Existing Conditions

What do we have Downtown? What is needed? What needs to be replaced or upgraded? What is significant and important to the character of Downtown? How does the existing condition of the Downtown relate to the Vision and what has to be done to achieve the Vision? How do goods and people move through the Downtown? How is parking accommodated in Downtown?

Phase 2 will require an evaluation of the physical elements of the Downtown. The Town of Midland has an extensive inventory of the Municipal resources and infrastructure of the Downtown and will provide the information to the consultant, including parking studies and surveys. A SWOT analysis will be needed to evaluate the existing conditions in relation to the vision obtained in Phase 1.

Deliverables

- Report including an inventory of private buildings, public spaces, park facilities and amenities, parking facilities and street parking, pedestrian counts, street furniture.
- Description of SWOT findings.
- Evaluation report based on the existing conditions in relation to the vision obtained in Phase 1.

Phase 3 – Draft the Master Plan

What are the principles that will help achieve the Vision? How can the Vision be achieved? What is the Plan?

The identification of principles will assist in translating the Vision of the Downtown into rules or guidelines for the public or private sector. This will allow for appropriate evaluation of the decisions that affect the Downtown. Specifically the Plan should include the following.

- Provide an urban design framework for public and private development project that addresses:
 - Urban design guiding principles;
 - Streetscape and public realm improvements;
 - Integrated Accessibility Standards, Part IV.1, Design for Public Spaces Standards (Accessibility Standards for the Built Environment);
 - Appropriate scale of development and design elements;
 - Existing cultural and heritage features;
 - Design compatibility with Downtown streetscapes;
 - Desirable conditions for retail, office, institutional and residential uses at a pedestrian scale.
- A parking strategy and consideration of alternative uses that address current and future parking needs and program for administering Municipal parking areas.
- Official Plan policies, including development of Community Improvement Plan (CIP).

- Performance-based zoning standards that reflect development opportunities and also clearly identifies the types of uses not permitted in the Downtown.
- A CIP, including a package of financial incentives that encourage and facilitate redevelopment.

5. Consultation and Meeting Requirements

The Downtown Master Plan Study will be guided by a Steering Committee comprised of Municipal Council representatives, Downtown Midland BIA representatives, business owners and/or residents of the Downtown and supporting Municipal staff from the Planning and Building Services Department, Engineering Department, Public Works Department, Parks and Recreation Department and the Clerk's Department. The project consultation will be managed by the Town's Planning and Building Services Department. Regular communication with the Steering Committee is a requirement of the Study.

The proposal must contain the consultant's recommendations for public consultation as part of the Study. Creative and innovative approaches to engage the Community are highly sought, including possible early consultation techniques to identify things that can be done in the Downtown right away on a trial basis while the Master Plan is underway.

At a minimum, the proposal shall include the following meetings and consultation opportunities:

- a. Five (5) meetings with the Steering Committee (at Project Commencement, reporting at the conclusion of each of the three (3) Phases of the Study and a Final Report).
- b. At least one Community consultation meeting in the form of a design charette or workshop.
- c. Use of social media to obtain public comment.

6. Available Information

The Town can provide:

- Parking Studies 2009-2012
- Business Mix Analysis – 2008
- Photographic Inventory – 2013
- Historic photographs
- Transportation Plan 2012
- Transit Plan 2013
- GIS data on municipal infrastructure, street infrastructure, building envelopes, air photographs, etc.

7. Work Plan

The proposal must provide a work plan indicating the timing for conducting each of the three phases of the Downtown Master Plan Study, the approximate timing for the various tasks included, the cost of each of the phases broken down by task and the date of final submission to the Municipality.

8. Project Budget

The overall project budget has been set at a maximum upset limit of \$120,000, taxes included.

9. Deliverables

The selected consultant will be required to provide the following to the Town at the conclusion of the study:

- a. Twenty-Five (25) bound hard copies of the final Downtown Master Plan.
- b. One (1) electronic PDF version of the final report on appropriate media (CD or DVD).
- c. One (1) electronic MS Word version of the Downtown Master Plan on appropriate media (CD or DVD).
- d. One (1) electronic copy in PDF and JPEG or TIFF or compatible version formats of all plans, illustrations and and/or drawings produced during the study.